

To Deu Sweet

July 23, 1969

822 Grant Street, S.E.
Atlanta, Georgia

Mr. Ben Blackburn
House of Representatives
Washington, D.C.

Dear Mr. Blackburn:

I am sending this letter to your Decatur office since I understand my recent letter concerning the problem with the Model Cities here in Atlanta has been referred to your local office for handling.

I appreciate your reply received on July 22 indicating that this matter has been turned over to the Office of Housing and Urban Development for action.

Since writing to you previously, we have continued to try to sell the property through individuals and real estate companies who have running ads in the newspaper advertising for rental and investment property. We have been advised by two different real estate representatives that they have checked with personal contacts at City Hall and were advised that it would be impossible for them to re-sell the property if they buy it because all City Inspectors have been advised not to approve any property in the area for any type VA loan and that all the banks in the city have an agreement not to finance any purchases in the area. These two real estate agents did not give us the names of their contacts at City Hall since they said the information was given to them strictly off the record.

The closing date on our new home is fast approaching and at this point the only solution seems to be for Model Cities to purchase the property to use as temporary housing for people who are being dislocated in clearance areas. Since as I indicated in my previous letter one individual who inquired at the City Planning office in City Hall about purchasing the property was informed not to purchase because they "had plans for the property" it would be my opinion that they plan to eventually purchase the property for some purpose. Under these circumstances I believe you will agree that it would be more economical for them to purchase property such as ours to use as temporary housing than to purchase mobile type temporary housing or at least to supplement the mobile type. This would also I believe solve our problem as well as others who are presently or may at a future date find themselves transferred out of the area.

Again, I will state that I do not believe we are making an unreasonable request, and I believe you will agree that with a long range plan such as this some provisions should have been made initially to cover such situations. They apparently were not and as a result we find ourselves in a situation of being unable to dispose of property in the area because they have it tied up where no one is interested in the property for rental, investment, or a home, and yet when you try to talk to anyone in their office here they just keep referring you from one person to another until you are back talking with the first person you spoke with and the circle begins all over again.

We will be expecting to hear from someone within a few days.

Sincerely,

Mrs. Lazell Kirkland

(Mrs.) Lazell Kirkland
(Clifford E. Kirkland)
822 Grant Street, S. E.
Atlanta, Georgia 30315

Telephone - 622-9074 or 688-8036

cc: Mayor Ivan Allen
cc: Mr. Johnny Johnson - Model Cities Office
cc: Mrs. Xerona Clayton - Model Cities Office

refer to Dan Sweet

822 Grant Street, S. E.
Atlanta, Georgia 30315

Mr. Ben Blackburn
House of Representatives
Washington, D. C.

Dear Mr. Blackburn:

I would like to register a complaint about our so called "Model Cities" program.

We own our home at the above address and shortly after the "Model Cities" program was announced my husband's company transferred him out of the City of Atlanta. Although it has proven to be quite expensive for him to commute we have waited for two years to see what was going to happen in the area before trying to sell and move nearer his work. During this time we have been advised on numerous occasions by our children's teachers to get them in a less crowded school since they have so many children in the school they attend who either won't, can't or are not encouraged to learn that they do not have the time to give the children who can and try to learn the instructions they need and deserve. The school has become worse and worse and when it became necessary the last three days of the school term to keep policemen on the premises to avoid conflict between the grammar school and high school, we decided it was time to make a move. This, of course, combined with the fact that we need to get closer to my husband's work.

Since all residents of the area had been advised to contact the "Model Cities" office before buying, building or making improvements, my husband went to their office and talked with a Mr. Mitchell. Mr. Mitchell told him our house definitely was not scheduled for demolition and it would be perfectly all right to put it up for sale.

We put the house in the hands of a real estate broker and found that nothing happened during the three months of his contract. We now find that because no two people can get the same answers from the "Model Cities" office everyone is afraid to buy because they think they may buy a house and have it torn down within a year or two.

Since the agent's contract has run out, we have been attempting to sell the house on our own . I contacted the Model Cities office to determine if they have any contacts with people interested in property in the area or if they have made any arrangements to purchase property from people in the area who might be transferred out of the city for one reason or another. They referred me to a Mr. Wilkes who told me he is in the re-location and re-habilitation office and they had no such arrangements. I asked if they could not use the property to house people who might be displaced because of demolition and he told me they would not relocate displaced persons in the Model Cities Area since it would not be feasible to do so.

An individual who was interested in the property checked with the City Housing or City Planning Office and(although we had been told our property was definitely not going to be in the clearance area) he was informed not to purchase property in the area because they had plans and were going to do something with the property shortly.

There are, of course, some people who would take the property off our hands if we were willing to give it away, but we can't afford to do this. I do not think we are being unreasonable to expect some arrangements to be made to assist people in our position to dispose of property at a reasonable price. And I do not think we are being unreasonable to ask \$9,500 for property for which we paid \$8,500 five years ago and have made quite a bit more than \$1,000 of improvements since that time.

If there is anything that can be done to assist not only us but others in the area who may be having the same problems, it will be sincerely appreciated.

Sincerely,

(Mrs.) Lazell Kirkland
(Clifford E. Kirkland)
822 Grant Street, S. E.
Atlanta, Georgia Tel 622-9074

cc: Mr. Herman Talmadge
cc: Mr. Russell - Senate
cc: Mayor Ivan Allen
cc: Mr. Johnny Johnson - Model Cities Office

MODEL CITIES PAINT COMMITTEE MEETING ON MAY 13, 1969 AT THE MODEL CITIES OFFICE

Present: W. A. Edge, Mrs. C. B. Wright, Harold Owens, Horatius Rosser, E. H. Hines, Jimmie Kennebrew, Mrs. Mattie Ansley, Mrs. Ida Wright, Mrs. Edith Tennant, Mrs. Christine Cook, Charlie Cook, E. G. Weems, Floyd Rutherford, Rev. L. W. Hope, Sr., Bernard Smith, June Cofer, Hubert C. Blankenship, Lewis Peters, Dewey Gatley, Ellis Simmon, Edward French, Sum-Mec Center, and Model Cities Community Relations Assistants.

The meeting was called to order by Lyall W. Scott, who explained the goal of the paint up campaign, the type of paint available to residents and the purpose of this meeting and the role of the Model Cities Paint Committee in this campaign.

Deacon Lewis Peters asked Mr. Scott as to whether this paint was now available. Mr. Scott said that 8,500 gallons of paint are presently available and that this committee should begin to develop guidelines so that the distribution can begin as soon as possible.

A Model Cities survey was distributed which showed number of structures within each community and the number of structures that would be cleared in 1969.

A chart was also presented by Mr. Scott showing number of structures after clearance in each neighborhood, percentage of structures within each neighborhood when compared to total, Model Cities structures, ratio of paint to be distributed within each community, based on percentage of structures to total Model Cities area, and approximate number of containers that each community would be eligible for.

After considerable discussion Mr. Hubert Blankenship made a motion to accept suggested ratio of distribution. This was seconded by Mr. E. G. Weems and Mrs. C. B. Wright and carried unanimously.

Mr. E. G. Weems made a motion that each neighborhood paint committee assume responsibility for selection of houses to be painted, and for distributing paint within the community. This motion was seconded by Mrs. C. B. Wright and carried unanimously.

Mr. Jimmie Kennebrew made a motion that absentee landlords be eligible for paint but this motion did not receive a second and was defeated.

Mr. Jimmie Kennebrew suggested that pledge cards be drawn up for individuals applying for paint and that they be submitted to paint committee within their community. Mr. Kennebrew made this into motion and was seconded by Mr. Blankenship and carried unanimously. (See pledge card in guidelines)

The committee also worked out wording for pledge card and was accepted. Deacon Lewis Peters made a motion to recommend to Model Cities Steering Committee have Model Cities pay to transport paint to each local community. This was seconded by Mrs. Mattie Ansley and carried unanimously.

Further suggestions made but with no official action were:

1. Before and ~~after~~ pictures should be taken for publicity purposes.
2. If any community has paint left from amount issued they will allow some other community to use it.
3. Flyers be printed by Model Cities office with instructions for mixing paint.
4. Community Relations Assistants will be available to assist neighborhood paint committees.
5. Each neighborhood paint committees should elect a chairman that can deal directly with Model Cities office.
6. Discussion of Banquet postponed until next meeting

Acting Secretary
Mrs. Elizabeth Parks

MODEL CITIES PAINT CAMPAIGN GUIDELINES

1. Each neighborhood paint committee will assume the responsibility for selection of houses to be painted, acting upon pledge cards, and arranging for paint to be distributed within their community.
2. Absentee landlords will not be eligible for paint.
3. Each individual wishing to apply for paint must agree to sign pledge card, which must then be approved by paint committee
4. The following allocations will be made to each community

	Gallons	Containers
ADAIR PARK	748	150
GRANT PARK	2244	449
MECHANICSVILLE	842	168
PEOPLESTOWN	808	162
PITTSBURGH	2015	403
SUMMERHILL	1836	367

HOMEOWNER'S ONLY

Model Cities "Paint Up" Pledge Card

I, _____ of
name

address

Do agree to use paint furnished by
Model Cities for painting above
property and to return all unused
paint.

Amount Gallons Issued _____

Signature

CITY OF ATLANTA



July 8, 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: Mr. Lyle Scott

From: Dan Sweat *DS*

Attached is a letter from Mrs. Calhoun who says you didn't give her a fair share on the paint.

Please give me a call and let me know what the story is on her paint complaint.

DS:fy

Attachment (1)

CITY OF ATLANTA



CITY HALL ATLANTA, GA. 30303

Tel. 522-4463 Area Code 404

June 3, 1969

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: Mr. R. Earl Landers

From: Dan Sweat *DS*

Subject: Review of Code Enforcement Policy in Model Cities Area

Attached is a copy of a memorandum from Jim Wright to me spelling out the revised policy of the Atlanta Housing Authority and the City's Housing Code Division in the Model Cities area. This came about as a result of problems being called to our attention in the Adair Park Area where the city had completed a house by house rehabilitation program within the last few years.

You might recall at the time we were discussing the Model Cities Program with residents of that area, they were very much concerned with housing code activity which was going on at that time.

We assured them we would not place them in double jeopardy when the Model Cities Program started. There were indications that we were doing this by requiring the same property owners to bring their property in line with the new code standards of the Atlanta Housing Authority under the Model Cities Program. This revised policy was adopted after a meeting in my office with officials of the Housing Authority, the Building Department and Model Cities.

DS:fy

cc: Mayor Ivan Allen, Jr.
Mr. Johnny Robinson

CITY OF ATLANTA



May 29, 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: Mr. Dan Sweat
Director of Governmental Liaison

FROM: James L. Wright, Jr. *J.L.W.Jr.*
Director of Physical Development

SUBJECT: Atlanta Housing Authority and Housing Code Division
Activities in the Model Neighborhood Area

Attached hereto, is a revised copy of the policy regarding AHA and Atlanta Housing Code Division in the Model Neighborhood Area. The addendum to the original policy which was developed in February of 1969, refers to properties which have, in recent years, been brought up to City Housing Code standards. This policy is outlined in paragraph 2 under the heading Rehabilitation Policy - Model Neighborhood Area.

The Atlanta Housing Authority will obtain a list of structures which have met Code Enforcement standards of the City of Atlanta Building Department in recent years. Owners whose properties currently meet these standards will have the option of either taking advantage of possible grants or loans under the Atlanta Housing Authority rehabilitation program to meet project standards or continuing to maintain structures in compliance with the City Housing Code.

As you know, it was formulated by Messrs. Lester Persells, Executive Director of Atlanta Housing Authority; C. M. Smith, Architectural Engineer; James Smith, Chief Housing Code Inspector; Malcolm Jones, Chairman of Housing Resources Committee; and myself, representing the CDA. This agreement was reached during the meeting with you in your office on May 26. The purpose is to provide the most equitable arrangement to benefit property owners in the rehabilitation program.

cc: Mr. William Wofford
Mr. Lester Persells
Mr. C. M. Smith
Mr. Malcolm Jones
Mr. James Smith
Mr. Johnny Johnson

CITY OF ATLANTA

May 29, 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

Policy Regarding Atlanta Housing Authority and Atlanta Housing Code Division Activity in the Model Neighborhood Area

Rehabilitation Policy - Model Neighborhood Area

The Atlanta Housing Authority will obtain a list of structures which have met Code Enforcement standards of the City of Atlanta Building Department in recent years. Owners whose properties currently meet these standards will have the option of either taking advantage of possible grants or loans under the Atlanta Housing Authority rehabilitation program to meet project standards or continuing to maintain structures in compliance with the City Housing Code.

In rehabilitation areas other than those of current year action areas, the City Building Department will participate on a complaint investigation basis only. New enforcement cases will be undertaken in accordance with Department personnel capability and on a full code compliance basis.

Demolition Policy - Model Neighborhood Area

The Atlanta Housing Authority is fully responsible for demolition activities in NDP current year clearance action areas. When emergency situations occur necessitating prompt action on particular structures in the clearance areas, the City Building Department will become involved for enforcement efforts.

In demolition areas other than those of current year action areas, the Building Department will become involved only on a compliant basis to effect full code compliance with the exception that generally no installation of additional equipment will be required. A possible exception will arise if it is determined that the failure to install additional equipment may result in jeopardy to the health, safety on general welfare of a structures inhabitants.



HUD NEWS

U.S. DEPARTMENT OF HOUSING
AND URBAN DEVELOPMENT
WASHINGTON D.C. 20410

HUD-No. 69-0555
Phone (202) 755-7327

FOR RELEASE AFTER:
2:00 P.M., Monday
June 30, 1969

MODEL CITIES CONTRACT TENDERED TO PHILADELPHIA, PENNSYLVANIA

Secretary George Romney, of the U.S. Department of Housing and Urban Development, today announced the tender of a \$3,296,638 Model Cities contract to Philadelphia, Pennsylvania.

The balance of the outstanding reservation of \$25,113,000 of Model Cities funds for the City of Philadelphia was being continued into the next fiscal year, Secretary Romney said.

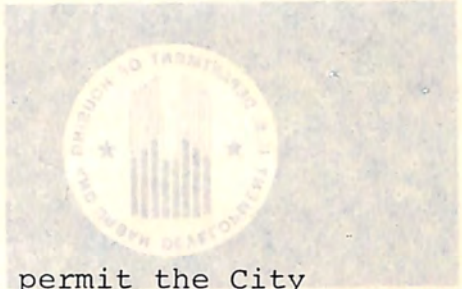
HUD Assistant Secretary Floyd H. Hyde, who administers the Model Cities Program, made the following statement in connection with today's action.

"The Model Cities program proposed by the City, as revised during the past several months by the City, represents a broad, comprehensive five-year attack on the physical, social and economic problems of the Model Cities area. The contract tender announced today is limited to a portion of Philadelphia's total first year reservation because of several problems which must still be resolved by the City. A number of projects proposed to be initiated during the first action year are not yet ready for funding, because of reliance by the City on the carrying out of these projects by corporations not yet formed.

"In the near future, the City is expected to recast its approach and also to develop a higher level of coordination with respect to the use of funds from Federal sources other than Model Cities and State, local and private funding sources. Once these improvements are made, the City will be able to receive further Model Cities grants for the remainder of its outstanding reservation. The changes which the City has recently made in the direction of strengthening the administration of its Model Cities program are encouraging and give promise of continuing improvement.

HUD NEWS

HUD-No. 69-0555 - 2 -



"Today's action by Secretary Romney will permit the City to initiate several projects immediately and also provides funds for the continued administration of the Philadelphia Model Cities program, including the necessary replanning efforts. The grant approved today likewise gives financial support to Philadelphia's citizen participation structure at its current operating level."

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Secretary George Romney, U.S. Department of Housing and Urban Development, today announced the award of a \$1,500,000 Model Cities contract to Philadelphia, Pennsylvania.

The balance of the outstanding reservation of \$15,115,000 of Model Cities funds for the City of Philadelphia was being continued into the next fiscal year, Secretary Romney said.

HUD Assistant Secretary Floyd H. Hyde, who administers the Model Cities program, made the following statement in connection with today's action.

"The Model Cities program proposed by the City, as revised during the past several months by the City, represents a broad, comprehensive five-year plan on the physical, social and economic problems of the Model Cities areas. The contract award announced today is limited to a portion of Philadelphia's total first year reservation because of several problems which must still be resolved by the City. A number of projects proposed to be initiated during the first year are not yet ready for funding, because of reliance by the City on the carrying out of these projects by organizations not yet formed.

"In the near future, the City is expected to restate its approach and also to develop a higher level of coordination with respect to the use of funds from Federal sources other than Model Cities and State, local and private funding sources. Once these improvements are made, the City will be able to receive further Model Cities grants for the remainder of its outstanding reservation. The program which the City has recently made in the direction of strengthening the administration of the Model Cities program by encouraging and giving priority of continuing improvement."



HUD NEWS

U.S. DEPARTMENT OF HOUSING
AND URBAN DEVELOPMENT
WASHINGTON D.C. 20410

HUD-No. 69-0545
Phone (202) 755-7327

FOR RELEASE AFTER:
2:00 p.m., Monday
June 30, 1969

MODEL CITIES CONTRACT TENDERED TO ST. LOUIS, MISSOURI

Secretary George Romney of the U.S. Department of Housing and Urban Development today announced the tender of a \$5,183,000 Model Cities contract to St. Louis, Mo.

St. Louis will also be given support from other programs administered by HUD, by the Department of Health, Education and Welfare, the Department of Labor, and the Office of Economic Opportunity.

State, county, local and private resources will also be used by the city in its concentrated, coordinated attack on the serious social, physical and economic problems within the Model Cities area.

Secretary Romney said that the remainder of St. Louis' \$9,485,000 allocation of Model Cities funds has been reserved for the city, pending further development of additional projects and activities planned by the city and their approval by HUD.

"St. Louis has developed a comprehensive overall plan and has carefully established priorities for the start of its first year activities," Secretary Romney said. "Our action today approves those projects which the city is ready to start on immediately. While funding of neighborhood corporation operations has been approved, more work needs to be done with respect to those corporations before these projects get underway. Further work is also required to develop projects to make use of the more than \$4 million of program funds still held in reserve for possible use in St. Louis this year. We will give prompt consideration to the remaining projects and activities when they are presented to us."

Secretary Romney, who is also Chairman of the President's Cabinet Committee on Voluntary Action, noted the private and public involvement in the St. Louis program.

Many components of the St. Louis model cities program are benefitting from volunteer efforts. For example, recreation programs in the model neighborhood will use volunteers from church groups, civic organizations and business groups.

In the Jeff Vander-Lou area, several local businessmen, architects and area residents are involved in a housing rehabilitation program. neighborhood residents will receive training in building skills through the St. Louis Associated General Contractors and the AFL Labor Council. The Danforth Foundation of St. Louis has contributed to the arts and educational programs.

Commenting on the decision to tender a contract, Secretary Romney explained that this was done after a careful review of the St. Louis comprehensive plan. The plan was thoroughly studied and analyzed both by the Regional and Washington Interagency Review Committees representing those Federal Departments and Agencies with urban aid programs.

A total of 150 communities in 45 States, the District of Columbia and Puerto Rico are participating in the Model Cities Program. The first applications for planning grants were approved in November 1967.

For further information: Margaret B. Wilson, Acting Director
Model Cities Agency
Civil Courts Building
12th and Market Streets
St. Louis, Mo. 63101

Mayor Alfonso J. Cervantes
City Hall
St. Louis, Mo. 63101

NOTE: A summary of the St. Louis Model Cities Program is available upon request to the Office of Public Affairs, U.S. Department of Housing and Urban Development, Washington, D.C. 20410.

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HUD NEWS

U.S. DEPARTMENT OF HOUSING
AND URBAN DEVELOPMENT
WASHINGTON D.C. 20410

HUD-No. 69-0525
Phone (202) 755-6980

FOR RELEASE AFTER:
2:00 P.M., Monday
June 30, 1969

HUD TENDERS MODEL CITIES CONTRACT TO TEXARKANA, TEXAS

Secretary George Romney of the U. S. Department of Housing and Urban Development today announced the tender of a \$1,558,000 Model Cities contract to Texarkana, Texas.

Today's action by Secretary Romney will enable the city to begin the first-year action phase under its comprehensive five-year Model Cities program. State, county, local and private resources will also be used by the city in its concentrated, coordinated attack on the serious social, economic and physical problems within the Model Cities area.

HUD pointed out that the programs for Texarkana, Texas and Texarkana, Arkansas were developed as a joint effort. Both cities received planning grants on the basis that they would demonstrate the feasibility of inter-city, inter-state cooperation. In the first action year of their respective programs, eight projects will be carried out jointly by the two cities.

Funding of projects to be operated by the Texarkana Independent School District has not been approved pending the outcome of the Department of Health, Education and Welfare Title VI proceedings. The obligation of the Texas Independent School District to come into full compliance with Title VI of the Civil Rights Act of 1964 is in no way diminished by HUD's approval of the Texarkana, Texas Model Cities program.

Secretary Romney, who is Chairman of the President's Cabinet Committee on Voluntary Action, noted the Public and private involvement in the planning phase of the Texarkana program as well as in carrying out the first year action projects.

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The Texarkana Home Builders' Association and the Texarkana Board of Realtors were involved in planning and developing the housing element in the comprehensive plan. Individual members of the Home Builders' group are building housing for low-income families under the FHA homeownership assistance program.

The Texarkana Chamber of Commerce, Carpenter's Local No. 379, the University of Arkansas, Texas A & M, and Texarkana Junior College also participated in the planning phase. Among the groups cooperating in preparing the health and social service components were Senior Citizens Services, Inc., the Texarkana Dental Society, the Texarkana Council on Alcoholism, and the Mental-Health Retardation Center.

In addition, local television and radio stations publicized the program, and Texarkana Newspaper, Inc. donated time, staff services and equipment to print the "Community Developer" as a supplement to the local newspaper.

Commenting on the decision to tender a contract, Secretary Romney explained that this was done after a careful review of the Texarkana comprehensive plan. The plan was thoroughly studied and analyzed both by the Regional and Washington Inter-agency Review Committees representing those Federal Departments and Agencies with urban aid programs.

A total of 150 communities in 45 States, the District of Columbia and Puerto Rico are participating in the Model Cities program. The first applications for planning grants were approved in November 1967.

For further information: Leo Bounds, Jr.
Model Cities Agency
P. O. Box 1967
Texarkana, Texas 75502

Mayor A. J. Womack
City Hall
Texarkana, Texas 75502

NOTE: A summary of the Texarkana Model Cities program is available upon request to the Office of Public Affairs, U. S. Department of Housing and Urban Development, Washington, D. C., 20410.

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HUD NEWS

U.S. DEPARTMENT OF HOUSING
AND URBAN DEVELOPMENT
WASHINGTON D.C. 20410

HUD-No. 69-0543
Phone (202) 755-6980

FOR RELEASE AFTER:
2:00 P.M., Monday
June 30, 1969

MODEL CITIES CONTRACT TENDERED TO PORTLAND, OREGON

Secretary George Romney of the U. S. Department of Housing and Urban Development today announced the tender of a \$1,262,987 Model Cities contract to Portland, Oregon.

Explaining HUD's action, Assistant Secretary Floyd H. Hyde, who administers the Model Cities program, said, "Portland has developed a comprehensive overall plan and has brought a number of projects to the point where they appear ready to start operation. For other projects, however, the proposed arrangements with local operating agencies have not been worked out firmly enough so they can be funded at this time. Portland also is expected to strengthen its overall administrative capacity to carry out its Model Cities program."

Assistant Secretary Hyde said that the balance of the \$3,745,000 allocated to Portland would be held in reserve and would be available for funding additional Portland activities when necessary improvements have been made.

"The funds approved today for Portland provide for a substantial start," he said. "We hope Portland will soon be in position to use its full allocation."

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HUD NEWS

U.S. DEPARTMENT OF HOUSING
AND URBAN DEVELOPMENT
WASHINGTON D.C. 20410

HUD No. 69-0521
Phone (202) 755-7327

FOR RELEASE AFTER:
2:00 p.m., Friday
June 27, 1969

MODEL CITIES CONTRACT TENDERED TO TULSA, OKLA.

Secretary George Romney of the U. S. Department of Housing and Urban Development today announced the tender of a \$3,553,000 Model Cities contract to Tulsa, Okla.

Tulsa will also be given support from other programs administered by HUD, by the Department of Health, Education and Welfare, and the Office of Economic Opportunity.

Today's action by Secretary Romney will enable Tulsa to begin the first year action phase of its comprehensive five-year Model Cities program. State, county, local and private resources will also be used by the city in its concentrated, coordinated attack on the serious social, physical and economic problems within the Model Cities area.

Secretary Romney, who is Chairman of the President's Cabinet Committee on Voluntary Action, noted the private and public involvement in the Tulsa program.

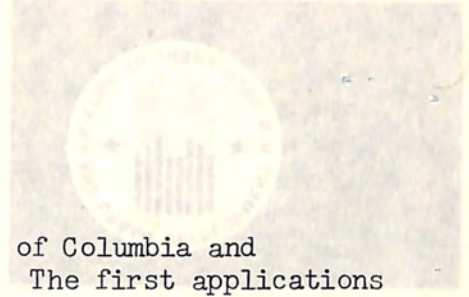
Last year, during the planning phase, The Tulsa Chamber of Commerce convened a nation-wide Growth Seminar which devoted time to the Model Cities Program. The University of Oklahoma Extension Office in Tulsa was directly involved in preparing the city's comprehensive plan. A non-profit corporation, The Target Area Action Group, will help identify voluntary opportunities for residents and community-wide interests in the first year action phase of the Tulsa program. In addition, the Red Cross North Tulsa Chapter will also be involved.

Commenting on the decision to tender a contract, Secretary Romney explained that this was done after a careful review of the Tulsa comprehensive plan. The plan was thoroughly studied and analyzed both by the Regional and Washington Interagency Review Committees representing those Federal Departments and Agencies with urban aid programs.

"During the past several months, Tulsa has done an excellent job in revising its proposals and improving its capability to operate its first year action program," he said.

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HUD NEWS



HUD No. 69-0521

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A total of 150 communities in 45 States, the District of Columbia and Puerto Rico are participating in the Model Cities Program. The first applications for planning grants were approved in November 1967.

For further information: Dr. C. J. Roberts
City Demonstration Agency
Beacon Building
Tulsa, Okla. 74103

Mayor James M. Hewgley, Jr.
City Hall
Tulsa, Okla. 74103

NOTE: A summary of the Tulsa Model Cities Program is available upon request to the Office of Public Affairs, U. S. Department of Housing and Urban Development, Washington, D. C. 20410.

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HUD NEWS

U.S. DEPARTMENT OF HOUSING
AND URBAN DEVELOPMENT
WASHINGTON D.C. 20410

HUD-No. 69-0504
Phone (202) 755-6980

FOR RELEASE AFTER:
2:00 P.M. Friday
June 27, 1969

HUD MODEL CITIES CONTRACT TENDERED TO BOSTON

Secretary George Romney of the U. S. Department of Housing and Urban Development today announced the tender of a \$7,718,000 Model Cities contract to Boston, Mass.

Boston will also be given substantial support from other programs administered by HUD, and the Department of Health, Education and Welfare, Department of Labor, and the Office of Economic Opportunity.

Today's action by Secretary Romney will enable the city to begin the first-year action phase under its comprehensive five-year Model Cities program. State, county, local and private resources will also be used by the city in its concentrated, coordinated attack on the serious social, economic and physical problems within the Model Cities area.

Secretary Romney, who is the Chairman of the President's Cabinet Committee on Voluntary Action, noted the extensive private involvement in the Boston program.

The Boston Model Cities Administration has obtained commitments of funds and services from local corporations, private organizations and universities. Among the groups to be involved in manpower and economic development are the Boston Urban Foundation and the National Alliance of Businessmen. The Contractors Association of Boston Institute will work with the housing development program.

The Urban League will operate two innovative educational programs with curricula developed by five institutions-- Wheelock, Boston University, Boston College, Simmons and the Massachusetts Institute of Technology.

Commenting on the decision to tender a contract, Secretary Romney explained that this was done after a careful review of the Boston comprehensive plan. The plan was thoroughly studied

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and analyzed both by the Regional and Washington Interagency Review Committees representing those Federal departments and agencies with urban aid programs.

"During the past several months, Boston has done an excellent job in revising its proposals and improving its capability to operate in the first-year action program," he said.

A total of 150 communities in 45 states, the District of Columbia and Puerto Rico are participating in the Model Cities program. The first applications for planning grants were approved in November 1967.

For further information:

Paul Parks, Administrator
Model Cities Administration
Bartlett Building
2401 Washington Street
Boston, Massachusetts 02119

Mayor Kevin White
City Hall
Boston, Massachusetts 02101

Note: A summary of the Boston Model Cities program is available upon request to the Office of Public Affairs, U. S. Department of Housing and Urban Development, Washington, D. C. 20410.

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July 8, 1969

Honorable Gregory Griggs
Board of Alderman
City of Atlanta
Post Office Box 9757
Atlanta, Georgia 30319

Dear Mr. Griggs:

We regret the confusion which has caused the deferment of EOA's Model Cities plans. There is nothing projected which should be cause for anxiety on anyone's part.

As you know, EOA has large heavily populated target areas within the Model Cities boundaries, and we have been active there with insufficient staff resources since 1965. It has also been difficult to adequately serve some parts of the low-income community because of residential patterns.

Our plan, the one in question, seeks merely to make staff resources a little more adequate and enable us to become readily accessible to residents from all the neighborhoods. It is our plan to augment the small operations which already exist on Bass Street and in McDaniel Homes, and to establish a small extension office, not a full sized neighborhood service center, in the Grant Park and Adair Park neighborhoods. Residents from those communities will be asked to approve the three or four staff members who will work out of these offices. The service program will be our basic three: job placement, social services, and community organization to assist residents to work productively and cooperatively on their own neighborhood problems.

Only a small percentage of the total \$140,000 will be spent on the Grant Park extension office and staff, and it has always been our intention to locate the office on the west side of the Park area where there is a concentration of low-income persons we have had difficulty in reaching.

July 8, 1969

Honorable Gregory Griggs
Board of Alderman
City of Atlanta
Post Office Box 9757
Atlanta, Georgia 30319

Dear Mr. Griggs:

We regret the confusion which has caused the deferment of EOA's Model Cities plans. There is nothing projected which should be cause for anxiety on anyone's part.

As you know, EOA has large heavily populated target areas within the Model Cities boundaries, and we have been active there with insufficient staff resources since 1965. It has also been difficult to adequately serve some parts of the low-income community because of residential patterns.

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Honorable Gregory Griggs
July 8, 1969
Page 2

I hope this information will assist the accurate interpretation of our plans. Our only desire is to offer readily accessible and effective services to all the Model Cities neighborhoods.

With kindest regards, I am

Sincerely yours,

T. M. (Jim) Parham
Executive Administrator

TMP/cd

cc: Honorable G. Everett Millican

bcc: Mr. Daniel Sweet
Mr. William Allison
Mrs. Sujette Crank
Mr. George Williams
Mr. Howard Jefferson
Mr. Johnny Johnson



NATIONAL LEAGUE OF CITIES
1612 K STREET, NORTHWEST, WASHINGTON, D. C. 20006
UNITED STATES CONFERENCE OF MAYORS



July 2, 1969

RS

- To:
- (1) Members of the NLC Executive Committee and Advisory Council
 - (2) Officers, Trustees and Members of the USCM Advisory Board
 - (3) Members of the National Steering Committee, Model Cities Directors Association
 - (4) Executive Directors of State, County and Municipal Government National Associations Relevant to Model Cities Administration
 - (5) Executive Directors of State Municipal Leagues

Subject: HUD Contract With Model Cities Service Center

We have just signed a twelve-month contract with the Department of Housing and Urban Development which will permit the League of Cities-Conference of Mayors Model Cities Service Center to render technical assistance to all model cities. This is an advance announcement; a press release will follow.

As was explained to the officers of the recently-formed Model Cities Directors Association, at a meeting held here in Washington, this contract provides start-up funds for what we hope will evolve into a major service program of benefit to not only the members of that Association but to other relevant national associations, as listed in one of the closing paragraphs of this letter. These key associations, essential to the success of the model cities process, will be given subcontracts from our joint Center, as funding develops, to aid them in the performance of essential tasks.

The contract as executed with the Office of the Assistant Secretary for Demonstrations and Intergovernmental Relations provides for the following services for all parties interested in the model cities program: (1) The holding of conferences, seminars and training sessions; (2) The preparation of a monthly Model Cities Technical Assistance Report communicating significant local experiences and highlighting innovative activities; (3) The making available of a wide range of professionals who will provide technical assistance; and, (4) The preparation of case studies and special information reports. A detailed statement of work is enclosed for those recipients of this letter identified above as groups (3) and (4). Copies are available for others interested.

The contract, which will start August 1, 1969, provides for two administrative positions, a Project Director and a Director of CDA Services. The performance of the contract has been placed within our Model Cities Service Center which is under the general supervision of John Garvey, Jr., Director, League of Cities-Conference of Mayors Center for Program Implementation.

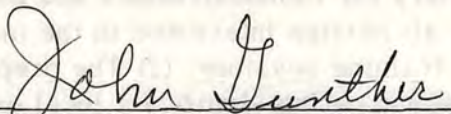
The person selected to administer this \$90,000 project is Mr. Ross D. Davis, former Assistant Secretary of Commerce for Economic Development. Mr. Davis, a strong advocate of the model cities concept, has been active in interagency relations, focusing on programs for social and economic development, with particular emphasis upon management and organization and upon private-public sector aspects. Recruiting is underway for the position of Director of CDA Services,

a particularly significant position requiring a background of CDA experience, and a combination of professional and technical, association and inter-organizational-type talents. Suggestions are welcomed.

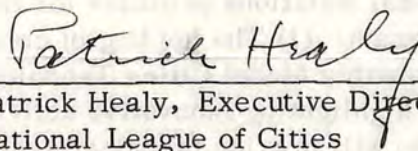
We would like to take this opportunity to pay recognition to and to thank the representatives of the following national public interest organizations with whom we have worked and jointly sponsored model cities conferences with over the past year: American Institute of Planners; Council of State Governments; International City Management Association; Model Cities Directors Association (prior to May 27, their CDA Directors Steering Committee); National Assembly for Social Policy Development; National Association for Community Development; National Association of Counties; National Association of Housing and Redevelopment Officials; National Education Association; and the National Governors Conference. The ultimate potential of the model cities concept can only be achieved with the support, understanding and active involvement of organizations such as these. We hope to develop a number of opportunities in the coming months which will strengthen this consortium of effort.

We are thankful to the Office of the Assistant Secretary for Demonstrations and Intergovernmental Relations for making possible this "seed money," permitting us to launch this significant joint service. This occasion calls to mind a similar funding of start-up costs made possible by this Office, March, 1967, which then permitted the National Association of Counties and the National League of Cities to launch a National Service to Regional Councils, now fully operational.

We are in the final stages of gathering information pertaining to staffing and organizational details of model cities programs and hope to publish this by mid-month. The gathering of data for this comprehensive directory has given us a unique opportunity to document those elements of the model cities program which have the highest priority of need. Working in cooperation with the national public interest organizations, HUD, and under the policy direction of the Board of Directors of the League of Cities-Conference of Mayors joint administrative service program, our Model Cities Service Center plans to concentrate first on these highest priority needs.



John Gunther, Executive Director
U. S. Conference of Mayors



Patrick Healy, Executive Director
National League of Cities

cc: Office of the Assistant Secretary for Demonstrations and Intergovernmental Relations
Ross D. Davis

July 8, 1969

MEMORANDUM

To: Mr. Lyle Scott

From: Dan Sweat

Attached is a letter from Mrs. Calhoun who says you didn't give her a fair share on the paint.

Please give me a call and let me know what the story is on her paint complaint.

DS:fy

Attachment (1)

*Mrs. Lavada Calhoun
664 Larkin Street #635
Atlanta 30314*



UNITED STATES CONFERENCE OF MAYORS

1707 H STREET, NORTHWEST

WASHINGTON, D. C. 20006

July 3, 1969

President:

TERRY D. SCHRUNK
Mayor of Portland, Ore.

Vice President:

ARTHUR NAFTALIN
Mayor of Minneapolis

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Mayor of Dayton

HERSCHEL I. LASHKOWITZ
Mayor of Fargo

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Mayor of Riverside

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Mayor of Jackson, Miss.

WILLIAM F. WALSH
Mayor of Syracuse

SAMUEL W. YORTY
Mayor of Los Angeles

FRANK N. ZULLO
Mayor of Norwalk, Conn.

Executive Director:

JOHN J. GUNTHER

The Honorable Ivan Allen, Jr.
Mayor of Atlanta
City Hall
Atlanta, Georgia 30315

Dear Mayor Allen:

The U. S. Conference of Mayors and the U. S. Conference of City Health Officers are interested in the process of health planning within the context of the Model Cities planning effort. A survey sponsored by the Conference of Mayors under contract with the Public Health Service is being administered to local health departments to determine their role in planning and implementing the Model Cities health component.

In order to get a different perspective on the health planning process of the Model Cities, we are asking Mayors to respond personally to the enclosed companion survey. The survey is for informational purposes only. The overall results of the survey will be made available to those participants desiring them. Individual responses will, however, be kept in confidence.

Completion of the questionnaire will not require more than fifteen (15) minutes of your time. If the space provided for your answers is not sufficient, please feel free to write on the blank side of the questionnaire.

Your personal cooperation in this effort will be greatly appreciated.

Sincerely yours,

John J. Gunther
John J. Gunther
Executive Director

Enclosure

Survey completed and mailed 7/7/69

*DAN
Pleas felt in
Friday*

June 13, 1969

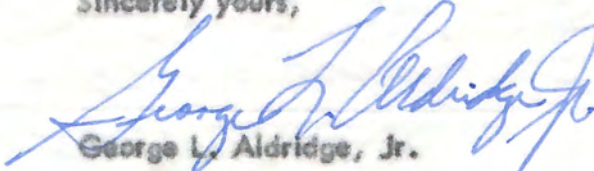
Mr. Johnny C. Johnson
Model Cities Program

Dear John:

Enclosed is a letter from HUD containing their review comments on the Housing Costs Study performed by Eric Hill and Associates for the Model Cities Program utilizing funds from the Atlanta Community Improvement Program. Their comments on the report are favorable and constructive.

HUD has requested this office to advise you of their comments and that these comments be considered by the Model Cities staff and/or consultants in subsequent relocation planning and programming within the Model Cities area.

Sincerely yours,


George L. Aldridge, Jr.

Enclosure

cc: Mayor Ivan Allen, Jr.
Dan Sweat ✓
Collier Gladin
Jim Wright
Tom Eskew
Eric Hill and Associates



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

Room 645

REGION III

June 3, 1969

IN REPLY REFER TO:

Code 3RF

Mr. George L. Aldridge, Jr.
Director
Community Improvement Program
City Hall
68 Mitchell Street, S. W.
Atlanta, Georgia 30303

Dear Mr. Aldridge:

Subject: Project No. Ga. R-97(CRP)
Community Renewal Program
Approval of Housing Costs Study

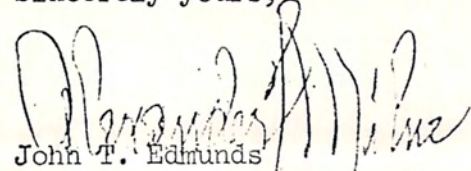
The Housing Costs Study for the Atlanta Community Improvement Program has been reviewed and found to be satisfactory.

It is recommended that the Model Cities Agency be advised of the following:

- a. To consider the recommendations and conclusions contained in the Housing Costs Study in planning relocation resources, especially as they concern housing preferences, timing of development of resources, treatment of particular neighborhoods or sub-areas, the style and cost of housing and full utilization of HUD-assisted housing programs.
- b. To coordinate the Study recommendations with proposed NDP activities within the Model Cities Area.
- c. To include in the Relocation Program for the Model Cities Area the matters included in paragraph a above, in addition to reviewing estimates of displacement found in the Study.
- d. Relative to housing resources proposed for relocation of residents in or from the Model Cities Area, displacement should not exceed the supply of new housing which can be assured of development within the same displacement period. In view of the experimental nature of the Model Cities effort and the recommendations in the Study to use all possible methods and programs to keep housing prices low, it may be necessary and desirable to show resources on a year-to-year basis with first year displacement limited to the resource supply for that

year, allowing the time for development of innovative housing programs and in attaining necessary sponsorship on an open-ended basis. This would require assurance that displacement and resource supply will be reviewed annually with amended Relocation Programs provided to HUD for concurrence before displacement occurs.

Sincerely yours,



Acting for

John T. Edmunds
Assistant Regional Administrator
for Renewal Assistance

cc: Mr. Fountain

Mac or Cal

CITY OF ATLANTA



6/18

June 12, 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 : Alderman G. Everett Millican
Mr. Walter Mitchell
Mrs. Martha Weems
Dr. C. Miles Smith
Mr. Clarence Coleman

FROM : Johnny C. Johnson, Director 
Model Cities Program

SUBJECT: Review Committee Meeting

The Mayor has scheduled the next meeting of the Review Committee for Wednesday, June 18 at 10:00 a.m. in Committee Room No. 1.

Your attendance is urgently needed in order to expedite an effective review of the projects involved.

VLC

CC: Mayor Ivan Allen, Jr.

GEORGIA INSTITUTE OF TECHNOLOGY
ATLANTA, GEORGIA 30332

SCHOOL OF
ARCHITECTURE

COPY

May 30 1969.

Dr. A. G. Hansen
Dean, Engineering College

Model Cities, 4th year
Class Project

Dear Dr. Hansen,

My students are now working on the final stages of the three media presentation of their Model Cities "involvement" project.

They are scheduled to make the presentation at 2 p.m. on Friday June 6th, at which time they will show slides synchronized with an audio taped commentary, in the Architecture Auditorium; and their exhibit panels will be on view nearby.

Their third item of presentation will be the brochure, in which Bob Wallace has shown much interest, and has undertaken to do the publishing. And for this item the classwork will be completed with the submission of their typed copy and illustrations, following a format that they have discussed with Mr. Wallace.

The students who are working on this report have been very concerned that what they have been doing and learning is basically in accord with the forward-looking educational and community interaction policies of Georgia Tech. And with this in mind they have asked if it would be possible for them to include a short quotation of a few of your own words on this subject.

On the model cities side, I have been in touch with Mr. Dan Sweat in the Mayor's Office, and of course, with Mr. J. Johnson, head of the model cities program, but I have not yet

been lucky enough to set up a time for them to visit us that would be right for both the class schedule and for theirs.*

Mr Sweat, I learned, was recently a guest speaker on the subject of model cities, at a regional meeting of architectural students and faculties in Kansas — so of course I am trying hard to get him to come here on Friday next.

I enclose a transcript of my own opening remarks at our first class seminar, — in which I may have spoken out of turn and over-stated some things. The students however, have been moved by such thoughts, and think it is right that some expression of them should be included in their report.

But they also very much want their report to be clearly in touch with practical reality, especially where it may have reference to some of Georgia Tech's current educational aims and aspirations. And for this, they rightly turn to you.

So I very much hope that you will now be able to provide a few appropriate lines to meet their needs, and also of course that you will be able to come to their presentation next Friday.

Yours sincerely,

Richard Wilson. Professor.

*The class has however had contact with the Model Cities Physical Planning Staff, headed by Mr Jim. Wright, and more especially with the head of its Medical Services & Facilities Program, Dr. George Swerdloff, who has spent many hours with us, and who in my opinion has functioned as a gifted and enthusiastic teacher to our students, as well as to the citizens of Model Cities.

I would say in fact that our claim to having successfully introduced some very worthwhile ~~effort~~ element of interdisciplinary teaching at the undergraduate level, on this occasion could best be supported by reference to Dr. Swerdloff's most instructive contributions to all our discussions.

RW

Transcript of my opening remarks at our first Model Cities project
Seminar. *W. W. W.*

" Citizens of Model Cities are now rightly participating in activities which aim to do immediately what can be done immediately---while planning for the future.

They are tired of being the passive subject of surveys and plans that bring no immediate benefits--

But as they move forward by self determined practical steps---as citizens of the State of Georgia, they will expect to take advantage of all the new systems and devices that modern technology can come up with to meet their needs and requirements-- and to benefit from the State's investment in Technological Research and Education.

But ^{however} Modern technology is now oriented to other things--- to the middle class "incentive" values of suburban affluent living---and the "security" values of making ~~work~~ war.

It is not yet oriented to the needs and requirements of "Model Cities"--- and has no on-going program, in this area, that can now come up with spectacular advances at short intervals---such as occur in the other areas.

Meanwhile The National Model Cities and similar programs are ^{becoming} ~~however~~ so vast and critical to the Nation, that technology is now obliged to become oriented to them-- and ready to serve the Citizens who live there.

Atlanta's Model Cities program has the opportunity and shows the promise of leading the nation-- and Georgia Tech wishes to do its part in this by providing the technologically-based education and innovative research that is needed to do this job.

Such new purpose and direction can act as a great incentive to help raise our levels of academic achievement-- and our students will be better citizens because of their involvement in it. One thing in particular has to be said about this---

We should not ever imagine Georgia Tech's store of technological expertise to be like the wealth of some rich family, ready to make charitable gifts to poor relations.

The shoe may well be on the other foot. Tech very much needs new challenges that are commensurate with its resources-- and the challenge of the 'Model Cities' program is in this sense something of a gift to Georgia Tech.

Our association with Model Cities can be much more fruitful to us than similar association with Urban Renewal has been in the past.

'Model Cities' has the built-in capacity to succeed where previous programs *often* proved abortive. This is because of its basic principle of Citizen participation and its total integration of Social economic and physical improvement measures.

What this architecture class is attempting, is a relatively small project, to

be explored and developed at a high speed-- as these things go ----
but it is important to us at Georgia Tech, because it can prepare the way for
deeper studies.

Our immediate assets here are:

- 1) Students, members of the AIA National Student Organization,--
who have asked to be given this kind of task in their classes--- They
are already motivated.
- 2) Current climate of opinion that sees improved educational values in
this kind of project--- when properly organized.
- 3) People who know the difficulties we face in attempting this--- and
are equipped and ready to give us all the help they can.

The students will produce reports and graphic displays covering survey and
analysis of the health service needs and possibilities for meeting these with
services and facilities. The study will also, of course, include projected designs
for major health service buildings, with emphasis on the use of recently developed
techniques likely to be most appropriate in this situation, as well as of imaginative
but basically practical innovations.

The presentation products emerging from the study will be as follows:

- 1) An exhibition type display of graphics and models.
- 2) A distributable record of the project in the form of a published
brochure.
- 3) A series of synchronized audio tapes and slides for auditorium
presentation.

Utilization of these products will be as follows:

- a) Educational use for future classes, not only to communicate valuable
knowledge of this area of public need, but also as a stimulus and
guide for those making similar studies in other areas of need.
- b) For practicing professionals in architecture, city planning, engineer-
ing, medicine and health services----- to promote and facilitate
better understanding of the needs and possibilities for effective
action, including interdisciplinary collaboration (such as mutually
advantageous adaptation of various aspect solutions, to allow for
their consolidation in a unified total assembly).
- c) For local leaders and citizens-- as an aid to democratic decision-mak-
ing, in an on-going process of community improvement. "

RELEVANCE AND REALITY IN TECHNOLOGICAL EDUCATION

AN EXERCISE IN PROBLEM STUDY METHODS AND COMMUNICATION TECHNIQUES--FOCUSSED AND INTENSIFIED BY APPLICATION TO THE HEALTH FACILITY NEEDS OF ATLANTA'S 'MODEL CITIES' FAMILIES

ARCHITECTURAL DESIGN STUDENTS AND FACULTY CORDIALLY INVITE YOU TO VISIT THE SCHOOL OF ARCHITECTURE AND SEE:

MON. JUNE 9th
AND ALL WEEK

AN EXHIBIT
IN ROOM 225

MON., TUES., THURS.*
9 a.m. & 4 p.m.

AN AUDIO-VISUAL PRESENTATION
IN THE STUDENTS
LOUNGE

* OR BY REQUEST--CALL 873-4211, EXT. 394

CITY OF ATLANTA



June 2, 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

Mr. Richard Wilson
School of Architecture
Georgia Institute of Technology
Atlanta, Georgia 30332

COPY

Dear Mr. Wilson:

The work being done by your students in the new Model Cities "involvement" project is of great interest to those of us in government involved in the Model Cities Program.

For some time, it has been my feeling that our academic institutions could serve the community and their students much more effectively if academic curricula could be geared to contemporary problems and projects.

The results of such work should be made available to interested governmental or community leaders so that the innovations of the youthful mind of the college student can be shared by those responsible for building programs for the good of the total community.

I wish for your students success in their undertaking and I hope it is just the beginning of many other projects in which the City can share.

Sincerely yours,

A handwritten signature in cursive script that reads "Dan Sweat".
Dan Sweat

DS:fy

CITY OF ATLANTA



June 5, 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 : Dan E. Sweat

FROM : Johnny C. Johnson 

SUBJECT: Copies of the Eric Hill Housing Report

The Eric Hill Housing Report is in the hands of the City Purchasing Department for the reproduction of 200 copies.

We have been informed that it will take approximately three weeks to finish this report. We will be glad to give you a copy as soon as it comes off the press.

JCJ:vlc

THE UNIVERSITY OF GEORGIA
INSTITUTE OF GOVERNMENT

TERRELL HALL

ATHENS, GEORGIA 30601

AREA CODE 404
542-2736

June 17, 1969

Mr. John C. Johnson
Director, Model Cities
673 Capitol, S.W.
Atlanta, Georgia 30315

Dear Mr. Johnson:

Based upon our meeting of May 23 and upon subsequent conversations with Mr. James L. Wright, Jr. of your staff, we wish to make the following proposal for a training program in Model Cities project planning and management. Mr. Donald T. Kelley, Assistant Professor, College of Industrial Management, Georgia Institute of Technology, will be employed by the University of Georgia to develop and implement a training program for Model Cities project agency personnel. The instruction will emphasize a network planning, critical path approach to Model Cities project management. All training will be conducted during the months of July and August, 1969.

During the training period, Mr. Kelley will conduct a maximum of six two-day classroom sessions and two one-half day follow-up sessions for each project agency represented in the classroom sessions. During the classroom meetings, participants will be introduced to the concept of network planning and its Model Cities application. Before the end of the classroom instructions, participants will begin to develop their own project networks. Follow-up sessions will be held for each project agency in order to assist project managers in the refinement of networks initiated in the classroom sessions. This approach to the training assumes that each classroom session will be attended by twelve trainees, representing four project agencies. Thus, if maximum participation is achieved, a total of seventy-two project managers representing twenty-four project agencies will receive training by August 31, 1969.

This training program will be funded primarily by a grant obtained by the University of Georgia under the provisions of Title VIII of the Housing Act of 1964. The only direct costs to be paid by participating Model Cities agencies will be the costs of travel, housing and meals if the classroom sessions are held in Athens.

Mr. John C. Johnson
Page two
June 17, 1969

If the provisions of this proposal are acceptable to you, we are asking you to take the following action:

1. Obtain commitments from Model Cities project agencies to participate in the training program.
2. Determine the desirability of participation by selected members of your staff, and consider the feasibility of devoting the first classroom session exclusively to training your staff personnel.
3. Determine the locations for classroom sessions. Space is available at the University of Georgia's Center for Continuing Education on the following dates: July 10-11, 14-15, 16-17, 24-25, 31-August 1, 7-8. Although the Athens location offers some advantages, classroom sessions can be held in Atlanta just as easily, provided adequate classroom facilities are available.

We are extremely pleased to submit this proposal. We feel that this program can make a significant contribution to the accomplishment of City of Atlanta Model Cities program objectives. I will be available to meet with you or your staff representatives at any time to provide additional information or to finalize program arrangements.

Sincerely,

John W. Vining, Jr.
Coordinator of Governmental Training

JWVJr:rbb

cc: Carl Sutherland
Dan Sweat ✓
George Berry



DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, D. C. 20410

To Dan Sneed

John Johnson

OFFICE OF THE ASSISTANT SECRETARY
FOR MODEL CITIES AND GOVERNMENTAL RELATIONS

IN REPLY REFER TO:

Honorable Ivan Allen, Jr.
Mayor of Atlanta
Atlanta, Georgia 30303

JUN 11 1969

Dear Mayor Allen:

In his press conference of April 28, 1969, Secretary Romney made the following statement:

"The 10% population restriction on the size of the target neighborhoods will be dropped. . . . [T]his . . . does not mean that the program will be expanded city wide within each city. Its purpose will remain that of focusing resources on particularly poor and blighted neighborhoods, but local officials will be given greater latitude in drawing program boundaries that conform to local conditions."

The Secretary's comments have been given widely differing interpretations in newspapers and periodicals around the country. In order to avoid any confusion I would like to expand a bit on the Secretary's remarks.

Cities are certainly not required to expand their model neighborhood boundaries. They will be permitted to do so in order to remove arbitrary geographic limitations that prevent logical and effective program development. For example, in one city a small geographic area was eliminated from the model neighborhood in order to meet the population limitation. This area is contiguous to the model neighborhood, is a blighted area, with essentially the same kind of population mix as the model neighborhood, and contains only a few thousand residents. Expansion to include this contiguous area would not materially affect the capacity of this city to mount a program that will have substantial impact on the neighborhood problems. This represents an artificial constraint which may be removed, if the city seeks to initiate such a change.

Any addition to the model neighborhood must still meet all statutory requirements. The additional area must be a blighted one. The program for the expanded area must meet all the statutory criteria, including the requirement that the program achieve a substantial impact on the neighborhood's problems.

No additional supplemental funds will be available for the expanded areas. For most first round cities, this means that new projects or extended projects in the new areas would depend on funds from other than Model Cities supplemental grant funds. All cities may find it difficult to assure the program impact required by the statute if the model neighborhood is greatly expanded unless substantial additional resources are available. In most situations, however, as CDA's develop their capabilities to plan, coordinate, and evaluate the program in their first target area, much benefit could be derived from expanding these activities of the CDA to those resources and programs presently going into poverty areas of the city other than the present model neighborhood.

This expanding role of the CDA as the program continues would enable the cities to be in a position to better utilize additional resources in the future as they may become available.

Any request for area expansion should set forth the reasons therefore and demonstrate that the city has the capacity to administer the program in the expanded areas in accordance with the foregoing considerations.

Very truly yours,



Floyd H. Hyde



DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, D. C. 20410

OFFICE OF THE ASSISTANT SECRETARY
FOR MODEL CITIES AND GOVERNMENTAL RELATIONS

IN REPLY REFER TO:

JUN 11 1969

Honorable Ivan Allen, Jr.
Mayor of Atlanta
Atlanta, Georgia 30303

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In his press conference of April 28, 1969, Secretary Romney made the following statement:

"The 10% population restriction on the size of the target neighborhoods will be dropped. . . . [T]his . . . does not mean that the program will be expanded city wide within each city. Its purpose will remain that of focusing resources on particularly poor and blighted neighborhoods, but local officials will be given greater latitude in drawing program boundaries that conform to local conditions."

The Secretary's comments have been given widely differing interpretations in newspapers and periodicals around the country. In order to avoid any confusion I would like to expand a bit on the Secretary's remarks.

Cities are certainly not required to expand their model neighborhood boundaries. They will be permitted to do so in order to remove arbitrary geographic limitations that prevent logical and effective program development. For example, in one city a small geographic area was eliminated from the model neighborhood in order to meet the population limitation. This area is contiguous to the model neighborhood, is a blighted area, with essentially the same kind of population mix as the model neighborhood, and contains only a few thousand residents. Expansion to include this contiguous area would not materially affect the capacity of this city to mount a program that will have substantial impact on the neighborhood problems. This represents an artificial constraint which may be removed, if the city seeks to initiate such a change.

Any addition to the model neighborhood must still meet all statutory requirements. The additional area must be a blighted one. The program for the expanded area must meet all the statutory criteria, including the requirement that the program achieve a substantial impact on the neighborhood's problems.

No additional supplemental funds will be available for the expanded areas. For most first round cities, this means that new projects or extended projects in the new areas would depend on funds from other than Model Cities supplemental grant funds. All cities may find it difficult to assure the program impact required by the statute if the model neighborhood is greatly expanded unless substantial additional resources are available. In most situations, however, as CDA's develop their capabilities to plan, coordinate, and evaluate the program in their first target area, much benefit could be derived from expanding these activities of the CDA to those resources and programs presently going into poverty areas of the city other than the present model neighborhood.

This expanding role of the CDA as the program continues would enable the cities to be in a position to better utilize additional resources in the future as they may become available.

Any request for area expansion should set forth the reasons therefore and demonstrate that the city has the capacity to administer the program in the expanded areas in accordance with the foregoing considerations.

Very truly yours,



Floyd H. Hyde



DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, D. C. 20410

To Dan Sneed
John Johnson

OFFICE OF THE ASSISTANT SECRETARY
FOR MODEL CITIES AND GOVERNMENTAL RELATIONS

IN REPLY REFER TO:

Honorable Ivan Allen, Jr.
Mayor of Atlanta
Atlanta, Georgia 30303

JUN 11 1969

Dear Mayor Allen:

In his press conference of April 28, 1969, Secretary Romney made the following statement:

"The 10% population restriction on the size of the target neighborhoods will be dropped. . . . [T]his . . . does not mean that the program will be expanded city wide within each city. Its purpose will remain that of focusing resources on particularly poor and blighted neighborhoods, but local officials will be given greater latitude in drawing program boundaries that conform to local conditions."

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Floyd H. Hyde



DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, D. C. 20410

To Dan Sneed

John Johnson

OFFICE OF THE ASSISTANT SECRETARY
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Very truly yours,



Floyd H. Hyde



JUN 18 REC'D

Telephone: (404) 688-8778

National Urban League, Inc.

Southern Regional Office

Clarence D. Coleman, Director

136 Marietta Street, N. W.

Atlanta, Georgia 30303

June 17, 1969

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

Dear Mr. Johnson:

As a follow-up of our recent Executive Board meeting of Model Cities, I am in the process of developing a statement which I hope to discuss with the committee which was established at the last meeting concerning the personnel practices of the Model Cities Board and Sub-Contractors of the Model Cities Program.

It will be helpful if you would share with me at your earliest convenience a complete roster of the Model Cities staff which indicates the race, sex, salary, job title, and other related information. Also, I would appreciate it if you would indicate which of the present employees were residents of the Model Cities area at the time of employment. I would need the same information with regard to the staff of the Sub-Contracting agencies of the Model Cities project that would help the committee to determine to what extent Sub-Contractors attempt to employ Model Cities residents.

Sincerely yours,

Clarence D. Coleman
Southern Regional Director

CDC/a11

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June 19, 1969

Mr. Clarence D. Coleman
Southern Regional Director
National Urban League, Inc.
136 Marietta Street, N. W.
Atlanta, Georgia 30303

Dear Mr. Coleman:

In response to your letter of June 17, I am herein enclosing a complete roster of the Model Cities Staff with the information you requested.

At this time, it is impossible to give you this same information with regard to the staffs of the sub-contracting agencies because it is not readily available in format.

I believe the information on my staff will facilitate your developing a statement concerning our personnel practices. However, if you need any additional information, please feel free to contact me.

Sincerely,

Johnny C. Johnson
Director

vlc

Enclosure

MODEL CITIES STAFF

<u>NAME</u>	<u>POSITION</u>	<u>SALARY*</u>	<u>RACE</u>	<u>SEX</u>
JOHNSON, J. C.	DIRECTOR	\$678.00	N	M
Wright, J. L.	Director, Physical Development	574.00	W	M
Russell, Samuel	Director, Program Management	506.00	N	M
Shimkus, J. R.	Director, Social Management	506.00	W	M
Clayton, X. B.	Director, Com- munity Affairs	466.00	N	F
Caldwell, D. F.	Asst. Director, Administration	466.00	W	M
Gibson, D. L.	Social Planning Coordinator	447.00	N	M
Orosz, Louis	Physical Planning Coordinator	447.00	W	M
Howell, B. T.	Program Coordinator	429.00	N	M
Keller, Frank	Physical Planner	429.00	N	M
Walker, R. P.	Evaluation Analyst	411.00	N	F
Wexler, Alan	Community Affairs Coordinator	394.00	W	M
Eizenstat, F.	Social Planner	394.00	W	F
Mitchell, M. A.	Senior Systems Analyst	378.00	W	M
Holland, D. V.	Senior Budget Analyst	378.00	W	M
Stroud, J. A.	Program Specialist	333.00	N	M
Hicks, Jamesl	Program Specialist	333.00	N	M
Turnipseed, H. E.	Contract Admini- strator	333.00	N	M
Culp, Jim	Economic Develop- ment Planner	333.00	W	M

Model Cities Staff
Page Two

<u>NAME</u>	<u>POSITION</u>	<u>SALARY*</u>	<u>RACE</u>	<u>SEX</u>
Irwin, B. M.	Research Specialist	333.00	W	M
Stewart, R. M.	Neighborhood Organizer	320.00	N	F
**Scott, Lyall	Neighborhood Organizer	320.00	W	M
Lewallen, M.	Graphic Specialist	282.00	W	M
Schoates, E.	Social Planning Technician	249.00	N	F
Carr, V. L.	Principal Stenographer	229.00	N	F
Sluss, John	Draftsman	211.00	W	M
Ryder, M. A.	Senior Stenographer	211.00	N	F
Hawk, B. A.	Senior Stenographer	211.00	N	F
**Lockett, Edna	Resident Trainee	202.00	N	F
McDonald, M.	Stenographer	186.00	W	F
Hewell, M. A.	Stenographer	178.00	W	F
Akins, Patricia	Stenographer	178.00	W	F
Trawick, P. B.	Stenographer	178.00	W	F
**Render, Carl	Gustodian	150.00	N	M

*Bi-weekly Salary

**Resident of Model Neighborhood Area

BREAKDOWN: 17 Negroes; 17 Whites

21 Males; 13 Females

6/25

A G E N D A

REVIEW COMMITTEE
MODEL CITIES EXECUTIVE BOARD
June 25, 1969

11:00
#4

Contract Agency and Projects

Agency Representative

I. Resident Corporation
RE-001C

Xernona Clayton
Director of Community
Affairs

II. Atlanta Parks Department
RE-003N
RE-005N

Stan Martin
Administrative Assistant
Atlanta Parks Department

* * * * *

Recommendations for deletion:

Supplemental Funds

SS-023N Income Maintenance Study \$25,000

This recommendation is based on the fact that there no longer exists a need for such a study inasmuch as the Nixon Administration is undertaking this study on the national level.

RE-004N Training of Residents \$35,000

The resident organization is to receive OEO-HUD funds for the purposes of training residents and acquiring technical assistance. Funding this project would result, therefore, in a duplication of function.

CITY OF ATLANTA



CITY HALL ATLANTA, GA. 30303

Tel. 522-4463 Area Code 404

DEPARTMENT OF PLANNING
COLLIER B. GLADIN, Director

June 24, 1969

M E M O R A N D U M

TO: Collier Gladin
Rodney Cook
Dan Sweat
Cecil Alexander
Col. Malcolm Jones
Robert C. Watkins

FROM: George L. Aldridge *GLA*

SUBJECT: Status of Proposed Housing Studies

Three proposals concerning the Housing Study to be conducted by the City of Atlanta were recently submitted by Eric Hill Associates. These proposals were sent to various agencies, including the Atlanta Regional Metropolitan Planning Commission, to encourage their opinions and to determine any possible overlapping areas between the City's proposed housing study and any other studies likely to be conducted in the area of housing.

On Thursday, June 19, 1969, Margaret (Peg) Breland of ARMPC, presented the broad outline of a study that ARMPC is planning to conduct concerning housing. Larry Fonts, of the Fulton County Planning Commission, Louis Dismukes of Eric Hill Associates, and George Aldridge and Cindy McCloud of the City of Atlanta Planning Department attended this meeting.

It was determined at this time that there were possible areas of overlap between ARMPC's proposed housing study and the City's proposed housing study. The Atlanta Regional Metropolitan Regional Planning Commission has been requested by this office to provide us with a copy of the broad outline of their proposed study. Upon receipt, the Department will study this proposal and try to resolve any areas of overlap or duplication that may have arisen.

Memorandum
June 24, 1969
Page 2

Copies of the ARMPC proposal will be forwarded to the Chairman of the Housing Restudy Panel of the Housing Resources Committee for their use and perusal. Any comments from this group would be welcomed.

Ultimately, we hope to schedule another meeting at which time we shall discuss the ARMPC proposal and the City proposal for a housing study as revised.

GLA:ds



HUD NEWS

U.S. DEPARTMENT OF HOUSING
AND URBAN DEVELOPMENT
WASHINGTON D.C. 20410

HUD-No. 69-0506
Phone (202) 755-6980

FOR RELEASE AFTER:
10:00 a.m., Thursday
June 26, 1969

MODEL CITIES CONTRACT TENDERED TO DENVER, COLORADO

Secretary George Romney of the U. S. Department of Housing and Urban Development today announced the tender of a \$5,766,000 Model Cities contract to Denver, Colo.

Denver will also be given support from other programs administered by HUD, and the Department of Health, Education and Welfare, the Department of Labor, the Office of Economic Opportunity and the National Foundation for the Arts and Humanities.

Today's action by Secretary Romney will enable Denver to begin the first-year action phase under its comprehensive five-year Model Cities program. State, county, local and private resources will also be used by the city in its concentrated, coordinated attack on the serious social, economic and physical problems within the Model Cities area.

Secretary Romney, who is Chairman of the President's Cabinet Committee on Voluntary Action, noted the extensive private and public involvement in the Denver program. Volunteer groups will be active during the first-year action program. For example, the Metro Denver Fair Housing Center, Inc. will operate the Housing Finance and Development project. The city also proposes to enlist the Advisory and Investment Group to operate the Consultive Services Organization project. The Board of Directors of this organization includes the industrial and commercial leaders of Denver as well as residents of the model neighborhood.

Several United Fund agencies are also participating in the Denver Model Cities program, including the Metro Denver Child Care Association and the Metropolitan Council for Community Services. It is planned that the construction trade unions will conduct two manpower projects and the Urban League will be involved in a pre-apprenticeship training program.

Commenting on the decision to tender a contract, Secretary Romney explained that this was done after a careful review of the Denver comprehensive plan. The plan was thoroughly studied and

(MORE)

analyzed both by the Regional and Washington Interagency Review Committees representing those Federal departments and agencies with urban aid programs.

"During the past several months, Denver has done an excellent job in revising its proposals and improving its capability to operate in the first-year action program," he said.

A total of 150 communities in 45 states, the District of Columbia and Puerto Rico are participating in the Model Cities program. The first applications for planning grants were approved in November 1967.

For further information:

Michael DiNunzio
Model Cities Director
1150 Bannock Street
Denver, Colorado 80202

Mayor William H. McNichols
Denver City and County Building
Denver, Colorado 80202

Note: A summary of the Denver Model Cities program is available upon request to the Office of Public Affairs, U. S. Department of Housing and Urban Development, Washington, D. C. 20410.

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HUD NEWS

U.S. DEPARTMENT OF HOUSING
AND URBAN DEVELOPMENT
WASHINGTON D.C. 20410

HUD-No. 69-0514
Phone (202) 755-6980

FOR RELEASE AFTER:
10:00 a.m., Thursday
June 26, 1969

MODEL CITIES CONTRACT TENDERED TO TRINIDAD, COLORADO

Secretary George Romney of the U.S. Department of Housing and Urban Development today announced the tender of a \$1,225,000 Model Cities contract to Trinidad, Colorado.

Trinidad will also be given substantial support from other programs administered by HUD, and by the Department of Health, Education and Welfare, the Department of Labor and the Office of Economic Opportunity.

Today's action by Secretary Romney will enable Trinidad to begin the first year action phase of its comprehensive five-year Model Cities program. County, local and private resources will also be used by the city in its concentrated, coordinated attack on the serious social, physical and economic problems within the Model Cities area.

Secretary Romney, who is Chairman of the President's Cabinet Committee on Voluntary Action, noted the extensive private and public involvement in the Trinidad program.

Civic, business, educational, welfare, medical and professional groups were involved in the planning process, and will also participate in the first year action phase.

Officials of several organizations active in the Trinidad program include the President of the Chamber of Commerce, the Superintendent of the Nursing Home and the President of Trinidad State Junior College. Among the private groups involved are the Southern Colorado Railroads Association which will donate a building to house a Juvenile Youth Offenses Center and the Historical Society which will restore a store facade as a demonstration of historic preservation.

- more -

Commenting on the decision to tender a contract, Secretary Romney explained that this was done after a careful review of the Trinidad comprehensive plan. The plan was thoroughly studied and analyzed both by the Regional and Washington Interagency Review Committees representing those Federal Departments and Agencies with urban aid programs.

"During the past several months, Trinidad has done an excellent job in revising its proposals and improving its capability to operate its first year action program," he said.

A total of 150 communities in 45 States, the District of Columbia and Puerto Rico are participating in the Model Cities Program. The first applications for planning grants were approved in November 1967.

For further information:

James E. Griffin
CDA Director
City Hall
Trinidad, Colorado 81802

Dr. James E. Donnelly
Mayor, City of Trinidad
City Hall
Trinidad, Colorado 81082

NOTE: A summary of the Trinidad Model Cities Program is available upon request to the Office of Public Affairs, U.S. Department of Housing and Urban Development, Washington, D. C. 20410

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HUD NEWS

U.S. DEPARTMENT OF HOUSING
AND URBAN DEVELOPMENT
WASHINGTON D.C. 20410

HUD No. 69-0511
Phone (202) 755-6980

FOR RELEASE AFTER:
10:00 a.m., Thursday
June 26, 1969

MODEL CITIES CONTRACT TENDERED TO CAMBRIDGE, MASS.

Secretary George Romney of the U. S. Department of Housing and Urban Development today announced the tender of a \$1,523,000 Model Cities contract to Cambridge, Mass.

Cambridge will also be given support from other programs administered by HUD, by the Department of Health, Education and Welfare, Department of Justice and the Office of Economic Opportunity.

Today's action by Secretary Romney will enable Cambridge to begin the first year action phase of its comprehensive five-year Model Cities program. State, county, local and private resources will also be used by the city in its concentrated, coordinated attack on the serious social, physical and economic problems within the Model Cities area.

Secretary Romney, who is Chairman of the President's Cabinet Committee on Voluntary Action, noted the extensive private and public involvement in the Cambridge program.

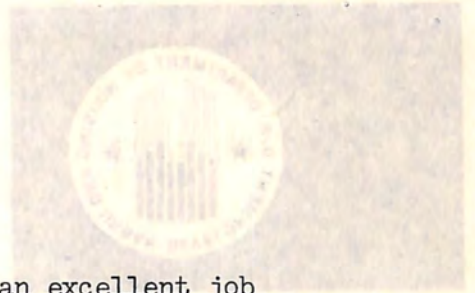
Beginning with the preparation of the application for planning funds, voluntary participation from many parts of the Cambridge community has been a strong feature of the Cambridge model cities program. Schools and other private groups will take part in first year action projects. Harvard and the Massachusetts Institute of Technology will be involved in the education component, and MIT will also assist in designing improvements for Sennott Park.

In the housing area, the Cambridge Corporation is supporting the development of a proposed cooperative project and scattered site public housing.

Commenting on the decision to tender a contract, Secretary Romney explained that this was done after a careful review of the Cambridge comprehensive plan. The plan was thoroughly studied and analyzed both by the Regional and Washington Interagency Review Committees representing those Federal Departments and Agencies with urban aid programs.

-more-

HUD NEWS



HUD No. 69-0511

-2-

"During the past several months, Cambridge has done an excellent job in revising its proposals and improving its capability to operate its first year action program," he said.

A total of 150 communities in 45 States, the District of Columbia and Puerto Rico are participating in the Model Cities Program. The first applications for planning grants were approved in November 1967.

For further information: Gordon L. Brigham
Community Development Section
City Hall
Cambridge, Mass. 02139

Mayor Walter J. Sullivan
City Hall
Cambridge, Mass. 02139

NOTE: A summary of the Cambridge Model Cities Program is available upon request to the Office of Public Affairs, U. S. Department of Housing and Urban Development, Washington, D. C. 20410

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HUD NEWS

U.S. DEPARTMENT OF HOUSING
AND URBAN DEVELOPMENT
WASHINGTON D.C. 20410

HUD-No. 69-0534
Phone (202) 755-7327

FOR RELEASE AFTER:
10 A.M. Thursday
June 26, 1969

MODEL CITIES CONTRACT TENDERED TO BALTIMORE, MD.

Secretary George Romney of the U.S. Department of Housing and Urban Development today announced the tender of a \$10,554,000 Model Cities contract to Baltimore, Md.

Baltimore will also be given support from other programs administered by HUD, by the Department of Health, Education and Welfare, the Department of Labor, and the Office of Economic Opportunity.

Today's action by Secretary Romney will enable Baltimore to begin the first year action phase of its comprehensive five-year Model Cities program. Local and private resources will also be used by the city in its concentrated, coordinated attack on the serious social, physical and economic problems within the Model Cities area.

Secretary Romney, who is Chairman of the President's Cabinet Committee on Voluntary Action, noted the extensive private and public involvement in the Baltimore program.

Civic, business, educational, welfare, and medical groups were involved in the planning process, and will also participate in the first year action phase.

During planning, the Chairman of the Greater Baltimore Committee, a private organization comprised of leading businessmen in the city, served on the Policy Steering Board and helped develop the comprehensive program. There was also strong university involvement, with John Hopkins University playing a major role in helping to develop some of the health components. Morgan State College made one of its faculty members available to serve as Chairman of the Policy Steering Board. Also, physicians and dentists in the model neighborhood provided technical assistance to the task force on health.

-more-

Commenting on the decision to tender a contract, Secretary Romney explained that this was done after a careful review of the Baltimore comprehensive plan. The plan was thoroughly studied and analyzed both by the Regional and Washington Interagency Review Committees representing those Federal Departments and Agencies with urban aid programs.

"During the past several months, Baltimore has done an excellent job in revising its proposals and improving its capability to operate its first year action program," he said.

A total of 150 communities in 45 States, the District of Columbia and Puerto Rico are participating in the Model Cities Program. The first applications for planning grants were approved in November 1967.

For further information: William G. Sykes, Director
Model Cities Agency
City Hall
Baltimore, Md. 21202

Mayor Thomas J. D'Alesandro
City Hall
Baltimore, Md. 21202

NOTE: A summary of the Baltimore Model Cities Program is available upon request to the Office of Public Affairs, U.S. Department of Housing and Urban Development, Washington, D.C. 20410

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HUD NEWS

U.S. DEPARTMENT OF HOUSING
AND URBAN DEVELOPMENT
WASHINGTON D.C. 20410

HUD-NO. 69-0503
Phone (202) 755-6980

FOR RELEASE AFTER:
10:00 A.M., Thursday
June 26, 1969

HUD TENDERS MODEL CITIES CONTRACT TO TOLEDO, OHIO

Secretary George Romney of the U. S. Department of Housing and Urban Development today announced the tender of a \$4,410,000 Model Cities contract to Toledo, Ohio.

Toledo will also be given support from other programs administered by HUD, the Departments of Health, Education and Welfare, Labor, Agriculture and the Office of Economic Opportunity.

Today's action by Secretary Romney will enable Toledo to begin the first-year action phase under its comprehensive five-year Model Cities program. State, county, local and private resources will also be used by the city in its concentrated, coordinated attack on the serious social, economic and physical problems within the Model Cities area.

Secretary Romney, who is Chairman of the President's Cabinet Committee on Voluntary Action, noted the extensive private and public involvement in the Toledo program.

Segments of the larger Toledo business community have been involved with two groups of young professionals and semi-professionals-- Harambee and the Toledo Council of Business-- in the planning and implementation of a number of model neighborhood projects. Other private groups involved in the Model Cities program include the National Association of Businessmen, Community Traction Company, Owens-Illinois Corporation, Chamber of Commerce, the First National Bank and the Toledo Trust Bank. The president of the local Laborers Union served as chairman of the Employment Functional Committee.

These groups were also active: Northwest Ohio Council of Social Services Agencies, American Cancer Society, Maumee Valley Hospital, Tuberculosis Society of Toledo and Lucas County and the University of Toledo.

Commenting on the decision to tender a contract, Secretary Romney explained that this was done after a careful review of the Toledo comprehensive plan. The plan was thoroughly studied

(MORE)

HUD NEWS



HUD-No. 69-0503

and analyzed both by the Regional and Washington Interagency Review Committees representing those Federal Departments and Agencies with urban aid programs.

"During the past several months, Toledo has done an excellent job in revising its proposals and improving its capability to operate in the first-year action program," he said.

A total of 150 communities in 45 states, the District of Columbia and Puerto Rico are participating in the Model Cities program. The first applications for planning grants were approved in November 1967.

For further information:

Charles Penn
Model Cities Director
City Hall
1100 Jackson Street
Toledo, Ohio 43624

Mayor William Ensign
City Hall
1100 Jackson Street
Toledo, Ohio 43624

Note: A summary of the Toledo Model Cities program is available upon request to the Division of Public Affairs, U. S. Department of Housing and Urban Development, Washington, D. C. 20410

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HUD NEWS

U.S. DEPARTMENT OF HOUSING
AND URBAN DEVELOPMENT
WASHINGTON D.C. 20410

HUD-No. 69-0524
Phone (202) 755-6980

FOR RELEASE AFTER:
10:00 a.m., Thursday
June 26, 1969

MODEL CITIES CONTRACT TENDERED TO WINOOSKI, VERMONT

Secretary George Romney of the U. S. Department of Housing and Urban Development today announced the tender of a \$788,000 Model Cities contract to Winooski, Vermont.

Winooski will also be given support from other programs administered by HUD, the Department of Health, Education and Welfare, and the Office of Economic Opportunity.

Today's action by Secretary Romney will enable Winooski to begin the first-year action phase of its comprehensive five-year Model Cities program. State, local and private resources will also be used by the city in its concentrated, coordinated attack on the serious social, physical and economic problems within the Model Cities area.

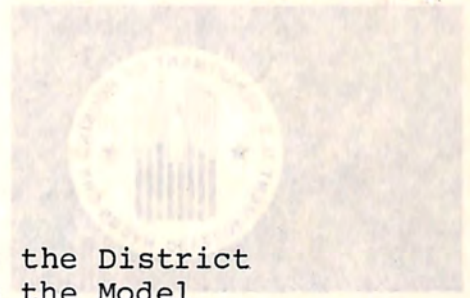
Secretary Romney, who is Chairman of the President's Cabinet Committee on Voluntary Action, noted that the Winooski model cities plan was largely the product of voluntary effort--reflecting the fact that in Winooski, because of its small size (8,000 pop.), most of local government is done on a volunteer basis.

State agencies also participating in the planning were: Department of Social Welfare, the Office of Local Affairs, The Interagency Council on Aging, the Vermont Highway Department, the Governor's Office, the Central Planning Office, the Department of Vocational Rehabilitation, and others.

Commenting on the decision to tender a contract, Secretary Romney explained that this was done after a careful review of the Winooski comprehensive plan. The plan was thoroughly studied and analyzed both by the Regional and Washington Interagency Review Committees representing those Federal Departments and Agencies with urban aid programs.

"During the past several months, Winooski has done an excellent job in revising its proposals and improving its capability to operate its first-year action program," he said.

(MORE)



A total of 150 communities in 45 States, the District of Columbia and Puerto Rico are participating in the Model Cities Program. The first applications for planning grants were approved in November 1967.

For further information:

Dave Drew
Model Cities Agency
City Hall
West Allen Street
Winooski, Vermont 05404

Mayor Bernard Sumner
City Hall
Winooski, Vermont 05404

NOTE: A summary of the Winooski Model Cities Program is available upon request to the Office of Public Affairs, U. S. Department of Housing and Urban Development, Washington, D. C. 20410

June 3, 1969

MEMORANDUM

To: Mr. Johnny Johnson

From: Dan Sweat

Subject: Copies of the Eric Hill Housing Report

When are you going to get some copies of the Eric Hill Model Cities Housing Report?

I would like to have a couple, please.

DS:fy

CITY OF ATLANTA

IVAN ALLEN, JR.
MAYOR

June 3, 1969

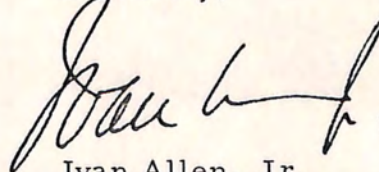
Mrs. Arnicia Jones
Mrs. Janey Lee Spencer
Mrs. Mamie Griffin
Mr. Howard Smith
Mr. Dennis Goldstein
Capital Avenue
Atlanta, Georgia

Dear Residents:

Last week you were kind enough to bring me your petition concerning your anxiety over having to move from your location on Capital Avenue.

Since then, I have discussed with Mr. Chapman, of Chapman Realty, your concerns, and he informs me that there is some consideration about the sale of the property, but that he feels certain that whomever buys the property will continue to operate it as apartments.

Sincerely,



Ivan Allen, Jr.

IajR;AM
CC: Model Cities Director

June 4, 1969

Mr. Roy W. Mann
The Best Manufacturing Co.
Menlo, Georgia 30731

Dear Mr. Mann:

This is in further response to your interest in establishing a glove manufacturing plant in Atlanta.

I regret to advise that our efforts to obtain approval from the Federal Government for use of Model Cities monies in needle trades training programs has met with negative results. We are therefore unable to assist you in an on-the-job training program.

We could, of course, provide recruitment, screening, pre-vocational training and supportive services should you desire to provide the actual training at your own expense. We would also be happy to assist you in obtaining funds through the SBA for this operation.

Please advise of your desires in light of the foregoing information. In any event, your interest in locating a plant in Atlanta is appreciated.

Sincerely,



J. C. Johnson, Director
Model Cities Program

JCJ:nb
CC: Mr. Dan Sweat ✓



NATIONAL LEAGUE OF CITIES
1612 K STREET, NORTHWEST, WASHINGTON, D. C. 20006

UNITED STATES CONFERENCE OF MAYORS
1707 H STREET, NORTHWEST, WASHINGTON, D. C. 20006



April 25, 1969

TO: Mayors and Managers of Model Cities
Directors of Model Cities' City Demonstration Agencies

SUBJECT: Proposal for State Administration of Model Cities Program

The State of Connecticut has submitted the attached proposal to Secretary George Romney of the Department of Housing and Urban Development. It proposes that Connecticut be designated to conduct an experiment in administering the Model Cities Program within the state.

This proposal, if approved by HUD, has very significant implications for the entire Model Cities Program, even though the experiment might not prove to be entirely successful or permanently accepted as an operating procedure by HUD. It will obviously result in stimulating a host of applications from other states for similar experiments or for expanded state authority over Model Cities Programs.

The second enclosure, an excerpt from a report of the Advisory Task Force on Community Development and Urban Relations of the National Governors' Conference, dated April 9, 1969, indicates the desire and strategy of states to secure control of the Model Cities Program. This clearly indicates that the Connecticut proposal is not a localized consideration of state control of Model Cities. Note that in both documents the emphasis is on state control and supervision as contrasted with state support of Model Cities efforts.

Neither Secretary Romney nor Assistant Secretary for Model Cities, Floyd Hyde, has at this point indicated support for this proposal. HUD has requested further information from the State of Connecticut concerning the way in which the State would administer the program. The state has also been requested to work out the relationship of its operating procedure with the HUD regional office. This work is currently in process.

We urge that you read these reports carefully. Your views should then be conveyed to Secretary Romney and Assistant Secretary Hyde. Such communications should be prompt. They should also be the subject of any future personal discussions with key personnel of the Department of Housing and Urban Development. Particular emphasis should be placed upon full consultation with Model Cities' mayors and CDA's prior to a federal decision on such a major restructuring of federal-city relations in this program.

Handwritten signature of Patrick Healy in cursive.

Patrick Healy, Executive Director
National League of Cities

Handwritten signature of John Gunther in cursive.

John Gunther, Executive Director
United States Conference of Mayors

Enclosure

A PROPOSAL
FROM
THE DEPARTMENT OF COMMUNITY AFFAIRS
STATE OF CONNECTICUT
TO
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
TO
DEMONSTRATE AN EXPANDED STATE ROLE
IN THE
MODEL CITIES PROGRAM

A PROPOSAL
TO DEMONSTRATE
AN EXPANDED STATE ROLE IN THE
MODEL CITIES PROGRAM

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A PROPOSAL
TO DEMONSTRATE
AN EXPANDED STATE ROLE IN THE
MODEL CITIES PROGRAM

Introduction

Early indications seem to point to a new prominence for the Model Cities concept in the new administration's approach to federal participation in urban oriented programs. Since such a change may require extensive administrative and policy restructuring on the federal level, the Department of Housing and Urban Development will need to have before it a maximum of experience in dealing with the administration of the Model Cities program at all levels, in order to develop that structure which will most effectively achieve the objectives of the Model Cities Program. It is becoming increasingly clear that such a structure must include a greater role for state governments in effectuating the program; however, outside of Connecticut there is a paucity of hard information concerning possible constructive roles states can play.

To help provide such information, we propose that the Connecticut Department of Community Affairs (DCA) be designated to carry out a demonstration program intended to test the thesis that an integral role for state governments with the full cooperation of the federal government can greatly increase the effectiveness of the Model Cities Program, and enhance the degree to which its objectives are actually realized in the local municipalities.

There are several reasons why Connecticut is uniquely prepared to execute such a demonstration with maximum results. Connecticut now has operative an extensively developed Department of Community Affairs, an Agency with ability and experience and charged with the responsibility of dealing with a wide spectrum of urban life. The Community Development Action Plan (CDAP), through which DCA affects the total comprehensive planning and execution functions in Connecticut communities, is a Program with important relationships to the Model Cities Program. Each of Connecticut's Model

Cities Communities is also engaged in CDAP planning.

Geographically, Connecticut is a compact state and therefore conducive for a centralized state agency to decentralize when necessary in order to maintain close contact and coordinate developments in local communities. Since Connecticut's model cities range from small to medium in size, they constitute a manageable laboratory for experiment in urban change. The number of these cities, five, is large enough and the problems in each varied enough to provide a productive sample for the demonstration; yet their size and variety certainly fall within DCA's demonstrated capacity. The whole complement of urban ills exists in Connecticut, but in a magnitude which is not overwhelming and which will yield to creative planning and judicious administration more readily than in larger cities where conditions are more desperate. Consequently DHUD should anticipate early reports, preliminary evaluations, and the necessary flexibility of DCA to adjust to possible federal policy changes within a reasonable demonstration period.

Connecticut's already advantageous situation should become even better during the present session of the legislature, since that session is expected to adopt legislation codifying the state's role in Model Cities, providing discretionary Program funds, and offering new possibilities for community development.

Finally, and of most importance, Connecticut has amassed valuable experience in ways in which state government can promote and enhance the Model Cities Program, through the activities since June of 1968 of its four Model Cities Coordinators. This Demonstration was made possible when Connecticut received the initial 701 grant to demonstrate potential state coordination of the Model Cities Program. The coordinators, working under and through the Governor's Inter-Agency Committee on Model Cities, has sought ways by which the resources of federal and state, public and private agencies

can be most effectively mobilized to the benefit of the State's model cities

One significant result of the team's work has been to demonstrate that a state agency can maintain a much closer relationship to a local program (and thus be more able to appraise it accurately) than can a federal regional office. Most significantly, this proximity to the local program can be seen in the fact that the coordinators have developed a close rapport with Model Neighborhood residents and groups. They are thus in a position to evaluate and influence programs from a perspective not often achieved by government agencies. Our proposal not only calls for the team's present functions to continue but for them to be expanded and intensified.

In summary, we propose that Connecticut's Department of Community Affairs be designated HUD's agent in managing the Model Cities programs in the State, and be granted adequate funding to provide additional staff and equipment necessitated by this expanded role. The proposal which follows will explain in detail how this can be done, and why Connecticut is in a particularly advantageous position to carry out such a demonstration. It will also examine some implications for specific programs.

An Expanded State Role In Model Cities

That the Model Cities team has accomplished since its inception nine months ago is a matter of record, and appears in the two quarterly reports which have been submitted to HUD. It is now perfectly clear that those accomplishments could have been more significant had certain problems been more clearly foreseen and more adequate provisions been made to deal with them. These shortcomings are corrected in the present proposal. Some are dealt with later in the section on program implications, but the most serious inability which the staff experienced arose from the State's anomalous position in the Model Cities Program. Lacking both authority and responsibility in the federal Program, the State was nevertheless asked to exert a constructive influence on that Program's reception in the cities. The inescapable conclusion, after nine months experience, is that productive state participation requires that the state be given a full share of authority and responsibility in the federal Model Cities structure.

Connecticut is particularly well prepared to demonstrate such a new role, not only by its unmatched experience with Model Cities, but also by its own State programs in the cities, the most important of which is CDAP. The Model Cities Program and the CDAP Program are inextricably tied together in the Connecticut model cities. Both programs have a five year time schedule; both demand citizen participation; both call for comprehensive planning and execution; both focus on the social aspects of physical renewal. In fact, the primary differences between the two Programs are that CDAP encompasses the entire community instead of designated target areas, has a possible two year planning period instead of one, and evaluates twelve municipal functions rather than the ten suggested in the Model Cities program.¹

Since the two Programs are compatible and mutually supportive, it is desirable that they be administered with the maximum possible coordination. The local programs

¹Of these two, CDAP examines municipal governmental effectiveness and is therefore not directly applicable to the Model Cities Program. The other, Interpersonal Communications, might well be a part of Model Cities, since its concern certainly is a requisite of citizen participation.

must integrate planning and action undertaken in the Model Neighborhood into the design for the total community which the CDAP will accomplish, allocating priorities, staff and budgets from a perspective which takes full account of requirements of both Programs and which seeks to mesh them for the most efficient possible amelioration of the city's problems. This is a process which demands care in administration at the local level, since the inter-relatedness of the urban complex is such that a decision in either Program inevitably has immediate and far-reaching implications for the other, necessitating new adjustments and coordinations.

The review process by which the federal and state concerns in the Programs are protected, are equally complicated, and must be carefully coordinated if they are to be of maximum effectiveness in yielding information to state and federal agencies and guidance to local Model Cities and CDAP agencies. This coordination, difficult at best, will be best accomplished when DCA, which bears responsibility for leading a municipality through a successful CDAP, plays a similar role in coordination with HUD in the Model Cities Program. DCA's Model Cities staff and CDAP evaluation staff are already in daily contact, and can now formulate the processes and guidelines which will most efficiently lead to optimal results in both programs.

The experience accumulated by DCA's Model Cities staff provides an excellent foundation for developing this coordination. Each coordinator has assumed primary responsibility for a particular model city, and has become extremely familiar with the realities of urban life in his city. Each has reviewed Model Cities applications, has served on local task forces, and has initiated substantive programs and followed them through to their realization. Each has attended CDAP review meetings, and has pressured and cajoled municipal officers and citizen groups to work together to expedite the two Programs in a cooperative effort. Each has attended local CDA meetings on a regular basis and has worked directly with neighborhood groups - some direct

outgrowths of the Model Cities Program. All have, in short, been directly involved in both Programs.

In both structure and function, DCA is well equipped to assume added Model Cities authority. The field offices and review staff of the CDAP Program are in daily contact with the Model Cities team, and the director of the Model Cities team is in daily contact with the Commissioner of DCA. DCA's team of urban specialists are available to both the CDAP and Model Cities teams. DCA has effective liaison with other state departments and agencies through the State Interagency Model Cities Committee, created by the Governor and established as the State's Model Cities authority. This committee is operational and includes with DCA as coordinator the respective commissioners and their delegate agents from each of the major State agencies involved in urban matters; i.e., health, education, housing, mental health, crime and delinquency, finance and control, labor and welfare.

In light of the above, DCA proposes the following: by contract, HUD shall delegate to the Commissioner of DCA for a period of no less than twelve months joint authority over the Connecticut Model Cities Program. This authority will include joint federal-state review of applications and requests for release of funds; the negotiation of planning grant contracts; the review of work programs and revised work programs; the authority to recommend terminating a city's Model Cities status; and other authority incidental to and logically flowing from these functions.²

²This would involve joint HUD-DCA staff meetings on Model Cities matters, inclusion of DCA in federal policy making meetings, attendance of DCA staff at regular conferences, etc.

Relationship of Model Cities to CDAP

It has earlier been stated that in Connecticut's Model Cities there is inevitably a close relationship between the Model Cities Program and the CDAP Program. This was noted as requiring coordination in overseeing the two Programs, which, it was said, could best be accomplished if DCA were to enjoy a partnership role with HUD in managing this State's Model Cities Programs.

Now it is important to note certain benefits which can be expected to accrue to both Programs as a result of their being carried out in concert. Administratively, this would have the obvious advantage of preventing duplication of effort, sharing costs of overlapping programs, sharing staff capabilities, preventing conflicting planning, efficiently providing information developed by each program to the other, and expediting early action programs. But, more important than this, CDAP is a comprehensive program in which successful Model Cities innovations can immediately be implemented in a city's other problem areas. Discretionary administrative control exercised by the Commissioner will require that joint Model Cities-CDAP guidelines be prepared, and techniques of joint review developed, at both state and local levels so that the coordination will be guaranteed.

Relationship of Model Cities to Community Relations Team

What happens in a central city affects every community contiguous to the city, and many which are farther removed from the city itself. In the same way, the good or ill health of the city favorably or unfavorably influences the fortunes of every business and commercial or industrial enterprise in the region. It follows, then, that any concentrated attack on urban problems (such as is envisioned in the Model Cities Program) and any mobilization of available resources to meet such problems can ill afford to overlook resources existing in suburban and exurban communities, and also must endeavor most assiduously to enlist all possible help from the private business and industrial communities. This, the Connecticut Model Cities staff, will seek to accomplish.

One important reason for the relative failure of such attempts in the past has been a break-down of communication. Suburban governments, representing residents who are in the suburb precisely because they sought to escape being plagued with urban problems, are not likely to respond to appeals to help the cities until and unless their constituents are fully convinced that they have an urgent concern with the well-being of the core-city which is the heart of the region which they inhabit. In the same way, businesses and industries in the region have in their accounting procedures no easy indicator of what blighted human existence in the ghetto costs them each year in lost production, theft, vandalism, restricted market, etc. Someone must tell them, if they are to have a significant role in bettering the conditions of life in our cities.

The Connecticut Model Cities team will have at its disposal important assistance as it seeks to overcome this communications barrier. DCA has under way a community relations project, in which a five-man team are seeking to develop ways to make residents of non-urban regions more aware of their dependence on the city, and to

bring them to accept a more proper share of responsibility for improving urban life. This demonstration program is being undertaken pursuant to a grant from HUD (Title IX of the Demonstration Cities and Metropolitan Act of 1966). Interestingly, this is the only program of its kind in the country and offers DCA a unique opportunity to study under laboratory conditions the complex and perhaps undefinable action-reaction relationship existing between urban and suburban communities throughout this country. The same team could carry out a similar communicating function with the business and industrial communities.

The increasing centrality of the Model Cities Program on the urban scene will mean that the Model Cities coordinators will be an indispensable resource for this Community Relations team, while the Community Relations team will in turn be valuable to the coordinators' efforts to enlist the widest possible assistance in urban improvement.

Relationship of State Model Cities Program to CDA, to
Municipal Governmental Structure and to
Neighborhood Groups

The fact that DCA has become HUD's delegate through the process which has been suggested will immediately render DCA more effective in dealing with those local agencies which determine the course of events in a Model Neighborhood. An agency possessing neither statutory nor administrative authority must rely only on persuasion to influence the program, and this alone is too often not enough to alter a city's pre-determined plans. This can result, and has resulted, in collisions between CDAs and the federal review team, with consequent delay in the local programs. These confrontations can be clearly foreseen from the State Model Cities staff's perspective, and could be avoided were the State staff accorded an appropriate degree of influence on local planning.

The proposed DCA-HUD partnership will immediately increase DCA's impact on the local government, and will provide a new dimension in the review and evaluation process, since DCA's Model Cities staff personnel have close contact not only with the CDAs but also with neighborhood groups in the Model Neighborhoods. Through this double insight and direct personal contact, a more balanced objective and complete evaluation of the Program can be made than would be possible from even the best written reports.

The DCA-HUD partnership will also make available to CDAs and/or neighborhood groups a variety of technical assistance available from DCA's own staff³ and from the staffs of those state departments represented on the State Interagency Model Cities

³That part of DCA's organization through which services are delivered consists of two parts: District Field Operations and Supportive Services. Operating under its Director, each District staff has capability to aid local governments, CAPs or other groups in preparing proposals for state assistance, to review such programs and to recommend action on them to the Commissioner. Available through the Supporting Services staff are specialists in housing, urban renewal, civil design engineering, code enforcement, social services, human resource development, welfare education, day care, city planning, recreation and leisure and manpower development.

Committee⁴. It has been the practice of the coordinators to maintain close contact with the all Model Cities-related developments, with a view to engaging state-offered technical assistance wherever this may be useful. When a need for such assistance arises, the coordinator acts as liaison between the CDA or the neighborhood on the one hand and the appropriate state agency on the other to insure maximum effectiveness.

In the case of DCA's own staff, this means bringing District staff into contact with local agencies for program development and application processing in connection with projects in which DCA can offer support. It means similarly involving the Supportive Services staff in many evaluating, planning or training functions. In the case of other state agencies, it first means an inquiry directed to that agency's contact person on the Interagency Model Cities Committee to establish what personnel are available for the needed function, followed by negotiation to make that personnel productive on behalf of the Model Cities group.

(a) Working with City Governments

To insure smooth and prompt delivery of such services, the coordinators will likewise maintain regular in-depth contact with those officials in each city responsible for the Model Cities Program, to review the planning being developed by CDA and city staff, to encourage explanation of innovative and experimental possibilities, to offer those kinds of technical assistance available from the state, and to make sure that maximal citizen participation is included in the planning at every step. They will also regularly

⁴Represented on the Committee, or readily accessible to it and to the Model Cities staff, are the state departments of: Consumer Protection; Corrections; Connecticut Development Commission; Education (including divisions of vocational education and rehabilitation); Health; Labor (including the Connecticut State Employment Service); Mental Health; Welfare (including Social Services and Child Welfare); and the Governor's Committee on Crime and Juvenile Delinquency.

attend meetings of the councils and task forces representing residents of the neighborhood, in order to provide similar stimulation and assistance in their work.

(b) Working with Neighborhood people

One of the disadvantages under which neighborhood people labor is a lack of information about the programs of government, federal, state and local, which can be made to work on their behalf. This can lead to a reaction of hopelessness which cuts the tap-root of any possible citizen participation. Disillusionment which results when governmental promises seem to the residents not to be redeemed (even if the failure results from the residents' own ineptness in dealing with government structure) can have the same effect.

For these reasons, it is important for the coordinators as soon as possible to identify those individuals and groups in the Model Neighborhood which reflect validly the ideas and attitudes existing in the neighborhood and/or exercise or have the potential to exercise leadership. When these key persons and groups are found, continuing contact with them must be maintained, in order that the coordinator may have a realistic picture of the Model Neighborhood in all its dimensions, in order that he may inform residents of the new possibilities the Model Cities Program opens to them, and in order that he may enlist their participation in the fullest and most productive way.

Success in establishing, maintaining and using such rapport with neighborhood people has been a signal achievement of the Connecticut Model Cities staff in their first year of existence under the 701 grant.

This kind of concern with the existing viable structures in the Model Neighborhoods has in many cases led to the establishment of mutually beneficial liaison with the

Community Action Agencies, through which the CAAs and Model Cities programs have achieved an important working relationship.

This emphasis on neighborhood liaison at the state level gives to the Connecticut Model Cities operation a balance which cannot be duplicated, and which has great promise for the success of the demonstration being proposed. Important as the achievements in this regard have been to date, they can be magnified and enhanced if the items proposed are granted, since each coordinator will have more time to devote to the city which is his essential responsibility, and because he and the staff of which he is a part will have the capability to exercise a greatly intensified impact on the local program and thus to produce positive results on behalf of neighborhood residents.

State Program Implications

In the light of DCA's experience with Connecticut's Model Cities Programs, there are certain items of programming which already recommend themselves as desirable for immediate implementation. Specifically these are: improvement of the communication flow, added emphasis on innovation in Model Cities planning and a program to foster the development of indigenous economic competence. While we propose that an early start on these is necessary, we foresee that there will be others which will become important during the period covered by this proposal, so that it is necessary that there be maximum flexibility in the State's Model Cities function to allow for implementing these new high-priority items.

Communications

There are four ways in which the communication flow in our present program must be improved for maximum effectiveness to be achieved; (1) access by the Connecticut Model Cities Office to federal and other planning concerning Model Cities; (2) intra-department communications; (3) communication with other departments of state government; and (4) communication with local CDAs and neighborhood groups.

1) DCA's Model Cities office must be represented at all federal conferences dealing with Model Cities, and at many such sponsored by private agencies. This is a must if the coordinators are to be the productive, up-to-date resource which is needed by the Model Cities programs. DCA, in such conferences can have a valuable input to federal thinking because of its unique experience. Also, provision must be made for frequent field trips to visit promising experimental programs in other states which may be adaptable to meet Connecticut's needs. Likewise, DCA must develop within its Model Cities office a resource library making as much information as possible immediately available.

2) As the Model Cities programs in Connecticut move toward the execution phase, there will be an increasing need for close coordination of all DCA programs in Model Cities communities. This will be partly taken care of by the Director participating in regular meetings of the District Directors, but will also require the institution of a reporting system by which the Model Cities office regularly receives status reports of all DCA programs in Model Cities municipalities. Further, to improve intra-department communications, it will be urged that programs of sensitivity training be made mandatory for many DCA employees, aimed on the one hand to sensitizing workers to each other, and, on the other, at sensitizing field workers to the particular communications problems of residents of Model Neighborhoods and other ghetto communities.

3) Since the development of good communications with other departments of the state government will play a major role in the success of the Model Cities staff's efforts, the approach will be to make fuller use of the Inter-Agency Model Cities Committee. Their meetings must now be regularized, and the agenda must include full reports on the status of each city's program and a calendar of upcoming Model Cities events to which other departments will be expected to make a contribution.

4) Finally, though the individual efforts of the coordinators have established good relations between DCA and local Model Cities groups, there remains a need for new avenues through which communication can take place. For this reason, DCA will sponsor regular state-wide or even regional conferences for local DCAs and/or neighborhood groups, at which information can be imparted and participants in local programs can share ideas with each other. Sensitivity training may also become a major component of such conferences.

Origination of Programs

Since it will be a continuing concern of the Model Cities team in DCA to work with agencies of municipal government and with neighborhood groups to encourage them to a maximum of innovation and experimentation in developing the components of the local Model Cities Program, the team will work closely with DCA's battery of urban experts to originate new and imaginative attacks on urban problems. The team will also seek to enlist all possible federal, state, and local, public and private, assistance available, to local municipal agencies and neighborhood groups in putting such plans into execution.

The coordinators will further seek to acquaint themselves with new problem solving approaches being tried in other states, (e.g., New Jersey's guaranteed income, New York's Vest Pocket Housing, etc.) to determine whether such programs offer promise for meeting some of Connecticut's needs.

In particular, the team will bring to bear on such problems the technical assistance available on DCA's own staff and the staffs of Departments represented on the Inter-Agency Committee, with a view to developing the full range of possibilities open to each Model Cities Agency in meeting its own local situation. The emphasis will be on developing ideas and programs which establish new directions or concepts on an experimental basis. The team will then communicate these possibilities to the municipalities and the Model Neighborhoods, and will assist them in translating such programs into action.

Economic Development Team

It is axiomatic that the standard of living of low-income urban residents cannot be raised unless they are allowed and encouraged to share in the total economic productivity of their community. The history of urban development, however, has shown that these programs adversely affect the economic destinies of the inhabitants.

It is not atypical to find that 40% of the businesses within a renewal area subsequently fail. This mortality rate reflects poor business practices that caused the operation to be marginal, personal service operations that were geared for a particular area, and in most cases these small business ventures had no direct relationship to the larger business community and therefore were strangers to the local Chamber of Commerce, lending institutions, etc.

For these reasons, it is necessary to employ all available governmental and private resources to provide imaginative Model Cities programming designed to save, support, and improve existing businesses and industries in Model Neighborhoods. In the same way, new businesses and industries must be created that are competitive and encompass new markets, new technology, and the assistance necessary to develop sound managerial skills and practices. Likewise, these new businesses will be influenced by Model Neighborhood residents and the City Demonstration Agency by virtue of their involvement in new manpower training and employment opportunities that must be developed.

To this end, the Model Cities staff will establish an Economic Development Team possessing extensive expertise in all matters relating to economic development.

It will be this team's responsibility to provide technical assistance to Model Neighborhood groups to enable them to develop a socio-economic barometer of the neighborhood and thereby to determine the number, size and kinds of business enterprises which may be required in the redevelopment neighborhood and those which have favorable prospects for success. The team will also assist the local group in surveying and consulting with existing business in order to establish which businesses ought to remain in the neighborhood, whether some should relocate, which will become redundant, which should shift to a different type of operation, which should expand, etc. Similarly, the number and kinds of new businesses which will

be needed must be established. When such determination has been made, the team will provide technical assistance to aid potential entrepreneurs through the problems of establishing, funding and organizing new enterprises consonant with the community's socio-economic plan. In the same way, the team will assist with the reorganizing, relocation, expansion or conversion process which existing businesses will have to undergo.

In addition to the full-time economic development person, who will be director of the team, personnel for this team will be co-opted on a part-time basis from the staff of DCA and other relevant state departments, some will be available from private enterprise, some can be enlisted from federal agencies, and when necessary, because of highly technical situations, consultants will be engaged.

DCA has already taken the legislative steps necessary to effectuate this proposed program. They fall into two categories. First, in 1967, the Connecticut Legislature established a state funding program for small business development centers (P. A. 524). Under this Act, the Connecticut Development Commission was empowered to make grants to an SBA defined small business development center or a municipally designated agency or organization approved by the CDC which "has as its function in whole or in part the developing of local entrepreneurship through rendering of consultive, technical, educational, and financial assistance".

The stated purpose of this Act was to establish and stimulate the growth of small business enterprises particularly as related to the low-income groups within the community. The 1969 Legislature has before it a DCA sponsored Bill (S.B.383), which proposes that the CDC's function be transferred to the Commissioner of DCA. It is anticipated that this Bill will be passed into law.

The second DCA sponsored Bill empowers municipally designated non-stock corporations, composed of neighborhood residents, to undertake programs for small

business development, inter alia (S.B.424).

These two bills tie in directly with existing programs administered by the federal Small Business Association. The Economic Opportunity Loans to Small Business Program (Title IV; 42 USC 2901-05); Loans to State and Local Development Companies Program (15 USC 661, 695 and 696); and the Procurement and Management Assistance to Small Businesses (78 Stat 526; Title IV; 42 USC 2901-07) all provide for financial and technical assistance to low-income persons, whether they be members of a corporation, community organization or acting independently, interested in becoming involved in private entrepreneurship. Further, there is the Department of Commerce administered Program (Public Works and Economic Development Program, 79 Stat. 552), which aims at developing private enterprises in economically distressed areas.

All these programs must be coordinated with the CDAP and Model Cities Programs to develop a comprehensive plan for redeveloping target areas. In this context, the Economic Development Team will seek to develop all possible ways in which the local Model Cities Program itself can be made to benefit local entrepreneurs, existing or potential. These might include funding neighborhood development corporations, giving preference to local developers, and according preference in bidding procedures to entrepreneurs based in the neighborhood and/or incorporating training procedures intended to upgrade local skills. The team will then work with local CDAs and Task Forces to implement such possibilities as fully as possible.

Discretionary Funds

As has already been noted, it is not possible to foresee all the program items which developing circumstances may render desirable, or even necessary, during the grant period. The final value of the demonstration which is proposed depends largely on the program being designed with enough flexibility to allow the staff to respond quickly and positively to unforeseen needs or newly emerging opportunities. Thus it is expected that there will be added during the grant period a number of new program

items beyond those which have been mentioned.

For this reason, the grant should provide for certain flexible funds which the Commissioner, at his discretion, could use for any Model Cities related function to enhance the success of Connecticut's Model Cities Program.

... and technical assistance to the local government...
... community organization...
... private and public...
... Economic Development...
... local Model Cities Program...
... giving preference to local developers...
... to entrepreneurs based in the neighborhood...
... intended to upgrade local skills...
... forces to implement such possibilities as fully as possible...
Discretionary Funds
... as has already been noted, it is not possible to foresee all the program items...
... which developing circumstances may render desirable, or even necessary, during the...
... grant period. The total value of the grant...
... on the program being designed with enough flexibility to allow the staff to respond...
... quickly and partially to unforeseen needs or newly emerging opportunities. It is...
... is expected that there will be added during the grant period a number of new program

Administrative Procedures

The ability of the Department of Community Affairs to administer the federal Model Cities Grant Program and supervise the activities allowed therein would enable the Department to maximize utilization of resources and manpower now existing as part of the agency's over-all program. At the present time the 701 Urban Planning Assistance Program, 701 State Advisory Program, the Title VIII program and Title IX program as well as a number of other innovative type activities being funded through federal and state grants are housed under one administrative office within the Department's organizational structure. It is proposed that the Model Cities Grant Program be added to the office to assure not only coordinative activities but more importantly that the activities of the various programs are supportive to one another and will contribute largely to a comprehensive approach to community development in all of Connecticut's municipalities.

It is felt that the Model Cities Program and the expansion of technical assistance to municipalities on all total staff levels will afford the state the opportunity to provide advice, counsel, and resources to municipalities qualifying for such assistance on a specific problem solving level. The combining of these activities will, on the most part, provide the coordinated services in keeping with the philosophy of the Department of Community Affairs, that is an outreach and community-oriented program.

To demonstrate the practicality and feasibility of this effort it is estimated that we will require a considerable expansion of the present Model Cities Coordination Program staff. The current coordination study terminates on May 30, 1969. The four coordinators now functioning as a Model Cities Coordination Team would be retained and will become a part of the proposed ten person staff which is outlined as

follows:

Professional Positions

1 Director	15,530.	
5 Coordinators:		
1 Assistant Director	12,760	
4 Coordinators @11,960 ea	47,840.	
1 Economic Development Specialist	11,560.	
1 Communication Specialist	9,680.	
2 Municipal Services Coordinators II @10,380 ea	<u>20,760.</u>	
		118,130.

Clerical Staff

4 Stenographers and typists @5,040.ea		20,560.
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STAFF SALARIES

Administrative Staff

1 Accountant	7,500.	
1 Clerk and/or machine operator	<u>5,040.</u>	
Total Administrative Staff		12,540.

Salary Related Costs		<u>15,117.</u>
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TOTAL MODEL CITIES PROGRAM STAFF		166,347.
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Staff Responsibilities

The administration of the new Model Cities Program will be assigned to the Department's Office of Supporting Programs for the reasons as explained above. The major responsibilities of the Director will be to supervise the functions of all members of the Model Cities staff. He will be directly responsible to the Commissioner in the latter's function as Coordinator for Model Cities and Chairman of the Governor's Inter-Agency Committee for Model Cities. He will establish such working relationships

with other divisions of the Department as are called for in the proposal, particularly the meshing of Model Cities and CDAP functions and coordinating District functions into the over-all Model Cities effort in Model Cities communities. For this purpose, he will participate in the regular meetings of the District Directors. He will negotiate with the CDAP Design and Review staff the policies and procedures which will most effectively assure that the two programs complement each other, and achieve maximum effectiveness. He will employ the talents of the Community Relations team in those ways which will best insure the greatest communication and the most response in support of Model Cities and other urban efforts. He will sit as chairman in all reviews of Model Cities programs in Connecticut.

The Coordinators will each have responsibility for liaison with all Model Cities functions in one of Connecticut's first and second round Model Cities programs, but will also have other responsibilities as well. They will be chosen for their broad-guage qualities and experience, enabling them to respond effectively in a wide variety of situations, but they should also possess real expertise in one or more of the following categories: interpersonal relations, community organization, municipal government, and federal and state urban programs.

The Coordinator named Assistant Director will supervise the work of all five Coordinators, to insure maximum effectiveness of the state's efforts, and to use the individual abilities and expertise of each coordinator wherever they may be called for in any of Connecticut's Model Cities programs. He may act on behalf of the Director in circumstances to be determined by the Director.

Each coordinator will be prepared to lend that help which he can most effectively offer as part of the total Model Cities Coordinating Team in whatever city the Director and/or Assistant Director may determine needs his aid. All coordinators will participate in all Model Cities reviews, with the coordinator assigned to the liaison function with

the city under review acting as principal interrogator of CDA procedures.

The Economic Development Specialist will be chosen for his demonstrated ability to foster new or struggling business or industrial enterprises, and for his organizational ability. He will assemble from DCA, from other Connecticut state and federal agencies, and from the private sector, the Economic Development Team, whose sole purpose will be to offer every needed assistance to Model Neighborhood entrepreneurs, existing or potential, who wish to start, develop or improve their own commercial or industrial enterprise. He will ensure that this team makes available all technical assistance needed by such ventures, and will formulate guidelines by which each Model Cities program can support them.

The Communications Specialist will be chosen for his expertise in developing an efficient flow of information between government agencies and with neighborhood people as well as municipal agencies, and for organizational abilities. He will develop procedures and mechanisms by which the Model Cities office in DCA can most efficiently transmit relevant information to other divisions of the Department and, in turn, receive such information from them. He will also develop similar mechanisms and procedures for communication with local Model Cities groups. He will develop the Model Cities Resource Library, and will organize whatever conferences or meetings the team may decide will be beneficial.

The Municipal Service Coordinators will be chosen for their knowledge of and experience in federal, state and local fiscal processes. It will be their responsibility to facilitate the flow of Model Cities funds into the local Model Cities programs and to administer state and federal discretionary funds available to the Model Cities Team. They will function only within policy defined by the Inter-agency Model Cities Committee and/or the Director, and will be directly responsible to the Director.

The four Clerical positions should include one person with some bookkeeping ability,

to assist the Financial Administrators, and one person with some knowlege of library science, to aid in the formation of the resource library. All should be proficient in the usual secretarial skills.

Space needs will include: one private office (for the Director) with adjacent secretarial space; office space for five coordinators, with some provisions for privacy, with one adjacent secretarial space, and with a small conference room nearby and available; sufficient office space for the Economic Development Specialist and the two Financial Administrators, with two adjacent secretarial spaces.

The total cost of equipment required to make the program operational totals \$16,840. This figure includes office space as well as transportation costs for the field operations segment of the program as well as a variety of furniture and equipment.

As described and for the reasons stated above, the discretionary fund is a necessary item to keep the program on an action oriented basis. It is requested that \$50,000 be allocated for this purpose.

Total Operating Funds Required

Based on the above projects, the estimated total funds required to make the program operational is a minimum of \$233,187.

The Secretary of Health, Education and Welfare and the Chairman of the National Governors' Conference should appoint a Joint Task Force to prepare legislative and administrative proposals to meet the housing needs of all persons receiving federal welfare and housing assistance.

* * * * *

The States and Model Cities: HEW and HUD

Recommendation 13: HEW-Model Cities Relations

As HEW begins to re-structure its programs to provide that adequate attention is focused on urban areas and Model Cities in particular, HEW should seek to renovate existing HEW-State relations to accomplish this task rather than trying to develop its own HEW delivery system at the local level, as it is now doing in Model Cities. The Secretary of HEW should require the concurrence of the Governor for all HEW funds earmarked and spent through state agencies in Model Cities.

HEW should seek to re-structure its relations with its own Regional Offices, State Agencies and the Governors with a view to insuring that State machinery is responding to the priority needs of urban areas. This method is preferred over the alternative of direct HEW-local relations as is being undertaken in the Model Cities Program. HEW already has 200 field people assigned to work directly with Model Cities. A similar deployment of personnel to the Governors' offices would produce an ability to coordinate and deliver most HEW and State services needed for the orderly development of all local communities. Direct Federal-local relations have no great record of achievement, except in food production. HEW has historically used the States to deliver a good record of health, education, and social services to people regardless of where they live. We recommend a modification of the existing HEW-State system rather than direct HEW-local relations, to meet the priority needs of urban America.

* * * * *

Recommendation 14: HUD-Model Cities Relations

Congress should amend the Model Cities legislation to provide for a legitimate and positive role for State government in the operation of the program. Specifically, Section 105 of the "Model Cities and Metropolitan Development Act of 1966 should be amended to authorize the Secretary of Housing and Urban Development to make matching grants to the States to provide continuing planning, coordination, programming and technical assistance services to model city agencies.

In those states where the state contributes a substantial portion of the local non-federal financial share, the program should provide for state concurrence in the approval of the selection, program development and funding of all model cities applications.

HUD should immediately provide for State review and comment on model city work programs and supplemental grants.

The Model Cities Program should be re-evaluated with a view toward its extension to the entire city and making it the coordination and delivery system for all federal grants coming into the model city, plus an appropriate role for the State for the delivery of State programs.

The Model Cities program has reached the point where closer Federal-State Community cooperation is essential. The program very shortly will be operating in over 40 States and in some 150 cities, both large and small, with a total population of 50,000,000 people. Not only the 6,000,000 people in the model neighborhood areas stand to benefit, but also the total city by the emphasis upon local innovation and the development of more effective and responsive procedures and policies at all levels of government. This program could well become the prototype for a new federal assistance delivery system.

HUD has invited Governors and other appropriate State officials to participate as partners with the cities in the development of Model Cities comprehensive program submissions, and to contribute to the review of these programs. However, federal legislation provides no clearly defined role for State government in the program, and the problems of coordination among the federal departments involved remained unsolved.

The States continue to be concerned about the lack of communication between HUD, model city applicants, and the Governor's office. The States have repeatedly said that state budgets and programs cannot be suddenly changed at some indefinite future date when the model city applicant comes to the state for approval of project elements that are part of long-range state development programs.

At the state level, the Governor's office should assume authority under federal legislation to coordinate the program as it operates through line agencies, to synchronize local Model Cities plans with state plans, and (either directly or through an agency for community affairs) to provide financial and technical assistance to the Model Cities.

Either through administrative change or by amending the Demonstration Cities Act, supplemental federal funds should be made available to states which appropriate funds for financial or technical assistance to Model Cities. This, in turn, would provide the incentive of the "multiplier effect" to State Legislatures and would encourage large appropriations. Where possible, both federal and state flexible funds should be earmarked for priority use in Model Cities, as has been done with federal urban renewal funds.

* * * * *

June 2, 1969

Dr. Richard Wilson
School of Architecture
Georgia Institute of Technology
Atlanta, Georgia 30332

Dear Dr. Wilson:

The work being done by your students in the new Model Cities "involvement" project is of great interest to those of us in government involved in the Model Cities Program.

For some time, it has been my feeling that our academic institutions could serve the community and their students much more effectively if academic curricula could be geared to contemporary problems and projects.

The results of such work should be made available to interested governmental or community leaders so that the innovations of the youthful mind of the college student can be shared by those responsible for building programs for the good of the total community.

I wish for your students success in their undertaking and I hope it is just the beginning of many other projects in which the City can share.

Sincerely yours,

Dan Sweat

DS:fy

GEORGIA INSTITUTE OF TECHNOLOGY
ATLANTA, GEORGIA 30332

SCHOOL OF
ARCHITECTURE

May 30 1969.

Dr. A. G. Hansen
Dean, Engineering College

Model Cities, 4th year
Class Project

Dear Dr. Hansen,

My students are now working on the final stages of the three media presentation of their Model Cities "involvement" project.

They are scheduled to make the presentation at 4 p.m. on Friday June 6th, at which time they will show slides synchronized with an audio taped commentary, in the Architecture Auditorium; and their exhibit panels will be on view nearby.

Their third item of presentation will be the brochure, in which Bob Wallace has shown much interest, and has undertaken to do the publishing. And for this item the classwork will be completed with the submission of their typed copy and illustrations, following a format that they have discussed with Mr. Wallace.

The students who are working on this report have been very concerned that what they have been doing and learning is basically in accord with the forward-looking educational and community interaction policies of Georgia Tech. And with this in mind they have asked if it would be possible for them to include a short quotation of a few of your own words on this subject.

On the model cities side, I have been in touch with Mr. Don Sweat in the Mayor's Office, and of course, with Mr. J. Johnson, head of the model cities program, but I have not yet

been lucky enough to set up a time for them to visit us that would be right for both the class schedule and for theirs.*

Mr Sweat, I learned, was recently a guest speaker on the subject of model cities, at a regional meeting of architectural students and faculties in Kansas — so of course I am trying hard to get him to come here on Friday next.

I enclose a transcript of my own opening remarks at our first class seminar, — in which I may have spoken out of turn and over-stated some things. The students however, have been moved by such thoughts, and think it is right that some expression of them should be included in their report.

But they also very much want their report to be clearly in touch with practical reality, especially where it may have reference to some of Georgia Tech's current educational aims and aspirations. And for this, they rightly turn to you.

So I very much hope that you will now be able to provide a few appropriate lines to meet their needs, and also of course that you will be able to come to their presentation next Friday.

Yours sincerely,

Richard Wilson. Professor.

*The class has however had contact with the Model Cities Physical Planning Staff, headed by Mr Jim. Wright, and more especially with the head of its Medical Services & Facilities Program, Dr. George Swerdloff, who has spent many hours with us, and who in my opinion has functioned as a gifted and enthusiastic teacher to our students, as well as to the citizens of Model Cities.

I would say in fact that our claim to having successfully introduced some very worthwhile ~~of~~ element of interdisciplinary teaching at the undergraduate level, on this occasion could best be supported by reference to

Dr. Swerdloff's most instructive contributions to all our discussions.

RW

Transcript of my opening remarks at our first Model Cities project
Seminars. *Notes.*

" Citizens of Model Cities are now rightly participating in activities which aim to do immediately what can be done immediately---while planning for the future.

They are tired of being the passive subject of surveys and plans that bring no immediate benefits--

But as they move forward by self determined practical steps---as citizens of the State of Georgia, they will expect to take advantage of all the new systems and devices that modern technology can come up with to meet their needs and requirements-- and to benefit from the State's investment in Technological Research and Education.

But ^{however} modern technology is now oriented to other things--- to the middle class "incentive" values of suburban affluent living---and the "security" values of making ~~work~~ war.

It is not yet oriented to the needs and requirements of "Model Cities"--- and has no on-going program, in this area, that can now come up with spectacular advances at short intervals---such as occur in the other areas.

Meanwhile ^{becoming} the National Model Cities and similar programs are ~~however~~ so vast and critical to the Nation, that technology is now obliged to become oriented to them-- and ready to serve the Citizens who live there.

Atlanta's Model Cities program has the opportunity and shows the promise of leading the nation-- and Georgia Tech wishes to do its part in this by providing the technologically-based education and innovative research that is needed to do this job.

Such new purpose and direction can act as a great incentive to help raise our levels of academic achievement-- and our students will be better citizens because of their involvement in it. One thing in particular has to be said about this---

We should not ever imagine Georgia Tech's store of technological expertise to be like the wealth of some rich family, ready to make charitable gifts to poor relations.

The shoe may well be on the other foot. Tech very much needs new challenges that are commensurate with its resources-- and the challenge of the 'Model Cities' program is in this sense something of a gift to Georgia Tech.

Our association with Model Cities can be much more fruitful to us than similar association with Urban Renewal has been in the past.

'Model Cities' has the built-in capacity to succeed where previous programs ^{often} proved abortive. This is because of its basic principle of Citizen participation and its total integration of Social economic and physical improvement measures.

What this architecture class is attempting, is a relatively small project, to

be explored and developed at a high speed-- as these things go ----
but it is important to us at Georgia Tech, because it can prepare the way for
deeper studies.

Our immediate assets here are:

- 1) Students, members of the AIA National Student Organization,--
who have asked to be given this kind of task in their classes--- They
are already motivated.
- 2) Current climate of opinion that sees improved educational values in
this kind of project--- when properly organized.
- 3) People who know the difficulties we face in attempting this--- and
are equipped and ready to give us all the help they can.

The students will produce reports and graphic displays covering survey and
analysis of the health service needs and possibilities for meeting these with
services and facilities. The study will also, of course, include projected designs
for major health service buildings, with emphasis on the use of recently developed
techniques likely to be most appropriate in this situation, as well as of imaginative
but basically practical innovations.

The presentation products emerging from the study will be as follows:

- 1) An exhibition type display of graphics and models.
- 2) A distributable record of the project in the form of a published
brochure.
- 3) A series of synchronized audio tapes and slides for auditorium
presentation.

Utilization of these products will be as follows:

- a) Educational use for future classes, not only to communicate valuable
knowledge of this area of public need, but also as a stimulus and
guide for those making similar studies in other areas of need.
- b) For practicing professionals in architecture, city planning, engineer-
ing, medicine and health services----- to promote and facilitate
better understanding of the needs and possibilities for effective
action, including interdisciplinary collaboration (such as mutually
advantageous adaptation of various aspect solutions, to allow for
their consolidation in a unified total assembly).
- c) For local leaders and citizens-- as an aid to democratic decision-mak-
ing, in an on-going process of community improvement. "

PROPOSAL FOR A GRANT TO _____ FOR TRAINING
AND TECHNICAL ASSISTANCE IN MODEL CITIES

I. BACKGROUND AND PURPOSE:

The purpose of this program is to build the capacity of Model Cities residents in _____ to respond knowledgeably and effectively to the requirements of the Model Cities Program by establishing responsible neighborhood organizations so that they can assess their problems and can work effectively with city government and other local institutions in the planning, execution and evaluation of programs. It is our understanding that the Model Cities Administration and OEO will join in this project as part of an effort to build effective and responsible community participation and to make available funds and assistance to model neighborhood groups in both first and second round cities.

Two major objectives of the program are:

1. To provide citizens with a diversity of experience and capability in local institutional planning, program implementation and program evaluation.
2. To foster maximum feasible integration of organization and function by CAA and CDA neighborhood groups and to plan and move toward the eventual consolidation of resident participation organizations covering the model neighborhood area.

Inherent in making their training, technical assistance, and planning funds available is the assumption by OEO and HUD that citizens have a

major role to play in both the Community Action Program and the Model Cities Program. Further, both OEO's and HUD's philosophy

--acknowledges the right of people affected by public programs to have access to and influence on the process by which decisions about their lives are made;

--accepts that many of the best intentioned officials and technicians are often, by their training, experiences, and life-styles, unfamiliar with or even insensitive to the problems and aspirations of model neighborhood residents; therefore, resident ideas and priorities can result in more relevant, sensitive, and effective plans and programs;

--recognizes that the process of participation makes it possible for those citizens formerly outside the system to learn how it functions and how to make it function in their interest-and that the process makes it possible for residents to strengthen existing skills and to develop the kind of new skills needed for effective citizenship beyond as well as within the Model Cities Program.

In light of the above and in order to overcome these problems, OEO and HUD are encouraging CAA's, CDA's and the neighborhood groups to test this technical assistance strategy through the use of these funds. Funds allocated to neighborhood groups under these grants may be used to provide planning, training and technical assistance services to

neighborhood residents including but not limited to the following:

1. Full-time staff for neighborhood groups to plan and develop services under these programs.
2. Formal training programs for neighborhood resident groups and staff.
3. Collection and dissemination of relevant information about Model Cities and related programs to neighborhood residents.
4. Retaining consultants, (lawyers, community organizers, planners, programmatic specialists, etc.) to advise on substantive programs and planning.
5. To develop and carry out citizen evaluation of the Model Cities and all other planning activities that affect the neighborhood.
6. A portion of grant funds may be used by neighborhood groups to contract directly with organizations of their own choosing which are regularly engaged in providing T&TA.

II. PROCESS PRIOR TO WORK PROGRAM

1. The CAA and CDA will discuss this program. (delete remainder of sentence.)
2. They will discuss their commitment for the next twelve months of funds for training and technical assistance services to neighborhood groups.

3. Designation of neighborhood groups to plan the program and receive funds by the CAA and CDA.
4. The neighborhood group with assistance acceptable to it from the CAA and CDA will decide what training and technical assistance they require for the development of the proposal for neighborhood group support funds.
5. If this assistance is not available in the city, the CAA and CDA will make every effort to obtain it. We hope OEO and the other Federal, state and local agencies involved in the Model Cities Program will make it available to the neighborhood group -- assistance which is acceptable to the group.
6. If the neighborhood group or groups feel that promised training and technical assistance is not being received or is inadequate, we, the CAA and CDA will use our good offices to remedy the situation.

III. Work Program.

1. The neighborhood group with the above technical assistance will prepare a formal written application. They will also prepare a summary of that application for circulation to residents of the model neighborhood.
2. After the interim board and/or membership of the neighborhood group has approved the application it should be submitted through the CAA and CDA to OEO and a copy sent to HUD. If CDA funds are not included in the application, they must be integrated into the application. Prior to this submission, the CAA, CDA

and resident groups shall meet together to discuss their relationships within the framework of the proposal.

3. Included in the final application will be a descriptive history of the ways in which the steps in the work process outlined above have been met.
4. The application will also indicate the ways CDA funds and assistance will be made available to the neighborhood group. The application will show as specifically as possible what kinds of activities will be undertaken, when and how.
5. The application will also describe what, when and how of training during the program year.
6. The application will also specify how consultants hired by the neighborhood group will be accountable to the neighborhood group or groups.
7. The application will also describe how this training and technical assistance is related to CDA and CAA plans and programs.
8. The work program will spell out hiring procedures: particularly the rights and responsibilities of the neighborhood group, the CAA and CDA.
9. The work program will also indicate by name wherever possible specific CAA-CDA staff and staff of neighborhood organizations who will be involved in implementing the program.

10. We are committed to observing the terms of the HUD/OEO Agreement on local coordination in the development and implementation of this work program.

IV. Time Table

1. Designation of the neighborhood groups will occur no later than 30 days after the grant funds have been obligated.
2. The neighborhood group will complete the training plan no later than 60 days after the funds have been obligated.
3. The first draft of the proposal and the summary for communication to neighborhood residents should be completed no later than 75 days after the funds have been obligated.
4. The final work program will be submitted no later than 90 days after the grant funds have been obligated.

V. Budget

Sample CAP 25

80% Staff

20% space, overhead

SPECIAL CONDITIONS

The Region may want to special condition the grant to insure periodic progress reports. Other desirable special conditions which Regions may want to consider are:

1. No funds under this grant ought to be expended until OEO approved the 90 day proposal which emerges from the work program described in this grant.
2. Incorporation is not necessary for release of funds from OEO provided that the CAA in conjunction with CDA agree to spend the funds as requested by the neighborhood group and indicates the mechanism with which it will make fiscal accountability to and for the group.



DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
MODEL CITIES ADMINISTRATION
WASHINGTON, D. C. 20410

MAY 15 1969

IN REPLY REFER TO:
DMP

Honorable Ivan Allen, Jr.
Mayor of Atlanta
Atlanta, Georgia 30303

Dear Mayor Allen:


As you may know, an interim report on the experiences of Atlanta, Dayton, and Seattle during the planning period has been prepared by Marshall Kaplan, Gans, and Kahn and has been distributed to all model cities.

The report, A History and Analysis of the Planning Process in Three Cities, is useful to both first and second round cities. All cities should benefit by a better understanding of the difficulties faced during the planning process and your city's solutions for those difficulties. The findings of the study of the planning process indicate that different cities can find satisfactory though different solutions to similar problems. This ability of cities to develop answers suited to local situations is a basic goal of the Model Cities program.

I am pleased that Atlanta is included in this report because you have shown that a competent city and its dedicated people can accomplish significant achievements through cooperation and with hard work. It is my understanding that Marshall Kaplan and Mr. John C. Johnson have reviewed the text's discussion of Atlanta, and that Mr. Johnson has agreed that it is an accurate description of your planning experience.

The generous efforts of you and your staff are greatly appreciated. Thank you again for your assistance.

Sincerely yours,


Walter G. Farr, Jr.
Director

May 21, 1969

Mr. Mason L. Wyatt
Deputy Director
Model Cities Department
City of Lawton
1202 Lee Boulevard
Lawton, Oklahoma 73501

Dear Mr. Wyatt:

Mayor Allen has asked me to answer your letter of May 14, requesting information on Atlanta's city government organization.

I am afraid that any information we might try to compile would be of limited benefit to you in planning your Model Cities program. However, the U. S. Department of Housing and Urban Development has recently released a history and analysis of the planning process in 3 Model Cities. They were the first 3 cities selected - Atlanta, Seattle, and Dayton.

This study contains information on the City of Atlanta's government organization and the process we went through in putting together the Model Cities program. I believe this will be of much more value to you than anything I might be able to supply. If you do not have a copy, you may obtain one by writing HUD or to the Superintendent of Documents, U. S. Government Printing Office, Washington, D. C. 20402 (Government Printing Office # 0-39-676).

Sincerely yours,

Dan Sweat

DS:fy

MODEL CITIES DEPARTMENT
CITY OF LAWTON
1202 LEE BLVD.
LAWTON, OKLAHOMA 73501
TEL. (405) 357-5013

MAY 14, 1969

MAYOR OF THE CITY OF ATLANTA
ATLANTA, GEORGIA 30303

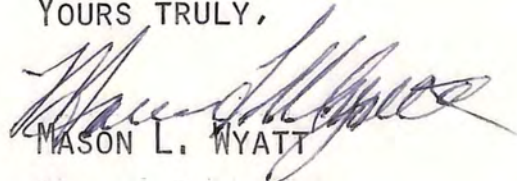
DEAR SIR:

THE CITY OF LAWTON, OKLAHOMA HAS BEEN DESIGNATED A MODEL CITY AND IS NOW ENGAGED IN ITS PLANNING YEAR.

CITY GOVERNMENT ORGANIZATION HAS BEEN SELECTED AS ONE OF THE AREAS OF STUDY. THEREFORE, REQUEST I BE FURNISHED A COPY OF YOUR CITY GOVERNMENT ORGANIZATION FUNCTIONAL CHARTS, CODES AND ORDINANCES OR OTHER REFERENCE MATERIAL THAT YOU DEEM APPROPRIATE FOR A STUDY ON CITY GOVERNMENT ORGANIZATION.

THANKING YOU IN ADVANCE.

YOURS TRULY,



MASON L. WYATT

DEPUTY DIRECTOR

MLW:BLR

ROBERT AND COMPANY ASSOCIATES, ATLANTA

May 19, 1969

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

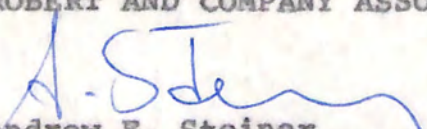
Dear Mr. Johnson:

It was recently announced by Mr. George Romney, Secretary of the Department of Housing and Urban Development, that the Model Cities Program will not only be reactivated, but every assistance will be given to make it an important and successful program.

As you know, the goal of urban design is to reverse the spread of urban ugliness and blight, and to work for order and more effective planning so as to achieve more liveable, workable and beautiful cities and towns. Urban design is a specialty of our firm and we would like very much to hear from you if you think we could be helpful in achieving your over-all goals.

Sincerely yours,

ROBERT AND COMPANY ASSOCIATES


Andrew E. Steiner
Department of Planning and Urban Design

AES:rla

cc: ✓ Mr. Dan Sweat
Mr. Collier Gladin, Director
Mr. Howard Openshaw

5-8-69

Model Cities

Model Cities Headquarters

Bids should be taken for deformed reinforcing steel bars for concrete foundation slabs - Model Cities headquarters buildings in accordance with architectural plans.

EMERGENCY EXPEDITE

Model
Cities
funds
when
Federal
grant is
approved.



HUD NEWS

U.S. DEPARTMENT OF HOUSING
AND URBAN DEVELOPMENT
WASHINGTON D.C. 20410

HUD-No. 69-0359
Phone (202) 755-6980

FOR RELEASE:
A. M. Papers
Saturday
May 10, 1969

HUD TENDERS MODEL CITIES CONTRACT TO SEATTLE, WASHINGTON

Secretary George Romney, of the U.S. Department of Housing and Urban Development, today announced the tender of a \$5.2 million Model Cities contract to Seattle, Washington.

Seattle has also been given assurances for substantial funds from other programs administered by HUD, and the Department of Health, Education and Welfare, the Department of Labor, and the Office of Economic Opportunity.

Today's action by Secretary Romney will enable the city to begin its first year action phase under its comprehensive five-year Model Cities program. State, local and private resources will also be used by the city in its concentrated, coordinated attack on the serious social, economic and physical problems within the Model Cities area.

Of the \$5,200,000 in Model Cities supplemental funds, approximately \$1,200,000 will generate \$10,100,000 in capital construction, Secretary Romney said. HUD has approved a neighborhood development program for Seattle as well as a neighborhood facilities project, parks and urban beautification, 100 units of low-rent public housing on scattered sites under the leased housing program, 25 units of rehabilitated housing, and 100 new houses under FHA's new mortgage insurance program.

HEW has stated that, in addition to substantial HEW funds which presently provide health, education and welfare services to the Seattle Model Cities area, HEW has indicated the potential availability of \$2,095,600. HEW will continue its ongoing efforts with Seattle to make these funds available to carry out the plan, to the extent possible under existing program legislation. Included are programs for dropout prevention, for teacher training, the Teacher Corps, maternal and infant care, for the elderly, and for treating the mentally retarded.

A total of \$2,347,000 for a Concentrated Employment Program in Seattle, funded by the Department of Labor, will provide work training, work experience and other manpower services for Model Cities area residents. The Office of Economic Opportunity indicated that it expects to maintain the present \$2.4 million level of annual funding for Community Action Program activity within the Seattle Model Cities area for the coming year.

Secretary Romney, who is the Chairman of the President's Cabinet Committee on Voluntary Action, noted the extensive private involvement in the Seattle program. Besides the contributions of private groups in the planning process, which is expected to grow during the action stages, volunteer help is available from such organizations as the Seattle Chamber of Commerce, the American Medical Association, Seattle-King County Labor Council, the King County Bar Association, Boeing, and the Weyerhaeuser Corp. The United Good Neighbor Fund, the Urban League, and other private agencies were represented on the Advisory Council.

"The largest volunteer contribution has been the neighborhood residents themselves," Secretary Romney said.

Commenting on the decision to tender a contract, Secretary Romney explained that this was done after a careful review of the Seattle comprehensive plan. The plan was thoroughly studied and analyzed both by the Regional and Washington Interagency Review Committees representing those Federal Departments and Agencies with urban aid programs.

"During the past several months, Seattle has done an excellent job in revising its proposals and improving its capability to operate in the first year action program," he said. "Other comprehensive plan approvals and contract tenders are following a similar process and additional announcements will be made over the next several weeks."

A total of 150 communities in 45 States, the District of Columbia and Puerto Rico are participating in the Model Cities program. The first applications for planning grants were approved in November 1967.

Attached is a summary of Seattle's comprehensive plan which includes descriptions of first year action programs using Model Cities supplemental funds.

For further information:

Walter Hundley
Director, Model Cities Agency
1700 E. Cherry
Seattle, Washington 98122
(206) 583-5700

Honorable Floyd Miller
Mayor, City Hall
Seattle, Washington 98122

SEATTLE, WASHINGTON

Seattle was one of 63 cities named in November 1967 to start planning in the Model Cities program. Subsequently it received a \$209,720 planning grant to develop a plan for a 2.25 square mile area in the center of the city.

About 10 percent of the city population, or 58,000 people live in the model neighborhood on two percent of the city's land area. The model neighborhood contrasts sharply with the general prosperity of Seattle, which is considered a "white collar" city with a median average income of \$6,942.

Unemployment in the model neighborhood is three times the city rate, median annual income is 27 percent lower, nearly half (45 percent) of family heads did not finish high school, and one-third of the families live at or near the poverty level.

Eighty-five percent of Seattle's Negro population live in the model neighborhood, making up more than half the neighborhood population. The area also includes Japanese and Chinese communities as well as small numbers of American Indians, Eskimos and Filipinos. Ten percent of the residents are white.

Citizens Involved

Seattle's five year program for upgrading this area incorporates the work of 10 citizen planning task forces working closely with volunteers from public and private agencies at the local, State and Federal levels.

During seven months of weekly and semi-weekly meetings, over 1700 citizens participated in task force planning. Proposals approved by the task forces were passed on to the Seattle Model City Advisory Council, composed of 86 representatives from neighborhood organizations, ranging from church and fraternal to militant civil rights groups. The City Demonstration Agency (CDA) staff, a group of 23 professionals, including seven persons on full time loan from city, county, State agencies and private enterprise, worked closely with the task forces and the Council to develop the final plan for approval by the Mayor and City Council.

Five Year Strategy

Seattle's five year program aims at a turn-around of all aspects of life in the target neighborhood.

"Solutions will be aimed as much at the inherent contradictions of our institutions as the individual victim of these contradictions" the Seattle program says. "We need altered ways of life as well as altered lives."

To accomplish this, Seattle looks to both public and private support. Two key elements of the plan, an economic development corporation and a housing development corporation, are expected to bring several million dollars of private and other non-federal funds into the neighborhood and multiply the impact of this money by keeping it in the neighborhood.

Backing up these programs will be concentrated manpower training and supporting health and social services to give model neighborhood residents the chance to get the jobs involved in the physical and economic improvement of the neighborhood.

At the same time, fundamental improvements in the education system -- dealing with what is taught, how it is taught and how parents and children in the neighborhood look at the schools -- are projected as essential to the long range self-sufficiency of individual residents and of their community.

Coordination of these various efforts will take place both at the city level, where similarly operated agencies have gained new experience working together, and at the neighborhood level, where the Model Cities program already has opened new channels for participation in governmental and other decisions affecting the neighborhood.

PROGRAM HIGHLIGHTS

Economic Development and Employment

Seattle's basic approach is to provide adequate family income to overcome poverty in the model neighborhood and at the same time increase the amount of economic leadership in the neighborhood and eliminate marginal employment by upgrading skills. The City hopes to double in the next five years the number of model neighborhood families who own or control economic resources. A key element for developing new resident-owned businesses in the neighborhood is the United Inner-City Development Foundation now being organized with the cooperation of some 30 groups in the area. This Corporation would draw on the resources of the Washington State Development Corporation and private and Federal resources to increase tenfold an initial capitalization of \$3 million.

The economic development program will be backed up by changes in the delivery of manpower services, expanded skills and management training and an extensive consumer protection program. To coordinate existing employment counselling, training and placement now provided by 12 agencies, the plan calls for an Employment UniCenter with outreach and one-stop services. Among other activities, the UniCenter would immediately start a Management and Intern program designed to bring residents into supervisory and policy making positions in government and eventually in the private sector.

A City Trainee program would also be started to give special training and placement to model neighborhood residents normally ineligible for city jobs.

Housing, Physical Planning and Environment

The Housing program in carrying out its objectives to increase the supply of housing and the degree of homeownership in the neighborhood will be another key element in the economic development of the neighborhood. A non-profit Housing Development Corporation is expected to bring \$6 million into the neighborhood to meet a goal of 5,400 housing units over the next five years. The Corporation will be owned by stockholders from industry, government and the neighborhood, with neighborhood stockholders electing the Board of Directors. Planning is under way for the first 150 units of new and rehabilitated housing. A start would also be made on establishing a Land Bank to purchase vacant land in the neighborhood for housing use.

The Physical Planning and Environment program focuses on expanding recreation areas in the neighborhood, transportation needs of residents, and resolving problems caused by two proposed transportation corridors through the neighborhood.

Planning will continue on a public transportation and development corridor to include parks, recreation-entertainment centers and public facilities along the proposed R.H. Thomson motorway running north-south through the entire length of the neighborhood. A similar study for a housing and park complex is scheduled for the proposed I-90 which would cross the neighborhood in an east-west direction.

The start of several recreation projects and block development to provide small recreation areas in each block is scheduled immediately. The program also includes a project in which residents will operate a roving "Fix-it" wagon to provide minor home repair services at cost to neighborhood families.

Education

Despite four years of compensatory education programs, model neighborhood students are four years behind other city children at the end of high school. Seattle's goals -- enriching education, making education a better preparation for work life, and broadening parent, teacher and student participation in the schools -- are designed to deal both with felt and expressed needs and realization of institutional change.

Seattle has given priority to the socio-economic integration of schools as a means of enriching education when combined with curriculum redevelopment and staff training and retraining. As the first in a series of educational complexes planned by the Seattle public schools, a Middle Schools Educational Park Demonstration for grades 5-9 would be planned and built on the edge of the University of Washington campus.

Since no complete program for vocational education now exists in the schools, Seattle plans an early start of an extensive Occupational Skills and Incentive program to provide technical training for 6,000 students immediately. As a start towards its objective of doubling employment of model neighborhood residents in schools, Seattle would begin a project to hire 100 students as apprentices and tutors, and 200 adults in a New Careers program for education. These activities, combined with Youth Leadership Development and counselling, are designed to better prepare model neighborhood students for work.

Several activities are also aimed at increasing neighborhood participation in the schools, including a Model Neighborhood Educational Advisory Council and an office to handle complaints or problems of teachers, pupils and parents.

Welfare

Seattle's welfare program is based on an assumption that the quality of social service is directly related to those requiring the service. Tying in closely with economic development, the welfare program aims to eliminate poverty in the model neighborhood, heighten the dignity, status and self-esteem of recipients and strengthen and coordinate social services.

As a part of its coordination and concentration of social services, the city plans comprehensive day-care services for 5,000 children; neighborhood centers to coordinate social service delivery, and expanded services for the elderly.

To test possible modifications in the welfare system that would offer incentives for reducing welfare rolls, the city proposes a Direct Income Grant Demonstration program for a limited number of model neighborhood families. This is one of two in the nation under serious consideration by the Department of Health, Education and Welfare.

As a means of improving communication between welfare recipients and the Welfare Department, the program calls for special support to the ADC Motivated Mothers Council.

Health

The Health program focuses on delivery and increased use of health services by model neighborhood residents to achieve a level

of health in the neighborhood comparable to that of the city. One approach will be a multi-service health center with outreach into the neighborhood through health stations that would provide 24-hour emergency treatment and transportation services. Another element will involve Group Health Cooperative of Puget Sound and Blue Cross-Blue Shield with services being financed through a prepaid health insurance plan.

The program also calls for a Detoxification Center to treat alcohol and drug abusers. All health activities in the neighborhood would be coordinated through a special Model Neighborhood Health Advisory Board.

Law and Justice

The Law and Justice program focuses on both the short-range problems of easing racial and community tensions around law enforcement and the long-range impact of changes in the judicial and institutional systems.

As a start toward increasing the minority representation on the police force, the city would establish a Public Safety Trainee program for residents, leading to a career in the Police Department. Other activities to improve police-community relations include paying officers for time spent in non-enforcement functions and employing residents in non-enforcement duties and as observers to record police and resident interaction.

To improve legal services for residents the city would expand the public defender system, and continue planning to provide legal help to the marginal poor, and work toward increasing the number of judgeships.

Culture and Arts, Youth

The Arts and Culture program is designed to help give Negroes in the model neighborhood an opportunity for cultural identity and to increase the numbers of residents in art related careers. A priority project to start immediately is the conversion of a former synagogue into a multipurpose neighborhood center with an auditorium for movies and the performing arts, and space for other community activities including a Teen Canteen. Also planned immediately is an Afro-American Arts Museum which would display the work of residents and well-known artists and include a bookshop and arts shop. The plan calls for a revised school curriculum to include courses in African arts and culture.

The Youth program focuses on economic life chances of youth through a special employment service and registry for part time jobs. To promote managerial skills the program proposes developing businesses such as a youth-operated Maintenance Service that would contract with local businesses and apartment buildings and a Youth Transport Service to provide minibus service to the model neighborhood.



HUD NEWS

U.S. DEPARTMENT OF HOUSING
AND URBAN DEVELOPMENT
WASHINGTON D.C. 20410

HUD-No. 69-0355
Phone (202) 755-6980

FOR RELEASE:
A. M. Papers
Saturday
May 10, 1969

HUD TENDERS MODEL CITIES
CONTRACT TO WACO, TEXAS

Secretary George Romney, of the U.S. Department of Housing and Urban Development, today announced the tender of a \$2,642,000 Model Cities Contract to Waco, Texas.

Waco has also been given assurances for substantial funds from other programs administered by HUD, and by the Department of Health, Education and Welfare, the Department of Labor, and the Office of Economic Opportunity.

Today's action by Secretary Romney will enable the city to begin the first year action phase under its comprehensive five-year Model Cities program. State, local and private resources will also be used by the city in its concentrated, coordinated attack on the serious social, economic and physical problems within the Model Cities area.

Of the \$2,642,000 in Model Cities supplemental funds, approximately \$500,000 will be used to generate some \$2,600,000 in capital construction, Secretary Romney said. HUD has approved a \$1,500,000 sanitary sewer project, and expects to approve \$200,000 for a neighborhood facility, an urban renewal program and 100 units of public housing.

HEW has stated that, in addition to substantial HEW funds which presently provide health, education and welfare services to the Waco Model Cities area, HEW agencies have indicated the potential availability of \$663,700. HEW will continue its ongoing efforts with the City of Waco to make these funds available to carry out the Waco plan, to the extent possible under existing program legislation. Included are programs for higher educational activity, the Teacher Corps, maternal and infant care, comprehensive health planning, rehabilitation research and training, and treating the mentally retarded.

A total of \$2,087,000 for a Concentrated Employment Program in Waco, funded by the Department of Labor, will provide work training, work experience and other manpower services for Model Cities area residents.

The Office of Economic Opportunity indicated that it expects to maintain the present \$621,000 level of annual funding for Community Action Program activity within the Waco Model Cities area.

Secretary Romney, who is the Chairman of the President's Cabinet Committee on Voluntary Action, noted the extensive private involvement in the Waco program. Besides the contributions of private groups in the planning process, which is expected to grow during the action stage, volunteer help is available from such organizations as the McLennan County Medical Society, the American Institute of Architects, the United Fund and the Alta Corporation.

The County Medical Society is contributing \$13,600 towards a coordinated health program. The Alta Corporation is sponsoring a minority home builder to build 14 dwelling units in a Residents Homebuilders project.

"The largest volunteer contribution has been the neighborhood residents themselves," Secretary Romney said.

Commenting on the decision to tender a contract, Secretary Romney explained that this was done after a careful review of the Waco comprehensive plan. The plan was thoroughly studied and analyzed both by the Regional and Washington Interagency Review Committees representing those Federal Departments and Agencies with urban aid programs.

"During the past several months, Waco has done an excellent job in revising its proposals and improving its capability to operate in the first year action program," he said. "Other comprehensive plan approvals and contract tenders are following a similar process and additional announcements will be made over the next several weeks."

A total of 150 communities in 45 States, the District of Columbia and Puerto Rico are participating in the Model Cities program. The first applications for planning grants were approved in November 1967.

Attached is a summary of Waco's comprehensive plan which includes descriptions of first year action programs using Model Cities supplemental funds.

For further information:

James J. Miller
Model Cities Office
City Hall
Waco, Texas 76701 (817) PL3-2441

Honorable Howard Dudgeon
Mayor, City Hall
Waco, Texas 76701

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WACO, TEXAS

Some 15,000 people, or 14 percent of the population live in the Waco model neighborhood, with about two-thirds Negro and one-third white and Mexican-American. The unemployment rate in the target area is three times the rest of the city, while 63 percent of the housing is considered substandard. About 50 percent of the adults have less than a high school education, and about 40 percent of the families earn less than \$3,000.

Citizen Participation

Developing Waco's five year program involved nine task forces working closely with six model neighborhood citizen boards, independent organizations, volunteer groups and city, State and Federal agencies.

More than 500 citizens participated in planning the Waco program. More than 400 meetings were held with model neighborhood residents and task force planning committees.

City Demonstration Agency staff comprising three professionals and seven persons assigned from local organizations worked closely with a Model Cities Commission and Model Neighborhood Boards to develop the final plan submitted to City Council.

Five Year Program

Waco's five year program is aimed at correcting the physical blight in the area while improving its social and educational conditions. To accomplish this, Waco seeks to involve private enterprise and public support. The major elements of the program are directed at improving housing through the construction of 400 new units by private enterprise and non-profit corporations, while up-grading resident employment and training opportunities. The model neighborhood residents gave first priority to improving drainage facilities and street conditions in the area. The second priority is in education, and calls for curriculum development and improving educational opportunities for pre-school children.

Other program elements include improving medical and social services with full emphasis on developing training opportunities in pre-professional positions for residents by coordination with city, county, and State non-profit organizations. A new health and extended medical services program has been designed.

PROGRAM HIGHLIGHTS

Employment

The Concentrated Employment Program (CEP) will be used to help reduce an unemployment rate of 9 percent for men and 7 percent for women. Other work-training programs will provide residents

with an opportunity to participate in developing businesses. Planned for the future is a Work Skills Development program operated by James Connally Technical Institute which will provide vocational as well as academic training for entire families who will live on the campus.

During the first year, CEP activities will include a New Careers program, adult basic education, vocational and technical training and on-the-job training.

Education

The basic program approach in education is to develop a comprehensive pre-school educational program and expand vocational technical training. The curriculum of the model neighborhood schools will be reformed through the use of computer assisted instructional programs and Instructional Media Resources Centers. A communication mobile unit in the target area will help students with learning problems by providing aid in such basic skills as reading, writing, and speech.

Several programs are proposed for upgrading teacher skills, including an instructional laboratory for training teachers to work with disadvantaged children. A Cross-Over Program to help teachers recognize the social and educational problems of students involved in desegregation would be expanded. Also planned is an Experienced Teacher Fellowship Program at Baylor University offering university courses to 30 teachers to increase their skills needed to teach the disadvantaged.

During the first year computer terminals will be installed in three area schools to carry out the instructional program. An Occupational Skills Analysis Laboratory which will provide special instruction through video tapes, will also be started.

Social Services

Social services programs are directed principally at coordinating services of numerous social agencies and in improving their accessibility to residents. The social services component will also deal with developing welfare aid and employment opportunities within its services.

A Foster Grandparent program and a nutritional program will serve the elderly. Other first year activities include a Home-maker Service for the elderly and disabled, and an Extensive Counselling Program for young women and husbands of planned parent-hood clients.

Health

The principal health components include health care for the elderly, visiting nurses services in the home, and extending family planning services. The Medical Society will help develop

a continuity of care concept through a medical education program. This program is intended to bring about better coordination of all health programs and providing medical training opportunities for model neighborhood residents.

A Family Physician Program will reorganize and coordinate health services and recruit doctors to Waco and to staff model neighborhood facilities. Also included in the plan are a Detoxification Center for Alcoholics and Mental Health-Mental Retardation Services.

During the first year, construction of the Mental Health facility will begin. Two school health programs focusing on medical examinations for model neighborhood students and Health, Sex, and Drug Education will also start immediately.

Law Enforcement

Juvenile services and improved police community relations are emphasized in this component. Specific first year activities include a Police Science Library to supplement an existing degree program for law enforcement officers and expansion of a Juvenile Police Bureau to initiate a delinquency prevention program.

Recreation

The recreation program calls for community centers and developing programs in crafts and cultural enrichment. Model neighborhood residents will be employed in the program. Plans also call for developing recreation facilities on the Brazos River which runs through the model neighborhood.

Physical Planning Areas

This component of the Waco program is aimed at up-grading existing physical conditions such as streets, housing and community facilities and providing new facilities where needed. Three elements are emphasized -- urban design, housing, and public facilities.

The goal of the urban design component is proper land use, including commercial, industrial and housing facilities, and a transportation system meeting the needs of the model neighborhood residents.

An Urban Design Center is proposed to bridge the gaps in design, as well as provide technical assistance to model neighborhood residents involved in this phase of the program. The center will feature visual aids which will show existing physical conditions in the area as well as project future goals and concepts

to be achieved in the Model Cities program. Waco proposes to use the new Neighborhood Development Program for physical renewal of the target area. The goal of the housing component is suitable new and rehabilitated standard housing for all model neighborhood residents at prices they can afford. Some 400 new housing units through public and private resources are proposed.

First year activities include street construction, a sanitary sewer project, construction of drainage systems, a coordinated code enforcement project and a study of user needs for low-income housing in the model neighborhood. Also planned is a Resident Homebuilder project which would combine construction of 14 new homes with training a minority resident to establish a homebuilding firm.

May 8, 1969

TO Dave Smeat

Dr. John Letson, Superintendent
Atlanta Public Schools
Administration Office
224 Central Avenue
Atlanta, Georgia

Dear Dr. Letson:

On May 8 we received a call, from Mr. Oscar Mims, Education Advisor with HUD in Washington, which confirmed a recent contact we had from the Regional Office of Education. Mr. Mims indicated that the Office of Education has earmarked \$386,000 for Atlanta's Model Cities Program. The funds are designated for four educational program areas.

EPDA (In-service training)	\$ 50,000
Teacher Corps	250,000
Talent Search	71,000
Research Labs	15,000

A meeting is scheduled for Monday, May 12 with Mr. Bill Pergande, Regional Office of Education, to discuss these funds and the procedures for procurement. Dr. Ruel Morrison of your staff and Jim Shimkus of Model Cities plan to attend.

We are certainly encouraged by the new administration's action to mobilize and channel more federal assistance to the cities via the Model Cities Program.

We look forward to a continued close relationship with the Board of Education as the city moves into implementation of the Model Cities plans.

Sincerely yours,



Johnny C. Johnson,
Director

JCJ:mah

cc: Mayor Ivan Allen, Jr.
Dr. Ruel Morrison

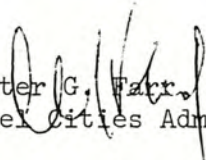
UNITED STATES GOVERNMENT

*Memorandum*DEPARTMENT OF
HOUSING AND URBAN DEVELOPMENT

TO : See addressees below

DATE: April 28, 1969

In reply refer to:

FROM :  Walter G. Farr, Jr.
Model Cities AdministrationSUBJECT: Letter to Model City Mayors on Secretary Romney's Statement on the
Model Cities Program

We have sent today a letter with the following text to the mayors or chief executive officers of all model cities.

I wanted to be sure you have a copy of Secretary Romney's statement on the Model Cities program. With this strong Presidential endorsement you can be assured of all possible support to your efforts to improve the quality of life of your disadvantaged citizens.

The program improvements endorsed by President Nixon should make our joint efforts more effective. Representatives of our Regional Offices will be working with you and your CDA staff to make sure that your city's program takes full advantage of these new program approaches.

Several copies of the Secretary's statement are inclosed for your information. We suggest that CDA Directors make at least one copy available to their citizen participation structure as soon as possible, in order to avoid potential misunderstandings which might result from any incomplete reports of the statement.

Director

Enclosure

Addressees:

CDA Directors
Regional Administrators
Attn: Assistant Regional Administrators for Model Cities
Governor's Representatives
Washington Interagency Committee
Regional Interagency Coordinating Committee
Model Cities Professional Staff



HUD NEWS

U.S. DEPARTMENT OF HOUSING
AND URBAN DEVELOPMENT
WASHINGTON D.C. 20410

HUD No. 69-0321
Phone: (202) 755-7327

FOR IMMEDIATE RELEASE
Monday, April 28, 1969

SECRETARY ROMNEY'S STATEMENT ON MODEL CITIES

The Model Cities program is an ambitious effort. It seeks to coordinate a vast array of Federal programs, to concentrate their impact on specific depressed urban neighborhoods, and to make local governments stronger and more flexible.

My Committee on Model Cities of the Council for Urban Affairs has been intensively examining the program. Its study has shown that the program's goals are sound, but that there have been critical deficiencies in its administration which call for immediate correction.

Among them:

- Federal agencies have not been sufficiently responsive to local proposals reflecting specific local conditions.
- In developing their proposals, local authorities have been hindered by uncertainty as to the amounts of funds that would be available from the Federal departments.
- Few effective attempts have been made to secure the involvement of State governments.
- Federal guidelines have forced cities to set "model neighborhood" boundaries that often have been arbitrary, and that have created unnecessary divisions among Model Cities residents.

The President has approved the recommendations of the Urban Affairs Council that the Model Cities program be revised in the following important respects:

1. The Council for Urban Affairs will assume direct responsibility for inter-departmental policy affecting Model Cities.
2. Secretaries of the departments involved will have personal supervision of their departments' funding of Model Cities proposals, and will reserve program funds specifically for that purpose. This will ensure the availability of departmental funds for Model Cities, and will give local authorities a better idea of the amount and kind of funds they can expect from the various departments for their Model Cities plans.
3. Administration of the program will be fed into the reorganization of the regional Federal offices, now underway. One effect of this will be to facilitate inter-departmental coordination at the regional level. In the past, variations among the Federal offices in program procedures, headquarters locations, and structures of authority, have handicapped well-intentioned Federal officials and confused local officials, thus seriously compromising the Model Cities program at the city level.
4. Greater efforts will be made to involve the State governments in the Model Cities program. Lack of

State involvement has proven a critical deficiency because many of the Federal funds needed for Model Cities are administered through State agencies. Our aim will not be to add another administrative layer between the cities and the Federal Government, but to make better use of the States' resources, experience and perspective. Model Cities is intended to be and will remain a local government program centered upon the Mayor's office with a continued requirement for adequate citizen involvement.

5. The 10% population restriction on the size of the target neighborhoods will be dropped. This guideline has been administered haphazardly in the past and has hindered progress at the local level. Eliminating this guideline does not mean that the program will be expanded citywide within each city. Its purpose will remain that of focusing resources on particularly poor and blighted neighborhoods, but local officials will be given greater latitude in drawing program boundaries that conform to local conditions.
6. Priority consideration will be given to those cities that successfully enlist the participation of private and voluntary organizations in their Model Cities plans. The increased flexibility in establishing program boundaries will make it easier for these organizations to contribute.
7. Local governments will be asked to establish clear priorities in developing their Model Cities proposals,

and to strive for "comprehensiveness" only in the programs' five-year planning cycle. Many cities have interpreted Model Cities legislation and administrative guidelines requiring a local "comprehensive" plan of attack on blight and poverty in their target neighborhoods as requiring proposals to immediately attack every conceivable problem within these neighborhoods. This obviously would be unworkable; what is important is that city governments set clear priorities for attacking their problems so that they can make rapid and substantial progress toward solving their most urgent, rather than dissipating their resources in a vain effort to solve all. This Administration will completely scrutinize applications to eliminate unwise or unnecessary proposals.

With these revisions, I feel that the Model Cities program can help us to achieve two important goals -- a more rational and creative Federal-State-local system, and city governments that are more flexible and responsive to the needs of their citizens. We must realize that elimination of blight and poverty in our central cities cannot be accomplished overnight. It will be a hard and often frustrating struggle, but Model Cities does offer us the means of better using our present resources, and thus taking an important step in that direction.

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FM GEORGE CREEL DIR OF PUBLIC AFFAIRS DHUD WASH DC/HHFA/
TO RUEVDDAA/1/ REGL ADMIN DHUD ATLANTA GA ATTN: SPECIAL ASST FOR
PUBLIC AFFAIRS & ARA'S FOR MODEL CITIES

BT

THE FOLLOWING STATEMENT WAS ISSUED BY SECRETARY ROMNEY TO NEWS MEDIA AT 4:00 PM APRIL 28. ASSISTANT SECRETARY HYDE WILL BE TELEPHONING EACH OF THE REGIONAL ADMINISTRATORS TO DISCUSS THE IMPLICATIONS OF THIS STATEMENT WITHIN THE NEXT FEW DAYS.

"SECRETARY ROMNEY'S STATEMENT ON MODEL CITIES"

THE MODEL CITIES PROGRAM IS AN AMBITIOUS EFFORT. IT SEEKS TO COORDINATE A VAST ARRAY OF FEDERAL PROGRAMS, TO CONCENTRATE THEIR IMPACT ON SPECIFIC DEPRESSED URBAN NEIGHBORHOODS, AND TO MAKE LOCAL GOVERNMENTS STRONGER AND MORE FLEXIBLE. MY COMMITTEE ON MODEL CITIES OF THE COUNCIL FOR URBAN AFFAIRS HAS BEEN INTENSIVELY EXAMINING THE PROGRAM. ITS STUDY HAS SHOWN THAT THE PROGRAM'S GOALS ARE SOUND, BUT THAT THERE HAVE BEEN CRITICAL DEFICIENCIES IN ITS ADMINISTRATION WHICH CALL FOR IMMEDIATE CORRECTION. AMONG THEM:

--FEDERAL AGENCIES HAVE NOT BEEN SUFFICIENTLY RESPONSIVE TO LOCAL PROPOSALS REFLECTING SPECIFIC LOCAL CONDITIONS.

--IN DEVELOPING THEIR PROPOSALS, LOCAL AUTHORITIES HAVE BEEN HINDERED BY UNCERTAINTY AS TO THE AMOUNTS OF FUNDS THAT WOULD BE AVAILABLE FROM THE FEDERAL DEPARTMENTS.

--FEW EFFECTIVE ATTEMPTS HAVE BEEN MADE TO SECURE THE INVOLVEMENT OF STATE GOVERNMENTS.

--FEDERAL GUIDELINES HAVE FORCED CITIES TO SET "MODEL NEIGHBORHOOD" BOUNDARIES THAT OFTEN HAVE BEEN ARBITRARY, AND THAT HAVE CREATED UNNECESSARY DIVISIONS AMONG MODEL CITIES RESIDENTS.

THE PRESIDENT HAS APPROVED THE RECOMMENDATIONS OF THE URBAN AFFAIRS COUNCIL THAT THE MODEL CITIES PROGRAM BE REVISED IN THE FOLLOWING IMPORTANT RESPECTS:

1. THE COUNCIL FOR URBAN AFFAIRS WILL ASSUME DIRECT RESPONSIBILITY FOR INTER-DEPARTMENTAL POLICY AFFECTING MODEL CITIES.
2. SECRETARIES OF THE DEPARTMENTS INVOLVED WILL HAVE PERSONAL SUPERVISION OF THEIR DEPARTMENTS' FUNDING OF MODEL CITIES PROPOSALS, AND WILL RESERVE PROGRAM FUNDS SPECIFICALLY FOR THAT PURPOSE. THIS WILL ENSURE THE AVAILABILITY OF DEPARTMENTAL FUNDS FOR MODEL CITIES, AND WILL GIVE LOCAL AUTHORITIES A BETTER IDEA OF THE AMOUNT AND KIND OF FUNDS THEY CAN EXPECT FROM THE VARIOUS DEPARTMENTS FOR THEIR MODEL CITIES PLANS.

3. ADMINISTRATION OF THE PROGRAM WILL BE FED INTO THE REORGANIZATION OF THE REGIONAL FEDERAL OFFICES, NOW UNDERWAY. ONE EFFECT OF THIS WILL BE TO FACILITATE INTER-DEPARTMENTAL COORDINATION AT THE REGIONAL LEVEL. IN THE PAST, VARIATIONS AMONG THE FEDERAL OFFICES IN PROGRAM PROCEDURES, HEADQUARTERS LOCATIONS, AND STRUCTURES OF AUTHORITY, HAVE HANDICAPPED WELL-INTENTIONED FEDERAL OFFICIALS AND CONFUSED LOCAL OFFICIALS, THUS SERIOUSLY COMPROMISING THE MODEL CITIES PROGRAM AT THE CITY LEVEL.
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FLETCHER THOMPSON
MEMBER OF CONGRESS

RICHARD ASHWORTH
ADMINISTRATIVE ASSISTANT

514 CANNON BUILDING
WASHINGTON, D.C. 20515

5TH DISTRICT, GEORGIA
327 OLD POST OFFICE, ATLANTA 30303

Congress of the United States
House of Representatives
Washington, D. C.

May 1, 1969

Mr. Dan Sweat, Director
Governmental Liaison
City Hall
Atlanta, Georgia 30303

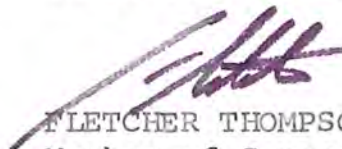
Dear Dan:

Enclosed is a copy of Secretary Romney's statement
announcing changes in the Model Cities program.

I thought you'd find this helpful.

Kindest personal regards.

Yours very truly,



FLETCHER THOMPSON
Member of Congress

FT/lh
Enc.



HUD NEWS

U.S. DEPARTMENT OF HOUSING
AND URBAN DEVELOPMENT
WASHINGTON D.C. 20410

HUD No. 69-0321
Phone: (202) 755-7327

FOR IMMEDIATE RELEASE
Monday, April 28, 1969

SECRETARY ROMNEY'S STATEMENT ON MODEL CITIES

The Model Cities program is an ambitious effort. It seeks to coordinate a vast array of Federal programs, to concentrate their impact on specific depressed urban neighborhoods, and to make local governments stronger and more flexible.

My Committee on Model Cities of the Council for Urban Affairs has been intensively examining the program. Its study has shown that the program's goals are sound, but that there have been critical deficiencies in its administration which call for immediate correction.

Among them:

- Federal agencies have not been sufficiently responsive to local proposals reflecting specific local conditions.
- In developing their proposals, local authorities have been hindered by uncertainty as to the amounts of funds that would be available from the Federal departments.
- Few effective attempts have been made to secure the involvement of State governments.
- Federal guidelines have forced cities to set "model neighborhood" boundaries that often have been arbitrary, and that have created unnecessary divisions among Model Cities residents.

The President has approved the recommendations of the Urban Affairs Council that the Model Cities program be revised in the following important respects:

1. The Council for Urban Affairs will assume direct responsibility for inter-departmental policy affecting Model Cities.
2. Secretaries of the departments involved will have personal supervision of their departments' funding of Model Cities proposals, and will reserve program funds specifically for that purpose. This will ensure the availability of departmental funds for Model Cities, and will give local authorities a better idea of the amount and kind of funds they can expect from the various departments for their Model Cities plans.
3. Administration of the program will be fed into the reorganization of the regional Federal offices, now underway. One effect of this will be to facilitate inter-departmental coordination at the regional level. In the past, variations among the Federal offices in program procedures, headquarters locations, and structures of authority, have handicapped well-intentioned Federal officials and confused local officials, thus seriously compromising the Model Cities program at the city level.
4. Greater efforts will be made to involve the State governments in the Model Cities program. Lack of

State involvement has proven a critical deficiency because many of the Federal funds needed for Model Cities are administered through State agencies. Our aim will not be to add another administrative layer between the cities and the Federal Government, but to make better use of the States' resources, experience and perspective. Model Cities is intended to be and will remain a local government program centered upon the Mayor's office with a continued requirement for adequate citizen involvement.

5. The 10% population restriction on the size of the target neighborhoods will be dropped. This guideline has been administered haphazardly in the past and has hindered progress at the local level. Eliminating this guideline does not mean that the program will be expanded citywide within each city. Its purpose will remain that of focusing resources on particularly poor and blighted neighborhoods, but local officials will be given greater latitude in drawing program boundaries that conform to local conditions.
6. Priority consideration will be given to those cities that successfully enlist the participation of private and voluntary organizations in their Model Cities plans. The increased flexibility in establishing program boundaries will make it easier for these organizations to contribute.
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and to strive for "comprehensiveness" only in the programs' five-year planning cycle. Many cities have interpreted Model Cities legislation and administrative guidelines requiring a local "comprehensive" plan of attack on blight and poverty in their target neighborhoods as requiring proposals to immediately attack every conceivable problem within these neighborhoods. This obviously would be unworkable; what is important is that city governments set clear priorities for attacking their problems so that they can make rapid and substantial progress toward solving their most urgent, rather than dissipating their resources in a vain effort to solve all. This Administration will completely scrutinize applications to eliminate unwise or unnecessary proposals.

With these revisions, I feel that the Model Cities program can help us to achieve two important goals -- a more rational and creative Federal-State-local system, and city governments that are more flexible and responsive to the needs of their citizens. We must realize that elimination of blight and poverty in our central cities cannot be accomplished overnight. It will be a hard and often frustrating struggle, but Model Cities does offer us the means of better using our present resources, and thus taking an important step in that direction.



DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
MODEL CITIES ADMINISTRATION
WASHINGTON, D. C. 20410

IN REPLY REFER TO:

April 28, 1969

Honorable Ivan Allen, Jr.
Mayor of Atlanta
Atlanta, Georgia 30303

Dear Mayor Allen:

I wanted to be sure you have a copy of Secretary Romney's statement on the Model Cities program. With this strong Presidential endorsement you can be assured of all possible support to your efforts to improve the quality of life of your disadvantaged citizens.

The program improvements endorsed by President Nixon should make our joint efforts more effective. Representatives of our Regional Offices will be working with you and your CDA staff to make sure that your city's program takes full advantage of these new program approaches.

Sincerely,

Walter G. Farr, Jr.
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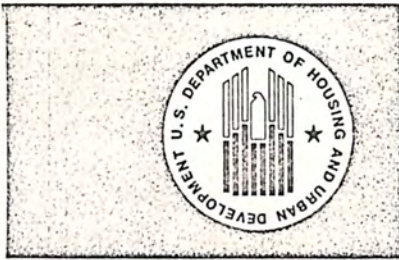
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- Federal agencies have not been sufficiently responsive to local proposals reflecting specific local conditions.
- In developing their proposals, local authorities have been hindered by uncertainty as to the amounts of funds that would be available from the Federal departments.
- Few effective attempts have been made to secure the involvement of State governments.
- Federal guidelines have forced cities to set "model neighborhood" boundaries that often have been arbitrary, and that have created unnecessary divisions among Model Cities residents.

The President has approved the recommendations of the Urban Affairs Council that the Model Cities program be revised in the following important respects:

1. The Council for Urban Affairs will assume direct responsibility for inter-departmental policy affecting Model Cities.
2. Secretaries of the departments involved will have personal supervision of their departments' funding of Model Cities proposals, and will reserve program funds specifically for that purpose. This will ensure the availability of departmental funds for Model Cities, and will give local authorities a better idea of the amount and kind of funds they can expect from the various departments for their Model Cities plans.
3. Administration of the program will be fed into the reorganization of the regional Federal offices, now underway. One effect of this will be to facilitate inter-departmental coordination at the regional level. In the past, variations among the Federal offices in program procedures, headquarters locations, and structures of authority, have handicapped well-intentioned Federal officials and confused local officials, thus seriously compromising the Model Cities program at the city level.
4. Greater efforts will be made to involve the State governments in the Model Cities program. Lack of

State involvement has proven a critical deficiency because many of the Federal funds needed for Model Cities are administered through State agencies. Our aim will not be to add another administrative layer between the cities and the Federal Government, but to make better use of the States' resources, experience and perspective. Model Cities is intended to be and will remain a local government program centered upon the Mayor's office with a continued requirement for adequate citizen involvement.

5. The 10% population restriction on the size of the target neighborhoods will be dropped. This guideline has been administered haphazardly in the past and has hindered progress at the local level. Eliminating this guideline does not mean that the program will be expanded citywide within each city. Its purpose will remain that of focusing resources on particularly poor and blighted neighborhoods, but local officials will be given greater latitude in drawing program boundaries that conform to local conditions.
6. Priority consideration will be given to those cities that successfully enlist the participation of private and voluntary organizations in their Model Cities plans. The increased flexibility in establishing program boundaries will make it easier for these organizations to contribute.
7. Local governments will be asked to establish clear priorities in developing their Model Cities proposals,

and to strive for "comprehensiveness" only in the programs' five-year planning cycle. Many cities have interpreted Model Cities legislation and administrative guidelines requiring a local "comprehensive" plan of attack on blight and poverty in their target neighborhoods as requiring proposals to immediately attack every conceivable problem within these neighborhoods. This obviously would be unworkable; what is important is that city governments set clear priorities for attacking their problems so that they can make rapid and substantial progress toward solving their most urgent, rather than dissipating their resources in a vain effort to solve all. This Administration will completely scrutinize applications to eliminate unwise or unnecessary proposals.

With these revisions, I feel that the Model Cities program can help us to achieve two important goals -- a more rational and creative Federal-State-local system, and city governments that are more flexible and responsive to the needs of their citizens. We must realize that elimination of blight and poverty in our central cities cannot be accomplished overnight. It will be a hard and often frustrating struggle, but Model Cities does offer us the means of better using our present resources, and thus taking an important step in that direction.

GAMBRELL & MOBLEY

3900 FIRST NATIONAL BANK BUILDING

ATLANTA, GEORGIA 30303

DAVID H. GAMBRELL
JOHN H. MOBLEY
ALBERT SIDNEY JOHNSON
J. ROBERT OWENS
ROBERT D. FEAGIN III
JEREMIAH LUXEMBURGER

SUMTER KELLEY (1903-1963)

April 18, 1969

404/525-8571

Mayor Ivan Allen
City of Atlanta
City Hall
Atlanta, Georgia 30303

Re: Atlanta Youth Council
Model Cities Grant

Dear Mayor Allen:

I am writing you as a result of the discussion at the Board Meeting of the Youth Council yesterday with respect to our applications under the Model Cities Program.

The Youth Council would like very much to cooperate with the review committee which you have established which is reviewing the Model Cities proposals. I have asked Louis Dinkins to attend the first review meeting, which I understand is today, in order that he might answer any questions and supply additional information with respect to the Youth Council proposal which is being considered.

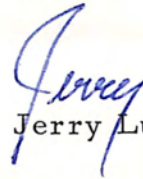
We would appreciate it if your review committee would give us the opportunity to appear at other meetings where the Youth Council proposals are being discussed. It has been my

Mayor Ivan Allen
Page 2

experience from other sessions involving proposals for federal grants that sometimes a few minutes of conversation are as valuable and sometimes as explanatory as several pages of written material.

Very truly yours,

ATLANTA CHILDREN AND
YOUTH SERVICES COUNCIL

A handwritten signature in blue ink, appearing to read "Jerry", is written over the typed name.

Jerry Luxemburger, Chairman

JL:ar

Committee to Review Model Cities Programs

Mayor Ivan Allen Jr. asked for and got authorization Tuesday to name a committee to review proposed agencies to run some 78 programs in the Model Cities area.

Allen insisted the naming of the review committee is merely routine and follows past practices, but other City Hall sources said he is concerned about some of the recommendations of the Model Cities Executive director, J. C. Johnson.

Allen asked for the authorization from the Model Cities Executive Board, which met Tuesday. At the mayor's request, Alderman Everett Millican made the motion and it was carried.

HOW MANY?

Later in the meeting, Allen asked Model Cities staff members how many unemployed persons reside in the 3,000 acres covered by the program.

O. D. Fulp, who works with economic development and employment, replied there were 3,000 to 6,000 with another large number underemployed. He said exact figures aren't available because the latest statistics are from the 1960 census.

Because the federal funds still have not arrived from Washington, Allen said the committee, which he hasn't yet named, will have time for the review without jeopardizing the start of programs.

AWAITING MONEY

The Model Cities programs have administrative funds, but implementation can not be started until the Nixon administration provides the supplementary money.

Although Allen's exact concerns aren't clear, it is thought they include funds to be used for employment and for the Atlanta Children and Youth Services Council.

The Georgia State Employment Service would get \$807,291 for various job programs under the proposals with another \$2.4 million going to other agencies for employment programs.

Of the latter amount, \$1.2 million would go to Economic Opportunity Atlanta for the Atlanta Concentrated Employment Program (ACEP), which has had its share of problems.

The Youth Council would get \$167,000 for youth activities and

some officials wonder if the small staff could effectively use that amount of money.

Some city officials also have questions about a \$16,000 proposal by a public relations firm which includes State Reps. Ben Brown and Julian Bond "to relate people and the entire Model Cities an integral part of the Atlanta area."

Allen emphasized he is not "balking at these programs. I just want to review them."



CITY OF ATLANTA

DEPARTMENT OF FINANCE
501 CITY HALL
ATLANTA, GEORGIA 30303

April 16, 1969

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

**Mr. Frederick R. Shepherd
Representative of the Architects
901 City Hall
Atlanta, Georgia**

**Re: Verification of Accounts
Model Cities Headquarters**

Dear Fred:

In regard to the question listed in your letter of April 10, we have researched the matter, and the city's position as set forth by Mr. Dan Sweat is that the new 2-story housing center proposed for the Model Cities complex is to be considered by the city as a temporary relocatable structure.

We are aware that Model Cities intends to purchase this building and believe that the structure should be considered as one which could be, and will be, relocated to another site upon cancellation of the lease at the presently proposed location.

If you have any additional questions regarding this structure, we will be more than happy to endeavor to provide you with an answer.

Sincerely,

**Charles L. Davis
Director of Finance**

**CLD:lek
cc: Mr. R. Earl Landers
Mr. Dan Sweat
Mr. Johnny Johnson**

CITY OF ATLANTA

March 21, 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: Dan Sweat, Liaison to Mayor for Governmental Affairs
FROM: ^{fmw} Bill Warden, Model Cities Crime & Delinquency Prevention
Consultant
RE: Federal Crime Prevention and Control Monies

Enclosed are articles from the Atlanta Journal and the Constitution, both of which appeared in their March 19 issues.

Though the point is well made in the articles, I believe that in the case of Atlanta, the State Planning Bureau has a definite "plan" in mind. The plan being to let Atlanta have a token amount of these funds at best and that the use of the planning funds is a small indicator of things to come in the awarding of the Omnibus and Safe Streets Action grants. From a politicians point of view, where there is a door left open like this, it is merely good thinking to prime the various power bases for future use. However, the City of Atlanta, over a period of five-plus years stands to lose several million dollars.

As pointed out in the enclosed articles, the Omnibus Crime and Safe Streets Act of 1968 was specifically designed and intended to combat organized urban crime and, more specifically, street crimes. Organized, and street crime, is not a big problem in Hahira, Nahunta and Ludowici but if some action is not taken they are going to receive substantial funds designed to prevent same.

It seems to me that one of the best ways to combat this might be to check with a number of the members of the advisory board who

were appointed to assist, theoretically, the state administrator of the program and funds. Several of the board members are from the Atlanta area and they and their constituents would be damaged by this plan by the state politician. I believe they would react in a manner that we would consider favorable. Members of this board who are from this area, and who may be sympathetic to this line of thinking, are J. Carroll Larmore, Chief Probation Officer, Fulton County; John S. Langford, Fulton County Juvenile Judge; Norman Shipley, Cobb County Juvenile Judge; Robert Croom, Fulton County Juvenile Court; Charles Watt, NCCD and Neil Satterfield, Chatham County United Fund. Too, I have a speaking relationship with George Murphy who is the regional administrator at the federal level and if you think it wise, we could contact him regarding our concerns.

We are ready at any time to assist and cooperate with you in combating this malicious plan to deprive this city of funds that rightfully belong to it.

Constitution 3-19-69

City Seen Loser In Crime Grants

By DUANE RINER

Constitution Washington Bureau

WASHINGTON—Atlanta was cited Tuesday by the National League of Cities (NLC) as an example of how federal planning funds provided under the omnibus Crime Control and Safe Streets Act of 1968 are not being channeled in the proper direction.

The funds are funneled by the Justice department to the states and thence to area planning agencies.

Allen Pritchard, assistant NLC executive director, said the Atlanta metropolitan area accounts for 60 per cent of the street crime in Georgia and 30 per cent of the state's population but received only 15 per cent of the safe-street planning grant allocated to Georgia.

"Our point has been that in 24 of the 31 states we surveyed, they had set up over 200 area-wide planning operations, and the money for planning was being spread around without regard to capability to do criminal justice planning or intensity of crime in the area covered," Pritchard declared at a news conference.

Under the present system, it is impossible to "really get into the problem in any significant way at all," Pritchard maintained.

Pointing to an area planning agency in one state that received only \$850, Pritchard said the intent of Congress in passing the Safe Streets Act was "to get at areas of high-crime incidence, and not just to plan universally."

Pritchard noted, however, that Georgia's area planning and development commissions "are established, have some staffing and rather extensive involvement by local government officials." He said it was "not quite as difficult as in some states where they set up an organization arbitrarily for safe street planning that doesn't represent anybody."

The National League of Cities said it was not advocating that the Justice department dictate how states should use their Safe Streets Act grants but called upon the department to tighten surveillance "to see that it will actually produce plans, and focus money in high-crime areas."

Georgia's Safe Streets Act grant is administered by the State Planning Bureau, a division of the governor's office.

Journal 3-19-69 4-25

State Anticrime Fund Distribution Criticized

Atlanta Journal Washington Bureau
647 National Press Building

WASHINGTON—The Georgia Planning Bureau has been criticized by the National League of Cities for its handling of federal funds under the Omnibus Crime Control and Safe Streets Act of 1968.

At a Tuesday press conference here, Allen Pritchard, assistant director of the NLC, cited Georgia as a bad example of the way the funds are being handled, pointing out the Atlanta metropolitan area has 30 per cent of the state's population and 60 per cent of its street crime, yet received only 15 per cent of the initial planning grant funds allocated to the state under the 1968 act.

The State Planning Bureau,

which distributes the federal money to regional planning groups, gave the Atlanta area only \$33,750 of a total state grant of \$403,750. The grants are intended to establish initial local crime-control planning.

Pritchard blasted Georgia along with 23 other recently surveyed states for spreading initial planning money "without regard to capability to do criminal justice planning or considering the intensity of crime in the area covered."

But it was noted Georgia's area planning and development commissions "are established, have some staffing and rather extensive involvement by local government officials."

The NLC official called upon the U.S. Justice Department for

closer surveillance on states to see that they actually produce crime-fighting programs and concentrate in high crime areas.

DR. GEORGE L. SIMPSON, JR.
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F. M. BIRD
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HUGH PETERSON, JR.
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JOHN C. WILSON
ROBERT M. WOOD

**Metropolitan Atlanta Commission on Crime
and Juvenile Delinquency, Inc.**

52 FAIRLIE STREET, N. W.
ATLANTA, GEORGIA 30303
524-3869

April 24, 1969

JAMES L. MCGOVERN
EXECUTIVE DIRECTOR
HAMILTON LOKEY
GENERAL COUNSEL

COMMITTEE COUNSEL

BARRINGTON H. BRANCH
H. BOYCE CONNELL, JR.
F. DEAN COPELAND
PEARCE HARDWICK
G. LEMUEL HEWES
DEVEREAUX McCLATCHEY, JR.
R. KENT FRAZIER
JON O. FULLERTON
ROBERT W. PATRICK, JR.
G. KIMBROUGH TAYLOR

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

Re: House of Use

Dear Mr. Johnson:

The House of Use is a program set up to provide counseling, job opportunity and recreation services to hard-core youth in the age group from sixteen to twenty-five. This project is located in the Summerhill area in a building situated at the corner of Georgia Avenue and Terry Street.

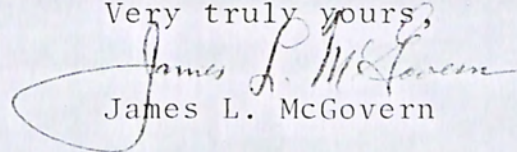
This letter will confirm my prior conversations with Mr. Lyle Scott of your office concerning the allocation of some 50 gallons of paint to the House of Use for painting the interior and exterior of the building in which this project is housed.

The labor necessary will be provided through the volunteer services of the House of Use clients and the necessary brushes, rollers and any other painting equipment will be supplied by the House of Use.

Mr. Johnny C. Johnson
April 24, 1969
Page 2

Your interest in this matter is appreciated. Please advise me of your decision with respect to this request and I shall arrange for the pickup and transportation of the paint to the House of Use.

Very truly yours,


James L. McGovern

JLM:gh

cc: Victor J. Ware
cc: Dan Sweat

April 21, 1969

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

Dear Johnny:

Attached is a check payable to Transport Clearings, Inc. in the amount of \$1,540.00 to cover the shipping cost for the Model Cities share of the paint given to the City through the President's Council on Youth Opportunity.

This is in line with our conversation whereby you have assured me that this advance of funds from the Southern Council on International and Public Affairs will be reimbursed from Model Cities Project funds as soon as such funds have been released to the City from the Department of Housing and Urban Development.

Sincerely yours,

Dan E. Sweat, Jr.

DESJr:fy

Enclosure (1)

DR. GEORGE L. SIMPSON, JR.
CHAIRMAN

F. M. BIRD
VICE CHAIRMAN

HUGH PETERSON, JR.
SECRETARY-TREASURER

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JOHN C. WILSON
ROBERT M. WOOD

**Metropolitan Atlanta Commission on Crime
and Juvenile Delinquency, Inc.**

52 FAIRLIE STREET, N. W.
ATLANTA, GEORGIA 30303
524-3869

April 17, 1969

JAMES L. MCGOVERN
EXECUTIVE DIRECTOR

HAMILTON LOKEY
GENERAL COUNSEL

COMMITTEE COUNSEL

BARRINGTON H. BRANCH
H. BOYCE CONNELL, JR.
F. DEAN COPELAND
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G. LEMUEL HEWES
DEVEREAUX McCLATCHEY, JR.
R. KENT FRAZIER
JON O. FULLERTON
ROBERT W. PATRICK, JR.
G. KIMBROUGH TAYLOR

Mr. Dan E. Sweat, Jr.
Office of the Mayor
City Hall
Atlanta, Georgia 30334

Dear Dan:

Enclosed is a check in the amount of \$1,540 payable to Transport Clearings, Inc. in Charlotte, North Carolina.

This check represents an advance of funds to the Model Cities Program to cover shipping costs of paint from the President's Council on Youth Opportunity. We understand that we shall be reimbursed upon the release of Model Cities' funds by the U. S. Department of Housing and Urban Development.

Sincerely yours,


James L. McGovern

JLM:gh

Enclosure/check

cc: Mr. A. B. Padgett
cc: Mr. Peter C. White