

*Office of the Mayor*

ATLANTA, GEORGIA

ROUTE SLIP

TO: Mayor Allen

FROM: Dan E. Sweat, Jr.

- For your information
- Please refer to the attached correspondence and make the necessary reply.
- Advise me the status of the attached.

To each handers

Then we must  
follow thru on!



*Office of the Mayor*

ATLANTA, GEORGIA

PHONE 524-8876

From: Johnny C. Johnson, Director  
Model Cities Program

To Earl Sanders Date 1-7-69  
Mayor's Office

For your information

Please make necessary reply

Advise status of the attached

*J.C.J.*



# Office of the Mayor

## ROUTE SLIP

TO: Geo. Berry

FROM: R. EARL LANDERS

- For your information
- Please refer to the attached correspondence and make the necessary reply.
- Advise me the status of the attached.

you may return to  
Linda FOR Filing.

↑  
To.  
JLB.

MODEL CITIES PROGRAM

MEMO

FROM: HYALL SCOTT DATE: 7/11/69

TO: DAN SWEAT TIME: \_\_\_\_\_

- For your information
- Please make necessary reply
- Advise status of the attached

ENCLOSED IS COPY OF THE  
MINUTES AT WHICH PAINT GUIDELINES  
WERE DETERMINED. ALL SIX  
COMMUNITIES WERE ADEQUATELY  
REPRESENTED. IF YOU HAVE ANY  
FURTHER QUESTIONS PLEASE CALL

*Office of the Mayor*

ATLANTA, GEORGIA

ROUTE SLIP

TO: Lyle Scott - Model Cities

FROM: Dan E. Sweat, Jr.

- For your information
- Please refer to the attached correspondence and make the necessary reply.
- Advise me the status of the attached.

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Atlanta Ga 30314

664 Larkin St H 635-

6-30-69

Hon Mayor Allen

as Chairman of the board of  
The model city, I would like to know  
was fair for some of the people who  
live in the model city area. take  
The right to decide who should get  
The paint, with out giving it to the  
one who are most able to buy  
I was told by Mr Scott that it was  
decided that if you paid taxes out  
there and lived some other place  
you was not included. I cannot see  
where the one who live out there  
and have rented house and they  
get home stead Exemption also  
and paint too. I under stand the one  
who are renting out there and are buying  
else where should not be included. but  
my family has paid taxes in Pittsburg  
since 1915. I have a small house



on windsor st 949 The home house was  
943 windsor st. when my mother pass I  
ask the city to see could the house be  
brought up to Standard and they said  
it had to be torn down and it was and  
I am trying get a house put on the lot  
out there I am not buying where I live  
I pay rent, and I am paying taxes out there  
there and where I live also.

now the reason I am not living in the  
house on windsor my brand daughter  
and her 3 children live in it she and  
husband are not together.

and they all was born at 943 windsor st  
The oldest one is 14 years old in June  
and they never rec'd any welfare I pay  
around \$200. a year tax out there and I  
am 72 years old. I feel like the one who  
need the help are not getting it. but a  
select few. Mr Scott said he could do  
any thing about it I would like to know  
if you think it was a fair deal Thank  
you Mrs Lavada Balhoun

AFTER 5 DAYS RETURN TO

664 Larkin St #633

Mrs L. Balkem

Atlanta Ga. 30314

ZIP CODE



Mayor Ivan Allen  
City Hall office



# Allen Reassured On Model Program

By ALEX COFFIN

Mayor Ivan Allen Jr. and key aides were reassured late last week about what the Nixon administration intends to do about the Model Cities program.

A telegram from the office of George Romney, secretary of Housing and Urban Develop-



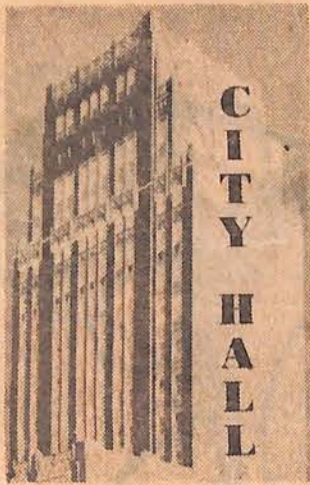
Alex Coffin

ment, and a call to Allen from a top White House aide calmed fears that the city might have to start from near scratch in providing a better life for the 45,000 residents of the six neighborhoods south and east of Atlanta Stadium.

"The effect," said Dan Sweat, deputy chief administrator to Allen, "is that Atlanta's planning and organizing has not been in vain. We have not wasted any time or effort."

The telegram from Romney's office does indicate, however, that some slight changes will be coming. Perhaps the most important is that the mayor's office will keep a more watchful eye on the program and will need to exercise closer supervision, with the Model Cities Executive Board becoming somewhat more advisory in nature.

City officials also had clear



indication last week that the \$7.2 million in supplemental implementation funds, approved last January, finally are close at hand.

Probably the best news to city officials in Romney's telegram was clarification of the role of state government. Allen and his staff had been concerned that Nixon might seek to interpose the state between the federal government and the city in running the Model Cities program. Not so, said the telegram, although greater involvement by the state is sought.

Another important change, and this pleased city officials, is the erasing of the boundaries of the area to be covered. The city earlier itself had established the 3,000 acres and generally is expected to stick to that area—however, in certain cases, the boundary need not be a barrier.

The Romney telegram also called for the establishment of priorities, rather than trying to "attack every conceivable problem within these neighborhoods. This obviously would be unworkable" and result in cities "dissipating their resources in a vain effort to solve all" problems.

Allen already is engaged in close scrutiny of the proposals. Model Cities Director J. C. Johnson, sources say, is working hard, with some success, in making a good case for the projects, most of which are interrelated.

Minor adjustments will have to be made in the program, city officials are saying, but they will be minor ones — such as getting more private involvement.

But, generally it can be reported that city officials aren't glum at all about the Nixon administration's attitude toward Model Cities.

## Young GOPs Pick Atlantan

Constitution State News Service

CALLAWAY GARDENS, Ga., Knott Rice of Atlanta, a 22-year-old Emory graduate student, was elected chairman of the Georgia Federation of Young Republican Clubs at their annual convention at Callaway Gardens Saturday.

He defeated H. Royce Hobbs of Macon, 374 to 323.

Rice was the incumbent young Republican national committeeman and a former president of the Emory YR club. Hobbs, 34, was a candidate for mayor of Macon in 1967 and the Georgia General Assembly in 1968.

The convention opened Saturday morning with the defeat of then-chairman Terry Moshier for temporary chairman by Horace Taylor of the Fulton County delegation, 395-316. Moshier had backed Hobbs while Taylor supported Rice.

Fulton County and College clubs throughout the state provided Rice with his heavy support. Hobbs got most of his votes from metropolitan areas outside Atlanta. The same patterns held for the lower offices.

Dick Jones, 32, of the Fulton County club was chosen national committeeman over Fred Neal of Augusta. Betty Baker of the Fulton County club won the post of national committeewoman over Sandra Ford of the metropolitan Atlanta club.

Jenny Bailey, Georgia College in Milledgeville, defeated Nancy Grider of Atlanta for vice chairwoman.

Incumbent secretary Caroline Meadows of the Cobb County club was re-elected by acclamation.

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*Office of the Mayor*

ATLANTA, GEORGIA

PHONE 524-8876

From: Johnny C. Johnson, Director  
Model Cities Program

To Dan Sweat Date 5-19-69

For your information

Please make necessary reply

Advise status of the attached

The Attached spells out the requirements  
for training and technical assistance  
funds in Model Cities. Atlanta has been  
offered \$70,000.



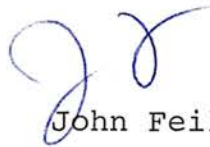
UNITED STATES CONFERENCE OF MAYORS

1707 H STREET, N. W.  
WASHINGTON, D. C. 20006

April 29, 1969

Dan:

For your information.

A handwritten signature in blue ink, consisting of a stylized 'J' and 'F'.

John Feild

Sugar Hill (1 mo. ago)  
Office of the Mayor  
Petition a montago

TELEPHONE MESSAGE

To Bernis Guldstein (525-)  
Emmanuel House (5948)  
Howard Smith

Name \_\_\_\_\_

Telephone No. \_\_\_\_\_

- Wants you to call
- Returned your call
- Left the following message:
- Is here to see you
- Came by to see you

after 4  
Mrs Johnny Crosby 521-1375  
(Pete Wesley Mann 525-4843)

1120 Capital Ave, Apt 4

1158 " " Apt 7

Joseph Lander -  
1158 - (4)

Thomas Dorsey -  
1140 Apt (6)

Date: \_\_\_\_\_ Time \_\_\_\_\_ a. m. / p. m.

By \_\_\_\_\_

g James P. Cheever - owner  
Chapman real est Co.

(presently zoned light  
industrial - may be  
moved with out a  
place to go)  
— o —

*Office of the Mayor*

ATLANTA, GEORGIA

From - Dan E. Sweat, Jr.  
Director of Governmental Liaison

*Copies to*

*Johnson*

*what  
now?*

*[Signature]*

*Office of the Mayor*

ATLANTA, GEORGIA

PHONE 524-8876

From: Johnny C. Johnson, Director  
Model Cities Program

To Fulp Date 2-25-69

- For your information
- Please make necessary reply
- Advise status of the attached

OK

*J. Johnson*

MODEL CITIES PROGRAM

MEMO

FROM: O. D. Julep DATE: 2-25-69  
TO: Mr. D. Sweet TIME: \_\_\_\_\_

- For your information
- Please make necessary reply
- Advise status of the attached

Attached reply to Mr. Mann,  
Best Mfg. Co. for your sign-  
ature. Copies of appropriate  
correspondence attached and  
~~copy~~ reply explanatory -

Eng. of Power Sewing Machine  
Operators has been 'taboo' for  
several years due to some  
Congressional & Dept of Labor (US)  
interpretations - We are hopeful that  
this problem can be rectified, at  
least for Atlanta through the  
MC program (Supp. Funds).

I will follow through.

*Office of the Mayor*

ATLANTA, GEORGIA

PHONE 524-8876

From: Johnny C. Johnson, Director  
Model Cities Program

To O. D. Fulp Date 2-19-69

- For your information
- Please make necessary reply
- Advise status of the attached

*Prepare  
letter  
?*

*Ray Cooper*



Office of the Mayor

ATLANTA, GEORGIA

ROUTE SLIP

TO: Johnny Johnson - Model Cities

FROM: Dan E. Sweat, Jr.

- For your information
- Please refer to the attached correspondence and make the necessary reply.
- Advise me the status of the attached.

How about getting Col. Inup or  
someone else of high stature to  
contact Mr. Damm? I will be  
glad to sit in on any conversation.

Dan



*Office of the Mayor*

ROUTE SLIP

TO:     *Alan Jewel*    

FROM: Ivan Allen, Jr.

- For your information
- Please refer to the attached correspondence and make the necessary reply.
- Advise me the status of the attached.

\_\_\_\_\_

*Please see me*

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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\_\_\_\_\_

\_\_\_\_\_

Office of the Mayor

ROUTE SLIP

TO: Dan Sweat

FROM: Ivan Allen, Jr.

- For your information
- Please refer to the attached correspondence and make the necessary reply.
- Advise me the status of the attached.

Hold and  
 redate letter  
 after receiving  
 notification or  
 mail same day.

*[Handwritten scribbles and marks]*

Telefax

western union

Telefax



5:22P EST NOV 2 69 A2134

A LLN45 RF NL POF 1 EXTRA ATLANTA GA 2

MAYOR IVAN ALLEN

CITY HALL FAX ATLA

THE GRANT PARK MODEL NEIGHBORHOOD AREA COUNCIL VOTED UNANIMOUSLY TO REQUEST MAYOR ALLEN AND THE ATLANTA HOUSING AUTHORITY EXECUTIVE DIRECTOR MR PERSELLS TO MEET WITH US ON THE VERY EARLIEST POSSIBLE DATE TO GIVE US THE OPPORTUNITY TO DISCUSS PROBLEMS WITHIN NEIGHBORHOOD BEFORE REHABILITATION STARTS AGAIN

C V MOCLAIN, PRESIDENT

RS:

8410

524-0211

City of Home  
Committee &  
Model City Steering  
Committee

01 (RS-66)

(R8-66)

Office of the Mayor

ATLANTA, GEORGIA

ROUTE SLIP

TO: Johnny Johnson

FROM: Dan E. Sweat, Jr.

- For your information
- Please refer to the attached correspondence and make the necessary reply.
- Advise me the status of the attached.

DAN  
WE MET WITH Jerry  
LUXEMBURGER - Lewis DINKINS  
TERRY ALLEN & REQUESTED  
THAT THEY RE-SUBMIT A  
SINGLE PROJECT TO ~~INCLUDE~~  
THE BASIC ACTIVITIES &  
A RATIONAL FOR RECONSIDERATION



# Memo

DATE

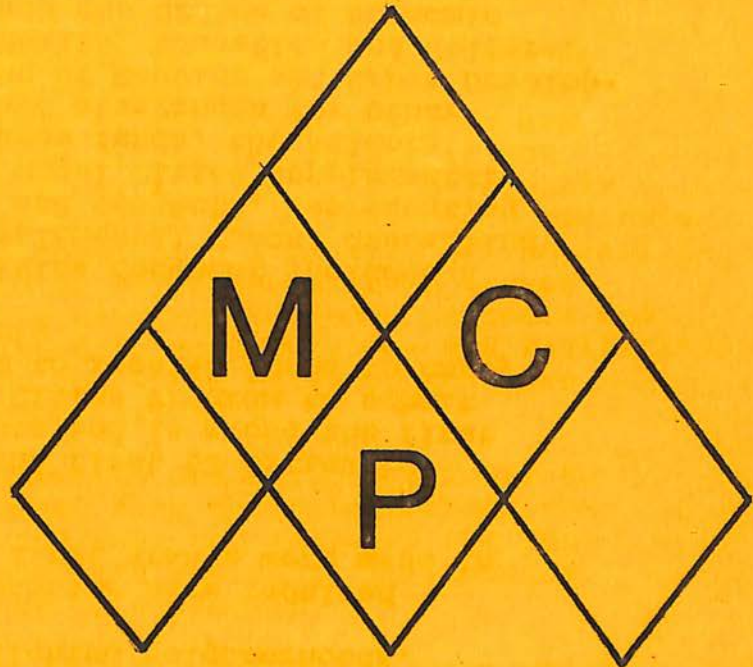
From GEORGE BERRY

To Dan

These are copies of  
correspondence from the  
files of the Housing  
Authority re: the  
Moody transaction.

You may want them for  
your file on Model  
Neighborhood, Inc.





**atlanta model cities**

673 capitol ave. s.w. atlanta ga. 30315 524-8876



"The Model Cities Program, authorized by the Demonstration Cities and Metropolitan Development Act of 1966, provides technical and financial assistance to help communities plan and carry out comprehensive programs to upgrade social, economic, and physical conditions in blighted neighborhoods.

A total of 150 communities have received planning funds since the first grants were made in November 1967.

Atlanta was one of the first 63 cities to receive its planning grants and is among the first communities in the Model Cities Program to submit its comprehensive program to receive funds to carry out its first year projects.

The Atlanta Model Cities document includes a definitive use of HUD Supplemental Funds, describing allocations for programs and projects, representing a total of \$7,175,000 in Model Cities supplemental funds. In addition to these funds, the Atlanta Program has been given fund assurances for other programs by the Department of Housing and Urban Development, the Department of Health, Education and Welfare, the Department of Labor and the Office of Economic Opportunity for activities in the Model Neighborhood. These funds will represent an additional \$16 million for our first year programs.


The Model Cities Program is a new concept and we have all learned as we have gone and are going along. We recognize the fact that if our urban problems are to advance toward solution, it is important, if not imperative, that we alter our attitudes and previously caged philosophies. The program is designed to contribute to a well-balanced city containing a mixture of the facilities and services needed to serve the diverse groups living and working in the city and includes projects and activities further designed to make services and facilities, jobs and housing outside the Model Neighborhood more accessible to neighborhood residents.

We have made conscientious and serious efforts to reap productive involvement from the neighborhood residents. Our document includes and reflects the constructive participation of the residents in planning and the implementation of this program.

We have compiled a summation of the program which we submitted to HUD and includes the allocations for program areas listing their major projects."

-----Johnny Johnson





Atlanta's model neighborhood covers 3,000 acres, and includes 48,000 people living in six sub neighborhoods. The target area ranks far below the rest of the city in income, employment, education and health.

The unemployment rate for the model neighborhood is 15 percent compared to 2.8 percent for the city. Over half of model neighborhood families have poverty level incomes and only 29 percent of neighborhood residents have incomes above \$5,000 a year. Almost twice as many model neighborhood students drop out of high school before graduation as compared to the city as a whole, and 78 percent of neighborhood parents did not complete high school. There are no physicians or dentists living or practicing in the model neighborhood. About 70 percent of the model neighborhood population is Negro.

Atlanta's five year program was developed with the help of 11 central committees made up of residents from counterpart program subcommittees in each of six sub-neighborhoods. The City Demonstration Agency (CDA) including staff members on loan from other public and private agencies provided the committees with technical assistance and staff work for the planning. Plans went from the central committee to the 16-member Steering Committee of the Model Neighborhood Mass Convention, which was open to all neighborhood residents. The Model Neighborhood Executive Board, composed of chairmen of elected councils in the six neighborhoods, six public officials, and two citizens at large appointed by the Mayor, was responsible for policy guidance during the planning and final approval of plans before submission to the Atlanta Board of Aldermen.

#### Five Year Strategy

The Atlanta Model Cities program will focus on widening opportunities for model neighborhood residents while at the same time attacking root causes of socio-economic deprivation to allow residents to take advantage of actual opportunities. To realize this goal Atlanta will concentrate on programs that support one another and generate benefits beyond initial impact.

According to standards set by residents and the CDA, priority programs are those directed at meeting basic needs of model neighborhood residents. These are housing, transportation, education, and employment. Residents felt that other programs in social services, recreation and culture, and health, are closely related to these primary goals and cannot be fully appreciated until more severe conditions are alleviated.



69 70 71 72 73



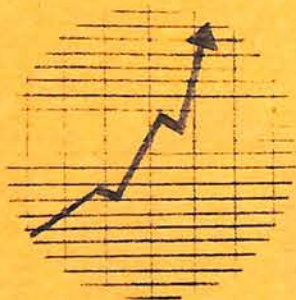
### Employment

A major goal of the Atlanta program is to reduce unemployment from 15 percent to the city level of 2.8 percent. To accomplish this goal, Atlanta will focus on innovative programs to improve services to the hard core unemployed.

To improve job information and recruitment, the Georgia State Employment Service would operate a communications system with stations located in four outreach posts to relay job information to target area residents as rapidly as possible. A Job Mobile would provide back-up services to the outreach offices for recruiting residents and transporting them to outreach offices for referrals, and to job sites for interviews.

Many residents are unable to take advantage of job offers because they lack money for transportation, clothes or minor medical assistance. To overcome these problems, the program would provide direct medical maintenance funds for eye-glasses and dental work, and an emergency assistance fund to help the new employee meet basic needs until his first pay day.

These activities would support existing programs, such as the National Alliance of Businessmen, which enlists private business to create jobs for the hard-core unemployed, thereby increasing realistic job opportunities and reducing the high unemployment rate.



### Economic Development

To strengthen existing small businesses and encourage new businesses to locate in the model neighborhood, Atlanta proposes a Neighborhood Development Corporation to provide low-interest loans to small businessmen. A training program to familiarize commercial loan officers with the special conditions of operating a business in the model neighborhood is also proposed. Supplementing these activities, a Chamber of Commerce to be established for model neighborhood businessmen would identify and give aid to model neighborhood businesses and recruit new businesses.

An existing Outreach Program which provides technical assistance to small businesses will be changed to focus exclusively on the model neighborhood. This program, by classroom instruction, counselling and discussion gives training in bookkeeping, management, and marketing techniques as they apply to the actual operation of small business.





### Satisfactory Community Environment

The Atlanta program seeks to eliminate several major sources of blight and decay in the model neighborhood. A Sewer Program Study will determine the best means of controlling the flooding and overflow of old sewers, and faulty sewers will be reconstructed or replaced under the Neighborhood Development Program. Programs to replace and repair water mains and to increase rubbish collection are also included.



### Housing

The housing program, identified by model neighborhood residents as a top priority, aims to increase the number of families living in adequate housing by 6,432 or 160 percent. Home ownership among model neighborhood families would be increased by 25 percent.

A key element in Atlanta's housing strategy is establishing a Model Neighborhood Housing Center to include a nonprofit Housing Development and Rehabilitation Corporation and a Home Ownership Agency. The Center would provide extensive housing services to residents and promote self-help programs of housing rehabilitation and construction. The Center will also attempt to promote equal opportunity in housing and assist residents who want to move to other parts of the city. The Housing Corporation would encourage rehabilitation and construction by sponsoring housing projects, providing seed money for sponsors, and doing the technical preparation for housing projects that would then be bid on by commercial builders.

Other programs for housing construction and renewal planned under the Neighborhood Development program would be supplemented by a Code Enforcement program.



USE OF HUD SUPPLEMENTAL FUNDS

(Allocations for program areas are shown with listing of selected major projects)

	<u>TOTALS</u>
<u>Resident Involvement</u>	\$ 203,000
<u>Employment</u>	955,000
Job training and recruitment	
Direct Medical Maintenance	
Job readiness-Resident Welfare Fund	
Manpower Study; Data Gathering	
<u>Economic Development*</u>	35,000
<u>Education</u>	2,317,000
Middle School	
Extended Day Program	
Pre-School Activities	
New School Construction	
Community School Program	
<u>Social Services</u>	984,000
Day Care Center, Block Mothers & Family	
Day Care	
Recruit & Hire professionals & aides*	
Family Counselling, services to homemakers	
and Senior Citizens	
<u>Health</u>	319,000
Group Practice Health Facility	
Mental Health and Retardation Planner	
Private Practice Group in Model Neighborhood	
<u>Crime and Delinquency Prevention</u>	158,000
Crime Data Compilation	
Juvenile Delinquency Prevention	
Group Foster Home	
United Youth Outreach	
<u>Transportation</u>	277,000
Intra-Neighborhood Bus System	
Specialized Passenger Vans	
Public Facilities Impact Evaluation	
<u>Recreation and Cultural Activities</u>	342,000
Atlanta Girls' Club-expansion of facilities,	
equipment and programs	
Program in Five Disciplines	
Store Front Libraries	
<u>Housing and Relocation</u>	635,000
Housing Development and Rehabilitation Corp.	
Housing Center	
<u>Other Supplemental Funds Not Yet Allocated</u>	988,000

\*Dependent on non-HUD Federal agency funding.



## Social Services

To meet a serious shortage of day care facilities for children of working parents, Atlanta would use a combination of resources. An extended Day Program for school children and for three- and four-year olds will be supplemented by training residents as family day care mothers and block mothers to care for children during the day and after school.

The Social Services Program emphasizes training model neighborhood residents as sub-professionals to work under the supervision of professionals in a variety of services, including child care and family services. By performing such services, residents are also expected to learn and communicate good habits in family living.

Existing resources would be expanded to provide professional and legal services in the model neighborhood. A Homemaker Service will be expanded to serve all residents who need it, rather than being limited as presently to recipients of public welfare. Services to the elderly would be expanded to include day care, meal-on-wheels, and advocacy for older persons.



## Health

Health care for model neighborhood residents is severely limited by residents' inability to get to medical facilities, lack of money to pay for adequate care, and insufficient information on available services.

To remedy these conditions, Atlanta plans a combination of programs to bring health facilities to the model neighborhood and to educate residents to the importance of good health care. Plans call for construction of a Group Health Practice facility in the model neighborhood and recruitment of dentists and physicians to staff it. Atlanta also proposes a program of Prepaid Medical Care to pay medical costs of low-income patients and a medical screening facility to examine all residents of the neighborhood. Residents who need further medical attention would then be referred to a physician.

Family Service Teams would employ and train model neighborhood residents as health aides to work with residents to improve their knowledge and attitude toward the importance of health care, assist residents to health resources, and provide follow-up to health care.

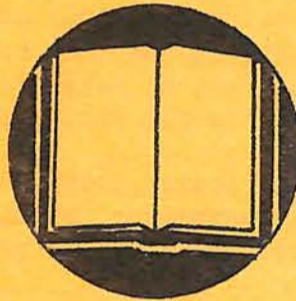




### Education

The high school dropout rate for the model neighborhood is 8.9 percent compared to 4.9 percent for the city.

To combat these problems, Atlanta's comprehensive program for upgrading education includes construction of new schools, expanded vocational education programs, curriculum redevelopment, pre-school activities, and adult education. Existing programs such as Curriculum Aides and Teacher Aides would continue. New programs such as the Extended Day Program to keep schools open 11 hours a day, a Twelve Month School program for all model neighborhood high schools, and a Communications Skills Laboratory are designed to increase the impact of the schools on the community. To deal with environmental effects on the education process, plans call for School Social Workers, a Parent Education program to help parents with home related problems, and a program of Curriculum Development and Family Living to improve the self confidence and social acceptance of children. Atlanta also plans a special Middle School for children in grades 6-8.



### Crime and Delinquency Prevention

Although crime and delinquency rates are expected to drop as a result of other programs to alleviate basic causes of socio-economic ills, the Atlanta program calls for immediate activities.

The Georgia State Department of Criminal Justice would conduct a Crime Data Compilation project to further assess and offer approaches to solving the crime problem in the model neighborhood. An existing program of using model neighborhood residents as Community Service Officers attached to the Crime Prevention Bureau would be expanded. To prevent juvenile delinquency from becoming a problem of crime, the program calls for a United Youth Outreach program in which young people would be employed by the Atlanta Children's Youth Council to reach "hard core" young people in the model neighborhood. A Group Foster Home for Delinquents and Pre-delinquents will also be established to serve adolescent boys between the ages of 14 - 16.





### Recreation and Culture

The limited recreational and cultural facilities in the neighborhood do not meet the needs of residents. Transportation difficulties prevent the majority of residents from benefiting from existing recreational facilities.

The program calls for buying land suitable for development of open space parks, Block Parks and Playlots. Park facilities will have full-time recreation staffs to provide organized recreation activities for all age groups. As an interim measure while parks are being developed, the program proposes five Mobile Recreation Centers to provide recreational opportunities for residents.

The program also calls for activities to develop cultural pride and encourage self-expression among residents through classes in music, drama, dance, visual arts, and creative writing. Professional artists working with classes of 20 are expected to reach 1800 model neighborhood residents a week in this program.

The program proposes three store-front libraries within easy access of bus routes and parking facilities.



### Transportation

Unless transportation facilities are improved, model neighborhood residents will be unable to take advantage of job opportunities or health services.

A key element in Atlanta's transportation program would be an Intra-Neighborhood Bus System to provide transportation for residents within the model neighborhood and to surrounding areas. Operating in a loop pattern, these buses would provide access to shopping facilities, health centers, and points of transfer to other bus routes. Also planned is a system of specialized passenger vans for pre-school day care children, the elderly, the handicapped, and those in need of emergency services.

Programs for street repair and widening, sidewalk construction, and street lighting will be continued and expanded.



### Resident Involvement

The program calls for a series of special activities to increase the quality and quantity of both model neighborhood resident involvement and mutual involvement of neighborhood and city residents in the program. An incorporated nonprofit Model Cities Resident Organization would become the central body for recruiting residents, involving residents in future Model Cities planning and working with other groups in the neighborhood. To organize neighborhood youth and coordinate youth activities, a Model Cities Atlanta Youth Council would be established to serve residents age 14-21. The Atlanta program also proposes a special Resident Training project to give residents skills in leadership, self-help activities and social planning. A newly created Community Relations Commission would direct a program to increase city-wide participation in Model Cities through activities such as a Talent Bank to increase the use of volunteers and a series of Town Hall meetings throughout the city.



### MODEL CITIES PERSONNEL

#### ADMINISTRATION

JOHNNY C. JOHNSON, DIRECTOR  
David F. Caldwell, Assistant Director for Administration  
Donald V. Holland, Senior Budget Analyst  
Velma L. Carr (Miss), Principal Stenographer  
Mary Ann Ryder, (Miss), Senior Stenographer  
Howard Turnipseed, College Intern  
Edna Lockett, (Mrs.) Resident Trainee

#### PROGRAM MANAGEMENT

B. T. Howell, Program Coordinator  
Alan Wexler, Technical Writer  
Joseph A. Stroud, Program Specialist

#### PLANS AND EVALUATION

Roslyn Walker (Mrs.), Evaluation Analyst  
Mitchell A. Mitchell, System Analyst  
Pat Akin (Mrs.), Stenographer  
Bayard Irwin, Research Specialist

#### PHYSICAL DEVELOPMENT

James L. Wright, Jr., Director of Physical Development  
Louis Orosz, Physical Planning Coordinator  
Michael Lewallen, Graphics Specialist  
John Sluss, Draftsman  
Barbara Hawk (Miss.), Stenographer

Cont'd.



## SOCIAL DEVELOPMENT

James R. Shimkus, Director of Social Development  
Davey L. Gibson, Social Planning Coordinator  
Frances Eisenstat, (Mrs.) Social Planner II  
Ellen Schoates, (Miss) Social Planning Technician  
Billy Warden, Crime and Delinquency Planner  
Willie P. Thompson (Mrs.) Social Planner  
Mary Ann Hewell, (Mrs.) Stenographer

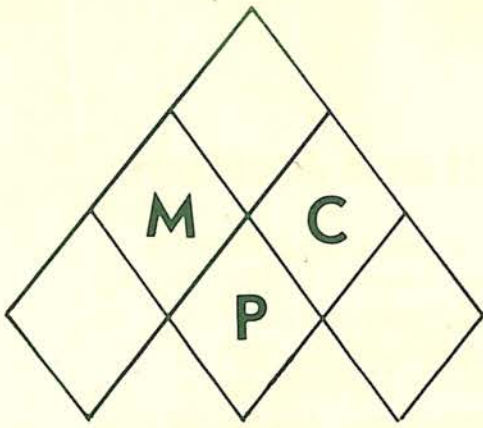
## ECONOMIC DEVELOPMENT AND EMPLOYMENT

O. D. Fulp, Manpower Resources, State Labor Department  
Ed Berry, Employer Relation Representative  
Winfred Knight, New Careerist  
Nan Brown (Mrs.) Stenographer  
Tom Devane, State Labor Department Representative  
Jim Culp, Economic Development Planner I  
Rose M. Graham, (Miss), Economic Development Program Specialist

## COMMUNITY AFFAIRS

Xernona B. Clayton (Mrs.), Director of Community Affairs  
Rose-Marie Stewart (Miss), Neighborhood Organizer  
Lyall Scott, Neighborhood Organizer  
Maria McDonald (Mrs.), Stenographer  
Ruby M. Coleman (Mrs.), Community Relations Assistant  
Laverne Maddox (Mrs.), Community Relations Assistant  
Elizabeth Lee (Mrs.), Community Relations Assistant  
Mary A. Roberts (Mrs.), Community Relations Assistant  
Elizabeth Parks (Mrs.), Community Relations Assistant  
Eleanor Rakestraw (Mrs.), Community Relations Assistant  
Betty Tye, (Mrs.) Community Relations Assistant





# MECHANICSVILLE MESSENGER

JULY 1969

ISSUE NO 1

## Newsletter Supplies Area Information

The Mechanicsville Messenger will be the official means of getting information about the neighborhood to the residents of Mechanicsville. It will be published by the Mechanicsville Neighborhood Coordinating Planning Committee working with Harland Bartholomew and Associates, planning consultants for the neighborhood.

The success of neighborhood improvement will depend on the interest and support of the residents. This Newsletter will be the best source of information concerning the Mechanicsville parts of the Model Cities Program. It will inform the people as to what is being done and will help them in their efforts to take part. Every issue should be read carefully by every resident with an interest in his neighborhood. In this way, the citizens of Mechanicsville may take a useful part in the improvement of the neighborhood.

The Committee plans to mail the Messenger to residents of Mechanicsville once each month.

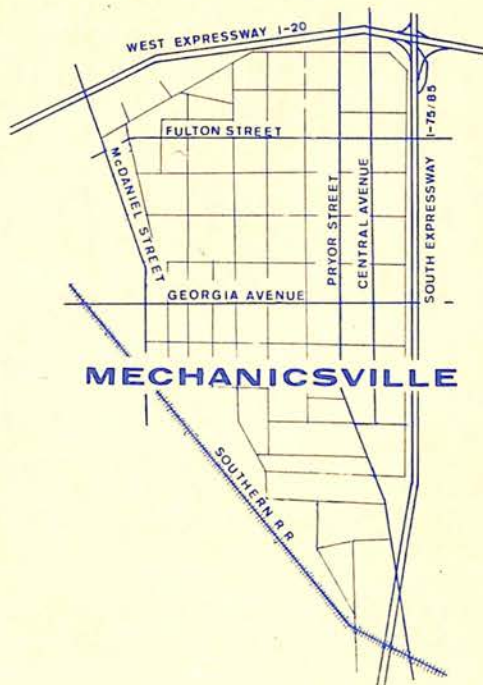
## M.C. Program Involves Citizens

Mechanicsville is one of six neighborhoods which make up the Atlanta Model Cities Area. Although it is small in size, it includes the most people of any of the six neighborhoods.

The Model Cities Program has one major objective: to face the many different kinds of problems of urban living in order to increase human opportunity and enjoyment.

The program is intended to rebuild the worn-out facilities. It is intended to increase the supply of housing for low and moderate income families. It is intended to increase the earning power of the people through training and expanded job opportunities. It is intended to provide the needed public facilities such as parks, schools, streets and utilities. In short, the program is intended to provide an environment for good living related to the needs and desires of the residents. To accomplish these goals requires cooperative effort - of the citizens, of the city of the Model Cities staff, of the Atlanta Housing Authority and of professional planners assisting in the work.





## Consultant Action

Mr. Joe Ross represents the planning consultant, Harland Bartholomew and Associates. His work with the Committee will include:

- A survey of possible 1970 acquisition areas
  - A relation of areas chosen to the overall improvement plan and preparation of necessary maps and reports.
- Other consultants, such as economists, appraisers and architects will also be used.

## Agencies At Work

The urban renewal program in Mechanicsville involves the work of several groups and individuals.

The first is the Model Cities Administration which operates as a separate part of the city. Making use of a planning consultant and working with the residents, the Model Cities Program (MCP) prepares plans and submits them to the Atlanta Housing Authority. The MCP also provides a means of hearing individual problems and recommendations.

The Atlanta Housing Authority's role is that of action and assistance. It is the AHA's responsibility to carry out the plans. It also gives assistance in relocation and other problems.

The City of Atlanta is, of course, the final authority. The City pays one-third of the cost and provides other types of services. The Planning Department will insure that the 1970 activities agree with the 1983 Model Cities Plan.

## Planning Committee

The Neighborhood Coordinating Planning Committee is made up of the heads of operating committees under the Model Cities Program and the Advisory Council. These are residents and businessmen of Mechanicsville. This committee is the direct contact with the consultants and the Model Cities staff. Any questions of residents should be discussed with them. The committee's responsibilities are:

1. To keep all residents informed of existing and planned activities.
2. To encourage active participation in meetings and by questions and comments to make this participation meaningful.
3. To encourage every resident to help in planning.
4. To furnish the means for the residents to be heard in all phases of the urban renewal process. The committee will provide ideas or proposals toward the solution of existing problems.



## PROJECT OFFICE

The Atlanta Housing Authority's Office in Model Cities is known as the Model Cities Neighborhood Development Program Area Office. This office is responsible for carrying out the physical implementation of the plan that the Model City Planning Office has developed, in cooperation with the many citizen participation groups.

The Model Cities Neighborhood Development Program Area Office has two separate sections. The first is charged with the responsibility of satisfactorily relocating the residents and businesses from those areas that are scheduled to be cleared and redeveloped into a truly model residential community. The other section is concerned with the remodeling of those structures that are within the designated rehabilitation areas. This includes an actual inspection of each dwelling and the preparation of a list of needed repairs. In many cases financial assistance is available through either the Loan or Grant Program. The Rehabilitation Advisor follows the construction from beginning to end, inspecting each step to assure the home owner of receiving complete value for his dollar invested.

The Model Cities Neighborhood Development Project Office is presently located in room 141 of the Martin Luther King Memorial High Rise for the elderly at 530 McDaniel Street, S.W., one block off Georgia Avenue. The telephone number is 523-0245.

On July 15th the office will be moving to its new and permanent address, 683 Capitol Avenue, S.W. at the corner of Georgia and Capitol Avenue. Our new telephone number will be 523-5851.

For future reference, listed below are the departmental Supervisors.

W.R. Wilkes, Jr.	- Project Director
Thomas Walker	- Asst. Project Director
Walter W. Reid	- Family Services Consultant Supervisor
R.C. Littlefield	- Rehabilitation Supervisor
Miss Dorothy Moon	- Secretary
C.V. Dickens	- Financial Advisor



## MRS. EVA GLOVER



MRS. GLOVER TALKS WITH ONE OF HER NEIGHBORS ABOUT THE NEIGHBORHOOD.

Mrs. Glover's primary interest is making Mechanicsville a better place for family life. Although she was born in Sparta, Georgia, she has lived in the Mechanicsville area since 1925. She was a strong force in organizing local support for the Community Center and is active in its operation. Besides her work on the Advisory Council, Mrs. Glover is chairman of the Relocation Committee, serves on the Program Committee and sings in the choir at St. Paul's AME Church. Mrs. Glover campaigned hard for her election to the Council because she knew she could do a good job for the committee, which she has been doing.

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### Participation

The Model Cities Program depends on citizen participation. This action is three fold.

The resident is responsible for taking an interest in his neighborhood. He can read this Newsletter and others following, and he can talk with the members of the Advisory Council from his block. These are listed on page four.

The Neighborhood Coordinating Planning Committee will keep the resident informed. It will distribute information to the resident; for example, this Newsletter.

The consultants provide the technical services needed in working out a plan with the residents. The consultant will work with the Committee and the Advisory Council as well as other groups.

### Renewal Activities

In the summer of 1968 the Model Cities staff began meeting with citizens and the Neighborhood Coordinating Planning Committee from Mechanicsville. When the Model Cities application was funded by the Federal Government it included three and a half blocks in Mechanicsville for acquisition during 1969.

Two blocks bounded by Windsor, Fulton, Formwalt and Richardson.

One block bounded by Richardson, Cooper, Crumley and Windsor.

One half block on the east side of Formwalt between Georgia and Glenn.

Planning for 1970 activities was begun in May 1969. On June 23, the first meeting of the committee was held with the planning consultant.

## REVEREND M.M. THOMAS

Reverend Thomas grew up in Jackson, Georgia and later moved to Atlanta. He has lived in Mechanicsville for the past 15 years. Reverend Thomas is employed by the Lockheed-Georgia Company in Marietta. His spare time is divided among his family and his two churches, the Sardis Baptist Church and the Shoal Creek Baptist Church in Pike County. In spite of this busy schedule, he finds time to serve on the Advisory Council. Reverend Thomas has shown himself to be willing and anxious to work for the improvement of living conditions in Mechanicsville.

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REVEREND THOMAS RELAXES IN HIS SPARE TIME



# Mechanicsville Neighborhood Coordinating Planning Committee

Mrs. Alyce Nixon,  
Vice Chairman

703 Cooper Street, SW

524-4920

## ADVISORY COUNCIL

Rev. Simon Shuman	428 Hightower Road, NW	
Miss Doris Thomas	401 Rawson Street, SW	524-2368
Rev. B.J. Johnson	388 Glenn Street, SW	521-1271
Mrs. Ann Childs	620 Ira Street, SW	523-4056
Mrs. Janie Lowe	623 Ira Street, SW	522-2762
Mrs. Bessie Aaron	74 Whiteford Avenue, NE	
Mr. William Gaston	465 Pryor Street, SW	523-4930
Rev. W.L. Finch	465 Pryor Street, SW	523-4930
Mrs. Emma Rose	563 Cooper Street, SW	521-0244
Mrs. Mattie Compton	567 Cooper Street, SW	322-3695
Rev. J.H. Gromes	740 Amber Place, NW	
Rev. J.H. Lockett	606 Pryor Street, SW	755-4862
Mrs. Beatrice Gooden	637 Pulliam Street, SW	
Rev. L.C. Clack	591 Pulliam Street, SW	524-5160
Mr. Arthur L. Hodges	698 Crew Street, SW	523-7054
Mrs. L.M. Thompson	223 Bass Street, SW	
Mrs. Ernestine Hurley	294 Bass Street, SW	
Mrs. Bessie Kelley	709 Pryor Street, SW	
Mrs. Dorothy Jenkins	252 Hendrix Street, SW	
Mrs. Dorothy Lawrence	194 Hendrix Street, SW	
Mrs. Lucy Hall	740 Central Street, SW	524-1870
Rev. M.M. Thomas	931 Fortress Street, SW	525-9755
Rev. T.R. Jones	1437 Murry Street, SE	
Mrs. Eva Glover	675 Ira Street, SW	688-8821
Mrs. Hattie Mosley	374 Bass Street, SW	524-0062
Rev. L.M. Terrill	606 McDaniel Street, SW	

## CHAIRMEN OF OPERATING COMMITTEES

Mrs. Bertha Barton	260 Bass Street, SW	525-8919
Mrs. Carrie Berry	721 Cooper Street, SW	525-3903
Mrs. Rosa Burney	712 Garibaldi Street, SW	521-2118
Mrs. Dorothy Finney	803 Cooper Street, SW	524-7537
Mrs. Eva Glover	675 Ira Street, SW	688-8821
Mrs. Annie Ruth Newton	528 Wells Street, SW #1590	577-5044

Mechanicsville Messenger  
1700 Commerce Drive, N.W.  
Suite 111  
Atlanta, Georgia 30318

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Atlanta, Georgia  
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# What's Happening

ISSUE NUMBER 3

AUGUST 1969

## SUMMERHILL PLAN PRESENTED

A Mass Neighborhood Meeting was held on July 30th at the Thankful Baptist Church on the corner of Martin and Bass Streets. The Model Cities Summerhill Planning Committee and its Consultant reported on the 1970 and long-range planning for the Model Summerhill Neighborhood.

The Summerhill Planning Committee and its Consultant have met every week since May. Two Mass Meetings were held in June to inform the residents of the progress being made in planning Summerhill's future. Two newsletters were also distributed throughout the neighborhood to keep you informed. If you haven't received the newsletters, call a member of your Planning Committee. Watch for notices of future mass meetings. We need your participation!

### THE LONG-RANGE PLAN

The recommended long-range plan for Summerhill was discussed by a member of the Consulting firm. The residents of Summerhill expressed general agreement on the proposals.

The long-range plan shows many improvements for Summerhill. The most outstanding new facility would be the Educational Park complex to be located east of Connally Street in both the Summerhill and Grant Park Neighborhoods. This would include a new middle school and community service facilities. A new primary school is also planned along Terry Street between Little and Love Streets.

The Plan shows that Georgia Avenue can have a new face when all improvements are completed. A new and enlarged shopping area is planned for the vicinity of Georgia and Capitol Avenues.

### 1970 SUMMERHILL ACTIVITY AREAS DISCUSSED

Activities which should be accomplished during 1970 under the Model Cities Neighborhood Development Program for Summerhill were discussed. Seven activity areas are recommended for next year. Four of the areas would be scheduled for clearance to provide land for schools and new housing, while another three areas would be for rehabilitation treatment. A MAP OF THE RECOMMENDED 1970 ACTIVITY AREAS APPEARS INSIDE. The proposed 1970 Activity Areas were received favorably by the residents attending the meeting.

### SOLUTION FOR TRAFFIC CONGESTION

The traffic congestion that plagues the Summerhill Neighborhood whenever a major event occurs at the Stadium may finally be eliminated. Although no time table has been established, an improved street system, recommended in the long-range plan, is designed to prevent Stadium traffic from invading residential areas.

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YOUR VOICE IN SUMMERHILL'S FUTURE



## DID YOU KNOW ?

by Mattie Ansley

Did you know that in the year 1866, on Fraser Street in the Summerhill Section of Atlanta, there stood a little red church? It was known at that time as Clark Chapel because it was named for Bishop Clark who was founder of Clark University.



The colored and white people worshipped together in Clark Chapel in those long ago years. One of the Trustees of Clark Chapel was Mr. Kimball, the founder of the famous Kimball House Hotel which was torn down many years ago.

Some years later the Congregation moved to Hunter and Central Avenues. It was there that an offer was made to sell to the Colored Membership of the Church. Later, this same Church was renamed the Lloyd Street Church; and under that name it saw the beginning of Clark University and Gammon Theological Seminary. Classes were held in the basement of the Church just like they are today. Now the Church sits at 503 Mitchell Street S.W. and is known as the Central Methodist Church.

Yes, Summerhill has something to be proud of! Fraser Street with her bumps and turns has her Historic Spot. Much good was done for the community through the little red church under the leadership of Reverend J. W. Lee.

Who knows what we may dig up later about Summerhill and her past history. We'll look for facts about those who lived in this Community regardless of race.



# THE FACTS

## ABOUT CLEARANCE & REHABILITATION AREAS IN YOUR NEIGHBORHOOD

IF YOU LIVE IN AN AREA WHERE HOUSES  
WILL BE ACQUIRED AND CLEARED:

- You don't have to move right away!
- You will get a reasonable price for your property.
- You will get moving expense money.
- A relocation man will help you find another house or apartment.
- Your next house or apartment will be in good condition.
- A relocation man will help you get money for better housing.

THE ATLANTA HOUSING AUTHORITY HAS EXPERIENCED RELOCATION PEOPLE TO HELP MAKE YOUR MOVING AS EASY AS POSSIBLE. CALL YOUR RELOCATION MAN TO GET ALL THE CORRECT INFORMATION.

Don't listen to rumors--let the relocation man help you. That is his job!

If you have any questions, call the members of your Planning Committee whose names are listed in the first two newsletters. Or call one of these supervisors at the Model Cities Neighborhood Development Program Area Office. Their number is 523-0245 before September 1st. After September 1st, call 523-5851

W. R. Wilkes, Project Director  
Thomas Walker, Assistant Project Director  
Walter Reid, Family Services Consultant  
Supervisor

IF YOU LIVE IN AN AREA WHERE THE  
HOUSES WILL BE REHABILITATED:

- Don't do any major remodeling until a rehabilitation advisor from the Atlanta Housing Authority comes to see you.
- Architectural services are available through the Atlanta Housing Authority.
- Rehabilitation grants and loans are available.
- Don't become the victim of an unethical contractor. Talk to your rehabilitation advisor first.

WHEN YOU DECIDE TO MAKE IMPROVEMENTS TO YOUR PROPERTY, CALL YOUR REHABILITATION ADVISOR.

Don't sign a contract for home improvements until it is approved by your rehabilitation advisor.

The Atlanta Housing Authority will get estimates from several reliable contractors. You and your advisor can decide which one will give you the most for your money.

R. C. Littlefield, Rehabilitation Supervisor  
C. V. Dickens, Financial Advisor  
Miss Dorothy Moon, Secretary

IF YOU RENT, PLEASE SHOW THIS NEWSLETTER TO YOUR LANDLORD. WE WOULD BE HAPPY TO SEND HIM A COPY, IF WE RECEIVE HIS ADDRESS.

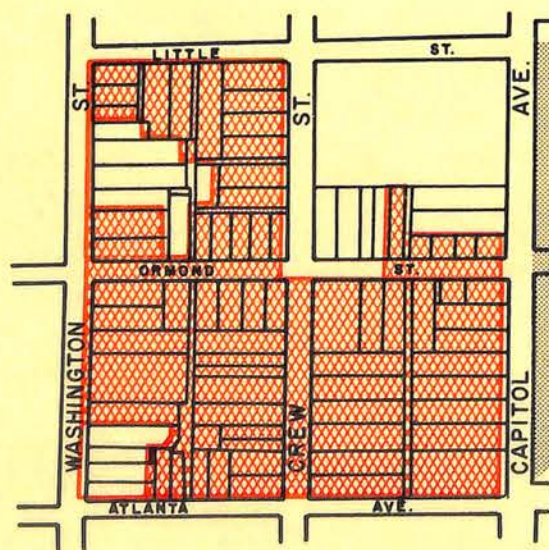
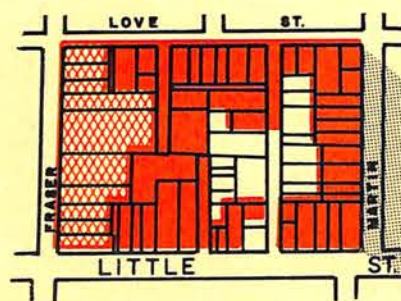


# RECOMMENDED SUMMERHILL ACTIVITY AREAS FOR 1970\*

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34  
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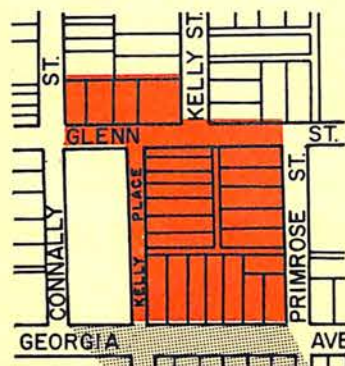
## Clearance Area

A new primary school is scheduled for construction on this site. During 1969, the Atlanta School Board will acquire buildings in the center of the site. In 1970, the 34 buildings in the red area will be acquired and cleared. Property owners and tenants who move before the Housing Authority contacts them could lose out on relocation assistance and benefits. DON'T MOVE UNTIL YOU HEAR FROM THE HOUSING AUTHORITY IN 1970!



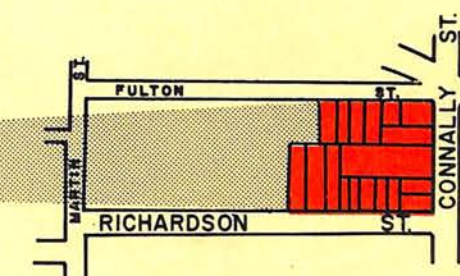
## Clearance Area

Twenty-two buildings on this site are scheduled for clearance. The parcel will become part of the proposed educational park complex.



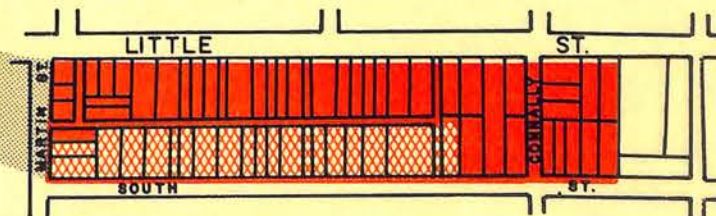
## Rehabilitation Area

A total of 93 buildings are located in four areas scheduled for rehabilitation treatment during 1970. Where rehabilitation is not feasible, buildings will be acquired and cleared. The Atlanta Housing Authority is prepared to assist homeowners to rehabilitate their properties. Grants and low-interest rate loans are available to all who qualify.



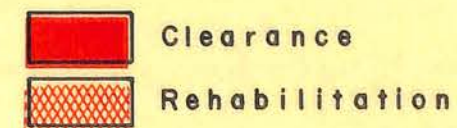
## Clearance Area

Twelve buildings will be cleared from this site to provide needed space for the E. P. Johnson School. Property owners and tenants will be contacted by the Housing Authority during 1970. Don't move until you hear from the Housing Authority next year!



## Clearance Area

Thirty-three buildings will be cleared from this site to provide land for the widening and improvement of Little Street. New curbs and sidewalks are planned. The land remaining will be developed for low and moderate income housing.



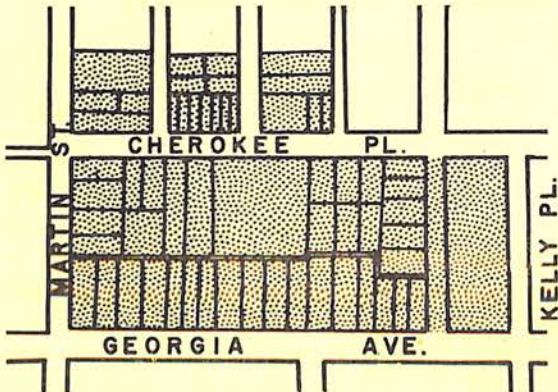
\*Although the activities on this map are recommended for 1970, limited funds and time could delay some of the activities until after 1970.



# Here's The Information You Asked For

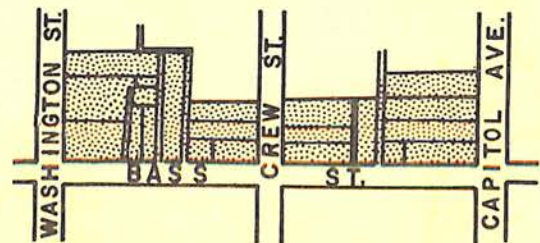
## A Progress Report On 1969 Summerhill Activity Areas

AS OF THE SECOND WEEK OF JULY, 1969



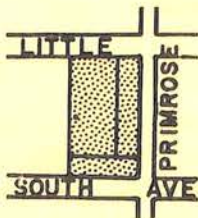
### SITES NUMBER 69C3 and 69C5T21

Fifty-nine (59) parcels scheduled for acquisition and clearance. Eleven (11) of the parcels have been purchased and options have been taken on twenty-two (22) additional parcels.



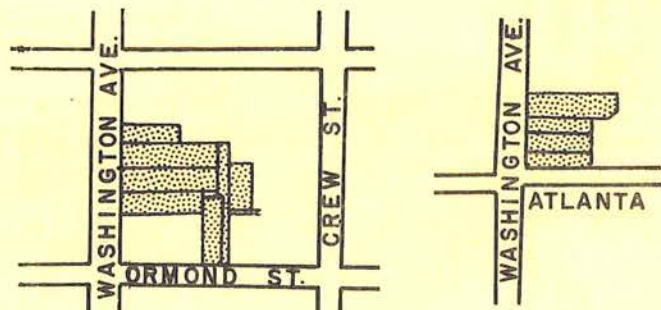
### SITE NUMBER 69C6

Three (3) of the parcels have been purchased and options have been taken on four (4) parcels.



### SITE NUMBER 69C5T16

One (1) parcel has been purchased.



### SITE NUMBER 69C5T11-12

Eleven (11) parcels scheduled for acquisition and clearance in 1969.



# SUMMERHILL PLANNING COMMITTEE

## VICE CHAIRMAN

## GETS SCHOLARSHIP

Exciting things are happening to Summerhill residents. Take Jimmie Kennebrew for example. Mr. Kennebrew is Vice Chairman of the Summerhill Planning Committee. He was awarded a scholarship to attend the Ecumenical Institute in Chicago, Illinois where he will take a course in Social Service and Community Organization.

Mr. Kennebrew left Atlanta on July 19th and will spend eight (8) weeks at the Ecumenical Institute. When he returns, he plans to use his new training in working with the Summerhill Planning Committee and on other Community Activities.

Community service is not new to Jimmie Kennebrew. Since he came to Atlanta in 1944, he has been involved in many activities which serve the Neighborhood. At present, he serves as Vice Chairman of the Model Cities Summerhill Planning Committee, Vice Chairman of the SuMac Community Neighborhood Advisory Council, Chairman of the Manpower Committee of the EOA Central Citizens Advisory Council and a member of the Summerhill Model Cities Advisory Council and Chairman of the Housing Committee. He is also a member of CAMPS Advisory Committee, a city-wide group concerned with employment.

Why is Jimmie Kennebrew so active? This is what he said when we asked him:

Living in the Summerhill Community I became aware of the disadvantageous conditions and decided I wanted to help do something about them. We have to show the rest of Atlanta that we are anxious to help ourselves and do our part to make Model Cities a success.

Besides being active in community service, Jimmie Kennebrew works hard at his regular job. He is a certified Air Conditioning and Refrigeration Mechanic and has DeKalb County Air Conditioning Board certification for warm air, air conditioning, steam and hot water. He trained for this work at the Hoke Smith School.

In his spare time ( do you think he has any?) Mr. Kennebrew likes to bowl, attends ball games and chaperones at dances at the SuMac Center. Although he was not born in Atlanta, it has been home to him for most of his life. He and his wife, Dorothy, live at 79 Richardson Street, S.W.





**ATLANTA SOUTHSIDE COMPREHENSIVE  
HEALTH CENTER**  
Ridge Avenue, Peoplestown

YOU JUST WON 'T BELIEVE IT UNTIL YOU SEE IT FOR YOURSELF! It took some kind of a miracle to turn the old bed spring factory into one of the most modern comprehensive health centers in the entire United States.

Of course, the perseverance of Mrs. Grace Barksdale's Health Sub - Committee of the Central Advisory Council helped that miracle along quite a bit. As Grace tells it, the Committee "Just didn't rest until it knew that the first tooth would get pulled at the new Comprehensive Health Center Building."

But the Center does more than just pull teeth. Mrs. Martha Weems, the Center's Public Relations Director, likes to describe the Center's services by saying, "We've got everything from Pediatric Doctors to Podiatrists on our staff." We are just as prepared to help the arthritis victim cope with this problem as we're prepared to fit eye-glasses and diagnose ear, nose and throat problems.

Can you believe it? If you live south of Georgia Avenue in the Peoplestown or Summerhill Neighborhoods, and can qualify under the OEO income guidelines, all the services of the Health Center are available at NO COST TO YOU. There isn't even a charge for medicine; and a Pharmacist is on duty to serve you whenever the Center is open.

If you qualify for services at the Comprehensive Health Center, all you have to do is register. The Health Center staff will take it from there and see that you receive the kind of help you need.

And while you're at it, bring the whole family along to be registered. That way you'll save time when other members of your family need treatment.

You don't even have to worry about the little ones getting in the way. The Center is equipped with a Child Care Section staffed by folks who are trained to take good care of your children while you are visiting with the doctor.

If you don't have a way of getting to the Health Center all by yourself, don't fret. The Center is even prepared to do something about that problem. If you call the Center, they will arrange for one of their drivers to call

for you. When you are ready to leave, you will be delivered back to your home.

YOU'RE IN FOR A SURPRISE WHEN YOU VISIT THE CENTER FOR THE FIRST TIME. The offices and rooms are the brightest and cheeriest colors you can imagine. The whole place is as pretty as a picture.

And the Staff just couldn't be nicer. We're sure you'll recognize some of your neighbors because the Center has an educational unit for training community residents who then become members of the Center's staff.

Why not take advantage of the Center's services? Plan to get the whole family registered now!





# PEOPLESTOWN PRIDE

THIS NEWSLETTER COMES TO YOU FROM YOUR PEOPLESTOWN PLANNING COMMITTEE

ISSUE NUMBER 3

AUGUST 1969

## PEOPLESTOWN PLAN PRESENTED

Twice in three weeks, the Mt. Nebo Baptist Church, corner of Martin and Haygood Streets, played host to Mass Meetings called by the Peoplestown Planning Committee. Residents turned out to hear Planning Committee Members and their Consultants report on the long-range and 1970 planning for the Model Peoplestown Neighborhood.

### THE LONG-RANGE PLAN FOR PEOPLESTOWN

At the July 8th meeting, the recommended land use plan for Peoplestown was unveiled. There was general agreement that the proposals developed by the Planning Committee and Urban Research should become the long-range Plan for Peoplestown.

Many questions were asked by the Peoplestown residents. Streets and street conditions were a major concern. The Plan calls for widening Haygood Avenue and Farrington Avenue. A new road would be built to connect these two streets to provide Peoplestown with direct and improved access to Hill Street. No time table has been made for this improvement.

### OTHER NEW STREETS

The long-range plan proposed solutions to the problems of dead-end and narrow streets that residents have complained about. One-way, loop streets are proposed for the Dunning Street, Linam Street, Fern Avenue and Violet Street area. The widening of Martin Street was also included in the long-range plan. The extension of Vanira Street or Tuskegee Street to Hill Street is also being considered.

### MORE SPACE FOR PARKS AND SCHOOLS

Expansion of existing parks and schools and the addition of new facilities are proposed in the Plan. Both Stanton Park and Stanton Elementary School are expected to expand their grounds. This would bring Stanton Park up to City standards for neighborhood parks and provide much needed play space for the Stanton School area.

### 1970 PEOPLESTOWN ACTIVITY AREAS DISCUSSED

What should be accomplished in 1970 was the main topic of discussion at the July 29th meeting. The Planning Committee and Consultants presented two small clearance areas and one large rehabilitation area to be scheduled for attention in 1970. The proposals were favorably received and will now be discussed with City agencies.

About forty boys and girls attending the July 29th meeting indicated that more recreation facilities are needed in the western portion of Peoplestown. This matter will be seriously considered by the Planning Committee.

Residents assisting with the presentation included Mrs. Christine Cook, Rev. L.W.Hope, Mrs. Martha Weems, and Mr. Willis Weems. Deacon Charles Cook presided at both meetings.

A MAP OF THE RECOMMENDED 1970 ACTIVITY AREAS APPEARS INSIDE.



# THE FACTS

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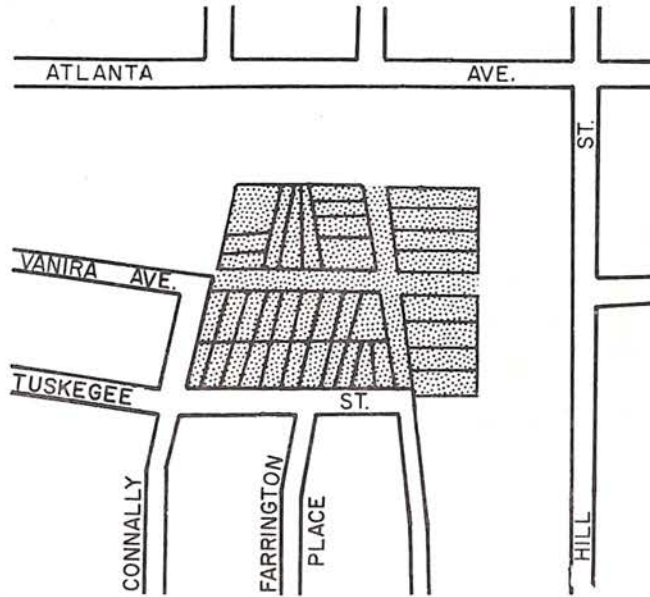
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## A Progress Report On 1969 Peopletown Activity Areas

AS OF THE SECOND WEEK OF JULY, 1969

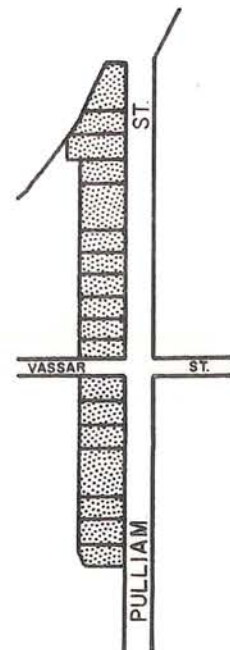


### SITE NUMBER 69C4

Sixteen (16) of the parcels have been purchased and an option has been taken on one remaining parcel. Twenty-two dwelling units will be constructed for low and moderate income families. Eight of the houses are expected to be ready for occupancy by December 1, 1969.

### SITE NUMBER 69C5T10

Eighteen parcels are scheduled for acquisition and clearance in 1969.

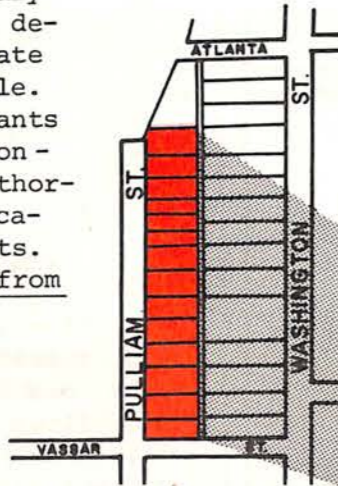




# RECOMMENDED PEOPLESTOWN ACTIVITY AREAS FOR 1970\*

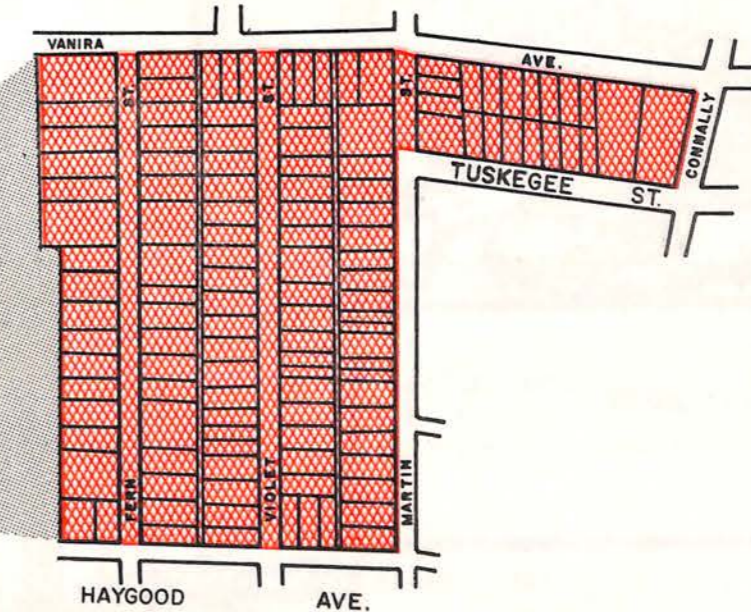
## Clearance Area

Thirteen buildings will be acquired and cleared from this site during 1970. The land will be used for temporary housing until such time as development of low and moderate income housing is feasible. Property owners and tenants who move before they are contacted by the Housing Authority could lose out on relocation assistance and benefits. Sit tight until you hear from the Housing Authority.



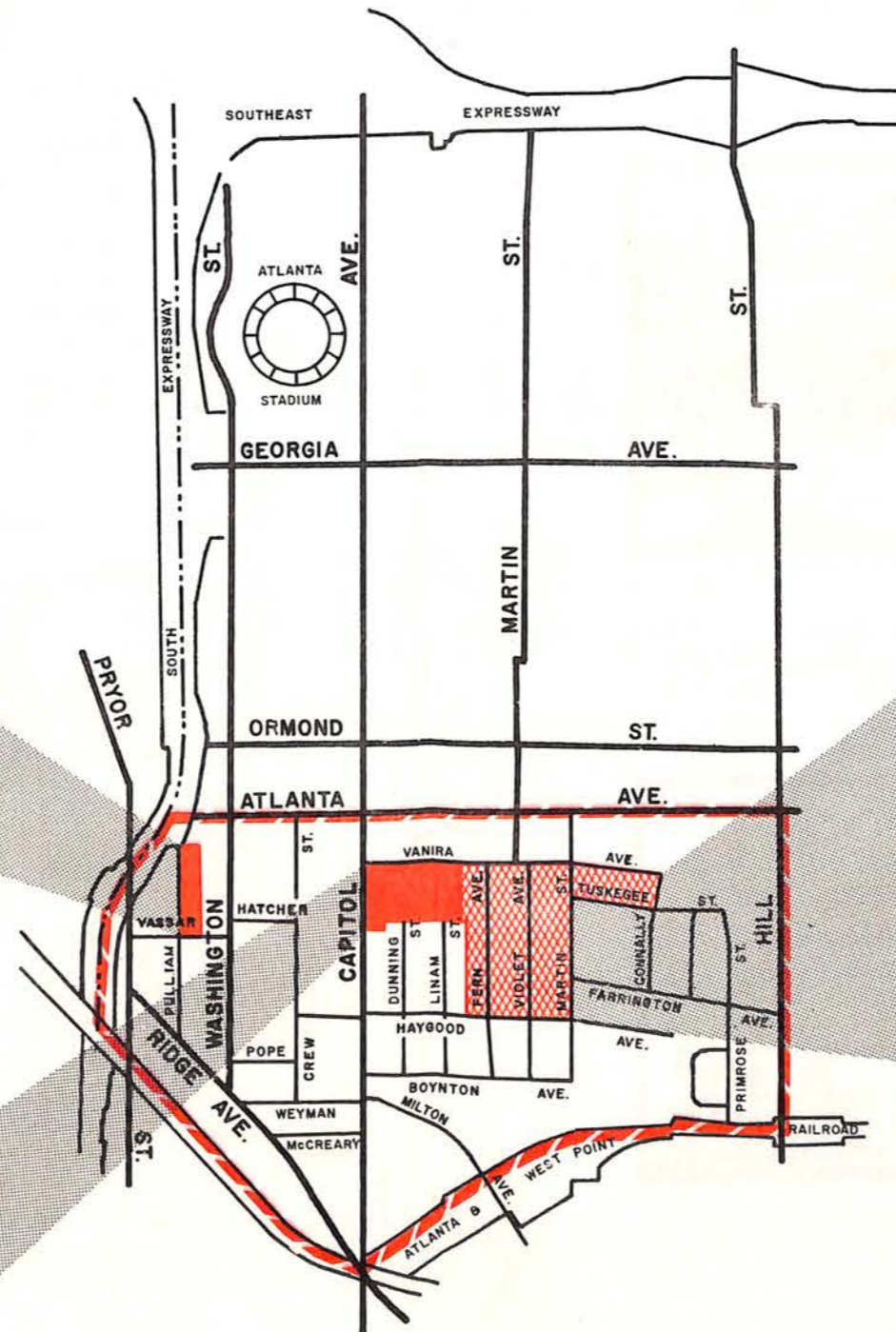
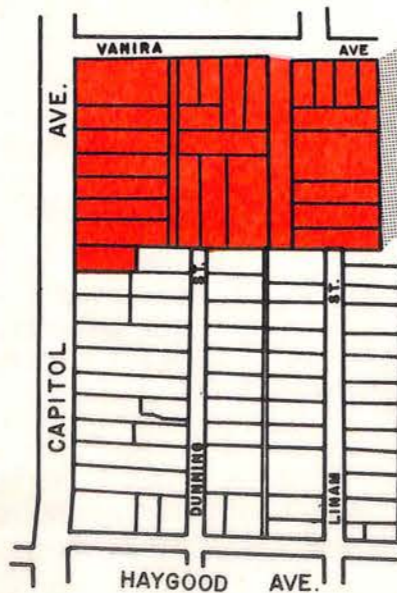
## Rehabilitation Area

This area contains 99 buildings will be scheduled for rehabilitation treatment during 1970. Where rehabilitation is not feasible, buildings will be acquired and cleared. The Atlanta Housing Authority is prepared to assist property owners to rehabilitate their buildings. Grants and low-interest rate loans are available to all who qualify. During 1970 the Housing Authority will contact property owners in this area.

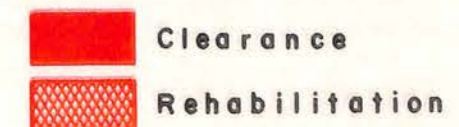


## Clearance Area

Fourteen buildings will be acquired and cleared from this site to make room for development of low and moderate income housing. Property owners and tenants will be contacted by the Housing Authority in 1970. Don't move until you hear from the Housing Authority next year!



\* Although the activities on this map are recommended for 1970, limited funds and time could delay some of the activities until after 1970.

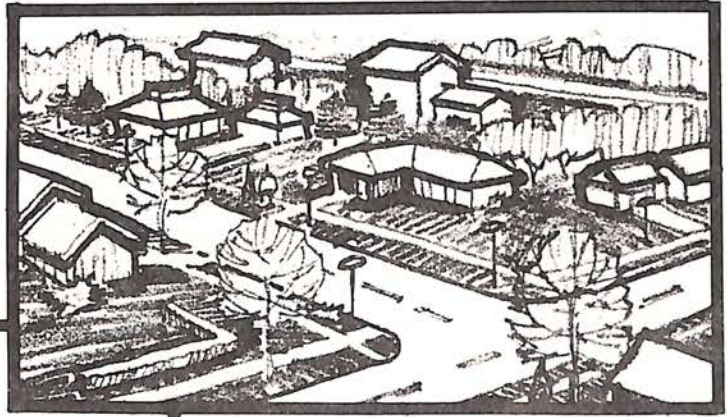




WHAT KIND OF NEW HOUSING SHOULD COME TO PEOPLESTOWN ?

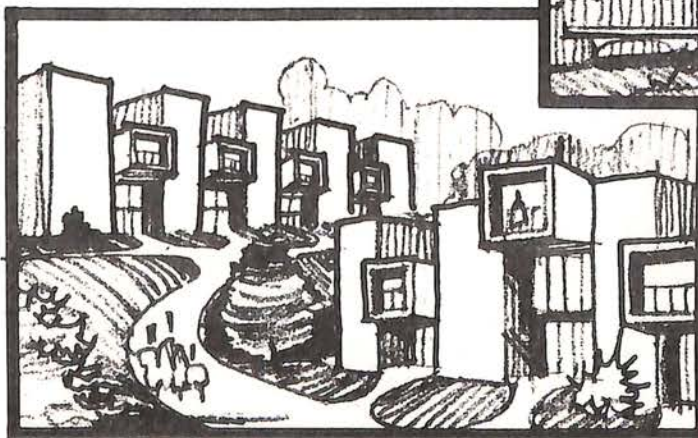
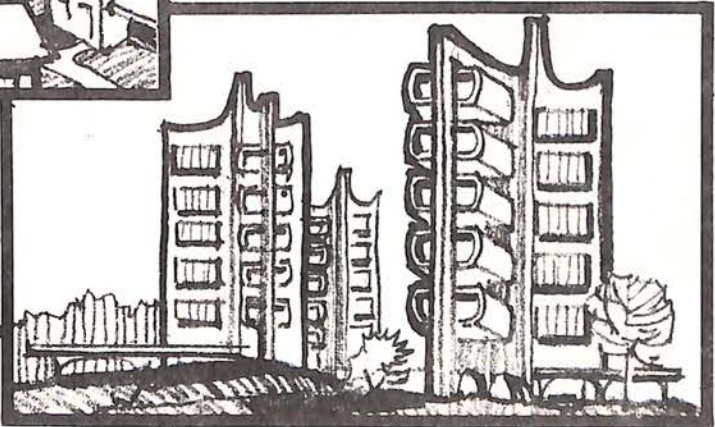
The new housing to be built in Peoplestown may take many forms.

Some of it will be  
SINGLE-FAMILY  
housing.



We will have some  
new TOWN HOUSES,

Some interesting  
HIGH-RISES,



And GARDEN APARTMENTS.



# NOTES AND QUOTES FROM PEOPLESTOWN

Some very interesting statements are made at meetings called by the Peoples-town Planning Committee. The Committee would like to share some of them with people who could not attend the meeting.

JOHN A. WHITE, Director of the Stanton Park Recreation Center, had this to say at a Mass Meeting.

"The Recreation Center is like a new neighbor in Peoples-town. When you move into a community, there's something your neighbors can do to make you feel wanted. Right now I don't feel wanted because we don't have very much participation from the community, other than the kids."

*(Editor: If you haven't seen the new Recreation Center Building, make up your mind to visit it soon. It's worth seeing and has many programs to offer.)*

REV. DAVIS, Community Organizer for the Atlanta South Side Comprehensive Health Center, called a problem to the attention of the Planning Committee.

"What can be done about the junkyard on Capitol Avenue? We've been working on this problem without much luck. With the Health Center across from it, something will have to be done about it."

*(Editor: The Planning Committee was glad to have this problem brought out into the open. The Plan for Peoples-town will include standards to protect the public from unsightly storage.)*

REV. HOPE, Member of the Peoples-town Planning Committee.

"If we're going to have a Model City Program, I believe it is necessary for us to have some safe sidewalks, not only for the children but for adults too. There are some fellows who try to make speedways out of the streets that are very narrow. It is necessary that sidewalks be placed on these streets to protect the residents."

EARL WEEMS, Member of the Peoples-town Planning Committee.

"Regardless of what this Planning Committee does, it can't satisfy everybody. I hope everyone realizes that something has to be done in Peoples-town. You either have to change with the times or get trampled."



**ATLANTA SOUTHSIDE COMPREHENSIVE  
HEALTH CENTER**  
Ridge Avenue, Peoplestown

YOU JUST WON 'T BELIEVE IT UNTIL YOU SEE IT FOR YOURSELF! It took some kind of a miracle to turn the old bed spring factory into one of the most modern comprehensive health centers in the entire United States.

Of course, the perseverance of Mrs. Grace Barksdale's Health Sub - Committee of the Central Advisory Council helped that miracle along quite a bit. As Grace tells it, the Committee "Just didn't rest until it knew that the first tooth would get pulled at the new Comprehensive Health Center Building."

But the Center does more than just pull teeth. Mrs. Martha Weems, the Center's Public Relations Director, likes to describe the Center's services by saying, "We've got everything from Pediatric Doctors to Podiatrists on our staff." We are just as prepared to help the arthritis victim cope with this problem as we're prepared to fit eyeglasses and diagnose ear, nose and throat problems.

Can you believe it? If you live south of Georgia Avenue in the Peoplestown or Summerhill Neighborhoods, and can qualify under the OEO income guidelines, all the services of the Health Center are available at NO COST TO YOU. There isn't even a charge for medicine; and a Pharmacist is on duty to serve you whenever the Center is open.

If you qualify for services at the Comprehensive Health Center, all you have to do is register. The Health Center staff will take it from there and see that you receive the kind of help you need.

And while you're at it, bring the whole family along to be registered. That way you'll save time when other members of your family need treatment.

You don't even have to worry about the little ones getting in the way. The Center is equipped with a Child Care Section staffed by folks who are trained to take good care of your children while you are visiting with the doctor.

If you don't have a way of getting to the Health Center all by yourself, don't fret. The Center is even prepared to do something about that problem. If you call the Center, they will arrange for one of their drivers to call for you. When you are ready to leave, you will be delivered back to your home.

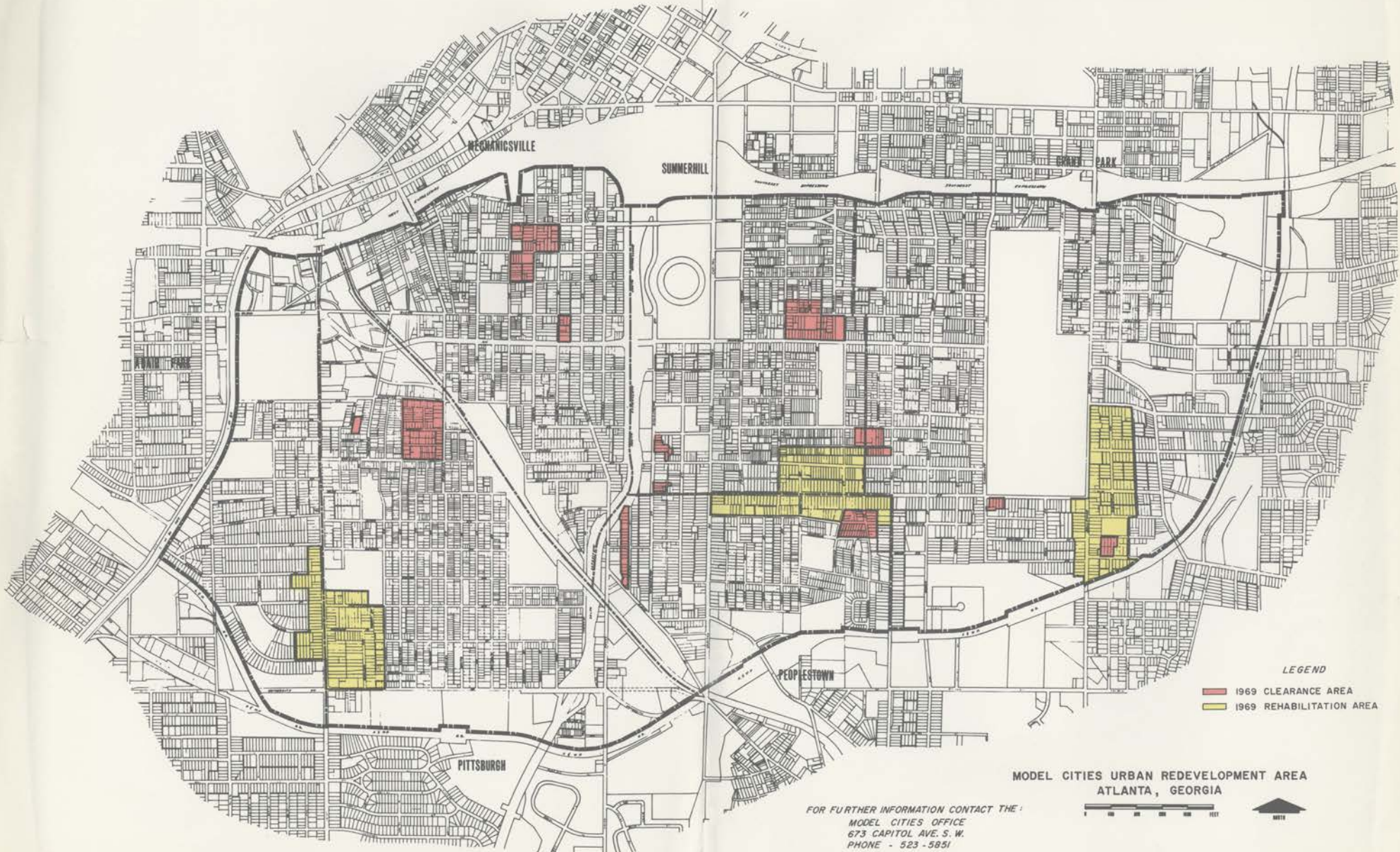
YOU'RE IN FOR A SURPRISE WHEN YOU VISIT THE CENTER FOR THE FIRST TIME. The offices and rooms are the brightest and cheeriest colors you can imagine. The whole place is as pretty as a picture.

And the Staff just couldn't be nicer. We're sure you'll recognize some of your neighbors because the Center has an educational unit for training community residents who then become members of the Center's staff.

Why not take advantage of the Center's services? Plan to get the whole family registered now!







**LEGEND**  
 ■ 1969 CLEARANCE AREA  
 ■ 1969 REHABILITATION AREA

**MODEL CITIES URBAN REDEVELOPMENT AREA  
 ATLANTA, GEORGIA**

FOR FURTHER INFORMATION CONTACT THE:  
 MODEL CITIES OFFICE  
 673 CAPITOL AVE. S. W.  
 PHONE - 523-5851







# MODEL CITIES

Vol. 1, No. 2, December, 1969

1612 K STREET, NORTHWEST  
WASHINGTON, D.C. 20006

## HEW INCREASES FUNDS FOR MODEL CITIES

The Department of Health, Education, and Welfare has announced tentative figures for funding reservations for Model Cities; the Department will be placing in reserve for Model Cities use a total of \$54.8 million for 38 programs. Specific program earmarks are not yet available. In addition to these reserved funds, HEW's support for Model Cities in FY 70 will include continuations of funding for Model Cities projects funded from FY 69 resources, currently estimated at between \$50-60 million of FY 70 project grant funding. HEW also plans to provide support to model cities through technical assistance contracts and non-geographically focused programs.

For the first time, HEW will utilize formula grant resources that will be "targeted" for Model Cities use in selected State plan programs on a demonstration basis. HEW will attempt to seek redeployment of State plan funds to be used more effectively in model neighborhoods, as a complementary approach to funding reservations, which is aimed at increased use by Model Cities of the large institutional funds passing through the state which constitute 80-90% of HEW's total funds.

Thus, the total FY 70 support for Model Cities from HEW will be in the neighborhood of \$100-120 million, plus nonreserved priority programs and redirected formula grant resources. These earmarks are subject to the appropriation process and may be affected by the level of HEW appropriations for these programs.

## HEW ENCOURAGES WIDE USAGE OF "SERVICE" FUNDS

On November 10, 1969, the Under Secretary of HEW, John Veneman, issued a new policy statement aimed at encouraging improved coordination of the massive institutionalized HEW dollars now going into the Model Cities areas. He cited the limited use of HUD supplemental funds in Model Cities as part or all of the non-federal share in formula grant programs which require "local" matching. To date, "limited HUD supplemental funds are being used to provide services which can be readily provided under the institutionalized programs of HEW and other departments. The services being purchased with 100% HUD and local funds include day care, pre-vocational counseling, employment counseling, adult and pre-school education, welfare consultant planning, homemaker services . . ." He stressed that the new policy would require innovative approaches toward uses of HEW resources and the close cooperation of the appropriate State agencies.

Examples of innovative uses of HEW funds and HUD supplemental funds can be found in the Baltimore, Maryland, and Portland, Maine, Model Cities program. In Portland, HUD has declared the whole city eligible for day

care services and has provided \$230,500 worth of supplementals to be matched with \$872,000 of Title IV-A HEW funds. Baltimore has a variety of day care programs, each funded on a 3:1 (HEW:HUD) basis. One program provides for a decentralized system of six centers for a total of \$393,452. Another provides "block day care" facilities for a total of \$346,627. A third facet of the program provides a \$35,527 emergency aide child care service. In all of these programs, HUD supplemental funding has served as a fiscal incentive to innovative programs.

## ASSISTANT SECRETARY HYDE RESPONDS TO STEERING COMMITTEE

In response to requests by the Model Cities Directors Association, Assistant Secretary Floyd Hyde responded in a letter to Michael DiNunzio, Denver CDA Director, on November 12, 1969, on several areas of crucial concern. In his letter, the Assistant Secretary stated:

"In order that the Model Cities Service Center can satisfactorily carry out the activities you suggested in your September 5 letter, which are

*(Continued on page 2)*



similar to my own conception of the Center's activities, I would be receptive to utilizing supplemental funds for dues to be paid to the Center for activities related to the Directors' Association. As I have stated before, however, I do not wish to separate the CDA Directors from the city governments which have ultimate responsibility for the Model Cities program."

The Assistant Secretary also noted that it was most important that CDAs be involved early in the process of selection and negotiation of contracts with state governments. He stated, "We also intend to involve CDAs in evaluating these state technical assistance contracts." The letter went on to suggest that the Association might wish to establish working committees on such activities as state role. These committees would work with MCA staff on matters of common interest and concern. Mr. Hyde closed his letter on the following note: "I look forward to working closely with the Association."

### UNIVERSITY INVOLVEMENT: THE COOKEVILLE, TENNESSEE EXPERIENCE

Written by CDA Director A. Cannella, this article describes the Cookeville, Tennessee experience in utilizing university talent to meet HUD's planning requirements. It does not purport to be the only solution to personnel shortage problems, but suggests a source of professional assistance available to many communities.

After its selection as a second round city in November, 1968, Cookeville officials endeavored to hire CDA staff to complete the first year planning effort as prescribed in HUD guidelines. Because Cookeville is a semi-rural community of 15,000 and in a depressed area of Appalachia, staff planners of the type required are not locally available. The city is the home of Tennessee Technological University, a source of ample professional and para-professional persons most of whom reside in the city. Consequently, after a futile search for staff employees, the city contracted with Tennessee Technological University to provide a full-time CDA Director and seven consultants to work continuously with citizen task forces throughout the planning process. In addition, graduate students with specific talents were provided to undertake research studies such as housing needs, solid wastes management, health facilities and others. All facilities of the University were available to the CDA, including an IBM 360 Computer with requisite software and programmers. The faculty and students assigned were selected on the basis of their knowledge, interests, and willingness to work cooperatively with citizens of every type background and economic level without pedantry.

The CDA Director, chosen from the School of Engineering, was given a one year leave of absence in which to complete the Model City planning; all other faculty consultants retained their teaching assignments but were expected to inject relevancy into their classes through the Model City planning effort. The Assistant Director, who had OEO and Federal program experience, was chosen to provide continued direction following termination of the University contract. Rounding out the CDA staff was a model neighborhood planning aid and an office secretary.

This staff of four is responsible for coordinating planning activities, scheduling meetings, arranging for expert consultations to task forces, and submitting required reports to HUD. The university consultants serve as discussion moderators to citizen task forces, submit meeting reports, conduct data searches and joint problem analyses; they are also responsible for preparation of the mid-planning and final planning statement in compliance with submission requirements.

After five months of problem analysis these University consultants had acquired sufficient data, information, and community perspective to prepare detailed summaries of citizen attitudes and needs for improved urban life that would form the basic components of the required Mid-Planning Statement. Following a series of writing sessions that involved CDA Staff, consultants and citizen representatives, a Mid-Planning Statement was prepared for submission to the Model Cities Review Board and City Council. It outlined the city's problems, community objectives to relieve these problems, and a strategy for achieving them — all of which reflected the needs and desires of the neighborhood residents. The total time-period consumed was six months — the time allotted in the original work planning schedule.

During the next three months these University consultants will continue to update the Mid-Planning Statement by filling data gaps, preparing program descriptions and budget requirements and setting an order of activity for the first year action plan. This will, of course, involve continued meetings with citizens as well as agency heads and local officials.

The University-CDA effort has proven most satisfactory and the results achieved thus far are very commendable. Professional areas represented by the seven task force consultants include sociology, history, political science, economics, engineering and education. They have all developed outstanding rapport with neighborhood residents participating in the task forces analyses and have served as excellent catalysts in group dialogue; they have, in effect, provided sensitivity training within their respective task forces, producing a temporizing influence that has been most beneficial in achieving the objectives of Model City planning.



## UNIVERSITIES AND URBAN PROBLEMS

The following article, written especially for the *Technical Bulletin*, is by Dr. Thomas Broden, Director of Urban Studies at the University of Notre Dame. The author's premise is that the universities have thus far contributed to the conditions of blight and poverty instead of helping to remedy them. The forthcoming discussion is concerned with ways in which this cycle can be reversed.

### Internal Reform

If the universities wish to be helpful to the Model Cities efforts, they must first ask themselves several questions which reflect the current state of their internal operations: Do the recruiting, admission, and aid practices of the university result in a student population fairly representative of Black, Mexican-American, and Indian students? What can the university do to improve this record? How many minority faculty members, administrators, employees, and trustees does the university have? What can be done to improve this record? Is the curriculum of the university reflective of the multi-racial and multi-cultural character of the world in which we live? Does it accurately deal with race and cultural relations, past and present, in America and around the world? Do the community relations and investment policies of the university help or hinder the achievement of the Model Cities goals of community development, the alleviation of poverty, and equality of opportunity? What can be done to improve this?

Qualitative improvement in our communities will only take place when our basic institutions — schools, business, labor, industry, law enforcement, courts, government services, church — are changed and become more open to and responsive to the needs and interests of all citizens. Universities must change in this regard and their change may encourage other institutions to do likewise. In any event, it is necessary to clean up one's own house before presuming to help out elsewhere.

### Advocate in the White Community

In the same vein, predominantly white universities can be helpful in interpreting the Model Cities program to the leadership and citizenry of the white community. By indicating support for the Model Cities effort, a white university confers a measure of respectability and credibility on the program in the white community. This support may take many forms — from active institutional involvement in the program to technical assistance to neighborhood and community groups who themselves are more directly involved. This may call for a change of posture for many universities, away from an "establishment" orientation toward a more community-wide orientation.

### Training and Technical Assistance

There is a natural tendency to look to universities for training and technical assistance support in the fields of community action and community development. However, results thus far have been, at best, mixed. It is clear that the "glancing blow" technique is unsuccessful. Exposure of agency or organization personnel to brief, one-shot lectures or seminars provided by the universities is of little value. The faculty member usually has no deep understanding of the strengths and weaknesses of processes and programs that the agency might employ to achieve its objectives; the faculty person is, therefore, perceived by the staff or agency volunteers as dealing in generalizations or abstractions. Additionally, the more formally structured classroom approach tends to be repellant to many community workers.

The talents of faculty members or students for training and technical assistance are more likely to be helpful if a more personal, cooperative working relationship of some duration can be established between the Model Cities staff or volunteers and university persons. Representatives of the university should make clear the kinds of resources — legal, accounting, architectural, economic development, management, community development, etc. — that are available. It is then up to the Model Cities neighborhood residents, staff or volunteers to decide whether or not they wish to avail themselves of the services of these students or faculty. If they do then an on-going working relationship, preferably in the community, can be established so that the general professional or disciplinary capabilities of the student or faculty can be translated into the circumstances of the particular community and program involved.

This requires joint planning by the university representatives and persons in the community. It also implies an expenditure of time and effort on the part of faculty and students that exceeds "spare time" activities. This means that student work-study of this kind should address fundamental causes of blight and poverty such as institutional racism; impersonality, ineffectiveness, and injustice of modern urban institutions; the difficulty and complexity of urban environmental control; and so on. The student should understand the strategy and tactics of the organization or group he is working with to alleviate one or more of these root causes and scientifically report his findings and conclusions from time to time. There should be regular meetings with community people, faculty members and other students engaged in related work-study efforts. Such work-study activities can be helpful to the community, a learning process for the students and faculty, and the basis for the development of a body of community research data. When study and teaching, research and service are meshed into such a work-study activity, academic credit should be



extended for it to the students; it should also be recognized as part of the faculty member's semester or yearly load, not something he is expected to pile on to an otherwise full load.

One other word on agency staff training. Many community workers, particularly the poor or those subject to discrimination, place a high priority on academic certification and look most favorably on training programs that combine job skills with such certification. Many schools, particularly community colleges, have collaborated in the development of staff training programs which combine more traditional college work with skills training and result in some kind of academic certification.

#### **Research and Evaluation**

Universities are generally more competent in the areas of research and evaluation than they are in the areas of training and technical assistance. In the research area particularly, they are doing their own thing. However we have a long way to go in the development of a system of critical evaluation and reporting of the many pilot, demonstration, experimental, and other efforts that have been or are addressing community problems. And we are even farther away from the development of an effective communications network or system so that interested communities, government agencies, foundations, and universities can keep abreast of the strengths and weaknesses of various efforts to alleviate blight and poverty. Industry, government and the foundations have a far more effective communications system in the field of physical sciences than we have in this area. There are one or two encouraging developments worthy of mention. The first is the effort to develop indicators of social progress to serve as measures or benchmarks of social needs and the impact of programs addressing these needs. Implicit in this effort is the need for a more comprehensive and consistent social information base. The second is HUD's Urban Observatory Program under which a handful of local communities and universities are joining in the analysis and reporting of local efforts to alleviate social problems. The communities in the program then are to develop a systematic exchange of data and current information. Both of these are embryonic but promising efforts.

#### **Conclusion**

The same can be said of university-Model Cities cooperation. Some faculty members and students want to make their talents available to the communities of which they are a part and some Model Cities neighborhood residents, staff and volunteers want to make use of these university resources. However we are just beginning to develop effective processes to satisfy these mutually supportive interests.

### **CDA LETTER NO. 10 IS SENT TO STEERING COMMITTEE**

The CDA Steering Committee is being sent copies of various policy statements to be included in CDA Letter No. 10 for their comments. CDA Letter No. 10 arose out of city submissions that have so far been reviewed. Past experiences with model cities indicated the need to specify what was expected of cities under the Model Cities program. The policy statements contained in this letter, supplemented from time to time, provide cities with answers to the real questions that have not been adequately dealt with through present requirements.

Determination that a city is in compliance with these and other applicable policies will be an important part of the review of comprehensive programs, and of projects and activities within comprehensive programs. HUD expects CDAs to distribute these policy statements to all program participants.

The policy statements are being considered in the following areas: Resident Employment, Administrative Capability, Use of New Corporations, Equal Opportunity, Citizen Participation, Economic Development, Loans, Expenditure of Funds, Use of Supplemental Funds, Expenditure Rates, and Maintenance of Effort.

### **COMPREHENSIVE PLANNING ASSISTANCE SUPPORT TO MODEL CITIES FISCAL YEAR 1970**

Planning funds are available to eligible applicants for the support of Model Cities planning and evaluation activities through the Comprehensive Planning Assistance Program (701 Program).

#### **1. Scope of the Program**

The Comprehensive Planning Assistance Program provides grants to foster sound community, regional and state-wide comprehensive planning. The broad objective of the program is to establish the comprehensive planning process as a continuing function of government. More specifically, it attempts to strengthen the capacity of government to guide the allocation of scarce public and private resources, to address critical social concerns, to improve the quality and efficiency of the development of land and associated facilities, to improve the quality of analytical methods and techniques used in the planning process, and to secure the participation of business and voluntary groups in the planning and development process.

#### **2. Funding Levels**

Assuming an expected appropriation of \$50 million in fiscal 1970 for the 701 Program, a total of \$6 million is tentatively allocated for the Special Projects Account, a substantial portion of which is specifically identified for Model Cities support. The remaining allocations in Special



Projects Accounts, though directed at other priority areas, will undoubtedly result in important, though indirect, benefits for Model Cities. The remaining \$44 million in Regular Account is not specifically identified with Model Cities. However, Model Cities may be among the beneficiaries of Regular Account 701. The proportion of Regular Account funds made available to support model cities planning will depend largely on the quality, timeliness and relevance to national priorities of applications for assistance.

### 3. Priority Activities

Highest priority will be given to applications for 701 assistance in planning activities related to housing (including Breakthrough), minority assistance, governmental management and coordination, citizen participation, volunteer services, inner city, water, sewer and open space.

### 4. Eligible Beneficiaries and Applicants for 701 Assistance

Model cities may be eligible beneficiaries of 701 planning assistance through state planning agencies as applicants for 701 if they have populations under 50,000, are counties regardless of size, or are exception cities, i.e., EDA Title IV designated redevelopment areas, disaster areas, or federally-impacted areas.

In addition, Metropolitan Regional Councils, including organizations of public officials (such as COGs), Metropolitan Planning Commissions, and Joint City-County Planning Commissions, may be eligible applicants for 701 funding of planning activities which are carried out as part of their metropolitan-wide planning and are closely related and useful to model cities.

States may be eligible applicants for 701 funding to enhance the capacity of the governor's offices to coordinate State planning and programming activities as they relate to and benefit local model cities planning and programming, to assist and encourage State departments to provide technical assistance to model cities, and to encourage State departments in providing State program funding to Model Cities as well as helping facilitate the flow of Federal program funding to Model Cities for which the States act as conduit.

### 5. Regular and Special Projects Accounts

Comprehensive 701 support to Model Cities is available from *Regular Account* and *Special Projects Account*. Regular Account activities are described in the Comprehensive Planning Assistance Handbook (MD6041.1) pp. 23-28 for activities funded through state agencies and pp. 42-44 for activities funded through Metropolitan Regional Councils. Examples of eligible Regular Account activities are:

- a. Identification of human, economic, social, physical and government problems and opportunities;

- b. Studies, analyses and recommendations for meeting identified problems and opportunities;
- c. Studies and analyses of government processes and fiscal resources and capacities;
- d. Determination of priorities for action in meeting problems and fulfilling opportunities;
- e. Coordination of related planning activities;
- f. Preparation of implementation elements, including fiscal plans and programs for capital investment and services, and legislative, regulatory and administrative actions to support comprehensive planning;
- g. Activities necessary to establish and maintain proper citizen participation;
- h. Reviews and evaluation studies to assess the quality of plans and implementing instruments.

Special Projects Account activities must be innovative in character, susceptible to careful evaluation, and present attempts to advance the level of knowledge in response to urban problems. Special Projects will be closely monitored by Central Office of Metropolitan Development; the lessons learned will be disseminated to interested agencies throughout the country. The Special Projects Account is the "cutting edge" of the 701 program. It was established to encourage a fresh look at old problems, the development of imaginative approaches to new challenges. HUD will give special attention to those proposals which will increase the role of Blacks, Mexican-Americans, and Indians in the comprehensive planning process, as participating citizens and professionals. In addition, it is concerned with assisting state governments to gear up for a concerted attack on critical urban problems.

### 6. Technical Assistance

Regional HUD staff has been instructed to offer technical assistance to potential beneficiary model cities and eligible applicants in identifying planning activities where 701 support can be most constructive. HUD Regional staff has been urged to offer technical assistance to eligible applicants in filing applications for 701.

With respect to Special Projects, applicants should not prepare complete 701 applications, but rather prepare short (2-3 page) pre-application descriptions of proposed activities, to be used as the basis for discussion with Regional staff.

### 7. Additional Information

Additional information regarding the Comprehensive Planning Assistance Program as it relates to Model Cities, will be available from the HUD Regional Model Cities Administration staff and the Regional Program Coordination and Services staff, or from David Einhorn, Urban Planning Advisor, Program Development Staff, MCA, HUD, Washington, D.C. (202-755-5524).



## ORGANIZING FOR EVALUATION

This article continues the series on evaluation which began in the first issue of the *Technical Bulletin*. Reprints of this article are available on request; cities can also modify this article for their use. In order to make this series useful to you, we would like your suggestions for subjects to be discussed in future issues.

### Introduction

The article about evaluation that appeared in the previous bulletin discussed general questions of evaluation. Many cities are faced with the practical question of how to organize to perform evaluation. This article deals with the conditions that affect how one decides to organize for evaluation and the advantages and disadvantages of using the local Model Cities Office (called City Demonstration Agency or CDA), cooperating agencies, contractors, and residents. Whatever the organization a city sets up for evaluation, it should always have the capability to:

- a) define what it needs to evaluate
- b) monitor evaluation performed by persons who are not CDA staff, to assure a useful evaluation delivered on time
- c) analyze the information provided by evaluation
- d) give the results of evaluation to all parties making decisions
- e) use the information to affect decisions about the program and improve the program for the next year.

### Conditions That Affect Who Performs Evaluation

Important conditions that affect who performs evaluation are: the number and quality of staff available to do evaluation, arrangements with cooperating agencies, other evaluation resources and activities, and the coordinating and management function of the CDA.

**a. Staff available.** All other conditions being equal, evaluation of projects coordinated by the CDA is best done by the CDA. However, the staff may be small, cooperating agencies may be willing to do project evaluation, and the CDA may decide that using staff to evaluate total program while only evaluating priority projects would be more efficient. In general, assuming that staff is capable, the CDA should use its own resources on the most important evaluation needs.

**b. Arrangements with cooperating agencies.** When a contract is signed with an agency to operate a program, that contract should define what kinds of data will be reported, how often, and what other types of evaluation aside from regular reporting will be performed by the agency. The activities defined in the contract can vary from limited data collecting and reporting to intensive follow-up of people

served and detailed reporting. If the agency agrees to perform detailed project evaluation, then the CDA can concentrate on other types of evaluation such as evaluation of the total program. However, if agencies operating projects do perform evaluation, then the CDA must make sure that the quality of the evaluation meets the needs of the Model Cities program and that agency staff is available and qualified to do the job.

**c. Other evaluation activities and resources.** Many programs in existence before Model Cities will probably be part of the city's plan. These programs might have evaluation data which is useful for problem analysis, project evaluation, or program evaluation. There may also be agencies which have collected data in the past and now have information systems which can be used. For example, a city may have a file on land properties which gives their land use and property value. All information sources should be used to avoid doing work that has already been done. Also, it may be possible for a CDA to submit a joint application for evaluation money from programs other than Model Cities. For example, a local planning agency might submit an application for 701 funds to be used for Model Cities evaluation.

Where possible, cities should use funds from different sources for evaluation, not just supplemental money. Money for planning surveys, for example, could be tied into a year's evaluation activity for the program as a whole, even though the money comes from one program source. Demonstration projects are another source of evaluation money, since many of these kinds of projects require extensive evaluation activities. Planning moneys funded in one functional area can be legitimately used for planning and evaluation in another functional area, where there is overlap and where the money is used to find out effects of different programs on one another.

**d. Coordination and management.** In most cases, the CDA will be coordinating and monitoring projects, evaluating them, and planning for an improved program. This means that, in the beginning, much of the evaluation may be project monitoring to see that organization of projects, their staffing, training, basic operating conditions, etc., do occur on schedule and with desired quality.

Further, once the programs begin operating at full capacity, the CDA will want to know what are the accomplishments of the program and the projects, whether they are meeting expected objectives, what their problems are, and a host of other questions which can all be summed up by asking, "What is happening in the program?" Regular monitoring of the projects by the CDA staff and the operation of an information system from the cooperating agencies to the CDA is the most common way of obtaining such information. The size of a city, and the complexity of a program, shape the design of such a system.



## Alternatives in Implementing Evaluation

There are four basic alternatives to consider in choosing who shall conduct evaluation; evaluation by in-house staff, evaluation by cooperating agencies, evaluation by a contractor, and evaluation by residents. How much one relies on any one of these four choices affects how the CDA is organized. There are good and bad points to consider in each choice.

**a. In-House Staff.** Utilizing in-house staff has the advantage of CDA control over personnel, their assignments, and direct project supervision. Bureaucratic delays and necessary cooperating agreements are by-passed. The translation of data analysis into recommendations for action is sometimes considerably shortened.

Disadvantages are that CDA staff time is sometimes not available and, if available, may get taken off evaluation to meet emergency or other situations. Evaluation of one's own activities is often helpful, but sometimes one can get more useful information by having another person evaluate your operation because he may have a more independent view. If other agencies are to be evaluated by CDA staff, the diplomatic channels and agreements for how this is to be done must be worked out in detail to reduce conflict between agencies.

**b. Cooperating Agency.** Utilizing cooperating agencies for evaluation has the potential opportunities for sharing costs, providing for data collecting in the most efficient manner, creating in advance the groundwork for making sure that evaluation results in action by involving the affected agency, freeing your own staff for other work, and generally increasing the involvement and coordination of other agencies with the Model Cities program.

The disadvantages are that the CDA does not have direct control over the work being performed, the agency involved has a stake in the results of the evaluation and will tend to be less objective, the CDA is dependent on agency agreement, and the evaluation project will tend to be controlled by the needs of the cooperating agency. The CDA needs must be clearly specified in advance and agreements must be reached so that the work is done in a way that meets CDA requirements.

**c. Contract.** Advantages of utilizing contractors are that the CDA has brought specialized services presumably tailored to needs, the contractor is responsible to the CDA, more objectivity is acquired by utilizing someone outside the program, staff resources are freed for other uses, and the contractor can sometimes perform evaluation that the CDA might not wish to undertake because of political reasons.

Some disadvantages are that contractors often do not train staff and therefore do not usually give a long-term benefit to the agency, they are not familiar with the local situation and spend time learning it, special effort by the

CDA staff are needed to be sure that the contractor is performing the correct job, and the city may get results which have less effect on people because there is no one personally involved with the report or because the city may not fully understand or be committed to the findings.

**d. Residents.** Using residents in evaluation has the advantages of ensuring that evaluation meets the needs of the people, helps tie the results of evaluation into future planning and programming, helps lift the technical competence of the residents, and gives special emphasis to the insights of people who actually experience the problems of the neighborhood.

Some disadvantages are the lack of professional experience and knowledge necessary for some evaluation, necessity for training and orientation, and possible bias in collecting data and analyzing results.

## An Example to Illustrate How One Might Assign Responsibilities for Evaluating a Project

Suppose there is a project in Education which has priority because if it is successful, it might be greatly expanded and lead to significant changes in the way model neighborhood children were educated.

The CDA might agree with the school system that the system would not only provide regular quarterly reporting but that an outside consultant hired by the school system would be used to evaluate the project in greater detail than the regular reporting ordinarily provides. The CDA would be given an opportunity to participate in the evaluation design and the final report. Special provision would be made for residents to independently comment on how the project was operated and how it affected them.

Another situation might be that the CDA staff has an educational expert who is respected by all parties. In this case, he alone might be responsible for the evaluation, in addition to the regular reporting of the school system on the project.

A third choice might be an independent consultant working alone because neither the CDA nor the school system has staff available and/or qualified to do the job. In this case, special efforts must be made to ensure that the consultant does his job according to the needs of the school system and the CDA.

A fourth choice might be to assign primary evaluation responsibility to a resident evaluation unit which is staffed by professionals but responsible to the citizen participation structure. The school system and the CDA Evaluation unit would be given an opportunity to participate in the evaluation design and the final report.

Whatever choice is made about who is to do the evaluation, the work is useless unless the report can be understood and its findings used to decide if the project should be changed, expanded or dropped.



## COMPONENT ANALYSIS: RELATIONSHIPS OF CDAS TO CITY GOVERNMENT

### A. Patterns for CDA Location in City Governmental Structure

A recent analysis completed by HUD and the Model Cities Service Center is the result of a survey of the first thirty-five cities approved for Model Cities implementation. Four models, or distinct patterns, have emerged based on the CDAs' location in the city governmental structure.

#### *Pattern No. 1: CDA as Part of the Chief Executive Officer's Office.*

Of the first thirty-five cities, fourteen were organized in the mayor's or city manager's office. Examples: The Baltimore Model Cities Agency is a unit in the Office of the Mayor and will use the powers of the Mayor for program management and the discharge of its coordinating functions; in Denver, the Model City core staff coordinates, evaluates, and monitors all program activities, and is directly responsible to the Mayor and assigned to his office.

#### *Pattern No. 2: CDA as a City Department.*

Of the first thirty-five cities, eleven were organized as a regular department of city government. Examples: The Huntsville Model City Staff Office operates as a city department directly under the Mayor; the Texarkana, Texas CDA is an established department of the city called the Department of Community Development with status and authority equal to that of other city departments.

#### *Pattern No. 3: CDA as a Division or Bureau within an Existing City Department.*

Of the first thirty-five cities, three were organized as divisions or bureaus of existing city departments. Examples: Highland Park, Michigan has a Department of Community Development with a City Demonstration Agency Division; in Tampa, Florida, the CDA is the equivalent of a bureau of the City of Tampa.

#### *Pattern No. 4: CDA as an Independent Board, Commission, or Agency.*

Of the first thirty-five cities, seven CDAs were organized as an independent board, commission or agency with its administrative staff reporting directly to it and not to the city's chief executive officer. The City Council has ultimate responsibility for the program. This pattern of administrative structure has caused problems for HUD in the review process. Consequently, amendments have been required to assure that the city has full and ultimate responsibility for the program and to assure that the city exercises that responsibility.

### B. Patterns of CDA Internal Structures

The internal structures of city demonstration agencies are organized according to one of two patterns:

#### *No. 1: Process-Oriented Concerns*

This pattern of internal structure is usually divided into divisions or program units responsible for planning and evaluation, program administration, coordination, and community organization. Of the first thirty-five model cities to receive supplemental grants, twenty-three cities had a CDA internal structure based on process oriented concerns. Examples: The CDA in San Antonio, Texas, is organized into the following units: program planning and evaluation, program coordination, administration, and citizen participation; the CDA in Smithville-DeKalb County, Tennessee, is organized into divisions for planning, coordination, evaluation, and administrative and management services.

#### *No. 2: Functional Area Concerns*

This pattern of internal structure is usually divided into divisions or units with responsibilities for one programmatic area — health, social services, physical redevelopment, etc. Of the first thirty-five Model Cities to receive supplemental grants, thirteen cities had a CDA internal structure based on functional concerns. Examples: The CDA in Reading, Pennsylvania, is organized into units that include human resources development and physical development; the Dayton, Ohio, CDA is organized into units responsible for health, social services, and employment as well as for planning and coordination.

Due to the nature of the Model Cities program, CDAs that are organized based on functional areas also usually include a unit that is process-oriented, i.e., planning and coordination.

## OPERATING RESULTS IN SOME EARLY MODEL CITIES

### HUNTSVILLE, ALABAMA

Huntsville has 80 of its 84 operating projects and activities underway. \*Two hundred and fifty persons are enrolled in adult education and vocational training. \*More than 200 youths, either first offenders or near delinquents, are taking part in vocational training, crafts, and recreation in a program directed by the juvenile division of the Sheriff's office. \*In-school programming, all of which began promptly in September, has provided for or is providing for testing of 850 students, 105 students in special education, and social case work with 150 potential dropouts.

### NORFOLK, VIRGINIA

Although Norfolk's contract was not tendered until August 15, 1969, the city has negotiated third-party contracts or agreements for 83% of its first year supplemental funds. \*One of the four neighborhood service centers is open and functioning at full staff. It now offers recreational activities, health services, mental health services, and welfare services. Soon the adult basic education and home



economic class will be in operation. \*Norfolk's Model Cities education program was started immediately upon contract for the beginning of the school year. Projects include team teaching, teacher training, early childhood education, a community school, and parent-teacher consultation, involving a total of 13,000 children in the model neighborhood.

#### **CHICAGO, ILLINOIS**

A good start has been made in getting the majority of priority first year projects into operation. Twenty-five projects totalling \$26 million (out of a total supplemental grant of \$38 million) are underway. \*Two of four Comprehensive Health Centers (\$2.8 million supplemental; \$2.5 million city bonds) are ready to open with professional staff hired and 56 neighborhood paraprofessionals in training. \*The Early Childhood Education project (\$225,000 supplemental) is already close to its first year goal of providing concentrated services to 250 two and three year olds. \*Community Development Corporations (\$1.8 million supplemental) have been formed in all four model neighborhoods under the leadership of the Mortgage Bankers Association, Chicago Economic Development Corporation, and SBA. \*The Increased Streets and Sanitation project (\$2.4 million supplemental) has employed 170 of an anticipated 500 neighborhood residents; special screening committees are insuring that at least 50% of these hired are hard core unemployed.

#### **DAYTON, OHIO**

Projects totalling \$1 million, one-third of Dayton's first year program, are already in operation. \*A Model Cities Housing Development Corporation (\$108,600) has been incorporated and has secured approval of an initial 50-unit Section 235 application. 500 units should be underway by June. \*The Comprehensive Manpower Center (\$460,000 supplemental, \$800,000 HEW, OBES, Labor, and City) is a good example of the extensive negotiations necessary to launch a project involving several local, Federal, and State agencies, Model Cities staff and residents. All of these parties were involved in the discussions about how the local CEP program was to be administered and refunded. The Comprehensive Center will be the operator under subcontract from the City, but the CEP refunding package will probably not be completed and approved until January, and the center will not be able to get underway until then. Beginning in January, spending will be at a \$225,000 monthly level (\$80,000 mo. supplemental) with 200 underemployed to be served by June and 400 by October.

#### **EAST ST. LOUIS, ILLINOIS**

Thirty projects, totalling \$1.5 million of the \$2.1 million first year entitlement are funded and in operation. The

total program will be underway by December 1-15. \*In recognition of the City's bankrupt state, it is important to note that supplemental funds have been successfully used as a multiplier in several projects now underway. \*The program is using \$130,000 (supplemental) to hire increased teachers and provide better facilities for a model demonstration school. \*Another project uses \$50,000 (supplemental) as seed money by a newly established Local Development Corp. to attract other funds to underwrite neighborhood minority business.

#### **ATLANTA, GEORGIA**

60 out of the 80 projects are already underway in Atlanta. \*An inner-neighborhood bus system connects the model neighborhood to job sites previously not reachable by public transportation. Subsidy from supplemental funds make possible a 10¢ fare; the system hooks into the regular Atlanta transit system. From May 29 to September 30, there were 93,742 riders. \*A multi-service center has been built from the ground up with attractive, prefabricated modules. Employment, education, vocational rehabilitation, and children services already are operating. A housing advisory center, built the same way, has opened next door.

#### **EAGLE PASS, TEXAS**

\*School libraries have opened evenings in four schools. Special and children's sections of the public library have been expanded. \*Nineteen Home Demonstration aides have completed training to provide counsel in homemaking, health, nutrition and consumer education. They have already contacted 413 homes and have provided instruction in 313. \*Two minibuses have been ordered and will be in operation this month, providing free transportation to elderly, ill, students, and other residents.

### **INVOLVEMENT OF U.S. ARMY CORPS OF ENGINEERS IN THE MODEL CITIES PROGRAM**

Assistant Secretary Floyd H. Hyde recently informed CDA Directors of possible assistance available to Model Cities from the U.S. Army Corps of Engineers.

It was pointed out that environmental considerations have a major impact on the quality of urban life. The Corps has the potential for materially assisting Model Cities in their environmental plans and programs. The Corps can provide technical assistance to CDAs through its engineering consulting expertise. It can also provide direct action to Model Cities through establishment of a budget item to undertake a particular public works project. A District representative of the Corps will be in touch with each CDA Director in the near future.



## N.R.P.A. CORNER

National Recreation and Park Association  
Model Cities Technical Assistance Contract  
1700 Pennsylvania Avenue, N.W.  
Washington, D.C. 20006  
(202) 223-3030

### Technical Assistance: Recreation and Culture

The National Recreation and Park Association is administering the contract to provide technical assistance to selected Model Cities and to help selected Model Cities resolve special difficulties experienced in program planning organization and operation in the development of innovative recreation and cultural programs. The contract has two components: (1) direct consultation and on-site visitation provided to selected cities by consultants whose expertise is directly related to the special needs of individual localities and (2) indirect assistance to all 150 Model Cities through the preparation and distribution of technical publications and resource materials.

The National Recreation and Park Association (NRPA) is a private, non-profit service and educational organization dedicated to improving the quality of life through the wise use of human and natural resources and through the development of relevant and meaningful recreation and cultural programs for all groups. During the past few years, increased staff resources and program efforts have been directed toward urban recreation concerns in an attempt to establish a comprehensive recreation system in urban communities and to work toward integrating recreation and culture into the total human service system in urban areas.

### Direct Consultation

To date, NRPA has provided consultant expertise on 13 different service visits. Cities selected to receive assistance include Toledo and Dayton, Ohio; Tampa, Florida; Seattle, Washington; Portland, Maine; Savannah, Georgia; Butte, Montana; and High Point, North Carolina. Additional cities will be visited in the future as requested by the MCA office in Washington, D.C.

Representatives from the NRPA project staff, from the MCA Washington, D.C. office, and specially selected consultants visit cities to undertake a general survey of the recreation and culture operations, to assist with the development of a work program for future action and to offer specific help on problems or the development of new approaches to programming and facility design.

Among the concerns identified by the first cities selected are the design and operation of educational camps and water-based facilities, ways of encouraging and achieving citizen involvement in planning recreation and cultural activities, design and use of mini-parks and school-

park complexes and the development of community-based cultural arts programs.

For example, in Savannah, Georgia, the technical assistance efforts will be directed toward developing a mechanism for neighborhood involvement in recreation planning; community organization is identified as a major goal. Tampa, Florida is concentrating on the design of new facilities, with primary attention to the full utilization of existing and future school facilities. Butte, Montana, working with a youth board, is concerned with developing a full range of programs for young people.

### Indirect Assistance

In addition to preparing material for the *Technical Bulletin*, the NRPA project staff is currently compiling information for general resource publications: a listing of sources allocating monies for recreation and cultural programs and facilities; a bibliography of pertinent reference material, and a listing of audio-visual aids.

On October 9-10, a regional workshop was held in Atlanta, Georgia. Eighteen of the 23 model cities in Region III attended the two-day session designed to present new ideas in programming and facility design and to inform the cities of available financial and technical assistance resources.

### HUD Expands "Parks-In-Cities" Program

HUD has announced and expanded "parks-in-cities" program designed to encourage the acquisition and development of parks and recreation areas in low-income neighborhoods. The program involves setting aside up to \$15 million for the 50-50 matching grants under the open-space land program for the purchase of land for small and moderate size parks in blighted city areas. Communities applying for funds should contact the Assistant Regional Administrator for Metropolitan Development at the appropriate HUD Regional Office. Communities submitting letters requesting funds before January 1, 1970, will receive letters of assured financial assistance within one week of receipt of the request, according to new HUD procedures.

### Special Procedures

1. Applicants may either file a complete application under the Open Space Land Program or they may simply file a letter of intention to submit an application. The letter of intention should contain the following: (a) Name and address of applying agency, (b) General neighborhood or location of the site(s) to be acquired, (c) Estimated total project acreage and cost including acquisition and development, (d) A commitment to acquire the land and complete development within one year.



2. Upon receiving an application or letter, the Assistant Regional Administrator for Metropolitan Development (ARA/MD) may issue a "letter of assurance" immediately, but in any event, the Regional Office shall respond to the applicant within one week.
3. The letter of assurance will temporarily set aside necessary funds following which the community has 90 days to complete the necessary action that can permit formal action on an application. If the applicant has not taken action on the assurance after 90 days, the assurance is cancelled.
4. Applicants need not specify individual tracts or parcels for acquisition. Approximations ("four sites totalling about three acres") will be adequate for the purposes of the letter of assurance.
5. Land appraisals need not accompany the application, but appraisals will be required prior to contract execution. If a community goes ahead without a concurred-in-price, it does so at its own risk if the price exceeds HUD's subsequent price determination.
6. Only low-income neighborhood projects qualify for these special procedures. Any neighborhood with a median family income of \$5,000 or less will automatically qualify.
7. The letter of assurance procedure is effective until January 1, 1970.

### TECHNICAL ASSISTANCE CONTRACTS

Consulting firms have made several misrepresentations to Model Cities recently. They have stated that they are the "approved" technical assistance contractors under contract with the Department of Housing and Urban Development in the various functional areas in which contracts have been let. Most of the technical assistance contracts that have been awarded by the Department are contained in the first issue of the *Technical Bulletin* on page eleven. All others are included below. The Planning and Evaluation technical assistance contract with OSTI was inadvertently left off the last list of HUD contracts for technical assistance to model cities.

### EVALUATION CONTRACTS

<i>Subject</i>	<i>Contractor</i>
CDA Information System . . . . .	Consultec, Inc.
Training and Installation . . . . .	Transcentury Corp. Peat, Marwick, Mitchell, & Co. Training, Research, & Development, Inc. Fry Consultants

### TECHNICAL ASSISTANCE ON INCOME PROGRAMS

Alvin Schoor of the Brandeis University Income Maintenance Project in Washington, D.C., a project funded by the Ford Foundation, recently prepared and distributed technical assistance materials on income maintenance to model city agencies.

### HOUSING AND URBAN DEVELOPMENT ACT OF 1969 NEARS PASSAGE

The House and Senate have passed differing versions of the Housing and Urban Development Act of 1969, and conferees are scheduled to meet the first week of December to work out a compromise. As presented to Congress by the Administration, the original bill was relatively uncontroversial; its primary function was to extend HUD program authorizations due to expire at the end of this fiscal year. The bill also provided increased federal contributions for public housing.

Both the House and the Senate, however, added many new provisions, including greatly liberalized construction cost limits for federally-assisted housing, elimination of the income limits on the Section 312 rehabilitation loan program, and elimination of the workable program requirement for certain federally-assisted housing programs.

The Senate bill contains a new subsidy for very low income public housing tenants (Brooke amendment) and authorizes disposal of surplus federal land to local governments on favorable terms for housing sites.

The House bill has two provisions of direct interest to Model Cities. One requires the HUD Secretary to give a preference in processing urban renewal applications to projects which are part of approved Model Cities programs. The other authorizes the use of 10 percent of total Model Cities grant funds in smaller cities without regard to the limitation that grants cannot exceed 80 percent of the local share of other programs employed in the area.

The House bill also contains language which changes the Neighborhood Development Program (NDP) from a strict annual process to allow local discretion to proceed on a two-year basis. A specific percentage of the total urban renewal authorization is set aside for NDP projects. In addition, an amendment was added on the House floor by Rep. Lowell Weicker (R-Conn.) which requires that each low or moderate income housing unit torn down in an urban renewal project must be replaced with a new one *in the project area*.

Final action on the bill is expected before the end of this Congressional session.



## HUD APPROPRIATIONS CLEARED BY CONGRESS

The FY 1970 appropriations bill for the Department of Housing and Urban Development was cleared for the President's signature November 18, as both the House and the Senate adopted the conference report which resolved differences between the versions of the bill each had passed earlier. The bill includes \$575 million for the Model Cities program. The House agreed to accept the Senate figure of \$1 billion for Urban Renewal, but in return the Senate acceded to a House figure of \$50 million for the rent supplement program. The complete appropriations picture for HUD is set out in the following chart:

Program (figures in millions.)

	Budget Request 250(a)	House 100	Senate 250(a)	Final 250(a)
Urban Renewal				
Model Cities program grants	675	500	600	575
Homeownership (235)	100	80	100	90
Rental Assistance (236)	100	70	100	85
Rent Supplements	100	50	100	50
Public Housing	473	473	473	473
701 Compre. Planning	60	50	50	50
Rehabilitation loans (312)	50	45	45	45
Title 8, Comm. Dvlpmt. Trng.	8	3	3	3
Neighborhood Facilities	45	40	40	40
Open Space	85	75	75	75
Water & Sewer	135	135	135	135
Urban Research	30	25	25	25
Fair Housing	10.5	5	7	6

(a) \$750 million was appropriated in advance for FY 1970 last year. The \$250 million additional appropriation brings the total to \$1 billion.

A concerted effort by the National League of Cities, U.S. Conference of Mayors, and National Association of Housing and Redevelopment Officials to secure Senate passage of the full \$1.6 billion authorized for urban renewal failed by two votes (34-36) but key Senators committed themselves to work for a supplemental appropriation bill before the end of this fiscal year which would include the additional \$600 million authorized to be appropriated for renewal. This \$600 million total includes \$187.5 million expressly authorized for renewal projects in Model Cities.

## JOB OPPORTUNITIES

**MODEL CITIES DEPUTY DIRECTOR** (Project Coordinator), Fresno, California, \$1019-\$1239 per mo., must have a B.A. or B.S. in public administration, sociology, education or related field, and at least three years experience in group work, or in a health, employment, or social service agency, including two years at a supervisory level. If interested, send applications to the Model Cities Office, 1011 E. Florence Avenue, Fresno, and the Fresno City Personnel Dept. For application forms, write to Fresno City Personnel Department, 1230 N Street, Fresno, California, 93721, or phone 266-8031, Ext. 311, Area Code 209. Exam I.D. No. 901-16-1169.

**MODEL CITIES PROGRAM DEVELOPER**, Fresno, California, \$742-\$902 per mo., B.A. or B.S. in soc., pol. sci., ed., or related field and at least one year experience in health, ed., or social agency. If interested, see above for application procedures. Exam I.D. No. 903-22-1169.

**MODEL CITIES DEPUTY DIRECTOR** (Planning), Fresno, California, \$859-\$1044 per mo., B.A. or B.S. in above fields, and three years experience in group work or with a governmental planning agency, including two years at a supervisor level. See above for application procedures. Exam I.D. No. 902-15-1169.

## PUBLICATIONS

Adde, Leo, **Nine Cities: The Anatomy of Downtown Renewal**, Washington, D.C., 1969.

*The results of an intensive investigation and reporting on the experiences of nine American cities combating the decline of their downtown districts.*

Arnstein, George E., "Colleges Can Reach Out to Troubled Cities with Action, Assistance, Analysis," **College and University Business**, September, 1969.

*To help colleges become involved in the Model Cities program, this planning guide offers specific suggestions as to where higher education can fit into the process of Model Cities.*

Holleb, Doris B., **Social and Economic Information for Urban Planning**, Chicago, 1969.

*A handbook designed to help planners locate information relevant to urban issues.*

This *Bulletin* is prepared for and in cooperation with the Model Cities Directors Association.

Paul R. Jones  
President

Erwin France  
First Vice President  
Donald A. Slater  
Second Vice President

Horace L. Morancie  
Secretary  
James J. Miller  
Parliamentarian



ATLANTA

# MODEL

# CITIES

VOL. 1 NO. 3

OFFICIAL MODEL CITIES PAPER - 673 CAPITOL AVE., S.W.

ATLANTA, GA.



BEFORE



AFTER

**WHAT WILL HAPPEN  
IN MODEL CITIES  
IN 1969**



# 19 CLEARANCE - WHERE ? 69

MOST OF THE HOUSES IN THE AREAS SHOWN BELOW WILL BE BOUGHT BY THE ATLANTA HOUSING AUTHORITY TO HELP MODEL CITIES GROW.

## HOW WILL IT BE BOUGHT

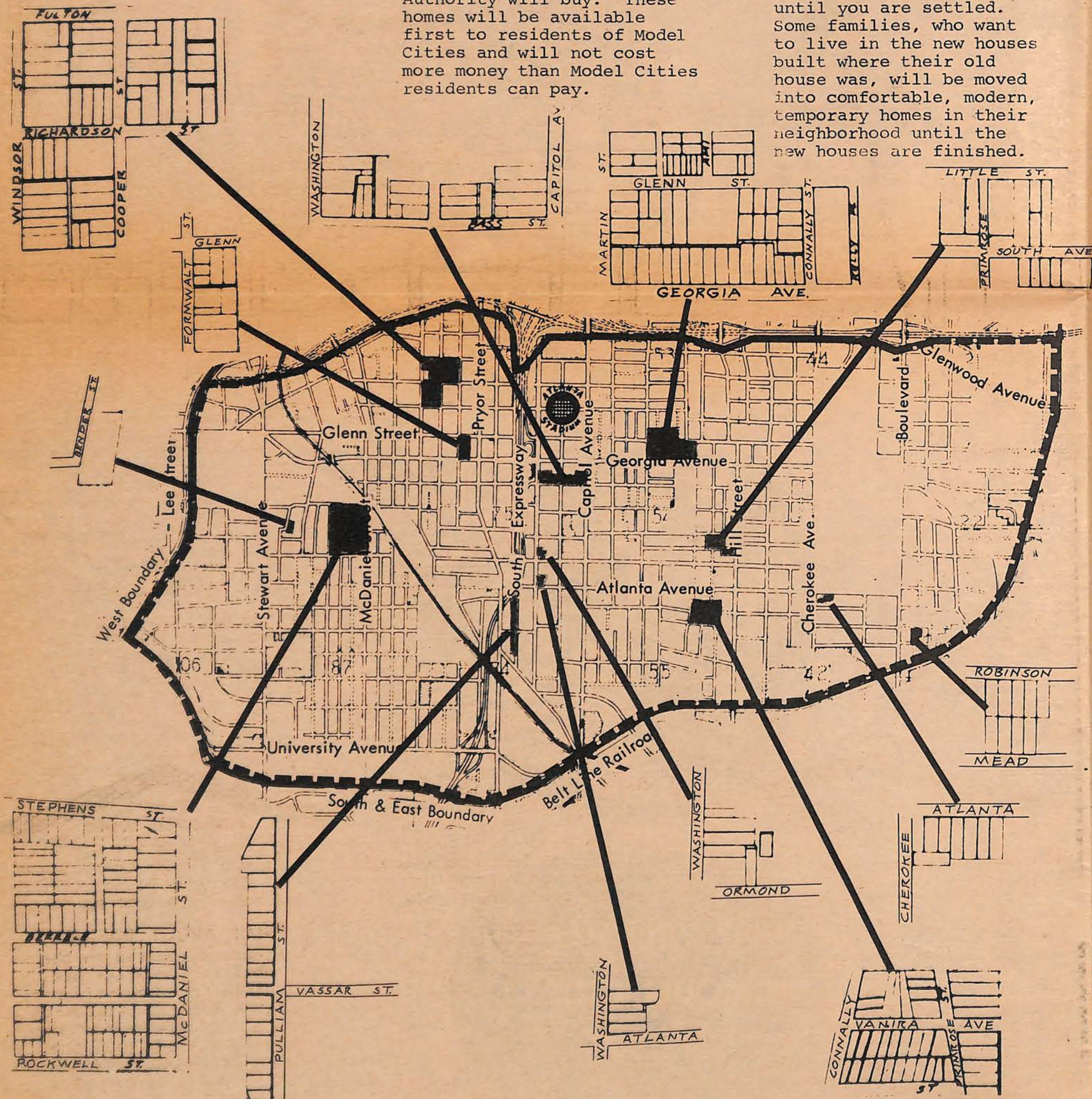
Two independent professional property appraisers will tell the Housing Authority what your property is worth. The Federal Government will look at these appraisals and tell the Housing Authority how much you can be paid for your property. A man from the Housing Authority will offer you this much money for your land. If you do not think this is enough money, the law provides a way for you to appeal the price.

## WHY ARE THE HOUSES BEING TORN DOWN

Our neighborhoods are too crowded; there aren't enough parks; and the playgrounds at the schools are too small. The streets are too narrow and many of the houses are dangerous health hazards. Some houses must be torn down to make room for wider streets, more parks, larger playgrounds, more and better schools, and to rid the community of the dangerous health hazards. Some areas need more complete shopping areas. New homes and apartments will be built on much of the land the Housing Authority will buy. These homes will be available first to residents of Model Cities and will not cost more money than Model Cities residents can pay.

## WHAT HAPPENS TO THE PEOPLE

If you own your home, and it is bought by the Housing Authority, you will be eligible for up to \$5,000 in addition to the money you receive for your home to help you buy another home. You will not be put out on the street. A Relocation Man will come to help you find a good place to live that you can pay for - DO NOT MOVE UNTIL HE COMES. Your mover will be paid by the Housing Authority. Or, if you want to move yourself, the Authority will pay you. The relocation man will help you until you are settled. Some families, who want to live in the new houses built where their old house was, will be moved into comfortable, modern, temporary homes in their neighborhood until the new houses are finished.







### WHO PAYS FOR IT

If you earn less than \$3,000 each year, you may be able to get a grant of up to \$3,000 maximum to help fix up your house. If you cannot get this money or need more money, the rehabilitation man can help you borrow more money. If you earn more than \$3,000 each year, the rehabilitation man may be able to get a small grant based on income and help you borrow the rest of the money to fix your house.



### WHO DOES THE WORK

The rehabilitation man will help you find a builder who will fix your house right and make sure that he does it.

### WHAT ABOUT BUSINESS

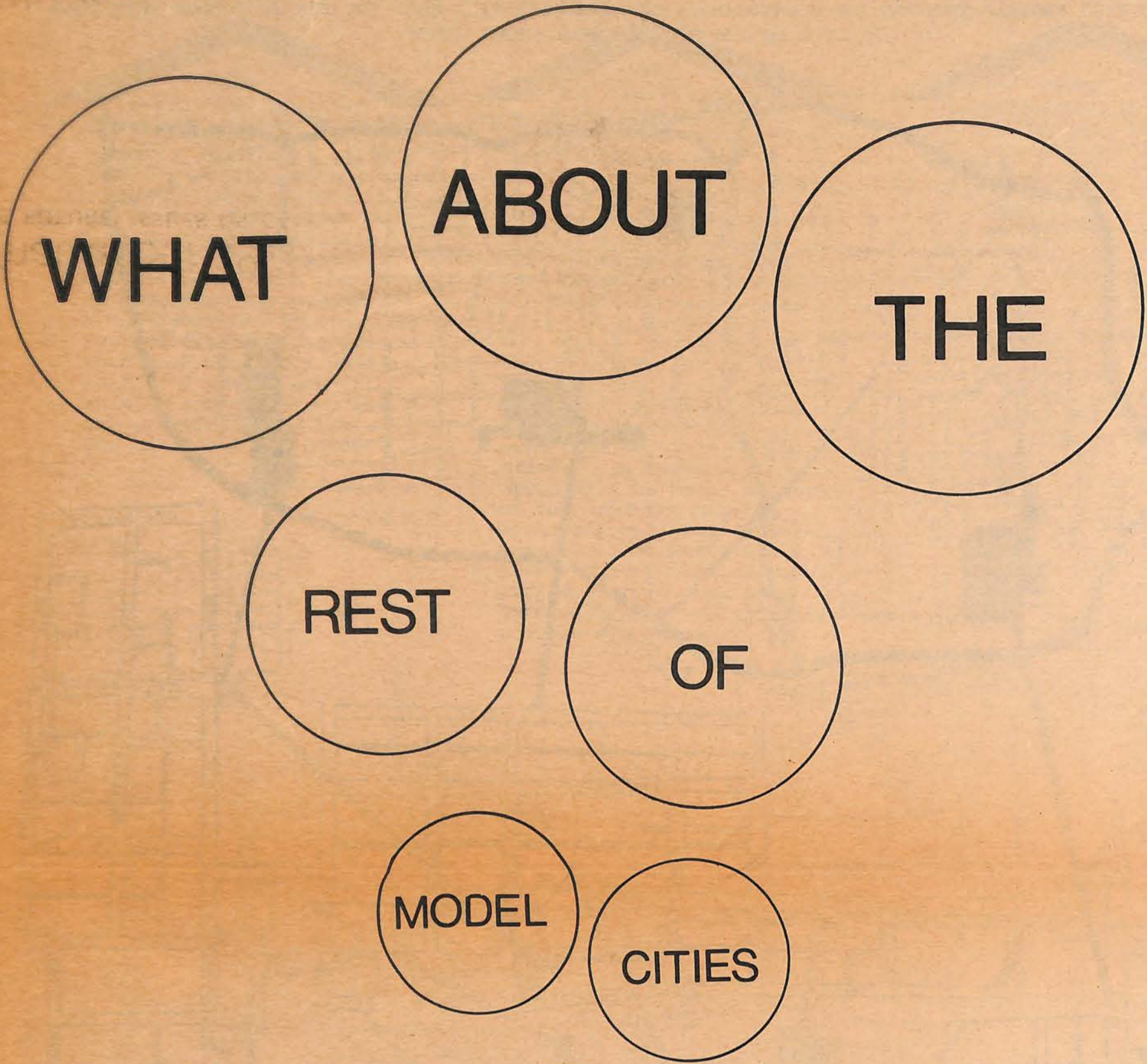
Businesses located in the rehabilitation areas are eligible under certain conditions for rehabilitation loans at low interest rates. For information call the Model Cities NDP office: 530 McDaniel Street, S.W. 523-0245

### HOW WILL THIS HAPPEN

The meeting will be held in your neighborhood. A rehabilitation man from the Housing Authority will be at the meeting to answer your questions and explain the program. He will come and look at your house. He will tell you what your house needs and what you want for the money. He will help you decide what you can do with the money you have. He will also help you get the money.

CALL ON YOUR HOUSE UNTIL YOU CALL YOUR REHABILITATION MAN 523-0245





?



What about 1970 ?

SEE FUTURE ISSUES OR CALL 523-0245

What about 1971, 1972, 1973 ?

SEE FUTURE ISSUES OR CALL 523-0245

Others in Model Cities should contact the Atlanta Codes Compliance Office 522-4463

MODEL CITIES DIRECTOR - Johnny C. Johnson  
 This Issue prepared by James Henley, AHA; Ed Billups, Al Wexler and John Sluss



CITY OF ATLANTA'S EVALUATION  
REPORT OF THE PROPOSED MODEL CITIES PROGRAM

CITY OF ATLANTA  
OFFICE OF CITY COMPTROLLER  
ATLANTA, GEORGIA



CITY OF ATLANTA'S EVALUATION  
REPORT OF THE PROPOSED MODEL CITIES PROGRAM

FEBRUARY 1969

DATA PROCESSING OPERATIONS DIVISION



EVALUATION REPORT

I. INDEX

	Page
I. Index	
II. Historical Background This section of the report gives a very general description of the projects' history.....	1
III. City's Participation in the Proposed Program This section of the report discusses the City's participation and the preliminary negotiations of the system.....	2,3
IV. Analysis of the Program and the Formula Used to Arrive at Cost This section of the report sets forth the personnel requirements which the City will be expected to furnish and gives the formula used in arriving at the cost to the City.....	4,5
V. The Two Major Types of Cost and Final Conclusions This section of the report gives a detailed cost figure on both one time and continuing basis and gives a brief conclusion.....	6



## II. HISTORICAL BACKGROUND

The Model Cities Program employed Arthur Anderson & Company to design a Management Information and Control System which could keep track of the accounting functions of the various projects involved in this program. This information system would also be used to produce other management information reports showing how well the goals of each project are being achieved.

The consultants have divided their proposed system into three major groupings. They are as follows:

1. Responsibility Reporting
2. Project cost reporting
3. Benefit reporting and cost - benefit analysis

In November, 1968, Arthur Andersen & Company presented to Model Cities a general proposal titled "Atlanta Model Cities Program Management Information and Control System" in which is set forth the proposed automated system.



### III. CITY'S PARTICIPATION IN THE PROPOSED PROGRAM

We have met with the consultants from Arthur Andersen & Company briefly on three occasions to find out what role the City will be expected to play in this application. It seems that this will be a package application with the consultants furnishing all systems, programming, and design concepts. They will be responsible for all clerical procedures, correction routines, and testing of the system until it is operational. At this point they will turn the programming and all documentation over to the City.

The consultants will require space for their personnel for a period of two months. The City is asked to furnish one Programmer for approximately two days. The purpose of the City furnishing a Programmer is to familiarize our staff with the programs which we must maintain after they become operational.

We have reached tentative agreements in the following areas:

- 1) The City will furnish one Programmer the required indoctrination period.
- 2) The necessary space will be allotted on the 13th Floor by utilizing the Conference Room.
3. The City will furnish the normal computer time necessary for completing the system during the regular two-shift operation. If the consultants desire more time, they will use the machine on the 3rd shift.



4) All City personnel who will be involved in the operation will be given a brief introduction to the procedures they will be expected to follow.



#### IV. ANALYSIS OF THE PROGRAM AND THE FORMULA USED TO ARRIVE AT COST

In the last meeting we held with the consulting firm we were given some of the detail proposals which they had completed. This included report formats, card layouts, master record layouts, transaction file descriptions, transaction code arrangement, and a system flow chart.

No concrete volumes could be given at this point but a not-greater-than figure was arrived at based on the information which is available.

The preliminary findings indicate that the City will be committed in the following areas:

- 1) Data Control and Scheduling
- 2) Key Punching
- 3) Computer Processing and Reporting
- 4) Program Maintenance

The major types of cost were forecast based on the following assumptions. It must be noted that if any of the rules are changed or adjusted that it will make a difference in cost. This difference could be considerable in many cases.

- 1) The Master File will contain 2,000 records and each record will have 200 characters.
- 2) The Master File will have 1,500 transactions to be processed against it each month.



Model Cities - System Parameters:

Estimated monthly volume:

a. Voucher transaction	1400
b. File Maintenance	1000

Keypunch:

1400 x 60 (characters per card)	84000
100 x 40 (average character per card)	<u>4000</u>
	@ 88000 characters

Printout:

Report	Number of Copies	Average # of Lines	Total
01	8	20	160
02	1	20	20
03	200	15	3000
04	200	15	3000
05	12	30	360
06	12	30	360
07	1	40	40
08		2000	
09	1	1350	5350
10		2000	
11	1	40	40
12	1	50	50
13	1	100	100
14	2	40	80
15	10	40	400
16	1	30	30
17	1	1500	1500
18	1	10	<u>10</u>
			14,460 - @ 15,000

One Time Elements:

2000 M. F. records x 125 (Avg. char/required card) = 250,000 char.

2000 program x 3 prog. x 40 (Avg. char/req. card) = 250,000



V. THE TWO MAJOR TYPES OF COST AND FINAL CONCLUSIONS

Using the above stated formula we have further divided the cost into two major breakdowns: (1) one time conversion cost, and (2) continuing operating cost. One time or conversion cost will be as follows:

1. Programming	\$65.60
2. Key Punching	860.00
3. Computer	4,000.00
4. Invalid Data Rerun	<u>201.60</u>
Total	\$5,127.20

Monthly Operating Cost

1. Control Section	15.00
2. Key Punch Section	74.00
3. Computer Section	75.00
4. Misc. & Supplies	25.00
5. Program & Systems Maint.	<u>3.50</u>
Total	\$192.50

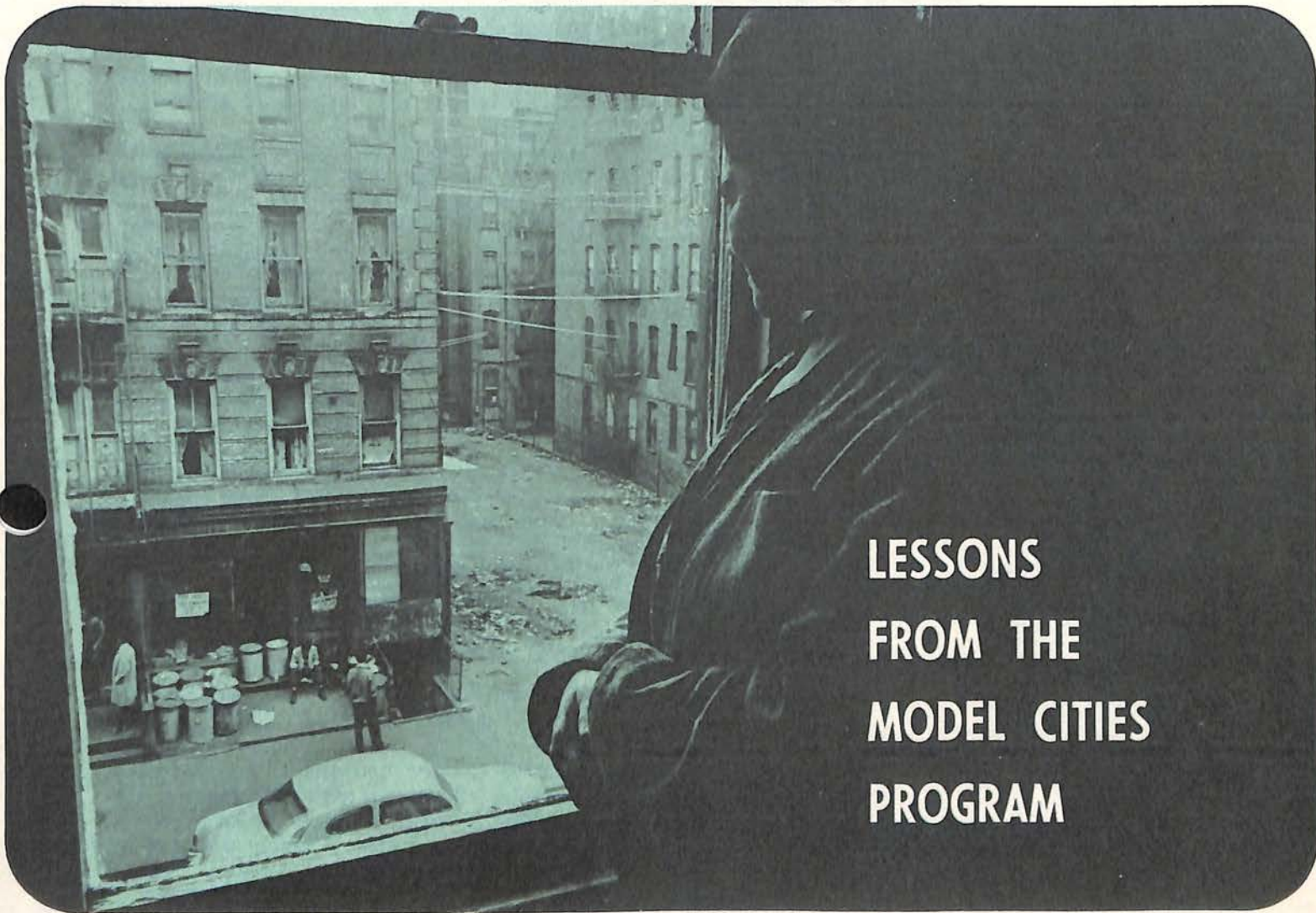
The Model Cities Program will fluctuate from a minimum of 70 to a maximum of 200 projects, therefore, no accurate or comprehensive cost figure can be established until we have gained some experience. It is suggested that this Information System be reviewed at least on a quarterly basis and revised cost figures be submitted as they occur. The operating cost should steadily increase as the project ages.



# MIS

## Management Information Service

International City Managers' Association / April 1969, Vol. 1 No. L-4



### LESSONS FROM THE MODEL CITIES PROGRAM

#### THE REPORT AT A GLANCE

The Model Cities program is based on a "total-attack" approach to breaking the patterns of poverty that plague urban America. An examination of Model Cities strategies reveals lessons of use to all cities.

A first lesson is the value of developing specific program objectives designed to mobilize a city's resources to attack problems within a limited geographic area. To be effective, such a program must be based on mutually reinforcing components and in-

clude a strong research and evaluation effort. Community support of the program often depends upon immediate implementation of early-impact, high-visibility projects.

A second lesson is the need to involve in planning and implementation the citizens who will be affected by a project. The militancy of many community action agencies must be replaced by greater efforts from local governments to reform the community from within — rather

than react to outside demands. State and federal cooperation with local efforts is essential in developing effective citizen participation.

Finally, the Model Cities program teaches that coordination of planning and service delivery is necessary for creative growth of metropolitan areas. This consists not only of organizing present structures but also of restructuring community goals to meet citizen needs.



# Lessons From the Model Cities Program

To the growing number of local officials disenchanted with the problems in federal aid for America's cities, the Model Cities program has been promoted as a radically improved product. President Nixon had been in office less than a week when his associates made it known that the Model Cities approach is to be "applied across the board to the entire system of federal services."

The program was enacted in 1966, authorized by the Demonstration Cities and Metropolitan Development Act of that year. Since then, more than 150 cities and counties have begun the involved planning process to implement the program. Grants of \$512.5 million are available for operation, plus \$142 million for urban renewal within designated Model Cities neighborhoods.

The goal of Model Cities is to coordinate all other urban programs; focus them on areas of physical and human blight in selected cities; offer additional funding; and forge a partnership among local government, the neighborhood people to be benefited, and the private resources of the community. The process involves concentrating public and private agency programs on related problems of, say, housing, education, health, and employment.

Toward this end, sponsorship was lodged with local government (city or county) and structure was loosely specified to meet three basic objectives:

- To focus on a rational demonstration of results so that viable solutions to basic causes might have lasting, nationwide applicability.
- To develop citizen participation structures to insure involvement of the people whose lives are affected by planning and implementation of planning.
- To serve as a planning and coordinating rather than a service-delivery vehicle.

Through this new "total-attack" approach, Model Cities holds great promise to city administrators seeking to identify and overcome the persisting problems of our cities. Yet it must be cautioned that Model Cities is so far largely unproved in practice. The program remains, after three years of federal activity, rather vaguely defined, even in theory, and the first "operational grant" (as opposed to the initial planning grants) was awarded to Seattle, Wash., only late last year.

The program, however, has by now generated various strategies for shaping Model Cities, as evidenced by examining the voluminous applications submitted to the Department of Housing and Urban Development. Since the initial application must describe the intended scale and depth of the full program to be undertaken by a Model City, a foundation has now been laid for preliminary discussion of Model Cities strategies that might be borrowed by other cities. This report briefly outlines Model Cities lessons that appear to be emerging from the program.

*This report was prepared for MIS by Paul R. Jones, Executive Director, Charlotte (N.C.) Model Cities Commission, and Chairman, National Model Cities Directors Association; and by Barbara R. Bradshaw, Ph.D., Research Director, Charlotte (N.C.) Model Cities Commission.*







## Model City Objectives

### *To Combat Poverty and Low Income*

1. By decreasing the number of families now living in poverty.
2. By reducing the number of unemployed in the area.
3. By reducing the number of underemployed (those working only part-time or in jobs which pay too little).

### *To Provide Better Housing and Better Environments*

1. By making more homes available, with emphasis on low cost.
2. By providing families with a choice of decent homes in environments of their choosing.
3. By providing adequate housing to families requiring relocation, and by minimizing economic loss due to relocation.
4. By improving the physical appearance of Portland West, making it compatible with family living.

### *To Provide Better Education and Proper Child Development*

1. By providing adequate school facilities.
2. By increasing the quality of public education.
3. By raising the level of educational performance.
4. By providing educational opportunities for all children, including the handicapped and emotionally disturbed.
5. By encouraging more parent involvement in school policies and administration.

### *To Provide General and Personal Social Services to All*

1. By improving and expanding existing services and making them readily available to all residents, young and old.
2. By making preventive social services available to all.
3. By providing day care for all children.

### *To Provide Adequate Recreational Opportunities*

1. By providing conveniently located facilities for outdoor recreation.
2. By establishing indoor facilities for cultural and recreational programs.
3. By overcoming barriers which prevent more extensive use of existing programs and facilities.

### *To Reduce the Crime Rate and Juvenile Delinquency*

1. By directing attention to the specific conditions which cause crime or contribute to it.
2. By emphasizing crime *prevention*; by treating delinquency in its early stages.
3. By aiding in the rehabilitation of potential and chronic offenders.

### *To Improve the Health of the Community*

1. By increasing public understanding of health needs and attitudes.
2. By providing comprehensive, coordinated health services to children and adults.
3. By recruiting more health personnel.
4. By making health information accessible to all.

Figure 2 — Statement of Objectives, Portland, Maine

these services by placing them in the deprived area, and in turn, making them easily accessible to all residents of the area. A related factor in the provision of these services on a decentralized basis is actual employment, whenever possible, of people from the area in both professional and subprofessional capacities. Such a provision in a program will tend to show the residents why they should strive to better themselves. Providing the training and work opportunities for as many people as possible will help to change the attitudes of others and motivate them to strive for improvement."

Statements similar to this can be found in the applications of other Model Cities, thus evidencing that the program has helped focus official thinking on ways to break the patterns of poverty and neighborhood deprivation (see Figure 1). The key word here is "focus," for Model Cities is designed to zero in on specific objectives for a limited area of the city. In the program formulation stage, the earlier specific statements of objectives can be developed, the more effectively they can guide the program. Specific objectives (1) provide a focus for data collection and evaluation; (2) speed the process of program design;

(3) provide a basis for selecting appropriate projects; and (4) prevent the formation of vested interests in specific approaches.

## SPECIFIC OBJECTIVES

In developing a program focus, a city is confronted with a bewildering variety of possible approaches to and proposals for attacking patterns of poverty. No accepted criteria exist for choice among them. To produce a coherent, integrated program strategy, however, a city must have some method of selecting and relating program elements.

Experience thus far suggests the usefulness of focusing on a critical *process* (e.g., in-migration of disadvantaged groups), *opportunity* (e.g., enhancing physical and social mobility opportunities), *event* (e.g., construction of a new highway through the Model City area), *population group* (e.g., elderly couples), or *resource* (e.g., private industry).

Illustrative of a well-prepared objectives statement is the list appearing in the application from Portland, Me., and reproduced in Figure 2.

Note that this statement of objectives builds essen-



tially around the patterns of poverty specified in the Figure 1 chart.

### THE "TARGET-AREA" APPROACH

As stated earlier, Model Cities requires a geographic as well as a program focus. Selecting a limited area of the city as the target for the program has several advantages: (1) It maximizes program impact by avoiding the diffusion of effort and allowing projects that reinforce one another. (2) It increases the visibility of the program. (3) It promotes efficiency in the identification and evaluation of program results.

Cities have chosen their "target areas" for the Model Cities program in different ways. Some have selected the neighborhoods with the most severe and the most intractable problems. Others have chosen areas in which problems are less visible and less difficult. The shape and composition of the areas selected also varies. No one kind of target area is suitable for all cities, but several factors generally influence target selection.

The "typical" target area has experienced significant economic and social changes traceable to regional industrial growth and the migration this has set in motion. Important elements of the population, particularly low-income and minority migrants, have been unable to adjust with the shifts in economic activity. They have thus suffered reduced job, educational, and other opportunities; increased social disadvantage; and, for welfare recipients at least, continuing dependency. Physical environment and social forces have combined to concentrate a high proportion of such groups in the target area. Here poverty, housing, and environmental deficiencies, ill health, and other conditions are the most acute, and inaccessibility has contributed to underutilization as well as insufficiency of public services.

Despite the advantages of focusing resources on specific geographic areas of need, an important lesson emerging from the Model Cities program is that problems do not stop at target-area boundaries. Robert A. Aleshire, executive director of the Reading (Pa.) Model Cities Agency, notes:

"Meanwhile back at the metropolitan level, a very legitimate question arises. How can a program which strives for a high level of achievement for 10 percent of the residents of a city be effectively meshed with a metropolitanwide effort to strengthen the impact of regional interests? For example, the streets of a Model Neighborhood may very well form an important link in a regional network and constitute the lifeline of a central business district. Citywide and regional interests demand increasing street capacity. This means more land and more traffic, both of which tend to be adverse to the goal of strengthening the residential nature of the neighborhood."

Thus "a balanced effort recognizing the goals of the neighborhood as compared with citywide and metropolitan interests . . . is certainly not beyond the responsibilities of a Model Cities program," Aleshire observes.

## MANAGEMENT INFORMATION SERVICE

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Editor: Walter L. Webb

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### UNIFIED PROGRAM ELEMENTS

Just as patterns of poverty, frustration, apathy, and decay are mutually reinforcing, an effort focused on breaking these patterns must attempt to integrate all elements of the program. The effectiveness of any single project or activity can often be increased if it is associated with the effects of other program elements. Different projects can thus reinforce one another. For example:

- The value of a health clinic can be increased if information about the services it offers and transportation to the clinic are provided.
- Assuring that jobs are available for those with certain skills increases the value of a training program.
- Increased home ownership can provide community leadership necessary for improving the neighborhood environment.

Yet experience has shown that project items must be consistent or they may nullify each other. For example, public housing or school programs geared to the cultural transition problems of children from ethnic groups now in the area would be inconsistent with a program to attract middle-class and other racial and ethnic groups to a target area. Attracting such groups is likely to require provision of single-family homes and high-quality educational facilities. On the other hand, projects designed to make a neighborhood attractive to outside groups may lead to increased rents and property values and thereby displace current residents.



Thus, the interrelations of program elements must be examined carefully to assure mutually reinforcing objectives. The Model City application of Portland, Me., illustrates this principle through its statement of overall strategy:

"Our overall strategy is three-fold: (1) to increase the purchasing power available to residents so that they will be free to make choices in the planning and conduct of their lives; (2) to improve the physical surroundings and cultural opportunities of Portland West so that the residents will have a variety of alternatives among which to make those choices; (3) to promote the ability of residents to make those choices wisely and enjoy them happily."

## OUTPUT SCHEDULE

A major dilemma of the Model Cities program is that of balancing long-range approaches that do not immediately show results with the necessity of engaging in projects with high visibility and early impact. Priorities must be made, and the support of the community as a whole and the residents of the model neighborhood in particular is often contingent upon visible results. Though early-impact efforts are primarily symptom-oriented, they are necessary if the more effective, cause-oriented components basic to the demonstration aspects of the program are to be implemented. Therefore, some resources must be allocated to early impact, high-visibility projects, but care must be exerted to insure that more lasting, less visible programs are also begun early and carefully evaluated in accordance with the Model Cities concept.

Such projects as the development of vacant lots for playgrounds; repair of street potholes; improved street lighting; street numbering; painting of fire hydrants, utility poles, and fences; and pest extermination can all be quickly initiated at little cost. Yet such activities can help develop support required to undertake projects with more lasting significance.

Initial programs need not have a physical impact, but they must be finely tuned to neighborhood grievances and special problems. For example, meeting demands for appointment of Negro policemen and firemen for duty in the ghetto — or the appointment of civilian police review boards or neighborhood councils for police relations — can be effective, some Model Cities have discovered.

Other highly symbolic projects are those whose impact is of unmistakable benefit primarily for the target-area residents. Among such projects are:

- Programs such as changes in administrative procedures in welfare and social service programs to remove restrictions, red tape, and degrading investigations and inquiries.

- Programs to make absentee landlords responsible for repairs and maintenance.

- Financial aid, training, and management assist-

ance programs to help small businesses in the area.

- Provision of government information in the tongues spoken in the area and the use of bilingual personnel at key contact points.

Focusing at the outset on such "immediate-impact" projects as these has been found helpful in overcoming initial resistance to "another all talk, no action" program — which is how many slum residents have come to view government efforts in their behalf.

## RESEARCH AND EVALUATION

In a demonstration effort, the organization structure must include a strong research and evaluation component. The lack of sound documentation has been a weakness in many other programs designed to alleviate urban problems. To be effective, such an organization structure must have flexibility and engage in continuous planning so that research findings can impact on the direction of demonstrations and the search for effective solutions. By the same token, the research component must experiment with innovative techniques where indicated and be extremely cautious in the use of rigid experimental design.

What is beneficial to a community often is not conducive to tightly quantifiable research results on a short-range basis, so that exploratory rather than experimental designs may frequently be more feasible. In this sense, research becomes "contemporary history" that provides a guide for evaluation of experience and consequences.<sup>1</sup> Quantifiable measures of various types should be used whenever possible to supplement and complement other approaches. The goal is evaluation on all levels to give the fullest possible picture of results of the demonstration. Dissemination of findings should be an important component throughout to serve both educational and resource development functions.

## Citizen Participation

The Demonstration Cities and Metropolitan Development Act of 1966 states that there should be "widespread citizen participation in the program" including "... maximum opportunities for employing residents of the area in all phases of the program and enlarged opportunities for work and training."

Thus the law delineates "widespread" rather than "maximum feasible" participation (as was called for in the Economic Opportunity Act of 1964) and also designates city government as the responsible administering agency. If structure and auspice determine function (or as Freud stated more colorfully, "Anatomy is destiny"), this consideration has important implications for citizen participation.

<sup>1</sup>The discussion of research by Marris and Rein is most helpful in gaining a perspective on the role of research in poverty programs. See Peter Marris and Martin Rein, *Dilemmas of Social Reform* (New York: Atherton Press, 1967).



Citizen participation has been interpreted in a wide variety of ways depending on the orientations of the sponsoring agencies. In some instances, such as under the direction of many community action agencies, citizen participation has been used as a base of power to force local institutions to assume greater responsiveness to poverty areas. In other instances, such as under the direction of many relocation programs, citizen participation has meant largely the task of selling residents on acceptance of projects and programs that have already been planned for them. The Demonstration Cities Act approaches the problem differently. The Act sets forth a challenge to cities to incorporate citizen participation into local government in such a way that a new institutional form can be evolved that relates people to their local government in a cooperative fashion.

Many critics, looking at this dual challenge to Model Cities to be a part of the local establishment and the emissary of the less privileged people for change, might feel that the inherent contradictions are too many and complex for success. Indeed, success is improbable unless the dilemmas are clearly faced and strategies for meeting the problems are carefully implemented to develop meaningful citizen participation.

Perhaps the most important single issue of our time is that of the distribution of power. This issue has bred its discontents not only in the ghettoized inner city but also in sprawling suburbia, where the middle class exhibits growing disenchantment and feelings of disenfranchisement. This sense of powerlessness is, in large part, a function of the complexities and growing size of mass society, but it is aggravated by the inability of our institutions as they now function to cope with these complexities and to improve the quality of individual life.

As noted by the National Commission on Urban Problems: "In 1967, our metropolitan areas were served by 20,745 local governments, or about one-fourth of all local governments in the nation. This means 91 governments per metropolitan area — an average of about 48 per metropolitan county. If these units of government were laid out on a map, every metropolitan area in the country would look as if it had been 'nonplanned' by a mad man."

There are at least three fundamental problem areas where awareness must be constantly focused if meaningful citizen participation structures are to be developed. These are: the place of Model Cities in the local governmental structure; the role of Model Cities in the model neighborhood community; and the relationship of Model Cities to the state and federal levels.

### THE PLACE OF MODEL CITIES IN LOCAL GOVERNMENTAL STRUCTURE

As a new arm within local government and having broad, often unrealistic and poorly specified responsibilities, the city demonstration agency is easily perceived as threatening to the older, more entrenched

departments. It is well-documented that bureaucratic structures are resistant to change, and Model Cities is rightly seen as an instrument of change. It is often seen as another poverty program, associated in the minds of many with disruptions, confrontation politics, and demands that local governments presently are not capable of meeting.

This association, along with vestiges of the Protestant ethic often reinforced by years of experience with the most disorganized element of the poor, leaves many administrators cynical about the capability of the citizenry to make meaningful contributions to the solution of complex problems. Further, elected officials see citizen participation as a potential threat to their own political structures and interests. A pessimistic view might well see that an approach such as Model Cities would harden resistance and complicate the development of new alliances between citizens and local government, particularly in cities where conflicts among decision-makers and between government departments are many and unresolved.

The strategies to be used to insure that residents from model neighborhoods have a voice in the decision-making process will depend on the special circumstances of each city. The role of the citizen must be adapted sensitively and with an eye toward the future so that such involvement may become accepted during the lifetime of the program, enmeshed with the ongoing fabric of government.

In a speech to the U.S. Conference of Mayors, the former Assistant Secretary for Model Cities and Governmental Relations, Department of Housing and Urban Development, called for: "... a policy under which projects or programs that significantly affect the model neighborhood area will not be approved unless they have first been routed through the CDA (city demonstration agency) and its citizen participation process, and have been approved by the chief executive of the City (or county)."

What was being recommended is dual responsibility between local government officials and the residents, but no concrete suggestions for accomplishing this end were offered. This is the characteristic of all the HUD guidelines dealing with citizen participation. Thus, because of the great diversity of local governments, implementation is left up to the particular urban governments with only vague, generalized federal guidelines. However, based on the broad HUD guidelines and the above discussion, a few directions emerge that should prove helpful in thinking through the problems involved.

- *First, model neighborhood residents should be included from the inception on the decision-making commission or board that carries recommendations for action to city councils or other local governing bodies.*

They should be elected in some democratic fashion by the residents and should be numerically strong enough on the policy-making body to insure that the aspirations of the residents for their own community are given careful consideration.



• *Second, residents should be continually involved on planning task forces working to develop and implement a comprehensive program for the model neighborhood area.*

Full and significant participation is a developmental challenge that in most instances will take time and considerable patience in searching out representative leadership and establishing working relationships between residents and others involved in the planning process.

• *Third, because of sponsorship by city government, it appears that advocacy planning should generally be avoided.*

This is a highly controversial matter, but if the goal is to institutionalize a structure *within* the framework of local government in which citizen participation will evoke greater flexibility and responsiveness, then the planning responsibility should remain directly within that structure rather than be relegated to planners exclusively accountable to residents' organizations.

• *Finally, the oft-used term "widespread citizen participation" should be taken to mean not only involvement of residents of the model neighborhood area but also of citizens from throughout the total metropolitan community.*

This should also be oriented toward encouragement of private initiative and enterprise of all types — builders, business and financial leaders, voluntary organizations, and concerned citizens from all walks of life. There are tremendous untapped resources of concern and enlightened self-interest in our cities that must be activated if the Model Cities demonstration is to be effective. In addition, it is only through this wide involvement that many local governments can begin to develop mechanisms for responsiveness, not only to the needs of people in the most blighted areas but also to the total populace.

All of this is a gradual process that involves maintaining a delicate balance and continually instigating mechanisms for change. It is clear, however, that the Model Cities concept will fail if it simply assumes a militant stance as have many community action agencies under OEO. Model Cities must utilize the growing demand for greater responsiveness from local government to reform the structure from within, rather than just react to demands from outside. Thus, a primary goal is to develop greater sensitivity in government and local institutions.

## THE ROLE OF MODEL CITIES IN THE MODEL NEIGHBORHOOD

Facing toward the model neighborhood community, the Model Cities concept is beset by an equally difficult set of problems. Residents of blighted areas are generally discouraged and disenfranchised, frustrated and even hostile. Years of experience with local government have taught them

bitter lessons about lack of concern, false promises, bewildering bureaucratic mazes, and their own inability to control the events affecting their lives. To convince residents that Model Cities is a serious effort to develop participatory mechanisms when the political realities of local government dictate a gradual process is a difficult task. It is further complicated by existing community groups who are demanding rapid change and by the general community attitude that combines alienation and militancy into a dangerous combustible atmosphere.

As within city government, a delicate balance must be maintained if the city demonstration agency is to be effective in the neighborhood. There are obvious actions that must be taken and some less obvious ones that must be given careful consideration.

Perhaps the most obvious is the necessity of early-impact, high-visibility projects. As noted earlier, these are usually symptom-oriented, and an easy fallacy is to place too much emphasis on such projects to the detriment of longer-range more basic programs. Yet as a technique to gain support, show good faith, and begin the process of true citizen participation, early-impact projects are of great importance. They begin the process of breaking through the barriers of apathy and distrust and move the disaffiliated away from destructive-like militancy toward a more constructive willingness to consider other alternatives.

Also fairly obvious is the importance of expediting that aspect of the act that calls for "maximum opportunities for employing residents of the area in all phases of the program and enlarged opportunity for work and training." Focusing on employment opportunities on a broad scale has two major advantages: (1) It gets at one of the basic causes of poverty and opens avenues for mobility that remained closed in many past efforts at citizen involvement. (2) It alleviates some of the preoccupation with confrontation politics by moving somewhat away from an emphasis on mass social movements.

To the extent that Model Cities programs can draw staff from among the residents of the model neighborhood, there is an increase in program support. Most important, however, is the necessity of experimenting with innovative approaches to employment opportunities and job-upgrading methods that will receive the support of both public and private spheres and move significantly in the direction of an adequate standard of living for all people.

For instance, in the Charlotte, N.C., Model Cities proposal, concern is directed toward an adequate minimum standard of living as defined by the U.S. Department of Labor, rather than focusing only on poverty levels. Therefore, programs have been developed that provide for "income assurance" incentives to allow residents to take advantage of developmental opportunities on a "family career contract" basis that will eventuate in incomes adequate for entering the mainstream of American life. Also, economic and housing development corporations are being formed that will allow for increased entrepreneurship among residents.



## CONDITIONS FOR COORDINATION

The effectiveness of Model Cities as a coordinating vehicle is dependent on a multiplicity of factors that will vary from one urban area to another. It is perhaps a truism to say that if some kind of workable coordination is not achieved, the Model Cities concept will have failed and the city demonstration agency will be only another of the many already fragmented projects being carried out in urban areas. The need for coordination is clear. Daniel P. Moynihan, chairman of the Council on Urban Affairs, has pointed out that as of December 1966 there were 238 different federal programs impacting on urban areas. In addition, both employment and expenditures have been increasing rapidly at the state and local levels. If the vast quantities of money and energy being expended can be brought together into a system — not systems — of developmental opportunities, past failures and the lessons we have learned from them can be translated into social innovations to meet the growing needs of urban complexes. The Model Cities concept is a logical alternative to further destructive fragmentation of local government.

Implementation of coordinating mechanisms rests on a number of conditions within local government. There must be a recognition of the need for coordination on the part of key officials and administrators. Given the inevitability of resistance from some departments that view this as a threat to their interests, the recognition of the need must be accompanied by commitment from top officials to act to insure necessary linkage. Even with recognition and commitment, successful coordination will depend on the capacities and capabilities of local leadership and the size and complexity of local governments. For instance, the idea of coordinating the 1,400 governments in the New York metropolitan area is a staggering notion. Obviously, selection criteria are needed to develop even minimal coordination of the most pertinent agencies and departments.

Conditions necessary for coordination with organizations not under the auspices of the local governmental body sponsoring Model Cities are similar to those above, but they involve some different problems and certain facets require more emphasis. Open communication channels are vital in securing cooperation and willingness to participate in building a coordinated system. This is also true of departments within the local sponsoring government, of course, but it is less difficult to establish such channels within an administrative structure than it is with organizations having no formal interrelationship. A further condition for success in coordinating with other agencies is a willingness to sustain continued efforts, often in the face of initial discouragement and even

influence with no formal structure and never tried to institutionalize coordinative mechanisms. CPI clearly aligned itself with governmental structure and, although much criticized for its lack of advocacy of the rights of the poor, was able to accomplish much because it had the backing of existing structures that became committed to policies of change from within.

hostility from some groups who feel threatened by the new agency and its directives to bring about changes.

The hard truth is that many programs have been oriented toward providing symptom-oriented services rather than working in a direct, cause-oriented framework. Many past and present service-orientation efforts have been, in effect, direct and indirect income maintenance programs,<sup>4</sup> which are fraught with disadvantages associated with continuing dependency while lacking the advantages of offering developmental opportunities to break the cycle of poverty. Although it is obvious that many present programs are necessary while change oriented to basic causes is taking place, some programs that are now aimed solely at providing finger-in-the-dike indirect income maintenance and other services for the poor need to recognize that planning must begin early so as to redirect energies and restructure goals within a developmental framework.

In one sense, many service-oriented efforts are institutionalized tokenism which, with the availability of greater funds, has become an overabundant tokenism with little lasting impact on the cycles of poverty, blight, and decay. Problems of coordination, then, become more than merely establishing working relationships with existing structures but also involve developing mechanisms for establishment of new goals and redirection of emphasis. In many service-delivery agencies there is a growing recognition of the need for restructuring of goals. Such recognition can prove invaluable when incorporated into planning for change. Looking introspectively for redirection and new mechanisms that fit present-day needs, however painful, can result in far higher cost-benefit ratios than are presently obtained.

## MECHANISMS FOR COORDINATION

From the above, it can be seen that coordinative mechanisms are needed on two levels: (1) planning, which should be of sufficient magnitude to contribute to the creative development of the entire urban area; and (2) service delivery. In addition, both levels of coordination need to take place in at least five overlapping arenas: local governmental structures, state government, federal government, private agencies and services, and (perhaps most importantly because of previous neglect and great future potential) the private sector.

**Coordination Within the Sponsoring Governmental Structure.** A look at the organization of almost any city government clearly reveals the vast fragmentation that exists. One of the most important goals of the Model Cities demonstration should be to implement the development of a municipal department concerned primarily with coordination of efforts. For effectiveness this department should not be just

<sup>4</sup>Welfare is the obvious direct income maintenance service. Indirect income maintenance is provided in the form of such services as public health clinics, charity hospitals, free school-lunch programs, public housing, etc.



another line department but should be directly in the office of the mayor or chief executive officer (or whatever other governmental structure is pertinent) and should act as a coordinating vehicle through which all planning endeavors — local, state, and federal — pass. It should be governed by a policy-making commission or board composed of broad membership from various departments involved, as well as citizens representing the communities most directly involved, and should be responsible to local elected officials.

This central coordinating department should be staffed by professionals involved in the various planning endeavors as well as specialists who can act as consultants to develop coordinated urban responsiveness to federal and state programs. The success of such an approach will be highly dependent on local factors such as the multiplicity of governing structures and their willingness to cooperate, but at least the approach would insure coordination within the local governing body that has responsibility for Model Cities and would serve as a demonstration in moving more urban municipalities toward consolidated government.

Model Cities has a special role to play in working for the development of a coordinating framework within local government. In effect, such a department must represent a new type of administrative structure in which change is institutionalized through a system of social accounting based on ongoing problem analysis, long-range planning, and evaluation of existing efforts. As a demonstration project, the Model Cities program provides incentives to move toward incorporating the demonstration technique into much larger social experiments that emphasize flexibility and responsiveness to the needs of the people.

While it is undoubtedly true that most issues today are national rather than local, the capacity of local governments to adapt national program approaches to meet specific local circumstances is essential if an attack on basic causes of complex urban problems is to be implemented successfully. In this sense, the Model Cities concept is much more than a short-term demonstration effort to alleviate the causes of poverty and urban decay, but rather a vehicle that can validate the need for local coordination and implement the development of an administrative structure to help insure sound development of the entire metropolitan area.

#### **Coordination With Other Organizational Structures.**

No coordinating administrative mechanism can assume or assure involvement of other governmental structures. As with private agencies and services, open communication channels and continuing efforts toward coordination must be maintained, but given the multiplicity of governing bodies there is no assurance of direct coordination. In one sense, this may be used to advantage, since social change can be facilitated by competition among organized structures to prove their capacities to respond to the needs of the citizenry.

Developing coordinative mechanisms with other governmental structures and private agencies involves continuing efforts and a delicate balance between planning and service delivery. On the planning level, the task force approach has proved an excellent mechanism for bringing together professionals, residents, and citizens at large in a mutual endeavor to plan in a comprehensive, coordinated fashion. Such an approach opens up communication channels and institutionalizes cooperative relationships.

This task force approach should be reciprocal, making for Model Cities involvement in planning efforts initiated by other agencies. Such a philosophy should be incorporated in all metropolitan planning efforts. Political pragmatism undoubtedly will be a keynote in such task force approaches. Utilizing the lessons gained from experiences of such organizations as the Kansas City Association, cities should not attempt to structure formal coordinative mechanisms quickly, but should be geared to developing alliances and working relationships through which trust, confidence, and support can be achieved.

On the service delivery level, formal and informal cooperative agreements specifying functions to be performed can do much to insure desired coordination. Service-delivery programs that are in no way dependent on the existence of Model Cities may well tend to resist efforts for coordination, and it is not realistic to expect immediate full constructive alignment of all such programs. However, continual evaluation aimed at the goal of increasing social accountability can serve as a coordinative mechanism of sorts and can prove of some value.

If the basic causes of poverty and urban blight are to be successfully alleviated, an essential coordinative focus must be placed on the development of economic and human resources within the private sector. With major efforts made toward developing new opportunity structures for the underprivileged, particularly in income and employment (with obvious but complex relationships to education), there is a need to recognize that the emphasis of the private sector on outcomes rather than processes has an invaluable contribution to make. Model Cities program goals should aim at developing economic resources in the metropolitan area that can meaningfully offer employment opportunities with upward mobility potentials to the economically deprived.

Considerable coordination in planning can be accomplished by a developing partnership of enlightened self-interest among business and financial interests, social planners, and residents of the model neighborhood area. Constructive alignment can be further enhanced by economic incentives to the private sector for participation both in planning and program execution. One matter that needs more adequate exploration is economic development, exclusive of employment, in blighted inner-city areas. Attention can be stimulated by incentives to invest in the economic development of model neighborhoods. This whole arena of private sector involvement is only beginning to be explored, and local governments need



to place high priority on utilizing the very talented and result-oriented capabilities of private business, manufacturing, and financial resources.

In summary, then, coordination is an ongoing process that will face many difficult problems. Complete success cannot be expected and is, in fact, probably not even desirable. However, significant coordination at both the planning and service-delivery levels must be achieved to insure the success of the Model Cities demonstration and the development of long-lasting mechanisms to increase local problem-solving capability. The twin strategies of utilizing formalized mechanisms of coordination where possible and building informal networks of mutual cooperation should be applied with a realistic understanding of what can be done now and what can be developed in the future. Perhaps the most important contribution the Model Cities approach has to make is to demonstrate that coordination is an essential component for coherent, creative growth of metropolitan areas.

## Implications for All Cities

City Manager Graham W. Watt of Dayton, Ohio, has succinctly summarized the implications of the Model Cities program for all cities:

“Immediately, it would seem that the Model Cities program forecasts several basic implications of importance to all communities. Inevitably, we shall see increased decentralization of public services. Cities will, with increasing frequency, establish branch city

halls, neighborhood service centers, store-front police offices, etc.

“Second, we will see growing application of a philosophy of compensatory services — we must prepare to design our public service programs specifically to meet the unique and particular needs of each of the neighborhoods within a city.

“Third, we shall witness a much greater degree of participation by citizens in the identification of neighborhood needs and in the design of public responses. This will require of each of us a reorientation of our traditional criteria of success, for in the future we must accept to a greater extent than ever before the concept that participation by citizens is *a desirable end product* of our efforts.”

Over and above significant movement toward alleviation of defined problems, the Model Cities concept can be utilized to establish a framework on the local level that can increase the responsiveness of the vast institutions of government. Potentially, the Model Cities concept can be translated into concern about the quality of individual life — not only for the poor, but for all inhabitants of and participants in urban complexes.

As a demonstration project, Model Cities is searching for ways to improve the quality of American life through local decision-making processes in a coherent, rational fashion. This concept and the mechanisms that can be developed during the limited lifetime of the program will be, perhaps, Model Cities' greatest contribution, by establishing within municipal governments movement toward clearly defined goals and ongoing response based on sound research and social accountability.



# Appendix

## Employment and Education Strategies for Model Cities

Most Model Cities officials agree that deficiencies in employment (i.e., jobs) and education (i.e., training to get jobs) are major causes of other troubles that beset the residents of deprived urban neighborhoods. A man with a job, which in turn depends on being educated for the job, achieves through his earnings the purchasing power to make free choices about the conduct of his life.

As a supplement to the general discussion of Model Cities strategies covered in this report, this appendix presents specific examples of Model City approaches to providing employment and education opportunities for the underprivileged. The appendix in large part is based on a discussion of these topics that appears in *Survey of Model Cities Applications in Northern California*, prepared by the consulting firm of Sedway/Cooke and published by the University of California Extension, Berkeley (1968). Thus, many of the examples are from cities noted in the study. Other examples are taken mainly from Model City applications submitted to the Department of Housing and Urban Development.

It should be cautioned that the examples cited are illustrative only. The cities mentioned do not necessarily represent the best examples of projects cited, but rather reflect information available to MIS. Indeed, since the Model City application is simply a proposal, some projects may never actually be attempted by the specific city mentioned or may already have been abandoned.

### Employment Strategies

Many employment proposals of Model Cities seem to be based on ground already broken by recent and on-going programs. Thus, job and income projects may be largely premised on existing skills centers, Neighbor-

hood Youth Corps, Job Corps, and similar antipoverty programs. A few involve continuation of experimental projects. Employment proposals include the following:

- **Creation of jobs as a direct or indirect result of the Model Cities program.**

Residents would be hired as part of the agency or local citizen staff as community workers, research assistants, home improvement consultants, and similar subprofessional employees.

*Oakland, Calif.*, would include payment to local leaders for their effort in attending to community affairs. Residents would be trained and employed in clearance, rehabilitation, construction, and housing project management and maintenance.

*New Haven, Conn.*, would focus attention on part-time jobs, a relatively undeveloped phase of employment, designed principally at three groups — family heads with underpaying full-time jobs, mothers with only half-days to spare, and in-school youths.

- **Increased job resources and upgrading.**

Applicant cities would search for new jobs in existing public and private establishments. Aside from a continuing inventory of vacancies, this would include a reexamination of public and private programs for possible new jobs and careers; of civil service requirements to see how present jobs could be upgraded, or where new positions designed for low-income and minority groups might be added; and of policies and procedures of employment services to make any necessary revisions (e.g., to put more emphasis on the trainability of low-income workers vis-a-vis other conventional standards). This also includes proposals for hiring

residents as police cadets; interns; and aides to teachers, social workers, and health workers.

In *Seattle, Wash.*, some \$75,000 of its Model City funds will go for a community renewal corporation, operated by residents, with city contracts to beautify the neighborhood.

*Dayton, Ohio*, has been particularly active in efforts to attract Negro recruits for the police department. Other functions for which deprived residents are being recruited include health, welfare, community relations, and automotive equipment maintenance.

*Detroit, Mich.*, also has been conducting extensive and successful efforts to attract the disadvantaged into city employment in these same categories.

*Richmond and Pittsburg, Calif.*, would appoint job development specialists.

- **Small business development.**

Aside from encouraging commercial and industrial establishments to locate in or near the model neighborhoods, a variety of means would be explored to help residents establish businesses as their main occupation or to supplement their incomes.

*Oakland, Calif.*, would tap federal aid resources to establish small business development (or investment) companies to help residents create individual or cooperative businesses, encourage demolition and rehabilitation workers to form their own contracting firms, and provide for the development of "mom and pop" stores.

*New Haven, Conn.*, proposes creating with the Chamber of Commerce a small business assistance office in the model area, staffed by retired businessmen, to provide technical and financial assistance to small businessmen.



In *Rochester, N.Y.*, the Eastman Kodak Company has proposed a plan aimed at promoting formation of independent, locally owned businesses in Rochester's inner city. Suggested businesses include such industries as wood product manufacture, production of vacuum-formed plastic items, camera repair service, and microfilming of public documents. The company itself would also serve as a potential customer for some of the products and services of the new businesses. Kodak also has agreed to provide training as well as production and marketing advice and consultation to the enterprises suggested in the plan.

• **Comprehensive training and employment services.**

Cities would expand or continue expanded programs and facilities for "outreach and intake," testing and evaluation, counseling, training, and placement and job-upgrading services.

In an effort to raise the education level and increase employment opportunities for model neighborhood residents, *Waco, Tex.*, proposes to use the facilities and resources of the James Connally Technical Institute of Texas A & M. Located on a former Air Force base, the Institute will provide temporary housing and total family training for

some families and vocational training and retraining in 60 separate fields. Training periods from three months to two years will coincide with construction and rehabilitation of housing in the model neighborhood, so that families who live on the base during training will return to upgraded housing. The city also envisions using a massive public works program as a major in-service training device.

*Cincinnati, Ohio*, officials recognize that it does little good to provide employment to an individual if nonjob-related problems interfere with his work performance. As a consequence, an "employee diagnostic center" is to be set up as part of the Cincinnati pilot city program to assist people in solving such nonjob-related problems as drinking, poor health, family sickness, and marital difficulties.

Similarly, disadvantaged youths in the *Chicago, Ill.*, Jobs Now program receive instruction in how to understand oneself, others, the community, and the world of work and money management.

*Richmond, Calif.*, mentions a "Youth Tracking Program" that would trace the patterns of employment, education, marriage, military service, etc., of youth aged 16-21 years to determine their problems and aid in their education and employment.

• **Subsidies.**

*Pittsburg, Calif.*, would provide a maintenance allowance for breadwinner trainees and a "training stipend" for underemployed trainees, in addition to payments for day care, transportation, and clothing under its current vocational rehabilitation project.

*Oakland, Calif.*, would examine the possibility of subsidizing transportation for area residents employed or wishing to be employed in the suburbs if transportation costs are found to be an inhibiting factor.

**Education Strategies**

As with employment programs, proposals in education appear to be based on conventional and innovative approaches that are already current. Proposals usually include the following:

• **Broadened and intensified curriculum including adequate programs and facilities for both preschool and adult education.**

Among these would be compensatory education programs, "motivational" education and day care of nursery-aged children, and job- or home care-related courses as well as basic courses for adults and prospective employees.

*New Haven, Conn.*, proposes creation of



a "center of innovation" in which preschool through second-grade students could be grouped in small units of 15 children, and selected teachers could be given the opportunity to develop and implement new forms of organization, new teaching methods, and new curriculum. Outside resources could be used, and the center could become a base for the training of teaching staff aides and community workers who could carry new approaches into the classrooms of regular schools.

*Richmond, Calif.*, contemplates an adult education program that would help mothers train their children from infancy.

- Team teaching, ungraded classes, reduced teacher-pupil ratios, tutoring, and new technology.

As the typical inner-city teacher ordinarily comes from a middle-class background, it is important that he be exposed to life in the model neighborhood. *Hartford, Conn.*, therefore proposes to renovate suitable structures or to construct new dormitories in the model neighborhood so that teachers and educational personnel employed in the neighborhood can reside there. *Hartford* also proposes establishing a "tutoring corps" drawn from college and high school students, including paid indigenous tutors

and regular teachers.

*Oakland and Richmond, Calif.*, contemplate a departure from the single-classroom, all-subject-teacher format and would also utilize new technological teaching devices (closed circuit T.V., computers, video tape, teaching machines, etc.).

- Racial integration.

*Hartford, Conn.*, proposes these steps in pursuing its strategy for integration: (1) Substantial expansion of intercommunity compacts for schooling model neighborhood children in suburban schools. (2) The construction of "middle schools" for which sites have been selected. They would be situated so as to draw together pupils from widely diverse social, economic, racial, and ethnic backgrounds. (3) Establishment of a series of child development facilities physically related to existing schools and so located as to bring together preschoolers from widely diverging social, economic, racial, and ethnic backgrounds.

- Facilities and physical plant.

Aside from proposals to repair, expand, or modernize the physical plant, some cities are examining the development of educational parks as a major alternative to decentralized facilities.

*Pittsburgh, Pa.*, plans to establish five large, comprehensive, strategically located high schools that will serve all the children of the model neighborhood along with children from the entire city. The new high schools, to be called "The Great High Schools," would be the first truly comprehensive and fully integrated high schools in the country. Their very size, each enrolling 5,000 to 6,000 pupils, would enable enriched curriculum offerings including over 100 separate vocational-technical programs.

*Berkeley, Calif.*, is contemplating the establishment of "middle and satellite" schools to implement the educational park concept. Experimental facilities are also proposed to be built into model schools.

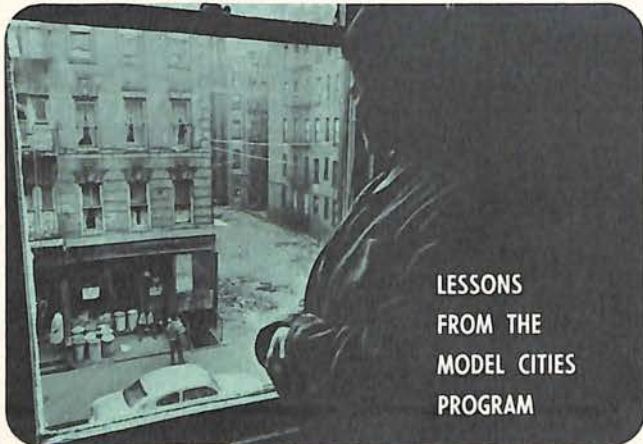
The basic thrust of proposed programs, both in employment and education, seems to be — first, determine all possible or conceivable resources, then "deliver the inventory." Present services would be made more comprehensive in terms of the types of assistance provided and the opportunities offered. They would then be focused and extended to the clients, through the decentralization or "local centralization" of service facilities. Many cities thus come close to proposing junior civic centers as the main symbolic vehicle for their programs.



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International City Managers' Association / April 1969, Vol. 1 No. L-4



**LESSONS  
FROM THE  
MODEL CITIES  
PROGRAM**

**THE REPORT  
AT A GLANCE**

The Model Cities program is based on a "total attack" approach to breaking the patterns of poverty that plague urban America. An examination of Model Cities strategies reveals lessons of use to all cities.

A first lesson is the value of developing specific program objectives designed to mobilize a city's resources to attack problems within a limited geographic area. To be effective, such a program must be based on mutually reinforcing components and include a strong research and evaluation effort. Community support of the program often depends upon immediate implementation of early impact, high-visibility projects.

A second lesson is the need to involve in planning and implementation the citizens who will be affected by a project. The inactivity of many community action agencies must be replaced by greater efforts from local governments to reform the community from within — rather than react to outside demands. State and federal cooperation with local efforts is essential in developing effective citizen participation.

Finally, the Model Cities program teaches that coordination of planning and service delivery is necessary for creative growth of metropolitan areas. This consists not only of organizing present structures but also of restructuring community goals to meet citizen needs.

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*File  
Model Cities*



824 HURT BUILDING  
TELEPHONE JA. 3-6074  
ATLANTA 3, GEORGIA

January 24, 1969

Mr. Johnny C. Johnson, Director  
Office of Model Cities Program  
673 Capitol Avenue, S. W.  
Atlanta, Georgia 30315

Dear Mr. Johnson:

This is in reply to your memorandum dated January 16, 1969, and constitutes a commitment by the Atlanta Housing Authority that necessary funds, staff, and equipment have been budgeted in the Neighborhood Development Program, approved by the Federal government, to carry out the activities described on the attachment to this letter in the Model Cities Area.

Very truly yours,

Howard Openshaw  
Director of Redevelopment

Enclosure

cc: ✓ Mr. Earl Landers  
Mr. Charles L. Davis  
Mr. Collier Gladin

HO:hl

COPY



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HOWARD OPENSHAW  
DIRECTOR OF REDEVELOPMENT

GEORGE R. SANDER  
TECHNICAL DIRECTOR

January 27, 1969

Project: Neighborhood Development Program

Description: The acquisition of 378 Parcels of Land; Clearance of 52 Acres; The rehabilitation of 570 housing units; Also relocation of 431 families and 10 businesses with the goal of having 911 MNA families turning in adequately serviced standard, affordable housing units by the end of 1969 as a result of New construction and rehabilitation activities.

Total Cost: \$ 12,626,969

This includes:	\$ 349,467	Federal Relocation Grant
	431,250	Federal Rehabilitation Grant
	1,627,528	Disposition Proceeds
	6,812,483	Federal Project Capital Grant
	3,406,241	Local NCGIA Credits

1. All of these funds are committed. The local share is \$ 3,406,241, funded by the following Non-Cash-Grants in-aid:

Completed Non-Cash-Grants-in-Aid:

Hoke Smith High School	\$ 191,851
Gideons Elementary School	680,827
Pryor Elementary School	1,007,620
D. H. Stanton Elem. School	1,368,180
Capitol Avenue Elem. School	27,000
Grant Park	86,686
Key Park	57,565
Stanton Park	160,873
	<u>\$ 3,580,602</u>

Required Non-Cash-Grants-in-Aid: \$ 3,406,241

Surplus Non-Cash-Grants-in-Aid: \$ 174,361



Page No. 2  
January 27, 1969  
Neighborhood Development Program

2. The approved budget includes funds to hire staff and buy equipment sufficient to meet these goals this year if the staff can be recruited.
3. The application for Federal grants to carry out these activities in the Model Cities area under the Neighborhood Development Program for 1969 has been submitted and approved by the Federal grant in the amount of \$ 6,999,200.





DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
PEACHTREE SEVENTH BUILDING, ATLANTA, GEORGIA 30323

JAN 2 1969

Room 645  
December 26, 1968

REGION III  
Office of the Regional Administrator

IN REPLY REFER TO:

3DM

Mr. Johnny C. Johnson  
Director  
City Demonstration Agency  
673 Capitol Avenue  
Atlanta, Georgia 30315

Dear Mr. Johnson:

As you know, the Regional Interagency Coordinating Committee has completed its review of the Atlanta Comprehensive City Demonstration Program. During our meeting with you and your staff on December 18 we conveyed a number of recommendations concerning alterations and improvements which should be made in various parts of your program including, inter alia, your proposed administrative budget for 1969.

As previously indicated, the committee believes that the following changes should be considered in the staffing pattern set forth in your administrative budget:

1. Add one planner and one program manager to your Economic Development Division to assist the Division Director in carrying out the numerous tasks arising out of continued planning as well as implementation of the first year program.
2. Add at least two fiscal management personnel, preferably in the Administrative Division to assist in monitoring the numerous requisitions from local operating agencies and in carrying out the numerous other tasks which will need to be performed in order to comply with the procedures spelled out in CDA Letter #8.
3. Add resident trainees to the various divisions of the CDA staff, where appropriate, for the purpose of providing sufficient on-the-job and technical or academic training to enable each trainee to attain competence in his or her field of interest.

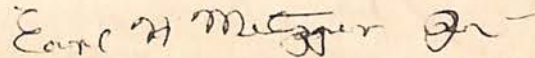
In addition to the above matters which pertain to your administrative budget, it will be necessary for the CDA to submit to this office soon



after approval of the Comprehensive Program a work program which identifies the planning activities to be undertaken in 1969, and which specifies the activity, the responsible entity, the source and amount of funds, and the staff and time period required to carry out the activity.

I would encourage you to submit a revised administrative budget reflecting the foregoing recommendations as soon as possible to permit review by this office prior to final action by HUD on your application for supplemental grant funds.

Sincerely yours,



Earl H. Metzger, Jr.  
Assistant Regional Administrator  
for Model Cities



January 27, 1969

MEMORANDUM

TO: Mr. Johnny C. Johnson, Director, Atlanta Model Cities  
Program Agency

FROM: Jack C. Delius, General Manager of Parks and Recreation

SUBJECT: 1969 Program, Atlanta Model Cities

In response to your memorandum of January 16, 1969 which had attached thereto a schedule of projects to be undertaken by the Department of Parks during 1969, we wish to make the following comments and commitments.

\$60,000 from the 1969 Park Improvement Program has been allocated for Model Cities for the purpose of developing existing and new park lands. Approval must now be obtained from the Citizen's Park Advisory Committee before the entire 1969 Park Improvement Budget is voted into law by the Board of Aldermen.

\$22,000 has been set aside in Account No. G 34-62-778-J-1, "Purchase of Land for Park Purposes," as this department's contribution toward the purchase of vacant land for block parks and playlots.

Regarding our requested commitment that sufficient staff and equipment are available to complete the projects outlined on your attachments, we are assuming that the Parks Committee of the Board of Aldermen would place top priority on each and every one of these items and would, in fact, not object if the respective Model Cities Park Improvement projects and purchase of additional lands preempted all other 1969 capital projects. In other words, items covered in the Model Cities Project will take priority over Urban Beautification and the regular 1969 Park Improvement Program.

As to your request that we state "..... can foresee no reason why these projects cannot be completed as required," we will have to have the full cooperation of other agencies, such as the City Law Department and the City Land Agent, in expediting appraisals, preparation of construction contracts, etc. With their assistance we can, in fact, foresee no reason why these projects cannot be completed as required.



Memorandum to: .  
Mr. Johnny C. Johnson, Director  
Model Cities Program Agency

- 2 -

January 27, 1969

The Model Cities staff, working with the Parks and Recreation staff who had been loaned to Model Cities on a fulltime basis, have determined that the following additional staff personnel are needed for parks in the Model Cities area:

Locations	Existing Staff	Additional Staff Needed	Cost
Adair Park	2	1 Recreation Leader	\$ 4,632.00
Pittman Park	4	1 Recreation Leader	4,632.00
*Stanton Park	2	1 Recreation Leader	4,635.00
*Key Park	0	1 Community Center Director	5,712.00
		2 Recreation Leaders	9,274.00
*Grant Park	0	1 Community Center Director	5,712.00
		2 Recreation Leaders	9,274.00
Dodd Avenue	2	0	0
71 Little Street	2	0	0
Total	12	9	\$43,868.00

\*Parks above are without recreational programs. The funds requested (\$12,000) will be used to equip and initiate recreational program activities.

We understand that the Personnel Department is presently reviewing requests from all departments that need additional staff to implement Model Cities 1969 Program and, of course, we cannot commit ourselves to the operation of a program unless the above personnel are supplied.

JCD:jw

cc: Honorable Ivan Allen, Jr.  
Aldermanic Parks Committee  
Mr. R. Earl Landers, Mayor's Office  
Mr. Charles L. Davis, Director of Finance  
Mr. Stanley T. Martin, Jr., Asst. Gen. Mgr. of Parks  
Mr. A. P. Brindley, Parks Engineer



DEPARTMENT OF BUILDINGS

Project	Description	Total Cost
Code Enforcement	Designated housing in Model Neighborhood Area will be inspected. This housing is understood to be that other than housing scheduled for clearance and rehabilitation during 1969.	\$ 12,000

1. The above amounts have been appropriated in our 1969 Budget.
2. The necessary staff and equipment are available within the department to complete this work during the 1969 fiscal year.



POLICE DEPARTMENT

Project	Description	Total Cost
Police Services	Maintenance of present level of police performance in Model Neighborhood Area.	\$1,255,000
Crime Prevention Bureau and Community Service Officers	Addition of three (3) crime prevention officers plus 15 community service officers to come from Model Neighborhood Area.	94,000

1. The above amounts have been appropriated in our 1969 Budget.
2. The necessary staff and equipment are available within the department to complete this work during the 1969 fiscal year.



WATER DEPARTMENT

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Project	Description	Total Cost
NDP Clearance Area Water Mains and NDP Rehabilitation Area Water Mains	Plug and install 6,640 feet of substandard water mains. Excavate, haul and install new mains in 26,416 feet of substandard lines.	\$131,000 121,000

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1. The above amounts have been appropriated in our 1969 Budget.
2. The necessary staff and equipment are available within the department to complete this work during the 1969 fiscal year.



TRAFFIC DEPARTMENT

Project	Description	Total Cost
Street Light Improvement		\$71,000

1. The above amounts have been appropriated in our 1969 Budget.
2. The necessary staff and equipment are available within the department to complete this work during the 1969 fiscal year.



PARKS DEPARTMENT

Project	Description	Total Cost
Develop Existing and New Park Land	Daniel Stanton Neighborhood Park	\$ 10,000*
	James L. Key Neighborhood Park developed.	30,000*
	Pittman Expanded Neighborhood Park developed.	16,000*
	Adair Neighborhood Park developed	16,000*
	Peoplestown Block Park developed	36,000*
	Block Park and Playlot developed	12,000*
Purchase Vacant Land for Block Parks and Playlots	Pittsburgh Playlot purchased; Adair Park Playlot purchased; Mechanicsville Playlot #1 purchased; Mechanicsville Playlot #2 purchased; Summerhill Playlot #2 purchased; Peoplestown Block Park purchased; Grant Park Playlot purchased.	130,000**

\* \$60,000 in city funds, \$24,000 in funds from Department of Housing and Urban Development, \$36,000 in funds from U.S. Bureau of Recreation.

\*\* This amount is made of \$22,000 in city funds, \$43,000 in supplemental funds and \$65,000 in grant funds from HUD.



Parks Department

Continued

Page 2

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Recreation Programs and Staff	Continue existing recreation programs	\$ 73,000
Park Recreation Programs	and staff. Add 10 full time recreation	12,000
Park Recreation Staff	professionals. Develop programs not	47,000
	existing in parks and establish addi-	
	tional recreation facilities.	
Public Information Director	Add one full time public information	8,000 .
	director.	
Recreation Advisory	Add six citizen advisory councils	1,000
Council	on recreation and 12 workshops on all	
	phases of recreation and cultural pro-	
	gramming.	

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1. The above amounts have been appropriated in our 1969 Budget.
2. The necessary staff and equipment are available within the department to complete this work during the 1969 fiscal year.
3. Present staff is adequate to make applications for the required federal grants and to implement the programs as described above during the 1969 fiscal year.



ATLANTA HOUSING AUTHORITY

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Project	Description	Total Cost
Neighborhood Development Program	The acquisition of 445 housing units; clearance of 48 acres; the rehabilitation of 647 housing units. Also relocation of 431 families and 15 businesses with the goal of having 911 additional MNA families living in adequately serviced, standard, affordable housing units by the end of 1969.	\$14,706,000*

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1. The above amounts have been appropriated in our 1969 Budget.
2. The necessary staff and equipment are available within the department to complete this work during the 1969 fiscal year.
3. Our staff has the capability of filing application for the required federal grants and completing the work required in implementing these during 1969.

\*Note: Of this amount, \$4,076,000 is to be furnished by the city in the form of non cash grant in aids with \$298,000 coming from HUD in the form of relocation grants and \$10,332,000 coming from HUD in the form of NDP credit.



PUBLIC WORKS DEPARTMENT  
(Street Division)

Project	Description	Total Cost
Pittsburgh Street Resurfacing	Complete resurfacing of Mayland Ave. - Stewart to Hobson; Mayland Cir. - University to Mayland Ave.; Hope St. - Stewart to Hobson; Hobson St. - Fletcher to Mayland	\$ 8,000
Grant Park Street Resurfacing	Complete resurfacing of Park Ave. - Berne St. to Glenwood Ave.; Sydney St., - Hill St. to Park Ave.; Augusta Ave. - Hill St. to Cherokee Ave.; Pavilion St. - Cherokee Ave. to Oakland Ave.; Berne St. - Boulevard to Park Ave.; Waldo St. - E. Confederate to Glenwood; Rosalia St. - Boulevard to Park Ave.; Gress Ave. - Home Ave. to Mead St.; Marion Ave. - Home Ave. to Ormwood.	60,000
Adair Park Street Resurfacing	Complete resurfacing of Tift Ave. Pearce St. to Shelton Ave.; Bonnie Brae Ave. - Allene to Tift St.; Elbert St. - Brookline to Allene Ave.	10,000
Mechanicsville-Peoplestown/ Summerhill Street Resurfacing	Complete resurfacing of streets to be determined after land use plan is finalized. Greenfield-Ormond to Vanira, Martin-Ormond to Atlanta.	22,000

*100,000*



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Sidewalk Construction

In Peoplestown, add sidewalks to one side of Capitol-Milton to University; in Pittsburgh, add sidewalks to: one side of Hobson Arthur to Rockwell-N. side of University-Mayland to McDaniel; in Grant Park, add sidewalks to Grant St. - Grant Cir. to Atlanta Ave.; additional sidewalk construction as needed according to final land use plan.

\$40,000,

Extend Fulton St. West from Windsor to Glenn

Completion of extension of Fulton St. west from Windsor to Glenn

450,000\*

- 
1. The above amounts have been appropriated in our 1969 Budget.
  2. The necessary staff and equipment within the department to complete this work during the 1969 fiscal year are available.

\*Note: Of this amount, \$300,000 is coming from the state and \$150,000 is coming from the City.



PUBLIC WORKS DEPARTMENT

Project	Description	Total Cost
Sanitation Services	Addition of four crews, one front-end loader, one weed cutter, one garbage truck and one open body truck and increase starting salaries for waste collectors to \$82.00 per week.	\$171,000
Sewer System Study	Make application for federal grant from Department of Housing and Urban Development for report on combined sewer system problem. Make available staff and equipment necessary to complete report of feasible remedy for this problem.	459,000*
NDP Clearance Area Sewers and NDP Rehabilitation Area	Reconstruct 1,620 feet of substandard sewer lines in the NDP clearance area and rehabilitation area.	221,000 210,000

\* Of this total amount \$219,000 is to be in city funds with the remaining \$240,000 to come from a federal grant from the Department of Housing and Urban Development.

1. The above amounts have been appropriated in our 1969 Budget.
2. The necessary staff and equipment are available within the department to complete this work during the 1969 fiscal year.
3. The application necessary for the grant from the Department of Housing and Urban Development will be completed and all related work performed by our staff.



*Suspense*  
*1/16/69*

MINUTES  
GRANT REVIEW BOARD  
DECEMBER 31, 1968

The City of Atlanta Grant Review Board met in the office of the Director of Governmental Liaison at 9:30 a. m. on December 31, 1968, to review the Atlanta Model Cities Program application to the U. S. Department of Housing and Urban Development for Supplemental Funds. In attendance were:

Dan Sweat, Director of Governmental Liaison, Chairman,  
Grant Review Board

Collier Gladin, Planning Director, Member, Grant Review  
Board

George Berry, Deputy Comptroller, Member, Grant  
Review Board

Johnny Johnson, Director of Model Cities

George Aldridge, City Planner

Carl Paul, Deputy Director of Personnel

Jay Fountain, Senior Accountant

The Grant Review Board discussed with Mr. Johnson several major points of concern, primarily procedures for approval by responsible City departments and agencies; administrative organization; and personnel requirements.

In view of the complexities of the Model Cities Program and the need for full understanding by all responsible City officials, the following concensus of the Grant Review Board membership is hereby presented:

The Model Cities Program as established by the President and Congress of the United States is perhaps the most comprehensive and optimistic grant-in-aid program ever offered to America's cities.

The concept and intent of the Model Cities Program is good. It provides for the legally responsible local governing authority to exercise its authority and influence in demonstrating bold new techniques of urban planning and development.

It provides maximum opportunity for real involvement and participation by citizens of neighborhoods in the planning and execution of programs which effect their daily lives.



Page Two

And it promotes coordination among local, state and national agencies and departments of the limited resources which are available.

The successful planning and execution of a Model Cities Program can be a valuable experience for any city in its search for orderly and timely solutions to its multitude of urban problems.

Atlanta's City Demonstration Agency has attempted to meet the challenge and intent of the Model Cities legislation.

Citizens of all six neighborhood areas encompassed by Atlanta's Model Cities Program were actively involved in organizing and planning for Model Cities more than a year in advance of the beginning of the City's formal planning stage.

Local, state and federal public agencies and numerous private groups participated in the preparation of the required planning grant application.

The Mayor and Board of Aldermen endorsed and supported the planning effort.

The Model Cities planning staff worked long and hard to prepare the documents necessary for successful funding of the first year program.

The final documents detail a bold and innovative plan of attack on the major problem areas in the Model Cities neighborhood. The Model Cities staff has made an admirable attempt to live up to the concept of the Model Cities program. To a great extent they have met both the needs and wishes of the citizens of the area and the requirements of planning and administration of the City and federal governments.

The Model Cities Program also places on all City departments and agencies the requirement for cooperation, coordination and approval of program components.

There are indications that this requirement has not been met.

Where it has not done so, each department and agency is obligated to review and pass on the specific components of the program which assigns execution responsibility to that department.

Each committee of the Board of Aldermen should review and approve/disapprove each program component which falls within the responsibility and authority of the committee.

The Planning and Development Committee should exercise its responsibility for overall planning of the city by reviewing the Model Cities plan and making



the determination as to the compatibility of the Model Cities Program with overall city plans.

The Finance Committee should determine the financial feasibility of the program and the capability of the City to meet the requirements placed upon it by the program.

The full Board of Aldermen should carefully consider the priorities involved in the Model Cities execution, its impact on the area served and the entire city as well.

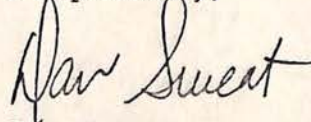
The Grant Review Board believes these approvals should be given before Aldermanic sanction is granted.

We feel that if the provisions of the Model Cities application are understood and accepted before final approval is granted a much stronger program will result.

It should be understood that this is not intended as criticism of the planning grant document or the work of the Model Cities staff, but is an effort to gain full understanding and support of the strongest program in the best interest of all citizens of Atlanta.

It is therefore recommended that the Mayor and Board of Aldermen require written acceptance or denial of each component of the Model Cities plan by the departments and agencies responsible for the execution of each component before final approval of the grant application is given.

Respectfully,



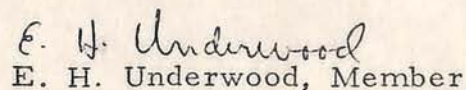
Dan Sweat  
Chairman



George Berry, Member



Collier Gladin, Member



E. H. Underwood, Member

DS:fy



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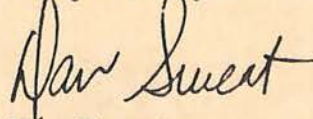
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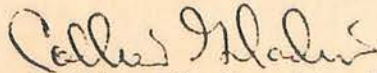
Respectfully,



Dan Sweat  
Chairman



George Berry, Member



Collier Gladin, Member



E. H. Underwood, Member

DS:fy





# CITY OF ATLANTA

TRAFFIC ENGINEERING DEPARTMENT  
Atlanta, Georgia 30303

January 27, 1969

KARL A. BEVINS  
Traffic Engineer

Mr. Johnny C. Johnson, Director  
Model Cities Program  
673 Capitol Avenue, S. W.  
Atlanta, Georgia 30315

Dear Mr. Johnson:

In answer to your memorandum of January 16, 1969, and confirming our conversation with you regarding the projects listed in the Atlanta Model Cities Program Application to HUD for the year 1969, we have the following report.

Due primarily to a 2.172 per cent rate increase on street lighting services which was effective as of December 1968 and which was not anticipated in September of 1968 when our budget request was prepared, there are no funds in our 1969 appropriation accounts to cover your proposed upgrading of street lighting in the Model Cities Area. A sum of \$21,000 will be required to cover the cost of the leased street lighting that is proposed in your program. We whole heartedly agree that the street light upgrading program which you propose is necessary as well as desirable and we agree that it is particularly desirable that this work be completed during the year 1969.

Our assistant traffic engineer who handles street lighting will be able to do the necessary planning and engineering work required to prepare the resolutions for consideration by the Mayor and Board of Aldermen during the time period that you set forth. We would anticipate completing our portion of this work within three to five months. Each unit of the work would be passed on to the Georgia Power Company as soon as it was completed by us and approved by the Board of Aldermen. This would permit the Georgia Power Company to complete their engineering and installation work at the earliest possible date. The Georgia Power Company will complete their work on projects of this type ten to fifteen weeks after receiving authorization by the Mayor and Board of Aldermen.

With the positive knowledge that the money will be available to finance this project, we could have the first groups of street lights ready for consideration by the Board of Aldermen at the February 3, 1969, meeting and have a similar group ready at each subsequent meeting, thereby completing our part of this work by May or June of 1969. The Georgia Power Company will then have the months of July, August and September and possibly October in which to complete the projects that were still in their hands when we complete our part of the work in May or June.



= 2 =

Mr. Johnny C. Johnson

January 27, 1969

If the sum of \$21,000 is made available to us during the month of February, we see no reason why the street light upgrading projects should not be completed as requested during the calendar year 1969. If you desire additional information, we will be glad to try to supply it promptly.

Sincerely,

Karl A. Bevins

KAB/fd

cc: Mayor Ivan Allen, Jr.  
Mr. R. Earl Landers  
Mr. Charlie Davis



*File Model Cities*

# CITY OF ATLANTA



CITY HALL ATLANTA, GA. 30303

Tel. 522-4463 Area Code 404

DEPARTMENT OF PLANNING

COLLIER B. GLADIN, Director

January 20, 1969

Mr. Johnny Johnson, Director  
Model Cities Program  
673 Capitol Avenue, S. W.  
Atlanta, Georgia

Dear Johnny:

As you remember the Planning Staff reviewed the proposed Model Cities Land Use Plan late last November and forwarded their comments to me. I discussed them with you and give you a copy of them. I realize it was next to impossible to make any changes at that time while the weight of preparing your final report and application was on you.

Now that the application has been approved and the program funded, this would be a good time to continue the planning process through a closer look in order that these questions may be resolved. The original comments have been reviewed again and divided into three categories. The first are observations which we think would be helpful to you but involve no errors of fact nor conflict with plans or policies of the city. The second category involves errors of fact, that is where no difference of opinion exists, somebody just put the wrong color on the map. The third group contains the most serious of these comments, these refer to apparent conflicts between Model City plans as we know them and officially adopted plans and policies of the city.

I want to take every opportunity this year to improve our working relationship and insure that all the plans and policies that result will facilitate the implementation of the Model Neighborhood and are consistent with the overall goals and plans of the city. I am sure you feel the same way.

Sincerely,

Collier B. Gladin  
Planning Director

CBG/jp



COMMENTS ON MODEL CITIES LAND USE PLAN

I. Observations which may be of assistance.

A. ALL NEIGHBORHOOD AREAS - GENERAL COMMENTS

1. The overall residential densities have been measured anticipating development slightly above average for the density range indicated, i.e., if range is 5 - 10, the 8 unit per acre has been used. This plan can be expected to accommodate the existing resident population. There have been some minor adjustments that will improve the situation. However, care must be taken not to arbitrarily change the present proposed density ranges unless compensations are made in other locations. This means no single family areas should be inserted where high density is now proposed unless densities are increased in another location. An alternative to this is to abandon the no-displacement goal.
2. Some deficiencies still exist in park areas and to overcome this and provide space, obviously densities will have to be increased somewhere also.

B. MECHANICSVILLE

1. In the area bounded by the Expressway, Bass Street, Formwalt, Dodd and Pryor Streets, the plan proposes high density and mixed commercial in the next five years; however, redevelopment is not proposed until after 1974 and the present use is mostly single family and vacant. It will be difficult to accomplish the proposed land use in the proposed time period without a program of treatment.



2. In the area bounded by the South and West Expressway, Bass and Formwalt Streets, the plan proposes large areas of commercial and high density residential; however, no treatment is called for prior to 1974 and the present use is now equally divided between vacant, commercial and single family residences.

C. SUMMERHILL

1. Between the Expressway and Fulton - Glenwood Streets, the plan calls for high density residential; however, the treatment plan only calls for activity after 1974 and the present use is mostly vacant, duplexes and single family residences. This area also extends into the Grant Park neighborhood.

Obviously some development of this type will occur, but not enough to achieve the expected population density.

D. PEOPLESTOWN

1. It is recommended that the frontage along the west side of Washington between Atlanta and Ridge Streets be devoted exclusively to high density residential which is in accord with the present uses there.
2. In the block between Washington and Crew Streets from Weyman to Little Streets, high density residential is called for; however, the treatment plan calls for action after 1974 and present use is primarily single family with some apartments making it medium density overall.

E. GRANT PARK

1. To compensate for the two proposed block parks redesignated for school purposes, the recreation planners propose that one-half of the block bounded by Ormond, Grant, Atlanta and Hill Street be made a block park. The majority of the structures in this block are substandard and slated for clearance in the period 1971-73.



2. The block bounded by Hill Street, South Avenue, Primrose and Little Streets is proposed for commercial use. There appears to be some doubt that the topo of this block is suitable for any kind of unified commercial development.
3. In the blocks bounded by Grant, Sydney, Orleans Streets and Cherokee Avenue, high density residential is proposed. However, present use is predominately single family and the proposed treatment is rehabilitation in the period 1971-1973.
4. In the area between the Expressway, Grant, Sydney Streets and Park Avenue, the proposed use is high density residential. This area is for rehabilitation in 1970 and the present use is primarily single family. To achieve the indicated high density, a significant number of high rise units must be built.
5. The area just west of Grant Park Elementary School is proposed for high density residential. However, no redevelopment is proposed prior to 1974 and the present use is mostly single family or vacant.

## II. Errors of Fact

### A. MECHANICSVILLE

1. The plan calls for a government center use in the triangle between the railroad, the Expressway and the Pryor Street School. Since most program administration is to be accomplished at two other locations, there appears to be no justification for this center area. It is recommended that this particular area be used for medium density residential.



B. GRANT PARK

1. The Boys' Club is located in the block bounded by Killian, Marion, Burn and Eloise Streets. In the Model Cities plan this has been indicated as single family use which is a mistake and should be changed.
2. The recreation planners have indicated that the area south of Jerome Jones School designated for park purposes should be changed to school use.
3. The industrial use existing at the corner of Boulevard and the railroad has been omitted and single family residential use substituted. This should be changed to industrial use.
4. On the east side of Hill Avenue between Grady and the railroad medium density residential is indicated. This is presently good single family residential use at low density and no clearance has been proposed. This area should be indicated as low density residential.
5. The recreation planners have indicated that the block park to the east of Slaton School should be used instead for school expansion purposes.
6. The block of the proposed educational park bounded by Hill, Primrose Streets, Georgia Avenue and Cherokee Place is in reality intended for another use, that of some sort of private welfare type activity, either profit or non-profit, and should be indicated as such and not as an educational use.



C. SUMMERHILL

1. An expansion of the small commercial area at the southeast corner of Atlanta and Capitol is proposed for expansion north and west. The condition of the major structures in the northwest portion is fairly good and there is no program of treatment slated prior to 1974. This would indicate that such a change in use is not indicated nor does there appear to be a need for additional commercial use when there are other commercial areas nearby.

III. Conflicts With Adopted Plans and Policies

A. SUMMERHILL

1. This item concerns the park proposed in the blocks bounded by Georgia, Capitol, Little and Crew Streets. The entire Summerhill area needs two twelve acre or more neighborhood parks.

The recreational facility proposed at Hoke Smith is not a neighborhood type development and will not serve the neighborhood needs north of Georgia Avenue. This facility south of Georgia Avenue is proposed to be a "central park" type facility and, therefore, would not seem to meet the neighborhood recreational needs of the area south of Georgia Avenue.

The northern block of the park is obviously more suitable for commercial development in conjunction with the other blocks along Georgia Avenue immediately adjacent to the stadium. The other two blocks contain a number of substantial standard apartment buildings whose removal would be expensive and undesirable.



The main justification that appears for this site is its proximity to the Capitol Avenue School; however, the long range future of this school is questionable in terms of its site and its location relative to the existing and proposed population to be served.

A better park location would be next to the proposed K,1-3 school mentioned earlier especially if the Capitol Avenue School could also be relocated to this site. The area adjacent to the new school site is proposed for clearance in the period - 1971-1973 - while no treatment is proposed for the park site adjacent to the present school until after the 1974 time period with the exception of the block immediately adjacent to Georgia Avenue.

2. The plan calls for a school site in the two blocks bounded by Martin, Little, Ami and Kenneth Streets. The school planners reveal this is only to be a K, 1-3 school requiring only three acres at maximum; therefore, without further justification, for example, a new grammar school to replace Capitol Avenue, this site appears to be excessively large.
3. In considering the land use aspects of the Hoke Smith Educational Park, it is our understanding that the Parks Department is highly reluctant to buy and develop any large recreational facilities directly abutting a high school as it feels the facility will be monopolized by the school to the detriment of the rest of the community.

The School Board, on the other hand, believes that the Parks Department should acquire the portions of the educational park allocated for recreational use.



The resolution of this problem is not in the province of the land use planners; however, the graphic expression of proposed land use should show a solution that either indicates all educational facility reduced in size to what the School Board would acquire or a recreation use area that is situated to the satisfaction of the Parks Department.

One glimmer of hope is that the school planners used \$80,000 per acre as an acquisition cost; however, the land is slated for clearance in 1970 and hopefully the land could be sold to the School Board at cleared land prices of about \$20,000 - \$30,000 an acre.

B. PEOPLESTOWN

1. Neither the recreation planners nor the city wide Land Use Plan and Parks Plan call for a block park to be located at the end of Linam Street just south of Vanira Avenue.

C. PITTSBURGH

1. In this area, there appears to be only one major comment to be made. This is that in comparison with the city wide Land Use Plan which proposes a uniform medium density throughout the neighborhood, the Model Cities proposal indicates two high density areas...one at the northwest, the other at the southeast. The high density area at the southeast can be adequately served by the existing Pittman Park; however, the high density area to the northwest will provide a large concentration of people who will not be conveniently served by an adequate recreation facility.



D. MECHANICSVILLE

1. All plans call for a community facility to be located in the block just east of Dunbar School, and it is my understanding that social programs are expected to be administered from here; however, the Land Use Plan does not indicate a space for this facility.
2. Since one block of land that was to be used for park purposes in our city wide Land Use Plan has been pre-empted by the school board for a second school in the area according to the Model Cities Land Use Plan, it will be necessary to add the block now occupied by the Atlanta Transit System to the park proposed in the Model Cities plan in order to get adequate space to serve this large population concentration.





*File  
Model Cities*

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
PEACHTREE SEVENTH BUILDING, ATLANTA, GEORGIA 30323

JAN 21 1969

Room 645  
January 16, 1969

REGION III

Office of the Regional Administrator

IN REPLY REFER TO:

3DM

Mr. Johnny C. Johnson  
Director  
City Demonstration Agency  
673 Capitol Avenue  
Atlanta, Georgia 30315

Dear Mr. Johnson:

Subject: Model Cities Program

Following review by the Regional Interagency Coordinating Committee the Atlanta Comprehensive City Demonstration Program (CCDP) has now been reviewed by the Washington Interagency Committee, and, as indicated in our letter to Mayor Allen of January 14, 1969, the Department of Housing and Urban Development announced approval of the Atlanta Program on January 8, 1969.

The following work items must be accomplished, however, before a grant contract can be offered by HUD:

- 1) Submission of your revised budget for program administration (See my letter dated December 26, 1968.)
- 2) Submission of your statement of non-federal contribution showing eligibility for the supplemental grant of \$7,175,000. As you know, all projects for which the CDA claims "base" must be submitted to HUD in accordance with CDA #7 and CDA #4, Page 16. Where they exist, you may wish to submit project descriptions or summaries thereof from existing applications
- 3) Submission of a letter from the area CAMPS committee stating that the committee has reviewed and approved the CCDP. I understand this was accomplished on January 6 and a letter from the CAMPS committee so stating will be sufficient.



In addition to the foregoing, I want to share with you the following comments and recommendations concerning various components of your plan based on the Washington review and on your conversations on January 14 with Don Dodge, Area Desk Officer, and Tom Williams, Atlanta Coordinator:

Resident Involvement - I understand that you discussed with Messrs. Dodge and Williams projects RE-002N and RE-003N as well as projects CD -0011N and CD-012N, all of which are to be operated by the Atlanta Youth Council. It would be helpful if you would supplement the existing project descriptions with a short statement describing the Atlanta Youth Council and indicating the relationship among these four projects.

Employment - With regard to Project EM-014N which provides funds for job-training activities, there will need to be further consideration of that part of the project which contemplates training for sewing machine operators since it appears the Department of Labor has further questions concerning the proposal. Mr. Williams will be in touch with you in the near future to arrange a meeting with appropriate members of your staff and the state and federal agencies concerned.

Economic Development - One of the concerns noted during the Washington review was that there appeared to be no link between the Development Corporation (EC-001N) and the Outreach Project (EC-003C). However, I understand that the same sponsor is contemplated for EC-003C and for the Single-Purpose Development Corporation (EC-005N) and that both projects will work with the financial pool to be created under EC-001. I also understand that you are submitting an application for funding to the Economic Development Administration and that some changes in project descriptions and budgets may be necessitated depending on the result of this application.

Education - As indicated during your meeting with the Interagency Coordinating Committee, a statement clarifying the city's maintenance of effort in this component should be submitted in the near future. It would also be advisable to have letters from the Atlanta Board of Education and the State Department of Education indicating review and concurrence in your plan. I would also like to reiterate the concern previously expressed to you by the RICC that the programs proposed in this component do not appear to provide the means to make the educational system more responsive to the felt needs and expressed views of residents. This should be further considered by the CDA for the purpose of designing remedial proposals. With regard to Project ED-030N, I understand this is for the purpose of assisting the CDA to evaluate new educational programs to be implemented under the Model Cities plan and is not for evaluation of existing programs.



Health - I understand that a non-profit corporation, entitled the Model Neighborhood Better Health Corporation has recently been established composed of elected resident representatives, representatives of the four local medical and dental societies and three social service agencies which will be responsible for operating the major programs in this component. A short statement describing the corporation and its relationship to the local professional agencies would be helpful. I would also suggest that the corporation, if it is to be the sponsoring agency for the proposed health facility, should be advised to begin discussion with the Atlanta FHA Insuring Office at the earliest possible moment.

Transportation - I understand that project TR-017N, entitled Public Facilities Impact Evaluation will in fact be a consultant study for the purpose of developing specific transportation recommendations and is not an evaluation of first year activities in this component.

Housing - With regard to project HR-005N, Housing Center, I understand that Messrs. Dodge and Williams discussed with you the advisability of seeking an appropriate sponsor in lieu of CDA operation of the project and that you are now in the process of exploring this matter.

I would urge your immediate attention to those items listed above which must be completed to enable us to move toward tendering of the grant agreement. Mr. Williams will, of course, be available for discussion should you have any questions on these matters.

Sincerely yours,

*Earl H. Metzger, Jr.*

Earl H. Metzger, Jr.  
Assistant Regional Administrator  
for Model Cities



# CITY OF ATLANTA

DEPARTMENT OF FINANCE

501 CITY HALL

ATLANTA, GEORGIA 30303



*File*

CHARLES L. DAVIS  
DIRECTOR OF FINANCE  
EDGAR A. VAUGHN, JR.  
DEPUTY DIRECTOR OF FINANCE  
GEORGE J. BERRY  
DEPUTY DIRECTOR OF FINANCE

January 13, 1969

Mr. Johnny Johnson  
Director  
Model Cities Program  
Atlanta, Georgia

Dear Johnny:

While I realize that we are both aware of the following facts, I feel that it is important that they be pointed out and emphasized at this time so that there will be no chance of a misunderstanding.

The federally approved budget under which the Model Cities Project is now operating is authorized only through January 31, 1969. While we have noted in the press that the Model Cities execution grant containing the 1969 administrative budget has been approved, there has been no indication that the City will receive a binding commitment from the federal government in time for the Budget Commission and Board of Aldermen to act on it at their next regular meeting on January 20, 1969.

I am aware that your staff is now preparing a request for an extension of the present planning budget until such time as a new administrative budget can receive official federal and city action. Again, time is of the essence in receiving a federal commitment for this extension. If it is not received in time for action on January 20, the next regular meeting of the Board is on February 3 which is after your current budget expires.

It is, therefore, extremely important that we receive some definite commitment from the federal agency prior to January 20, 1969. Please call on me if there is anything that I can do to assist in obtaining federal agency approval.

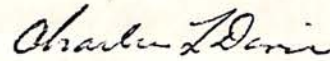
I would also like to advise that all of the staff positions that have been authorized by the new administrative budget were created



Model Cities Project Budget  
January 13, 1969  
Page 2

by action of the Finance Committee on January 6, 1969. These positions, however, were contingent upon federal funds being available and therefore none of the positions can be filled until we receive a specific federal commitment to funding these positions.

Very truly yours,



Charles L. Davis  
Director of Finance

CLD:cs

cc: Messrs. Earl Metzger  
Earl Landers  
Dan Sweat  
Milton G. Farris  
Everett Millican  
Gregory Griggs  
Carl Paul  
Tom Stephens



JAN 6 1969

HUD-96 (7.66)

UNITED STATES GOVERNMENT

DEPARTMENT OF  
HOUSING AND URBAN DEVELOPMENT

# Memorandum

TO : CDA DIRECTORS  
REGIONAL ADMINISTRATORS  
  
Attention: ARA for Model Cities

DATE: December 30, 1968

In reply refer to:  
ADMINISTRATIVE MEMO NO. 13

FROM : Walter G. Farr  
Model Cities Administration

SUBJECT: Letters to Proceed for Administrative Costs Incurred after  
Submission of Comprehensive City Demonstration Program

It is essential that the period between the submission by the CDA of its comprehensive demonstration program and the date of execution of the grant agreement for the execution phase be used effectively in gearing up for the administration of the program. This memorandum sets forth the procedure for the issuance of Letters to Proceed, which are designed to provide the CDA with a statement from HUD that funds expended in conformance with an approved budget are eligible for reimbursement from the administration grant payable under the grant agreement. This grant will pay for a maximum of 80 percent of the eligible costs of program administration.

## 1. The CDA's Request

a. The chief executive of the City may request a Letter to Proceed as soon as (a) the City's comprehensive demonstration program has been submitted to the Department of Housing and Urban Development and (b) the local governing body has authorized that submission. This request may appropriately be filed with the comprehensive demonstration program.

b. The CDA's letter of request (See Attachment A) should be filed with the following back-up documents:

- (i) Budget Schedule (Use Attachment 1 to CDA Letter No. 6, HUD 7039\*)
- (ii) Justifications (Use Attachments 3a and 3b to CDA Letter No. 6, HUD 7042 and 7043\*\*)
- (iii) Work Programs -- The work programs may be brief and need not present detailed time schedules nor provide work descriptions for individual staff members. The work program may include such items as:

\* In the heading of column B, strike out the phrase "Year \_\_\_\_\_ of Program", and insert in lieu thereof "90 days".

\*\* Insert in line 2 of each form the following: "Program administration prior to execution of grant agreement".



- (1) Prepare amendments or additions to the comprehensive program subsequent to discussion with Federal officials.
- (2) Prepare fund applications for categorical grant-in-aid programs.
- (3) Develop administrative procedures for execution period.
- (4) Survey possible locations for neighborhood facility.

c. It is expected that grant agreements will be executed for most cities within 90 days from the date the local governing body authorizes submission of the program. However, times will vary and no CDA will know exactly the length or time in which administrative costs will be incurred prior to execution of the grant agreement. All budgets supporting Letters to Proceed should be for a 90 day period.

## 2. HUD Action

HUD Model Cities Regional staff will provide cities with any assistance needed in requesting Letters to Proceed. Requests will be reviewed promptly and when approved, Letters to Proceed will be issued by the Regional Administrators, in the form indicated in Attachment B. The Letter is effective as of the date of issue. It should be noted that the issuance of the Letter to Proceed does not represent a Federal commitment of funds. Accordingly, if the city's program is not approved, there is no basis on which reimbursement can be obtained by the CDA.

## 3. Allowable Costs

a. Continuing Items. Most expense items which will be necessary for this period in which the administration of the program commences are continuing items: salaries for staff of CDA, delegate agencies and neighborhood groups, travel, rent, etc. Many of these items have been eligible planning costs during the planning period. It is, of course, assumed that eligible planning costs will be paid for under the planning budget until planning funds (both the Federal planning grant and the non-Federal contribution) are exhausted.

b. New Items. In addition, CDA's may, during this period, add certain central staff which will be essential to the operation, and preparation for operation, of the comprehensive program. These may include fiscal, legal and central administrative personnel who will be needed regardless of the exact pattern of First Year Action components. However, the Letter to Proceed should not cover costs in connection with new capital projects and activities. The Letter to Proceed may cover costs of reproducing the federally-required number



of copies of the comprehensive program.

4. Non-Allowable Costs

While the following list does not purport to be exhaustive, you should be alerted to the fact that the following costs should not be covered by the Letter to Proceed:

- a. Costs payable under the planning budget for which planning funds are available.
- b. Costs incurred in connection with new projects and activities.
- c. New third party contracts or significant amendments to existing contracts.
- d. Costs not allowable under CDA Letter No. 8.

5. Relationship to First Year Action Budget

In preparing its first year action budget in accordance with CDA Letter No. 6, CDA's may prepare an administrative budget for a period up to 15 months--the presumed 90 day period under the Letter to Proceed plus the 12-month period commencing with the execution of the grant agreement. In the alternative, the CDA may submit a 12 month administrative budget at the time the comprehensive program is submitted, and then amend this before the execution of the grant amendment so as to add the period for which reimbursement is sought for expenditures under the Letter to Proceed.

  
Director

Attachments



ATTACHMENT A

Request for Letter to Proceed

Dear (Regional Administrator)

The City of \_\_\_\_\_ requests a Letter to Proceed for a 90 day period so that costs incurred in preparing for the administration of our comprehensive city demonstration program may be eligible for reimbursement from the grant for administrative costs under section 105(b) of the statute.

A budget and work program for costs estimated to be incurred during this period to sustain such activities is attached. This attachment includes a statement of the 20 percent non-Federal share of these costs.

I understand that reimbursement cannot take place unless and until the Secretary of the Department of Housing and Urban Development has approved (city name)'s program and a Grant Agreement is executed between (city name) and HUD.

Sincerely yours,

(Local chief executive)

Attachment



ATTACHMENT B

Letter to Proceed for Execution Phase

Name of Chief Executive  
Title  
City  
Address

Dear \_\_\_\_\_:

Your comprehensive demonstration program submission has been received. Although the Department has not yet acted upon your program, it has no objection to your commencing preparation for the execution phase. Costs incurred on and after the date of this letter which are in accordance with the attached budget and work program will be eligible for reimbursement if a grant agreement is executed and if the terms and conditions of the agreement and CDA Letter No. 8 (copies of both attached) are satisfied.\*

Sincerely yours,

Regional Administrator

Attachment

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\*Modify this sentence appropriately if CDA Letter No. 8 has already been sent to the CDA or if a draft has been or is being sent.





DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
PEACHTREE SEVENTH BUILDING, ATLANTA, GEORGIA 30323

JAN 2 1969

Room 645  
December 26, 1968

REGION III  
Office of the Regional Administrator

IN REPLY REFER TO:

3DM

Mr. Johnny C. Johnson  
Director  
City Demonstration Agency  
673 Capitol Avenue  
Atlanta, Georgia 30315

Dear Mr. Johnson:

As you know, the Regional Interagency Coordinating Committee has completed its review of the Atlanta Comprehensive City Demonstration Program. During our meeting with you and your staff on December 18 we conveyed a number of recommendations concerning alterations and improvements which should be made in various parts of your program including, inter alia, your proposed administrative budget for 1969.

As previously indicated, the committee believes that the following changes should be considered in the staffing pattern set forth in your administrative budget:

1. Add one planner and one program manager to your Economic Development Division to assist the Division Director in carrying out the numerous tasks arising out of continued planning as well as implementation of the first year program.
2. Add at least two fiscal management personnel, preferably in the Administrative Division to assist in monitoring the numerous requisitions from local operating agencies and in carrying out the numerous other tasks which will need to be performed in order to comply with the procedures spelled out in CDA Letter #8.
3. Add resident trainees to the various divisions of the CDA staff, where appropriate, for the purpose of providing sufficient on-the-job and technical or academic training to enable each trainee to attain competence in his or her field of interest.

In addition to the above matters which pertain to your administrative budget, it will be necessary for the CDA to submit to this office soon



after approval of the Comprehensive Program a work program which identifies the planning activities to be undertaken in 1969, and which specifies the activity, the responsible entity, the source and amount of funds, and the staff and time period required to carry out the activity.

I would encourage you to submit a revised administrative budget reflecting the foregoing recommendations as soon as possible to permit review by this office prior to final action by HUD on your application for supplemental grant funds.

Sincerely yours,

*Earl H. Metzger Jr.*

Earl H. Metzger, Jr.  
Assistant Regional Administrator  
for Model Cities



*File*

# CITY OF ATLANTA

June 24, 1969



## OFFICE OF MODEL CITIES PROGRAM

673 Capitol Avenue, S.W.  
Atlanta, Ga. 30315  
404-524-8876

Ivan Allen Jr., Mayor

J. C. Johnson, Director

### NOTICE

A Special meeting of the Model Neighborhood Executive Board has been called for Tuesday, July 1, at 10:00 a. m. in Committee Room #2, City Hall.

\*\*\*\*\*



M I N U T E S

MODEL NEIGHBORHOOD EXECUTIVE BOARD

Tuesday, June 10, 1969

10:00 a.m.

The monthly meeting of the Model Neighborhood Executive Board was held on Tuesday, June 10, 1969 at 10:00 a.m. in Committee Room #2, City Hall.

The following members were present:

Mayor Ivan Allen, Jr., Chairman  
Mrs. Mattie Ansley  
Mr. Clarence Coleman  
Mr. John Hood  
Alderman E. Gregory Griggs  
Alderman G. Everett Millican  
Mr. Walter Mitchell  
Mrs. Martha Weems  
Mr. Joe Whitely

Absent:

Mr. Sam Caldwell  
Deacon Lewis Peters  
Mr. J. D. Newberry  
Dr. C. Miles Smith  
Mr. Bill Wainwright

Other City Department Heads, representatives from neighborhood organizations and the press were also present.

The chairman, Mayor Ivan Allen, Jr., called the meeting to order. He then entertained a motion for the adoption of the May 14 Minutes. It was so moved and unanimously approved without correction.

REPORT OF THE MASS CONVENTION STEERING COMMITTEE

Mrs. Weems reported for the Mass Convention Steering Committee. She said that several resolutions will be presented to the Board following the Mass Convention meeting on Sunday, June 15. Mrs. Weems also reported that the Steering Committee had been incorporated under the name of Stadium Heights, Inc., and have now been designated to be the recipient of a \$72,000 grant of OEO/HUD funds for training assistance to Model Neighborhood residents. The purpose of the Mass Convention Meeting will be to get its approval before proceeding further with compliance of the requirements to receive the grant.



## RECOMMENDATION FROM REVIEW COMMITTEE

Mr. Millican read the recommendation from the Review Committee which approved the projects for implementation and recommended the execution of contracts with the Atlanta Board of Education and the Georgia State Employment Service. A list of these projects were distributed to all Board members.

Mr. Mitchell moved that the recommendation be approved by the Board. Mrs. Weems seconded the motion. The Mayor then asked if there was any discussion of the motion and recommendation. Mr. Coleman said that he felt that he was not in a position to give an intelligent vote because of his lack of information about the projects involved. He said that he as a Board member should be more informed and that the community should be more informed. The Mayor outlined the procedure that has been followed in disseminating information about the projects and activities of the Model Cities Program to the Board members and the Model Neighborhood Area residents. He also gave background information on the formation and function of the Review Committee that he appointed to review all projects in the program and to make recommendations to the entire Board. He invited Mr. Coleman to serve on that Committee and invited other Board members to sit in on the meetings if they desired. Mr. Coleman accepted the seat on the Review Committee.

Mr. Coleman then suggested that the Board be divided into committees to correspond with the areas included in the program and that these committees should meet regularly with the Model Cities Staff. Mr. Johnson stated that the Staff would be happy to meet with any of the Board members at any time. He also stated that there were already existing Board committees that correspond with the areas of the program, and that these committee should be utilized rather than establishing new ones.

A vote was then taken on the previous motion to approve the recommendation of the Review Committee. The motion was approved by the Board

## DIRECTOR'S REPORT

Mr. Johnson asked for the Board's approval to transfer funds from Project HR-003N to the Multi-Purpose Facility Project. It has been necessary to increase the size of the building from 15,000 feet to 20,100 feet, and the cost has increased from \$180,000 to \$280,000. Mr. Hood moved that the transfer be approved and the contract be awarded to the bidder. The motion was seconded and unanimously approved.

Mr. Johnson also asked approval to reimburse the Georgia State Employment Service in the amount of \$21,966 for salaries of the staff they provided the program last year and this year. Mr. Griggs moved that the Georgia State Employment Service be reimburse the \$21,966. The motion was seconded and unanimously approved.



Mr. Johnson then asked for approval to proceed with Project No. EM-014N for staffing only. The project needs two employees to do the initial paper work and interviewing to get the project in motion. A discussion followed on whether the two employees would be area residents. Mr. Fulp from the Georgia State Employment Service said that the two positions called for professional interviewers with experience in the State Employment System. Further discussion followed on the steps taken to actually seek out Model Neighborhood residents for positions available in the Model Cities Program. As a result of the discussion, the Mayor proposed that Mr. Coleman make a motion that the GSES be required to hire Model Neighborhood residents to fill the two positions in Project No. EM-014N. Mr. Hood seconded the motion. Mr. Johnson then stated that the Board should concern itself with the greater issue of employment rather than two individual positions and suggested that a general policy be established as a guide for the employment practices of all agencies involved in the program. Mr. Hood then offered an amendment to the motion to state that priority be given to community residents for the positions in Project EM-014N. Mr. Coleman accepted the amendment and the motion was approved.

The Mayor then re-emphasized the fact that no one should be hired for any job unless a basic effort has been made to hire from the Model Cities Area. He then appointed Mr. Coleman, Mr. Millican and Mrs. Weems to draft a policy statement that outlines the Board's position that an all out effort must be made by agencies under contract with the program to hire all of their personnel from the Area or to provide training for residents to fill other positions. The special committee is to report at the next Board meeting.

Mr. Johnson introduced two new members to the staff. They are:

Samuel Russell, Jr.  
Director of Program Management

Howard E. Turnipseed  
Contract Administrator

#### NEW BUSINESS

Mr. Whitley brought to the Board's attention that there is a different policy by the Board of Education for condemning and taking property needed for school expansion. There is no assistance offered for families who are displaced. Mr. Johnson concurred with Mr. Whitley's report. He stated that Project HR-041N provides special relocation assistance for families that are displaced and are not in a clearance area. This project was designed because of the failure of some agencies to provide relocation assistance. The Mayor asked Mr. Whitley to get a full report on the amount of property that will be taken by the Board of Education and to give a report at the next meeting.

Mr. Hood commented that committees are constantly being appointed to handle different activities rather than using the ones that already exist. Mr. Coleman requested that each Board members receive a list of the committees and their members. He also proposed that the Board discuss the function and structure of the committees at the next meeting.



The meeting was adjourned at 11:50 a.m.

APPROVED:

  
\_\_\_\_\_  
Johnny S. Johnson, Director  
Model Cities Program

\_\_\_\_\_  
Mayor Ivan Allen, Jr., Chairman  
Model Neighborhood Executive Board



MODEL NEIGHBORHOOD EXECUTIVE BOARD

Committee Assignments

FINANCE COMMITTEE

Alderman Everett Millican  
Mr. Clarence Coleman  
Mr. Walter Mitchell

PERSONNEL COMMITTEE

Alderman E. Gregory Griggs  
Dr. C. Miles Smith  
Mr. Clarence Coleman

CITIZENS PARTICIPATION COMMITTEE

Alderman E. Gregory Griggs  
Deacon Lewis Peters  
Mr. J. D. Newberry  
Dr. C. Miles Smith

SOCIAL PLANNING COMMITTEE

Mr. Joe Whitley  
Mrs. Martha Weems  
Mr. Sam Caldwell

PHYSICAL PLANNING COMMITTEE

Mr. Bill Wainwright  
Mrs. Mattie Ansley  
Representative John Hood

REVIEW COMMITTEE

Alderman G. Everett Millican  
Dr. C. Miles Smith  
Mrs. Martha Weems  
Mr. Walter Mitchell



# CITY OF ATLANTA



May 28, 1969

## OFFICE OF MODEL CITIES PROGRAM

673 Capitol Avenue, S.W.  
Atlanta, Ga. 30315  
404-524-8875

**Ivan Allen Jr., Mayor**

J. C. Johnson, Director

### N O T I C E

The Model Neighborhood Executive Board will hold its regular monthly meeting on Tuesday, June 10, in City Hall, Committee Room #2 at 10:00 a.m.

vlc



M I N U T E S

MODEL NEIGHBORHOOD EXECUTIVE BOARD  
Wednesday, May 14, 1969  
10:30 a.m.

The monthly meeting of the Model Neighborhood Executive Board was held on Wednesday, May 14, 1969 at 10:30 a.m. in Committee Room #2, City Hall.

The following members were present:

Mayor Ivan Allen, Jr., Chairman  
Mrs. Mattie Ansley  
Mr. Clarence Coleman  
Alderman E. Gregory Griggs  
Mr. John Hood  
Alderman G. Everett Millican  
Mr. J. D. Newberry  
Deacon Lewis Peters  
Dr. C. Miles Smith  
Mr. Bill C. Wainwright  
Mrs. Martha Weems  
Mr. J. C. Whitley

Absent:

Mr. Sam Caldwell  
Mr. Walter Mitchell

Other City Department Heads; representatives from Arthur Andersen and Company, Eric Hill Associates and the Atlanta Housing Authority; representatives from neighborhood organization; the general public and the press were also present.

Vice Chairman Everett Millican called the meeting to order. He then entertained a motion for the adoption of the April 15 Minutes. It was so moved and unanimously approved without correction. The Chairman, Mayor Ivan Allen, Jr., then proceeded with the meeting.

REPORT OF THE MASS CONVENTION STEERING COMMITTEE

Deacon Peters stated that he had no report of the Mass Convention Steering Committee because of the postponement of the regular meeting of the convention.



#### NEW BUSINESS

The Mayor read the letter received from Floyd H. Hyde, Assistant Secretary for Model Cities, which stated that "the city of Atlanta comprehensive city demonstration program has been approved and that a grant agreement in the amount of \$7,175,000 has been authorized for carrying out the first year action program." The Mayor congratulated Mr. Johnson and the Model Cities Staff for making Atlanta one of the first three cities in the nation to receive funds for implementation of its Model Cities Program. He then moved that the Aldermatic Board be asked for a resolution accepting the grant agreement. The motion was seconded and unanimously approved.

#### REPORT FROM MAYOR ON REVIEW COMMITTEE PROCEDURE FOR EXECUTION OF DELEGATE AGENCY CONTRACTS

The Mayor reported that the Review Committee that was authorized at the last meeting has met three times to review the projects contained in the program. The members of the committee are: Dr. C. Miles Smith, Mrs. Martha Weems, Alderman Everett Millican, Mr. Walter Mitchell and the Mayor. The committee has reviewed over fifty percent of the projects and will continue to have review sessions in the coming weeks. Mr. Johnson had previously suggested that since the staff must review each project for final action before implementation that the staff be allowed to make recommendations to the Review Committee for action. Mr. Wainwright moved that this procedure be approved. The motion was seconded and unanimously approved without discussion.

#### REPORT FROM FINANCE COMMITTEE ON DESIGNATION OF BANK FOR GRANT FUNDS

Mayor Allen reported for the Finance Committee on the designation of the bank to receive the letter of credit for the \$7,175,000. It was the recommendation of the Committee that the Citizen's Trust Company be the designated bank. Alderman Griggs moved that the Board accept the recommendation of the Committee. The motion was seconded and unanimously approved.

#### PRESENTATION OF RESOLUTION ACCEPTING GRANT AGREEMENT

Mr. Johnson explained that it would be necessary to draw up a new resolution authorizing the Mayor to enter into contract with the Federal Government because of some changes by the Nixon Administration in the handling of the funds. The money allocated under the



grant agreement was allotted by components rather than projects and this called for some changes in the wording of the resolution. Mr. Wainwright moved that a new resolution be adopted to be in keeping with the requirements of HUD. Mr. Coleman asked if line items were transferable. Mr. Johnson answered that line items were transferable by 10% or \$100,000, whichever is less. Mr. Coleman then asked who was authorized to make adjustments or transfers. It was concluded from the discussion that followed that the Staff and the Executive Board could make recommendations to the Board of Aldermen for any adjustments in a line item. The previous motion by Mr. Wainwright was then seconded and approved unanimously by the Board.

#### DIRECTOR'S REPORT

Mr. Johnson presented two groups to give reports to the Board.

Mrs. Roslyn Walker, Evaluation Analyst-Model Cities Staff and Mr. Dave Houser of Arthur Andersen & Company presented a report on the Evaluation and Management Information Systems. Mrs. Walker outlined the staff activities to date with its latest work being the preparation of an evaluation framework for the Model Cities Program projects. Mr. Houser explained the management information and control system. He presented a slide presentation of the actual print -out from the computer of the financial and evaluation reports of the projects in the program.

Mr. Louis Dismukes and Mr. Paul Muldawer presented the report on the housing study, "Lowering the Cost of Housing", which was compiled by Eric Hill Associates. The study was a research study to provide background information on the problem of housing in the Model Neighborhood Area. Mr. Dismukes listed the procedure followed in conducting the study and the conclusions drawn from the study. Some of the conclusions were: (1) there are no easy answers (2) the cost of housing can be reduced about 30 or 40 percent by (a) inducing new technologies, (b) removing local constraints (c) programming housing production to the needs of individualized families and (d) using maximum housing assistance programs. Mr. Muldawer discussed various housing patterns that could be applicable to certain neighborhoods in the Model Neighborhood Area.

A discussion followed after the presentation which resulted in Mr. Hood suggesting that the Physical Planning Committee of the Board work with the consultants and review the proposals in the study and bring a report back to the Board. Mr. Coleman then moved that the report be accepted as information and be referred to the Physical Planning Committee for consideration. The motion was seconded and unanimously approved.



Mr. Coleman also moved that the City Attorney be asked to give a ruling on who has the authority to make adjustments in line item contained in the budget.

OLD BUSINESS


Mr. Griggs said that he had been contacted by Mr. Clarence Ezzard concerning Southside Day Care Center, which is located in the Model Neighborhood Area. He stated that the Board should give some statement as to whether Mr. Ezzard's center will be included in the program. Mr. Johnson stated that it was the recommendation of the Model Cities Staff to proceed with the Day Care Program as it is outlined in the comprehensive plan, which excludes Mr. Ezzard's program. Southside Day Care Center is funded already by EOA and it is expected that they will maintain their effort. Mr. Coleman moved that the Executive Board meet with the Board of Trustee of Southside and make some decision at the next meeting. The motion was seconded and unanimously approved.

Mr. Millican suggested that in the future consultant reports be given at meetings separate from general business meetings so as to conserve time.

Mr. Johnson introduced the latest addition to the Model Cities Staff who is Mr. Frank Keller, Physical Planner.

The meeting was adjourned at 12:20 p.m.

APPROVED:

  
\_\_\_\_\_  
Johnny C. Johnson, Director  
Model Cities Program

\_\_\_\_\_  
Mayor Ivan Allen, Jr., Chairman  
Model Neighborhood Executive Board



*File*

# CITY OF ATLANTA



May 22, 1969

## OFFICE OF MODEL CITIES PROGRAM

673 Capitol Avenue, S.W.  
Atlanta, Ga. 30315  
404-524-8876

**Ivan Allen Jr., Mayor**

J. C. Johnson, Director

### MEMORANDUM

TO: Mayor Ivan Allen and Model Cities  
Project Review Committee

FROM: Johnny C. Johnson and Model Cities  
Plans and Evaluation Staff *Jle*

SUBJECT: Implementation of Transportation  
and Education Projects

#### TRANSPORTATION:

Because of the dire need for improved transportation facilities in the Model Neighborhood Area and because of the high visibility factor involved in this project, we recommend the signing of the contract between the City of Atlanta and the Atlanta Transit System for the immediate implementation of the following project:

TR-003N

Intra-Neighborhood Bus System

#### EDUCATION:

It is our recommendation that the contract between the City of Atlanta and the Atlanta Board of Education be signed immediately for the implementation of the following projects:

ED-003N

Middle School

ED-005N

Supplemental Classrooms

ED019C

Tutorial Program

ED-020C

Communication Skills Laboratory

ED-021C

Lead Teachers









# CITY OF ATLANTA

DEPARTMENT OF FINANCE

501 CITY HALL

ATLANTA, GEORGIA 30303

April 24, 1969

CHARLES L. DAVIS  
DIRECTOR OF FINANCE  
EDGAR A. VAUGHN, JR.  
DEPUTY DIRECTOR OF FINANCE  
W. ROY SMITH  
DEPUTY DIRECTOR OF FINANCE

Mr. Johnny C. Johnson  
Director  
Model Neighborhood Program  
673 Capitol Avenue, S.W.  
Atlanta, Georgia 30303

Dear Johnny:

I am enclosing a copy of a Management Information Service report dealing with "Lessons from the Model Cities Program" which is rendered by the International City Managers' Association.

I have had the opportunity of briefly reviewing this report and found it very helpful in understanding the Model Cities Program.

Sincerely,

Charles L. Davis  
Director of Finance

CLD:dhf

Enclosure

cc: Honorable Milton G. Farris  
Mr. R. Earl Landers  
Mr. Jay Fountain  
Mrs. Linda Anderson  
Mr. E. H. Underwood



# atlanta

model

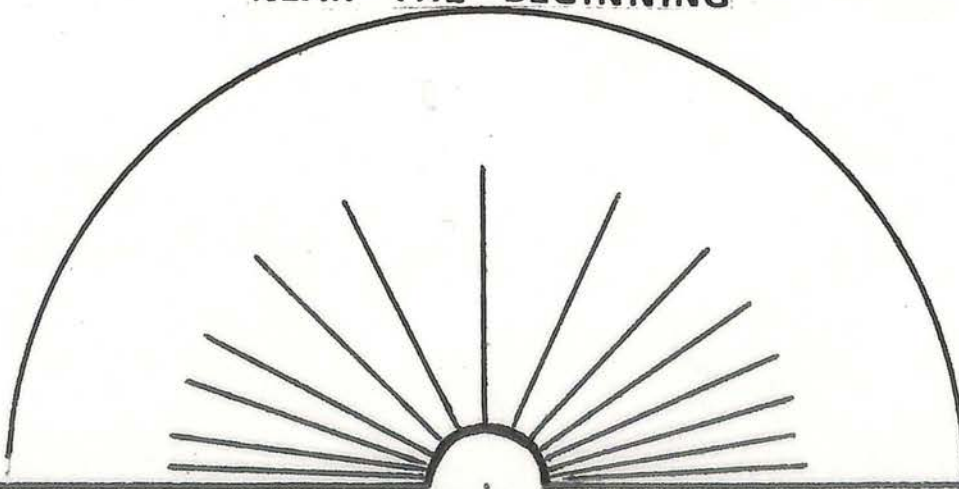
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cities

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

INDEX

MAJOR DEVELOPMENTS. . . . .	1
General. . . . .	1
Administration . . . . .	1
Social Services. . . . .	2
Physical Planning. . . . .	4
Economic Development . . . . .	6
State Participation. . . . .	8
Data Collection. . . . .	9
Problems . . . . .	9
ADMINISTRATIVE STRUCTURE. . . . .	10
Policy and Advisory Groups . . . . .	10
Staff. . . . .	10
RESIDENT INVOLVEMENT. . . . .	10
FEDERAL ASSISTANCE. . . . .	10



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>is</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 Peoplestown 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<sup>1</sup> 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.

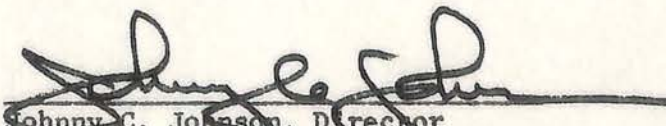
A.1.c. The resident involvement staff arranged for 200 free Alliance Resident Theatre tickets each week to be given to Model Cities residents (mostly school children).

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



# CITY OF ATLANTA



March 3, 1969

CITY HALL ATLANTA, GA. 30303

Tel. 522-4463 Area Code 404

IVAN ALLEN, JR., MAYOR

R. EARL LANDERS, Administrative Assistant

MRS. ANN M. MOSES, Executive Secretary

DAN E. SWEAT, JR., Director of Governmental Liaison

## MEMORANDUM

To: Mayor Ivan Allen, Jr.

From: Dan Sweat *DS*

Subject: Grant Review Board - Model Cities

*Noted  
AEL*

Attached are the minutes of the Grant Review Board meeting of December 31, 1968. The recommendations set forth in this document were accepted by the Model Cities Director and have resulted in much better lines of communications between the Model Cities program and the various City departments, other governmental agencies, and private organizations who are involved in the execution of the Model Cities program.

The Grant Review Board on February 27, 1969, discussed the current status of the Model Cities program and the resolution for approval for the first year program which will be brought before the Board of Aldermen on Monday, March 3.

Collier Gladin, the City's Planning Director, felt that the approval of the resolution should be initiated jointly by the Planning and Development Committee and the Finance Committee and should not imminate from the Aldermanic representatives on the Model Cities Executive Board. It was the concensus of the Grant Review Board that the resolution for approval should come from the Executive Board and that it is the responsibility of each Aldermanic Committee chairman to insure that his committee has given proper attention to the program. It would be desirable for each committee involved to give its approval/disapproval on any paper coming from the Model Cities Executive Board prior to its being introduced in the Aldermanic Board. Such Aldermanic Committee expression attached to a Model Cities paper would certainly strengthen the paper and result in much better communications of the entire Model Cities program.



Mayor Allen  
Page Two  
March 3, 1969

In the final analysis, whenever a paper is introduced, it should be the responsibility of each member of the Board of Aldermen to ask that it be referred to the particular committee if there is some question about its contents. The Model Cities organization should continue to seek prior approval of City departments and Aldermanic committees prior to introduction of a resolution or ordinance for approval by the full Aldermanic Board.

DS:fy



MINUTES  
GRANT REVIEW BOARD  
DECEMBER 31, 1968

The City of Atlanta Grant Review Board met in the office of the Director of Governmental Liaison at 9:30 a. m. on December 31, 1968, to review the Atlanta Model Cities Program application to the U. S. Department of Housing and Urban Development for Supplemental Funds. In attendance were:

Dan Sweat, Director of Governmental Liaison, Chairman,  
Grant Review Board

Collier Gladin, Planning Director, Member, Grant Review  
Board

George Berry, Deputy Comptroller, Member, Grant  
Review Board

Johnny Johnson, Director of Model Cities

George Aldridge, City Planner

Carl Paul, Deputy Director of Personnel

Jay Fountain, Senior Accountant

The Grant Review Board discussed with Mr. Johnson several major points of concern, primarily procedures for approval by responsible City departments and agencies; administrative organization; and personnel requirements.

In view of the complexities of the Model Cities Program and the need for full understanding by all responsible City officials, the following concensus of the Grant Review Board membership is hereby presented:

The Model Cities Program as established by the President and Congress of the United States is perhaps the most comprehensive and optimistic grant-in-aid program ever offered to America's cities.

The concept and intent of the Model Cities Program is good. It provides for the legally responsible local governing authority to exercise its authority and influence in demonstrating bold new techniques of urban planning and development.

It provides maximum opportunity for real involvement and participation by citizens of neighborhoods in the planning and execution of programs which effect their daily lives.



Page Two

And it promotes coordination among local, state and national agencies and departments of the limited resources which are available.

The successful planning and execution of a Model Cities Program can be a valuable experience for any city in its search for orderly and timely solutions to its multitude of urban problems.

Atlanta's City Demonstration Agency has attempted to meet the challenge and intent of the Model Cities legislation.

Citizens of all six neighborhood areas encompassed by Atlanta's Model Cities Program were actively involved in organizing and planning for Model Cities more than a year in advance of the beginning of the City's formal planning stage.

Local, state and federal public agencies and numerous private groups participated in the preparation of the required planning grant application.

The Mayor and Board of Aldermen endorsed and supported the planning effort.

The Model Cities planning staff worked long and hard to prepare the documents necessary for successful funding of the first year program.

The final documents detail a bold and innovative plan of attack on the major problem areas in the Model Cities neighborhood. The Model Cities staff has made an admirable attempt to live up to the concept of the Model Cities program. To a great extent they have met both the needs and wishes of the citizens of the area and the requirements of planning and administration of the City and federal governments.

The Model Cities Program also places on all City departments and agencies the requirement for cooperation, coordination and approval of program components.

There are indications that this requirement has not been met.

Where it has not done so, each department and agency is obligated to review and pass on the specific components of the program which assigns execution responsibility to that department.

Each committee of the Board of Aldermen should review and approve/disapprove each program component which falls within the responsibility and authority of the committee.

The Planning and Development Committee should exercise its responsibility for overall planning of the city by reviewing the Model Cities plan and making



Page Three

the determination as to the compatibility of the Model Cities Program with overall city plans.

The Finance Committee should determine the financial feasibility of the program and the capability of the City to meet the requirements placed upon it by the program.

The full Board of Aldermen should carefully consider the priorities involved in the Model Cities execution, its impact on the area served and the entire city as well.

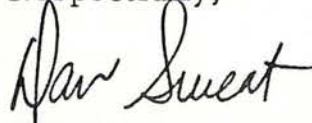
The Grant Review Board believes these approvals should be given before Aldermanic sanction is granted.

We feel that if the provisions of the Model Cities application are understood and accepted before final approval is granted a much stronger program will result.


It should be understood that this is not intended as criticism of the planning grant document or the work of the Model Cities staff, but is an effort to gain full understanding and support of the strongest program in the best interest of all citizens of Atlanta.

It is therefore recommended that the Mayor and Board of Aldermen require written acceptance or denial of each component of the Model Cities plan by the departments and agencies responsible for the execution of each component before final approval of the grant application is given.

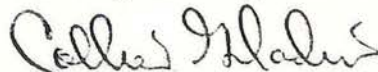
Respectfully,



Dan Sweat  
Chairman



George Berry, Member



Collier Gladin, Member



E. H. Underwood, Member

DS:fy



The following is the motion proposed by Alderman Millican at the Executive Board meeting on February 10, 1969. The motion was referred to the City Attorney for legal opinion and action.

MOTION:

WHEREAS, the Executive Board of the Model Neighborhood Program was created by resolution adopted and approved November 20, 1967, by the Mayor and Board of Aldermen to administer the planning phase of the program conducted under Title I of the Demonstration Cities and Metropolitan Development Act of 1966, and

WHEREAS, the planning phase of the Model Neighborhood Program has ended and an application has been prepared and submitted to the U. S. Department of Housing and Urban Development for first year action funds,

IT IS, THEREFORE, MOVED that:

1. The existence of the Model Neighborhood Executive Board be continued until further action by the Mayor and Board of Aldermen for the purpose of administering the first year action program and budget and/or other funds for this program derived from Federal grants;
2. That the membership of the said Executive Board remain the same as it now is composed;
3. The Model Neighborhood Executive Board shall have all the powers and responsibilities granted to it heretofore and especially those listed in said resolution of November 20, 1967, and shall have the responsibility for recommending to the Board of Aldermen the allocation of grant funds received for this program from the Federal Government together with the responsibility of administering the first year action program and funds allocated;
4. That the City Attorney be requested to prepare a resolution for submission to the Board of Aldermen which embodies the contents of this motion.



CITY OF ATLANTA PLANNING DEPARTMENT

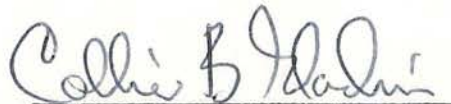
OFFICIAL POSITION PAPER

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RELATION OF PLANNING AND DEVELOPMENT COMMITTEE  
AND PLANNING DEPARTMENT TO MODEL CITIES EXECUTIVE BOARD AND STAFF  
—— PROBLEM STATEMENT AND RECOMMENDATIONS ——

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Respectfully submitted,



Collier B. Gladin  
Planning Director

February 13, 1969



The purpose of this paper is to identify certain problems which have arisen in the comprehensive planning process in Atlanta over the past year. The problem centers around a misunderstanding of the responsibilities of the Model Cities Program staff and Executive Board in relation to the responsibilities of Planning and Development Committee and its professional staff arm, the Planning Department. In November 1967, the Planning and Development Committee of the Board of Aldermen sponsored and recommended approval of a resolution establishing the Model Cities Executive Board. This resolution was subsequently adopted by the Board and approved by the Mayor on November 20, 1967. The resolution specifically stated that "the Model Neighborhood Executive Board is hereby created for the purpose of administering the planning phase of (the Model Neighborhood) program."

The Planning Department invested a great deal of time and effort both in preparing the Model Neighborhood Application and subsequently in assisting in developing the Model Neighborhood Plan. In fact, much of the material contained in all the Model Cities reports and applications originated and was refined in the Planning Department by its staff personnel. It was and still is our intention to work closely with the Model Cities staff in assuring the success



of this program. There appears now to be a lack of understanding on the part of the Model Cities staff as to the role and responsibility of the Planning and Development Committee and the Planning Department. The committee, using the department as its staff arm, is charged with the responsibility of reviewing all plans and programs concerned with urban growth, development, and redevelopment throughout the city. The Model Cities Program, on the other hand, is a special purpose six neighborhood demonstration program primarily concerned with one tenth of the city's residents and less than five per cent of the city's area. For consistency sake, obviously the Planning and Development Committee should review the physical programs, plans and proposals developed by this agency for the Model Neighborhood area as it would review plans and programs of any other area of the city for conformance with overall city policy and goals. The Planning Department's concern is not control over the Model Cities Program. Instead, the department is simply exercising those functions for which it is responsible as staff arm to the Planning and Development Committee and as set forth in the Code of the City of Atlanta. The department, as a general planning agency, must have the opportunity to review plans. When in the department's professional judgment inadvisable proposals have been advocated that lack any justification in view of existing city policy, then the department must have the opportunity of reporting such situations with positive recommendations for improvement to the Planning and Development Committee



and eventually the Board of Aldermen.

We had assumed at the beginning that conflicts could be resolved through a close inter-staff relationship between the city planning agency and the Model Cities agency. Unfortunately and frequently, because of conflict communications have broken down and this has not been achieved. The source of conflict has been a disagreement over the necessary degree of conformity between Model City plans and programs and City overall goals and objectives. The Planning Department has attempted to explore and resolve this problem with the Model Cities staff. However, the Model Cities staff seems to interpret this action as a Planning Department attempt to run their program. An analysis of their lack of understanding indicates no apparent realization of the fact that the planning effort for a portion of the city should be coordinated with the city's overall planning effort. It is important to point out here that we are not attempting to stifle the Model Cities Program or to prevent innovative approaches to problem solving. To take such a view ignores the fact that through the leadership and effort of the Planning Department, with much assistance from other agencies, Atlanta was awarded one of the first Model Cities Grants in the nation.

Perhaps this whole misunderstanding is based on the Model Cities staff's perception of the Planning Department as a line department. Planning transcends traditional departmental lines, is a staff function, and established responsibilities as defined in the Code of the City of Atlanta must be met. One of HUD's underlying goals for the Model Cities Program was to bring into clear focus



problems in governmental organization. The department has been well aware of such problems in the Atlanta governmental system as witnessed in the PAS report, a product of the CIP and planning. Though that report found fault with the governmental system, it indicated that the present system has worked very well, primarily on the basis of mutual trust and cooperation. In order to avoid further conflicts it is imperative that such a cooperative atmosphere be established. It is inadvisable that the aldermanic committee system be used at times and ignored at others, depending on which happens to serve one's purpose best at a particular time. It is difficult enough to make the system work now. The proposed approach being offered by the Model Cities Program (which is to ignore the aldermanic committee system) would invite chaos, unless a suitable and acceptable overall reform is accomplished.

The Planning and Development Committee expressed its concern over this problem in its meeting of January 17, 1969. Chairman Cook asked the Model Cities director several questions concerning the role of the Planning and Development Committee, other aldermanic committees, and city departments in the Model Cities Program. Mr. Johnson took the position that the Model Cities Executive Board would report to the full Board of Aldermen through the two aldermanic members of the Executive Board. This procedure, in effect, bypasses the Planning and Development Committee and to a large extent ignores the aldermanic standing committee concept under which the Atlanta City Government presently operates. In effect, the Model Cities area is thus



treated as a separate entity, apart from the total city. It offers no opportunity for the Planning and Development Committee to review Model Cities plans and to make recommendations to the Board of Aldermen concerning plan conformity with city general plans. Chairman Cook further indicated that the Planning Department had certain reservations about physical plans for the Model Cities area and asked what role would be played by the Planning Department in further testing plans for the area. Mr. Johnson stated that he felt the physical plans for 1969 required no change. Here lies the crux of the problem. Mr. Cook stated that the Planning Department was responsible for all planning activities throughout the city, therefore, the Planning and Development Committee has the responsibility to review and evaluate physical plans developed for the Model Cities area.

This paper deals with a confrontation in responsibilities between the Model Cities staff and Executive Board, the Planning Department and Planning and Development Committee of the Board of Aldermen. We strongly suspect that the fundamental problems and issues involved here could spread. Thus, other confrontations could develop between other departments and their aldermanic committees and the Model Cities staff and Executive Board.

In this light, we offer the following recommendations:

The adoption of a formal review procedure by the Board of Aldermen that is consistent with the existing aldermanic committee system is warranted. In other words, every resolution, ordinance, etc., when introduced into the Board



of Aldermen meeting, must be referred to a standing committee of the Board of Aldermen unless such a rule of procedure is waived by majority vote of the full Board of Aldermen. A time limit on the period of review by the standing committee of the Board of Aldermen could be specified. As with all issues concerning the city, the matter will eventually be resolved on its merits by the full Board of Aldermen.

The value of such formal review procedure by the Board of Aldermen should be fairly apparent. It keeps the appropriate aldermanic committees and department staffs informed of proposals and offers an opportunity for reviewing, making recommendations and achieving coordination.

As mentioned earlier, to ignore the aldermanic committee system is to invite chaos, unless a suitable and acceptable overall reform is accomplished. A second alternative approach to the current situation would be to immediately move toward establishing a Department of Administration in the Mayor's Office as recommended by the PAS Report. Such a department would include the following functions: Planning, Budgeting and Management, Personnel, Public Information, and Data Processing. The Model Cities Program, with its innovative approaches and demonstrations, would serve as a testing vehicle for administrative and technical purposes and would be responsible to the Mayor and Board of Aldermen through the Department of Administration.



- EXHIBITS



Chapter 32

✓ URBAN RENEWAL\*

- Sec. 32-1. Duties of planning department.
- Sec. 32-2. Duties of planning engineer.
- Sec. 32-3. Determination of phasing and of allocations to be devoted to project areas.
- Sec. 32-4. Determination of locations of projects.
- Sec. 32-5. Rezoning recommendations.
- Sec. 32-6. Processing applications embracing subdivisions, requests for building permits.
- Sec. 32-7. Commitments by builders.
- Sec. 32-8. Minimum structural requirements.
- Sec. 32-9. Varying specifications in description of materials.
- Sec. 32-10. Designation of changes in "description of materials".
- Sec. 32-11. Restriction on issuance of building permits.
- Sec. 32-12. Technical committee.
- Sec. 32-13. Reserved.

✓ Sec. 32-1. Duties of planning department.

Urban renewal activities of the city shall be conducted in the department of planning under the general supervision of the mayor and board of aldermen through the planning and development committee. The department of planning shall study the urban renewal requirements of the city, to determine ways and means for their accomplishment, and to promote and facilitate timely coordination and orderly development of urban renewal plans, projects and other related activities throughout the city. (Cum. Supp., § 56A.3; Ord. of 6-1-64, § 2; Ord. of 12-21-64)

Editor's note—The planning and development committee has been substituted for the urban renewal committee in §§ 32-1, 32-2 and 32-13, pursuant to Ord. of Dec. 21, 1964 abolishing the urban renewal committee and transferring its functions to the planning and development committee.

✓ Sec. 32-2. Duties of planning engineer.

The planning engineer shall devote particular attention to the requirements and commitments of the "workable program", as defined in the National Housing Act of 1954, as amended, and shall call upon the various departments, agen-

\*Cross references—Minimum housing standards, § 15-21 et seq.; responsibility of department of building inspector relative to demolition of buildings, § 8-12; director of urban renewal emeritus, § 21-75(y).

State law reference—Powers of municipalities as to urban renewal, Ga. Code, Ch. 69-11.

Supp. No. 5



cies and agents of the city, as required, to carry out their responsibilities thereunder to include annual revisions for recertifications of the "workable program". The planning engineer shall insure coordination of capital improvement projects with urban renewal project plans in order to obtain the best possible advantage for the city. He shall frequently consult with the mayor and chairman of the planning and development committee of the board of aldermen and keep them informed as to urban renewal requirements and the state of development of the city's urban renewal plans, and shall make recommendations thereon for facilitating progress of urban renewal in the city. (Cum. Supp., § 56A.3; Ord. of 6-1-64, § 2; Ord. of 12-21-64)

Note—See editor's note following § 32-1.

**Sec. 32-3. Determination of phasing and all allocations to be devoted to project areas.**

The planning department, in coordination with the housing authority of the city, will determine the phasing considered desirable for construction of F.H.A. 221 housing allocations and what portions thereof, if any, should be devoted to urban renewal project areas, and shall make recommendations accordingly to local F.H.A. officials. (Cum. Supp., § 56A.4; Ord. of 6-1-64, § 2)

**Sec. 32-4. Determination of locations of projects.**

The planning department will study proposed locations for such projects and determine those considered most suitable from the city's standpoint for 221 housing projects and shall coordinate thereon with local F.H.A. officials. (Cum. Supp., § 56A.5; Ord. of 6-1-64, § 2)

**Sec. 32-5. Rezoning recommendations.**

The Atlanta-Fulton County joint planning board will make timely recommendations to the zoning committee for rezoning such areas as it considers appropriate in order to facilitate the 221 housing program. (Cum. Supp., § 56A.6; Ord. of 12-21-64)

**Editor's note**—Ord. of Dec. 21, 1964 redesignated the planning and zoning committee as the zoning committee.  
Supp. No. 5



recommendations with references to civil defense; to supervise the expenditure of appropriations made to civil defense by the city for civil defense purposes, and to handle all matters in connection therewith. (Code 1953, § 28.11; Ord. No. 1966-46, § 2, 6-20-66)

**Amendment note**—Ord. No. 1966-46, § 2, enacted June 20, 1966, and effective December 31, 1966, amended § 2-39 to add the provisions codified herein as subsection (b).

**Cross references**—Duty to grant permits to places selling sandwiches, soft drinks, §§ 17-159, 17-160; duty to formulate rules and regulations for police department, § 25-1(a); duty to pass on permits and licenses, § 25-1(b).

#### **Sec. 2-40. Special duty of finance committee relative to annual tax ordinance.**

In addition to the powers, duties and authority set forth in sections 2-29 and 2-31, the finance committee shall prepare and report to the mayor and board of aldermen the annual tax ordinance. (Code 1953, § 28.12)

**Cross references**—Duty of building and electric lights committee to supervise department of building inspector, § 8-3; power of tax committee to cancel business license penalties and fi. fa. costs, § 17-24; petitions for license to peddle articles not enumerated in annual tax ordinance to be referred to finance committee, § 17-323.

#### **Sec. 2-40.1. Planning and development committee.**

(a) *Creation.* A committee of the board of aldermen is hereby created to be entitled the planning and development committee.

(b) *Membershsip.* The planning and development committee shall be composed of six members and a chairman (total of seven) to be appointed by the mayor. The mayor shall appoint the planning and development committee so that a representation is obtained of aldermanic committees concerned with community development, redevelopment and improvements.

(c) *Functions, responsibilities.* This planning and development committee shall have the primary responsibility to review and coordinate the long range plans and programs of all city efforts in the fields of community development, redevelopment, facilities and improvements, and to make suggestions to other appropriate aldermanic committees or recommend actions and policies for adoption by the board of aldermen to



insure maximum coordination and the highest quality of urban community development. This responsibility shall include the review and evaluation of the elements of the comprehensive (general) plan development by the planning department with guidance from the Atlanta-Fulton County Joint Planning Board; this comprehensive plan to be composed of at least a land-use plan, a major thoroughfare plan and a community facilities plan with public improvements program. The committee shall further be responsible for developing policy recommendations on all other matters concerning the planning and coordination of future city developments including, specifically, the community improvements program (CIP), the 1962 Federal Highway Act, the workable program for community improvement, urban renewal preliminary and project plans, and other related urban renewal matters. (Ord. of 12-21-64)

Editor's note—Ord. of Dec. 21, 1964, from which § 2-40.1 is derived, did not expressly amend this Code, hence the manner of codification was at the discretion of the editors. That part of said ordinance abolishing the urban renewal committee and providing for transfer of its functions and activities to the planning and development committee, has not been codified as part of this section.

✓ **Sec. 2-40.2. Urban renewal policy committee; membership.**

There is hereby established a standing committee of the board of aldermen to be known as the urban renewal policy committee, to consist of five (5) members of the board of aldermen, to be appointed by the mayor, including the chairman, the vice-chairman and one other regular member of the planning and development committee, and two members to be appointed by the chairman of the Housing Authority of the city. (Ord. of 1-18-65)

Editor's note—Ord. of Jan. 18, 1965 did not expressly amend this Code, hence the manner of codification was at the discretion of the editors. The preamble to said ordinance recited the fact that said committee, pursuant to resolution, is coordinating urban renewal activities and programs between the city and its urban renewal agent, the housing authority.

**Sec. 2-41. Duties of zoning committee.**

The duties of the zoning committee shall be to hold any public hearing required to be held by the provisions of the Zoning and Planning Act of the General Assembly of Georgia approved January 31, 1946, and contained in Georgia Laws

Supp. No. 5



OFFICE OF CITY CLERK  
CITY HALL  
ATLANTA, GEORGIA

A RESOLUTION

BY PLANNING AND DEVELOPMENT COMMITTEE

WHEREAS, pursuant to a resolution adopted by the Board of Aldermen on March 6, 1967, the City of Atlanta has submitted an application to the Federal Department of Housing and Urban Development for a Model Cities planning grant under Title I of the Demonstration Cities and Metropolitan Development Act of 1966 and,

WHEREAS, the announcement of those cities which have been chosen to receive such grants was made November 16, 1967 and,

WHEREAS, Atlanta is among those cities chosen and,

WHEREAS, it is important that the planning phase of this program be started immediately since this phase is limited to a one year period and,

WHEREAS, in its application the City proposed that the authority and responsibility for administering the planning phase of this program be vested in an Executive Board composed of the Mayor of Atlanta, two members of the Board of Aldermen, the President of the Atlanta School Board, the Chairman of the Fulton County Commission, one member to be appointed by the Governor, and three members to represent the private sector of the community, one from the general public, one from among the City's Negro leadership and one from the Model Neighborhood Area residents.

NOW, THEREFORE, BE IT RESOLVED by the Mayor and Board of Aldermen that the Model Neighborhood Executive Board is hereby created for the purpose of administering the planning phase of such program which is conducted under Title I of the Demonstration Cities and Metropolitan Development Act of 1966, commonly known as the Model Cities Program, and for which federal financial assistance is received.

THAT the Model Neighborhood Executive Board shall be composed of the Mayor of the City of Atlanta, who shall serve as Chairman; two members of the



Board of Aldermen, to be selected by the membership of that body, one of which shall be from among those members representing the first and fourth wards; the President of the Atlanta School Board; the Chairman of the Fulton County Commission; one member to be appointed by the Governor; and three members to represent the private sector of the community, one to be appointed by the Mayor from the general public, one to be appointed by the Mayor from among the City's Negro leadership, and one to be selected by and from the membership of a committee to be formed representing the citizens of the Model Neighborhood Area (Model Neighborhood Area Council).

THAT the Model Neighborhood Executive Board shall have the authority and responsibility for administering the planning phase of the City's Model Neighborhood Program, including the approval of plans and work programs developed by the project staff and the reconciling of conflicting plans, goals, programs, priorities and time schedules of the various participating agencies; and shall have the responsibility for recommending to the Board of Aldermen the allocation of grant funds received for this program from the Federal Government.

THAT the Mayor is requested to make such appointments as he is authorized to make under the above provisions and is further requested to contact the Fulton County Commission, the Atlanta Board of Education and the Governor of Georgia, and to request that they make appointments to the Model Neighborhood Executive Board in conformance with the above provisions.

ADOPTED BY BOARD OF ALDERMEN NOVEMBER 20, 1967  
APPROVED NOVEMBER 20, 1967

A true copy.

*J. Little*  
City Clerk



OFFICE OF CITY CLERK  
CITY HALL  
ATLANTA, GEORGIA

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THAT the Model Neighborhood Executive Board shall have the authority and responsibility for administering the program in the name of the City's Model Neighborhood Program, including the approval of plans and work programs developed by the project staff and the reconciliation of conflicting plans, goals, programs, priorities and time schedules of the various participating agencies; and shall have the responsibility for recommending to the Board of Aldermen the allocation of grant funds received for this program from the Federal Government.

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ADOPTED BY BOARD OF ALDERMEN NOVEMBER 20, 1967  
APPROVED NOVEMBER 20, 1967

A true copy,

City Clerk





MINUTES  
GRANT REVIEW BOARD  
DECEMBER 31, 1968

The City of Atlanta Grant Review Board met in the office of the Director of Governmental Liaison at 9:30 a. m. on December 31, 1968, to review the Atlanta Model Cities Program application to the U. S. Department of Housing and Urban Development for Supplemental Funds. In attendance were:

Dan Sweat, Director of Governmental Liaison, Chairman,  
Grant Review Board

Collier Gladin, Planning Director, Member, Grant Review  
Board

George Berry, Deputy Comptroller, Member, Grant  
Review Board

Johnny Johnson, Director of Model Cities

George Aldridge, City Planner

Carl Paul, Deputy Director of Personnel

Jay Fountain, Senior Accountant

The Grant Review Board discussed with Mr. Johnson several major points of concern, primarily procedures for approval by responsible City departments and agencies; administrative organization; and personnel requirements.

In view of the complexities of the Model Cities Program and the need for full understanding by all responsible City officials, the following concensus of the Grant Review Board membership is hereby presented:

The Model Cities Program as established by the President and Congress of the United States is perhaps the most comprehensive and optimistic grant-in-aid program ever offered to America's cities.

The concept and intent of the Model Cities Program is good. It provides for the legally responsible local governing authority to exercise its authority and influence in demonstrating bold new techniques of urban planning and development.

It provides maximum opportunity for real involvement and participation by citizens of neighborhoods in the planning and execution of programs which effect their daily lives.



Page Two

And it promotes coordination among local, state and national agencies and departments of the limited resources which are available.

The successful planning and execution of a Model Cities Program can be a valuable experience for any city in its search for orderly and timely solutions to its multitude of urban problems.

Atlanta's City Demonstration Agency has attempted to meet the challenge and intent of the Model Cities legislation.

Citizens of all six neighborhood areas encompassed by Atlanta's Model Cities Program were actively involved in organizing and planning for Model Cities more than a year in advance of the beginning of the City's formal planning stage.

Local, state and federal public agencies and numerous private groups participated in the preparation of the required planning grant application.

The Mayor and Board of Aldermen endorsed and supported the planning effort.

The Model Cities planning staff worked long and hard to prepare the documents necessary for successful funding of the first year program.

The final documents detail a bold and innovative plan of attack on the major problem areas in the Model Cities neighborhood. The Model Cities staff has made an admirable attempt to live up to the concept of the Model Cities program. To a great extent they have met both the needs and wishes of the citizens of the area and the requirements of planning and administration of the City and federal governments.

The Model Cities Program also places on all City departments and agencies the requirement for cooperation, coordination and approval of program components.

There are indications that this requirement has not been met.

Where it has not done so, each department and agency is obligated to review and pass on the specific components of the program which assigns execution responsibility to that department.

Each committee of the Board of Aldermen should review and approve/disapprove each program component which falls within the responsibility and authority of the committee.

The Planning and Development Committee should exercise its responsibility for overall planning of the city by reviewing the Model Cities plan and making



Page Three

the determination as to the compatibility of the Model Cities Program with overall city plans.

The Finance Committee should determine the financial feasibility of the program and the capability of the City to meet the requirements placed upon it by the program.

The full Board of Aldermen should carefully consider the priorities involved in the Model Cities execution, its impact on the area served and the entire city as well.

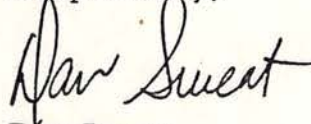
The Grant Review Board believes these approvals should be given before Aldermanic sanction is granted.

We feel that if the provisions of the Model Cities application are understood and accepted before final approval is granted a much stronger program will result.

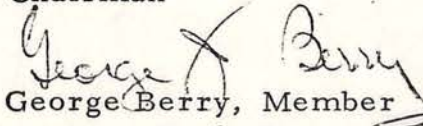
It should be understood that this is not intended as criticism of the planning grant document or the work of the Model Cities staff, but is an effort to gain full understanding and support of the strongest program in the best interest of all citizens of Atlanta.

It is therefore recommended that the Mayor and Board of Aldermen require written acceptance or denial of each component of the Model Cities plan by the departments and agencies responsible for the execution of each component before final approval of the grant application is given.

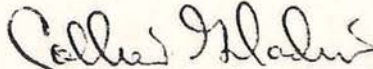
Respectfully,



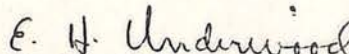
Dan Sweat  
Chairman



George Berry, Member



Collier Gladin, Member



E. H. Underwood, Member

DS:fy



recommendations with references to civil defense; to supervise the expenditure of appropriations made to civil defense by the city for civil defense purposes, and to handle all matters in connection therewith. (Code 1953, § 28.11; Ord. No. 1966-46, § 2, 6-20-66)

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Editor's note—Ord. of Dec. 21, 1964, from which § 2-40.1 is derived, did not expressly amend this Code, hence the manner of codification was at the discretion of the editors. That part of said ordinance abolishing the urban renewal committee and providing for transfer of its functions and activities to the planning and development committee, has not been codified as part of this section.

#### Sec. 2-40.2. Urban renewal policy committee; membership.

There is hereby established a standing committee of the board of aldermen to be known as the urban renewal policy committee, to consist of five (5) members of the board of aldermen, to be appointed by the mayor, including the chairman, the vice-chairman and one other regular member of the planning and development committee, and two members to be appointed by the chairman of the Housing Authority of the city. (Ord. of 1-18-65)

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Supp. No. 5



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R E S O L U T I O N

WHEREAS, Mr. J. C. Johnson, Director Atlanta Model Cities Program, has requested the Atlanta Housing Authority to enter into a lease agreement for certain properties within Project GA. R-10, Rawson-Washington Project (identified on attached map); and

WHEREAS, the property is to be used for the location of the Model Cities Offices, which is a civic and social endeavor serving the needs of people in the Urban Renewal Areas immediately adjacent;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA, that the Executive Director, after concurrence by the Renewal Assistance Administration and the Board of Aldermen of the City of Atlanta, is authorized to execute a Lease Agreement under the prevailing provisions of the UR Handbook.



## Chapter 32

### URBAN RENEWAL\*

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#### Sec. 32-1. Duties of planning department.

Urban renewal activities of the city shall be conducted in the department of planning under the general supervision of the mayor and board of aldermen through the planning and development committee. The department of planning shall study the urban renewal requirements of the city, to determine ways and means for their accomplishment, and to promote and facilitate timely coordination and orderly development of urban renewal plans, projects and other related activities throughout the city. (Cum. Supp., § 56A.3; Ord. of 6-1-64, § 2; Ord. of 12-21-64)

*Editor's note*—The planning and development committee has been substituted for the urban renewal committee in §§ 32-1, 32-2 and 32-13, pursuant to Ord. of Dec. 21, 1964 abolishing the urban renewal committee and transferring its functions to the planning and development committee.

#### Sec. 32-2. Duties of planning engineer.

The planning engineer shall devote particular attention to the requirements and commitments of the "workable program", as defined in the National Housing Act of 1954, as amended, and shall call upon the various departments, agen-

\*Cross references—Minimum housing standards, § 15-21 et seq.; responsibility of department of building inspector relative to demolition of buildings, § 8-12; director of urban renewal emeritus, § 21-75(y).

State law reference—Powers of municipalities as to urban renewal, Ga. Code, Ch. 69-11.

Supp. No. 5



cies and agents of the city, as required, to carry out their responsibilities thereunder to include annual revisions for recertifications of the "workable program". The planning engineer shall insure coordination of capital improvement projects with urban renewal project plans in order to obtain the best possible advantage for the city. He shall frequently consult with the mayor and chairman of the planning and development committee of the board of aldermen and keep them informed as to urban renewal requirements and the state of development of the city's urban renewal plans, and shall make recommendations thereon for facilitating progress of urban renewal in the city. (Cum. Supp., § 56A.3; Ord. of 6-1-64, § 2; Ord. of 12-21-64)

Note—See editor's note following § 32-1.

**Sec. 32-3. Determination of phasing and all allocations to be devoted to project areas.**

The planning department, in coordination with the housing authority of the city, will determine the phasing considered desirable for construction of F.H.A. 221 housing allocations and what portions thereof, if any, should be devoted to urban renewal project areas, and shall make recommendations accordingly to local F.H.A. officials. (Cum. Supp., § 56A.4; Ord. of 6-1-64, § 2)

**Sec. 32-4. Determination of locations of projects.**

The planning department will study proposed locations for such projects and determine those considered most suitable from the city's standpoint for 221 housing projects and shall coordinate thereon with local F.H.A. officials. (Cum. Supp., § 56A.5; Ord. of 6-1-64, § 2)

**Sec. 32-5. Rezoning recommendations.**

The Atlanta-Fulton County joint planning board will make timely recommendations to the zoning committee for rezoning such areas as it considers appropriate in order to facilitate the 221 housing program. (Cum. Supp., § 56A.6; Ord. of 12-21-64)

Editor's note—Ord. of Dec. 21, 1964 redesignated the planning and zoning committee as the zoning committee.  
Supp. No. 5



August 6, 1969

MEMORANDUM

To: Dan Sweat  
From: Ray Fleming

The idea of management seminars for the concerned businessmen (or those affected by relocation) in these areas is an important idea.

However, in light of the language of the people, I think it may be still too "highbrow". It needs to be thoroughly oriented to the average businessmen in the area. It is folly to try to assume <sup>white</sup> market potential or training for most of these businesses. Seminar classes should focus on business practices such as bookkeeping and development of the neighborhood market.

I would also state that besides simple business skills, the definite stressing of awareness of agencies that can help in the relocation and new facilities expenses. These agencies, public or private, should be more than advice givers. I believe that these businesses cannot survive the relocation move if not given financial help for they are pretty close to marginal status now.

Concerning relocation -- relocation should be made as closely as possible and retransition should be made as quickly as possible so that to preclude the loss of each business' narrow market.

AU center should also keep an ongoing, free advisory agency for helping these people and should encourage "rehabilitated" businessmen to help and contribute with their views and opinions.

In summary, I think the project is useful for some redirection toward a short term approach to keeping these existing smaller businesses alive.

RF:je

*File Model  
Cities  
Muss*

# CITY OF ATLANTA



July 31, 1969

## OFFICE OF MODEL CITIES PROGRAM

673 Capitol Avenue, S.W.  
Atlanta, Ga. 30315  
404-524-8876

Ivan Allen Jr., Mayor

J. C. Johnson, Director

### M E M O R A N D U M

TO: Mr. Dan Sweat  
Governmental Liaison

FROM: James L. Wright, Jr. *J.L.W.*  
Director of Physical Development

SUBJECT: Model Cities Meeting

Will you please contact the following City Department Directors and their staff members for a meeting August 5, 1969 at 2 p.m. in City Hall:

Ray Nixon	Public Works Department
Karl A. Bevins	Traffic Engineering
Dorsey Brumbelow	Sewer Division
Robert C. Pace	Sewer Division
Paul Weir	Water Department
W. T. Bush	Water Department
Frank Brown	Water Department
George Timbert	Street Lighting
G. F. Steele	Street Engineering
Floyd E. Garrett	Street Engineering
J. W. Cameron	Sidewalk Division
Jack Delius	Parks Department
A. P. Brindley	Parks Department
Virginia Carmichael	Recreation Department
Betty Yarbrough	Recreation Department
Ruel Morrison	Atlanta Public Schools
Darwin Womack	Atlanta Public Schools
Dan Johnson	Street Maintenance

The purpose of this meeting will be (1) to discuss the Model Cities Planning Work Program for 1969 and the involvement of these Departments; (2) to obtain dates for 1970 project execution schedules and (3) to outline needed non-cash credit information for the 1970 NDP application.



Mr. Dan Sweat  
Page 2  
July 31, 1969

It is particularly imperative that the non-cash information be obtained quickly to meet 1970 NDP submittal targets. ~~Consequently, I would appreciate your presence at the meeting to assist in emphasizing this point.~~

bah

cc: Johnny C. Johnson  
Eric Harkness  
Collier Gladin  
Louis Orosz  
Howard Openshaw  
Tom Eskew  
Frank Keller

# CITY OF ATLANTA



August 1, 1969

**CITY HALL ATLANTA, GA. 30303**

Tel. 522-4463 Area Code 404

**IVAN ALLEN, JR., MAYOR**

R. EARL LANDERS, Administrative Assistant  
MRS. ANN M. MOSES, Executive Secretary  
DAN E. SWEAT, JR., Director of Governmental Liaison

## MEMORANDUM

To:

From: Dan Sweat

Subject: Model Cities Programming Meeting

On Tuesday, August 5th at 2 p.m. in Committee Room #1, a meeting will be held to reach decisions in the Model Cities Program which will have a significant effect on your department.

The purpose of this meeting is to obtain non-cash information to meet 1970 NDP submittal targets.

I hope you can attend this meeting so that we might have your recommendations.

DS:je





URBAN RESEARCH & DEVELOPMENT ASSOCIATES, INC.

FULTON NATIONAL BANK BUILDING • SUITE 710 • ATLANTA, GA. 30303 • 404-523-2877  
BETHLEHEM, PENNA. • DENVER, COLO. • SAN FRANCISCO, CALIF.

July 29, 1969

Mr. Dan E. Sweat  
Director of Government Liaison  
206 City Hall  
Atlanta, Georgia

Dear Mr. Sweat:

It was a pleasure meeting with you to review our work for the Atlanta Housing Authority as it relates to the Model Cities plans and the Stadium Authority's future space needs. Our sincere thanks for providing time from a busy schedule.

Your comments were very enlightening and we have since discussed the stadium activities with the Chairman, Mr. Montgomery and Mr. Scarborough, the Manager.

Hopefully, we were able to give you a brief insight into the work we are doing and our concern for the stadium's need for additional parking space. A plan must be developed that will recognize the long range needs of both the stadium and the Model Cities Neighborhood. This will not be an easy task, but after reviewing the existing conditions we are confident that a workable plan can be achieved which would be an asset to all people using the area.

Again, thank you for your aid and please do not hesitate to call if we can be of assistance.

Sincerely yours,

Martin C. Gilchrist  
Executive Vice President

cc: Mr. Arthur L. Montgomery  
Mr. Lester H. Persells  
Mr. Johnny C. Johnson

MCG/nh