



ECONOMIC OPPORTUNITY ATLANTA, INC.

ROUTING SLIP

TO — NAME AND/OR DIVISION		BUILDING, ROOM, ETC.	
1.	Mr. Dan Sweat		
2.			
3.			
4.			
5.			
<input checked="" type="checkbox"/> YOUR INFORMATION	<input type="checkbox"/> HANDLE DIRECT	<input type="checkbox"/> READ AND DESTROY	
<input type="checkbox"/> APPROVAL	<input type="checkbox"/> IMMEDIATE ACTION	<input type="checkbox"/> RECOMMENDATION	
<input type="checkbox"/> AS REQUESTED	<input type="checkbox"/> INITIALS	<input type="checkbox"/> SEE ME	
<input type="checkbox"/> CONCURRENCE	<input type="checkbox"/> NECESSARY ACTION	<input type="checkbox"/> SIGNATURE	
<input type="checkbox"/> CORRECTION	<input type="checkbox"/> NOTE AND RETURN	<input type="checkbox"/> YOUR COMMENT	
<input type="checkbox"/> FILING	<input type="checkbox"/> PER OUR CONVERSATION	<input type="checkbox"/>	
<input type="checkbox"/> FULL REPORT	<input type="checkbox"/> PER TELEPHONE CONVERSATION	<input type="checkbox"/>	
<input type="checkbox"/> ANSWER OR ACKNOWLEDGE ON OR BEFORE _____			
<input type="checkbox"/> PREPARE REPLY FOR THE SIGNATURE OF _____			
REMARKS			
FROM — NAME AND/OR DIVISION		BUILDING, ROOM, ETC.	
William W. Allison			
		TELEPHONE	DATE
			12/13/66

School Doctors as recipients
or PTA ^{more}
meeting rooms in School

Training for citizen participate
Citizens

Professionals

Sub professionals

Aides and other workers

~~workers~~

Staff

All to need training
but can participate
after training

Actively try to get large scale
participation from renters as well
as owners

Part Social Workers in
Running Projects - priv + pub.
Schools
Health Centers

Hope submit for this area

Office of the Mayor

ATLANTA, GEORGIA
PHONE 522-4463

George Berry

Model Cities

Office of the Mayor

ATLANTA, GEORGIA

PHONE 524-8876

From: Johnny C. Johnson, Director
Model Cities Program

To Mayor Allen Date 9-2-69

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

To Dan Sweet

Rayella, Note
you might want to
file this in the
Mayor's file.
Joyce

Office of the Mayor

ATLANTA, GEORGIA

PHONE 524-8876

From: Johnny C. Johnson, Director
Model Cities Program

To Mayor Allen Date 6-25-69

For your information

Please make necessary reply

Advise status of the attached

Office of the Mayor

ATLANTA, GEORGIA

ROUTE SLIP

TO: George Berry

FROM: Dan E. Sweat, Jr.

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

Let's talk
about evaluation
+ Control sometimes.

Dan

Office of the Mayor

ATLANTA, GEORGIA

PHONE 524-8876

From: Johnny C. Johnson, Director
Model Cities Program

To Mayor Allen Date 9-8-69

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

The attached "Accounting and Financial
Management Procedures for Operating Agencies
and Citizens Participation Organization"
was developed by our Program Management
Section for distribution to all agencies.
It has been approved by HUD

To Dan Sweet

Office of the Mayor

ATLANTA, GEORGIA

PHONE JA. 2-4463

Ivan Allen, Jr., Mayor

TO DAN SWEAT

Please discuss
with John Johnson
& Return to me





Office of the Mayor

ATLANTA, GEORGIA

ROUTE SLIP

TO: George Berry

FROM: Dan E. Sweat, Jr.

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

How does it
look to you?
Dan

Office of the Mayor

ATLANTA, GEORGIA

ROUTE SLIP

TO: George Berry

FROM: Dan E. Sweat, Jr.

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

For our files,

De

Model Cities

Trayer

Office of the Mayor

ATLANTA, GEORGIA

ROUTE SLIP

TO: George Berry

FROM: Dan E. Sweat, Jr.

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

Office of the Mayor

ATLANTA, GEORGIA

ROUTE SLIP

TO: George Beasy

FROM: Dan E. Sweat, Jr.

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

Model Cities

- ...
- ...
- ...
- ...

Class of 1945

UNITED STATES GOVERNMENT

*Memorandum*DEPARTMENT OF
HOUSING AND URBAN DEVELOPMENT

ALL REGIONAL ADMINISTRATORS
 TO : Attention: Assistant Regional Administrator
 for Model Cities
 ALL CDA DIRECTORS

FROM : Floyd H. Hyde

OCT 14 1969

DATE:

In reply refer to:

SUBJECT: Establishing the Beginning of the First Action Year

A number of cities have asked us about the time period of the First Action Year. In particular, they have asked whether it starts at the time expenditures subsequently to be reimbursed from supplemental funds are first incurred under a Letter to Proceed, or whether it starts after approval of the comprehensive program and tender of the grant agreement.

This memorandum outlines the procedure to be followed in establishing the beginning of the First Action Year. It does not deal with the question of adjusting the length of the Action Year in order to even out the review load. This will be dealt with in a subsequent memorandum. For the purpose of this memo, the First Action Year is deemed to be a 12-month time period.

The First Action Year should begin following execution of the grant agreement, which usually is the point at which the city is in a legal position to start all the projects and activities included in the first approval action of its comprehensive program.

The Action Year start may be placed before signature by HUD of the grant agreement if the city has sought and received approval of a Letter to Proceed for all of the projects and activities approved. Because of the short time span between the time that a program is approved and the grant agreement is executed, it is not expected that many cities will seek and receive a Letter to Proceed at this point in time.

A large number of cities sought and received Letters to Proceed, reimbursable from supplemental funds, to carry out administrative functions during the period they were awaiting approval of the comprehensive program. The First Action Year should not be dated at the start of such a Letter to Proceed. Reimbursement for these interim expenses should be handled in the following way:

1. All such expenses included in the budget of the earlier planning grant contract should be charged to that contract up to the point of exhausting all remaining planning grant funds, including the ten percent hold-back.

Model Cities

2. Interim expenses which cannot be charged to the planning grant contract, either because there are insufficient planning grant funds to cover them or because the expense items were not detailed in the planning grant contract budget, then will be charged to supplemental funds.
3. To accomplish this, an amendment should be made to the 12-month administrative budget for the First Action Year which adds the amount of interim expenses to be covered. In a few cases, Letters to Proceed were given for expenses more properly chargeable to other First Year Action budgets. In these cases amendments should be made to those other budgets.
4. The actual steps to make such amendments should be:
 - (a) establish the start of the First Action Year. This date will normally be shortly after signing of the grant agreement by the city and by HUD.
 - (b) after charge-off of all possible interim expenses to the planning grant contract, total up uncovered expenses incurred, or to incur, under Letter to Proceed up to the established start of the First Action Year.
 - (c) amend the administrative budget of the First Action Year (or project and activity budget if appropriate) to add the uncovered expenses. The budget so amended then would have a time period of more than 12 months, running from the start of expenses incurred under Letter to Proceed which cannot be charged to the planning contract budget to the end of the First Action Year.
5. If the amendment amounts to less than ten percent of the budget being amended and also amounts to less than \$100,000, HUD approval is not required. However, a properly approved amendment should be entered in the city files where it will be available for Federal inspection. If the amendment amounts to more than ten percent of the budget being amended, or \$100,000, whichever is lesser, the amendment must be submitted to HUD for review.
6. To find the additional funds to cover these interim expenses, corresponding reductions should be made either within the administrative budget or other budget being used to cover the interim expenses, or by reduction of any other approved project or activity budget. Because of normal delays in the staffing of new programs, cities should be able to make this type of transfer without reducing the level of projects or activities. Cities whose presently approved projects and activities do not total the total dollar amount of the grant agreement tendered to them may, if they wish, transfer funds from the amount not approved for projects and activities to the administrative or other budget which is covering interim expenses. HUD will not approve increases in the total grant amounts tendered for the purpose of covering interim expenses.

Here is an example of how a typical city may carry out this process.

- March 1, 1969 - City submitted comprehensive program.
- March 15 - City received Letter to Proceed covering interim CDA and citizen participation expenses during the review period. Most of the expenses were for staff and other items previously detailed in the planning grant budget.
- May 1 - Planning funds are exhausted.
- June 25 - HUD announces approval of program and tenders grant agreement.
- July 10 - City council approves grant agreement and mayor signs and returns to HUD.
- July 21 - HUD Regional Administrator signs grant agreement.
- August 1 - Start of First Action Year is established as of this date.

The city then goes back over the interim expenses, charges all those that were detailed in the planning grant contract to that contract up through May 1. The city then amends the approved administrative budget for the First Year Action program, so that its dates read from May 1 to August 1, 1970, and its dollar amounts equal the previously approved administrative budget plus the amount required to cover expenses from May 1 to August 1, 1969. These interim amounts covered are detailed in accordance with CDA Letter #6. To balance the amount added to the administrative budget, the city makes transfers from other parts of the administrative budget or from project and activity budgets, selecting for reduction line items in which expenditures have been or are expected to be, at a slower rate than projected.

The amendments then are approved by the city council and filed with the city, unless it requires HUD approval in accordance with paragraph 5 above.

Questions on this process or its particular application should be directed to the fiscal officer in HUD Regional Office.


 Acting Assistant Secretary (MCGR)



SENIOR CITIZEN SERVICES
of METROPOLITAN ATLANTA, Incorporated

719 GLENN BUILDING
ATLANTA, GEORGIA 30303

TELEPHONE 577-3828
120 MARIETTA STREET, N. W.

August 11, 1969

BOARD OF TRUSTEES

T. M. ALEXANDER, SR.
CHAIRMAN

DR. J. GRANT WILMER
VICE CHAIRMAN

MISS LORRAINE H. JENNRICH
SECRETARY

GEORGE SHERRILL, JR.
TREASURER

MRS. CECIL A. ALEXANDER

MRS. OLA BENTLEY

DR. SIDNEY L. DAVIS

DONALD B. DIXON

J. RAY EFIRD

MRS. DAN GARSON

GEORGE T. HEERY

JOHN IZARD

JAMES W. MERCER

DR. ELLEN FINLEY KISER

REV. FRANK ROSS

MRS. J. R. SIMMONS

MRS. DAISY WALKER

MRS. JUDSON C. WARD, JR.

ALBERT E. HORVATH
EXECUTIVE DIRECTOR

MEMORANDUM

TO: Key Staff Persons

FROM: Al Horvath

The enclosed "exhibits" are being passed on to the Community Chest Agency Relations and Allocations Division for updating their Senior Citizen Services Manuals. They are being sent to you for your information.

We are encouraged and stimulated by our involvement in the Model Cities effort and are committed to the development of similar opportunities throughout the metropolitan Atlanta area.

AEH/bh

CITY OF ATLANTA



August 7, 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

Mr. John Martin
Commissioner of Aging
Department of Health, Education
and Welfare
Washington, D. C.

Dear Commissioner Martin:

The Atlanta Model Cities Program was very honored by your recent visit, and greatly appreciates your keen interest in our efforts.

We have gathered together some descriptive material about the programs for senior citizens which we visited or discussed during your visit, and we are enclosing the same along with this letter.

The Atlanta Model Cities Program has benefitted tremendously from its close working relationship with the Senior Citizens Services of Metropolitan Atlanta. In the spring of 1968, during our early planning period, Senior Citizens staff provided direct assistance to the Model Cities social services planner. Their professional staff drew up and conducted, with the help of Model Cities aides, a survey of about 300 senior citizens, and obtained valuable information about the needs and services of our older population. They also met with groups of senior citizens and with the resident social service committees to further explore the problems and unmet needs of our senior citizens.

Combining the material gained from the survey and the community meetings with their general expertise in the field of aging, they then developed with our staff an outline of the problems, causes,

goals and program approaches for older persons living in the Model Cities neighborhood. This was a valuable contribution to Atlanta's Model Cities overall plan.

Senior Citizen Services will receive Model Cities supplemental funds in two major projects; one for day care services and a second for a personal services center (see attached description). Since the beginning of this year, our respective staffs have worked closely to finalize plans for these projects. In addition, Senior Citizens has continued to lend assistance in our ongoing planning process. A timely example of this is our joint efforts, along with Fulton County Department of Family and Children's Services, to develop a protective services project for older persons in the Model Cities Area.

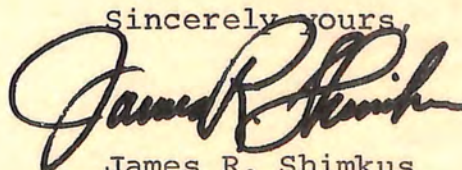
This close working relationship between our two agencies has provided the Model Cities program with valuable expertise in the field of aging and has insured the inclusion of meaningful projects for senior citizens in our first year plan. Senior Citizens Services has, in effect, acted as an advocate - and a most successful one - for the senior citizens in Model Cities.

Atlanta's Model Cities program has planned a wide variety of projects which will benefit senior citizens. These projects are described in greater detail in the attached material. Also included are descriptions of several projects which Senior Citizens Services has planned for both the Model Cities area and the city as a whole.

We hope that you will find the enclosed material useful. We will be happy to supplement it with more detailed information about any particular project.

Once again, thank you for your interest in our program.

Sincerely yours,



James R. Shimkus
Social Planning Director

cc: Al Horvath

ATLANTA MODEL CITIES PROGRAM
FIRST YEAR PROJECTS SERVING SENIOR CITIZENS

1. Child Care Services: Senior Citizen Services of Metropolitan Atlanta - A multifaceted child care program which includes two child care centers, ten family child care homes and 10 block mothers. Approximately 60 senior citizens will be used as aides in the child care center and in other supporting positions.
- *2. Senior Citizens Personal Service Center: Senior Citizens Services of Metropolitan Atlanta - A service center to provide assistance to senior citizens of the Model Cities area. Services will include day care, transportation, low cost meals and an advocacy program.
3. Specialized Passenger Van Program: Economic Opportunity Atlanta - A program to meet the transportation needs of the aged, handicapped, infirm, etc. Three vehicles and drivers will be assigned to the EOA neighborhood service centers.
4. Model Cities Shuttle Bus: Atlanta Transit System - A circumferential bus route to improve transportation within the Model Cities area. It is expected that the senior citizen population will greatly benefit from this service.
5. Homemaker Program: Fulton County Department of Family and Children's Services - A unit of six homemakers to serve the Model Cities area. They will be of special importance to the aged population.
6. Neighborhood Consumer Services: Economic Opportunity Atlanta - This project will work with residents of all ages to develop skills in consumer buying, food preparation, etc.
- *7. Project Expand: Economic Opportunity Atlanta - An expansion of EOA centers and an extension of their present EOA staff serving in centers in the Model Cities area. Two new centers are planned in areas with a high concentration of senior citizens.
8. Health Program: (Not Determined) - This program is not in its final form, but its implementation will result in improved health care to older persons.

*Not yet approved by Model Cities Executive Board.

8/8/69

ATLANTA MODEL CITIES PROGRAM
PROJECTS FOR SENIOR CITIZENS NOT RECEIVING SUPPLEMENTAL FUNDS

Housing Aid to the Aged: Fulton County Department of Family and Children's Services - This is a program to provide specialized housing assistance to old age recipients. (Note: this project is still pending in HEW)

Golden Age Legal Aid: A legal aid project sponsored by the National Council of Senior Citizens for the Office of Economic Opportunity. The GALA office is located within the Model Cities area and will provide direct services to senior citizens.

Second FRONT

Atlanta's Aid to the Elderly Draws Praise of U.S. Official

By CHRISTENA BLEDSOE

The new U.S. commissioner on aging, John B. Martin, Thursday stressed that all Model Cities programs should include plans for the elderly, and said he would use Atlanta efforts as an example to sell this idea to other cities.

In Atlanta for a regional meeting with personnel in the aging field from five states, Martin took a whirlwind tour of Atlanta's efforts to aid senior citizens, and liked what he saw.

Martin, who also has been appointed as President Nixon's special assistant for the aging, said the Nixon administration plans to put special emphasis on the problems of the elderly.

UNDER HIS dual title he will be able to coordinate plans for the elderly with other federal agencies, Martin said.

Through an "understanding" with the Housing and Urban Development Department, Martin said he expects federal officials who review plans for some 150 Model Cities programs across the country to "look with special favor" on those with plans to tend to the needs of the elderly.

Since the Model Cities programs are reviewed annually, Martin said this could serve as a built-in check to assure attention for the elderly.

Some 10 per cent of the population is 65 years and older, and nearly 40 per cent of this group lives in poverty or near-poverty, he said.

Equally bad, Martin said, is the fact that the elderly feel lost and out of the mainstream of our youth-oriented society.

WHILE the ranks of the elderly are mushrooming because of medical advances prolonging life, their special problems haven't yet really been grappled with, Martin said.

The elderly tend to be quiet about their problems, so someone needs to "push" for them, Martin said. His Atlanta visit attempts to come up with "innovative ideas" to help make these people feel a useful part of society, he said.

Atlanta and Seattle are among the few cities in the nation now paying attention to their needs under Model Cities programs, Martin said. His Atlanta visit Thursday was the commissioner's first to any of the regional offices.

Thursday Martin visited a foster grandparent project at Grady Memorial Hospital, under which some 41 persons ranging from 60 to 85 years work part-time, at Grady and at the regional mental hospital five days a week caring for children. They are paid \$1.60 an hour.

EACH WOMAN is assigned to the care of one child and often attends him a month or longer at Grady. The program is set up to mutually benefit the children and fill a need of senior citizens.

Mrs. Sarah Hinton, 85, told him she loved her work so much that if she were fired, "I'd just come back on my own."

The gray-haired woman said she had 25 grandchildren, 21 great-grandchildren and one great-great-grandchild of her own.

Another woman, who rocked in a rocking chair, bottle-feed-

ing a baby, grinned and said of her charge, "She's spoiled."

Mrs. George Miller, a nurse with the project, told Martin the program could use 50 more foster grandparents at the regional mental hospital alone and 25 more for the new Georgia Retardation Center opening in October.

"I hope I'm talking to the right person," she said with a smile.

MARTIN responded, "We want to know about it (the project)—not only where you are but what your dreams are." He said he is now trying to wrangle out of Congress \$9.2 million for foster grandparent programs across the nation.

In the Model Cities area, Martin took a quick neighborhood tour and saw work at the Child Development Center where older persons are being trained as classroom aides, the McDaniel Street Housing project for the aged, and learned of a project that will get volunteers to take the elderly to the doctor, give home care if needed and even deliver meals.

A woman working at the Child Development Center told Martin she was lost before she started working "but I haven't missed a day since . . . It's done a lot for my health," she said with a smile.

Martin commended the metropolitan area Senior Citizens Services Staff, headed by Al Horvath, for plugging for the older people to assure they were included in Model Cities planning in health, education, transportation and housing components.

Older Volunteer Participation in Community Life
Task Force Report, June, 1969

The Task Force was comprised of five retired or semi-retired persons with known skills and varied background experience. They were employed on a part-time basis, during June, to assist Senior Citizen Services with the following tasks:

1. Explore existing volunteer service opportunities which may be suitable for the involvement of older volunteers as well as of the more traditional age groups.
2. Suggest new and untried service opportunities that might be developed by Senior Citizens and/or other agencies and organizations.
3. Contact sources of older volunteer recruits, or potential recruits, through organized groups and individual contacts. This was not intended as a specific recruitment effort, but rather a testing of attitudes toward, and interest in, participation as opportunities come to light.
4. Interpret the Educational Motivation school program now in the planning stages with the Atlanta School System.
5. Report findings to Senior Citizen Services for comment and future program planning efforts, including the Model Cities Program.

Assignments were assumed by the Task Force workers on the basis of a contact area with which they were familiar rather than geographically. However, different and varied economic levels of the community were reached. A more detailed report to follow will reflect the range of service opportunities and volunteer interest and willingness to serve in appropriate roles.

A very brief summary of findings suggests the following:

1. Nursing Homes, with one or two exceptions, can and will welcome the skills and interest of older volunteers and will assure proper assignments and supervision. The same is true of the two large hospitals visited and other institutions concerned with mental and physical health.
2. Elementary Schools in low-income areas reiterated their desire to involve older persons in one-to-one relationships

with slow learners and with children lacking motivation. A limited number of older individuals expressed interest in this type of service.

3. Public Housing, High-rise Apartments and contiguous communities - produced a vast need for personalized services and comparable interest in giving service to others by many residents. Simple service needs e.g., friendly visiting, home delivered meals, transportation to church and to markets, telephone re-assurance and others were obvious.
4. Churches and related organizations were most enthusiastic about a movement which would engage many of their older members in other than so-called social clubs. By and large, each congregation cares for its own but has not moved beyond this concept in favor of serving the community at large.
5. The Task Force workers report a receptive attitude toward the utilization of older volunteers and a surprising number of retirees were pleased, others somewhat surprised, to learn that there are roles and opportunities for them in this big Atlanta metropolitan area.
6. The ever-present problem of transportation availability and cost is, and will be, a deterrent unless special attention is given to ways and means of overcoming it.

In conclusion - Senior Citizen Services will work closely with the newly established Volunteer Bureau of the Community Council to assure the involvement of Older Volunteers and will strengthen the volunteer service corps concept as a built-in dimension of its own agency programs.

Elsie C. Alvis
Task Force Director

I N T E R - O F F I C E C O R R E S P O N D E N C E

TO: Mr. C. O. Emmerich
FROM: William W. Allison
SUBJECT: EOA Housing Program

DATE: February 15, 1967

Presently, we are involved in a limited Housing Program. This is represented by a Housing Assistance Program where information and guidance especially to relocatees is provided and housing loans for the cost of relocation.

In view of our active participation in the Model Cities Program, EOA could develop a more Comprehensive Housing Program.

The components of the program could include:

- a. Fair Housing Centers for the development of open housing through reliable information, guidance and counseling.
- b. Housing Development Corporations by providing seed money for both profit and non-profit making groups in the development of adequate, moderately priced housing. Also cooperative housing ventures could be assisted.
- c. Strengthen Tenant Association in public housing through educational and informational programs either in housing projects themselves or Neighborhood Centers.
- d. Strengthen Community Involvement in physical planning processes through a series of reports by city planners in all neighborhood centers. Organize local planning committees or include physical planning as responsibility of the center advisory committees.

Mr. C. O. Emmerich
Page 2
February 15, 1967

- e. Organize Neighborhood Improvement Clubs for the improvement and maintenance of neighborhood appearance. Awards or some form of recognition could be incentive. Special programs could be designed to highlight economical ways of home up keep.

Such a comprehensive endeavor by EOA could possibly be funded by OEO and/or Model Cities.

can we discuss this?

WWA:cw

Administering the Demonstration
Cities Program in Atlanta

I. Rationale:

The draft prepared by several agencies in connection with the Mayor's Director of Government Liaison outlines the goals and steps by which Atlanta can participate in the recently passed Model Cities or Demonstration Cities Act of 1966.

What this statement neglects to outline is the methodology by which these goals and programs are to be accomplished. The implementation of this plan is perhaps its most crucial component. Plans there are in abundance. But the skillful execution of such plans remains the key to effective action.

That Atlanta posses the fundamental resources it needs to meet the requirements of the Demonstration Cities Plan is without doubt. What is required is less the creation of new mechanisms than the effective harnessing and, where necessary, the reorientation of those which already exist.

It is paramount that the essential thrust of the Demonstration Cities Program should be kept in mind. It is essentially designed to make a social impact on a low-income neighborhood, bringing together the tools of both physical and social planning agencies. As such the coordination and implementation of the plan should begin with this end in mind and, accordingly, build from this base.

As such the plan calls for an agency which carries both the capacity and means for integrating social and physical planning functions. The only agency which is currently geared to meet this need in terms of action is the Economic Opportunity Atlanta Program.

II. EOA & Demonstration Cities:

On at least two bases, if not all three, the Economic Opportunity Program is uniquely equipped to conduct the plan of attack outlined in the draft statement.

The plan calls for Neighborhood Organization and Resident Participation. In each of the target neighborhoods delineated for the Demonstration Cities Program, EOA has developed well-organized and functioning neighborhood groups. Most of these have been actively involved in initiating planning activities for the Demonstration Cities Program.

These neighborhood groups have made it possible for the first real "grass roots" leadership to participate in planning community life. Every aspect of the community is dealt with, from employment to education, housing to health, recreation and aging.

Secondly, the plan calls for the improvement of Health and Welfare and the physical renewal of the area. In both instances local neighborhood committees have organized to survey needs and recommended programs. These neighborhood committees stand ready to make their contribution.

Finally, as the Act is designed to bring about the coordination of agencies in an all-out attack on the conditions of poverty, the framework of the Neighborhood Service Center program is such that a Technical Advisory Committee is organized to provide this added and much needed resource.

In review it can be shown that the Neighborhood Service Centers in the target Demonstration Cities Area provide a ready made well-organized forum for "grass roots participation," a mechanism for attack and a base on which additional program effort can be laid.

III. Plan of Attack:

It is, however, not the contention of EOA that its present structure is entirely sufficient to meet this task alone. Indeed, were it not for the fact that many agencies have made their services available from the outset would it be possible for EOA to have reached its present stage of evolution. It realizes it is far from the desired goal. But it is on the right road and hopes this latest effort (Demonstration Cities) will reinforce its role and future.

There are some areas of need which go beyond the present structure and activities of the Neighborhood Service Centers. It remains only to outline some of these to indicate the gaps which should be closed with additional programs and personnel.

A. Present activities include:

1. Employment - job placement, counseling referrals, training opportunities, etc.

2. Social Services - multi-purpose needs (health, family counseling, day care, aging, etc.)
3. Education - community schools, adult education, etc.
4. Housing - relocation assistance and housing information

B. Need Areas:

1. Economic infra-structures - businesses - lending institutions, commercial establishment, etc.
2. Social infra-structures-community clubs, recreation halls, etc.
3. Physical infra-structures-roads, parks, etc.

IV. Implementation:

It is recommended that these centers which are located in the Demonstration Cities Area should be merged into a Demonstration Cities Planning Task Force. As such they would be funded through the initial planning grant while providing services at the same time.

These centers would be administered by the Mayor's office under a Demonstration Cities Project Officer who is responsible to the Mayor. Although officially responsible to the Mayor, these centers would continue to operate under the administrative procedures of the local CAA.

The local CAA, EOA, would provide at least one coordinator from its office to that of the Mayor's Demonstration Cities Office.

V. Evaluation:

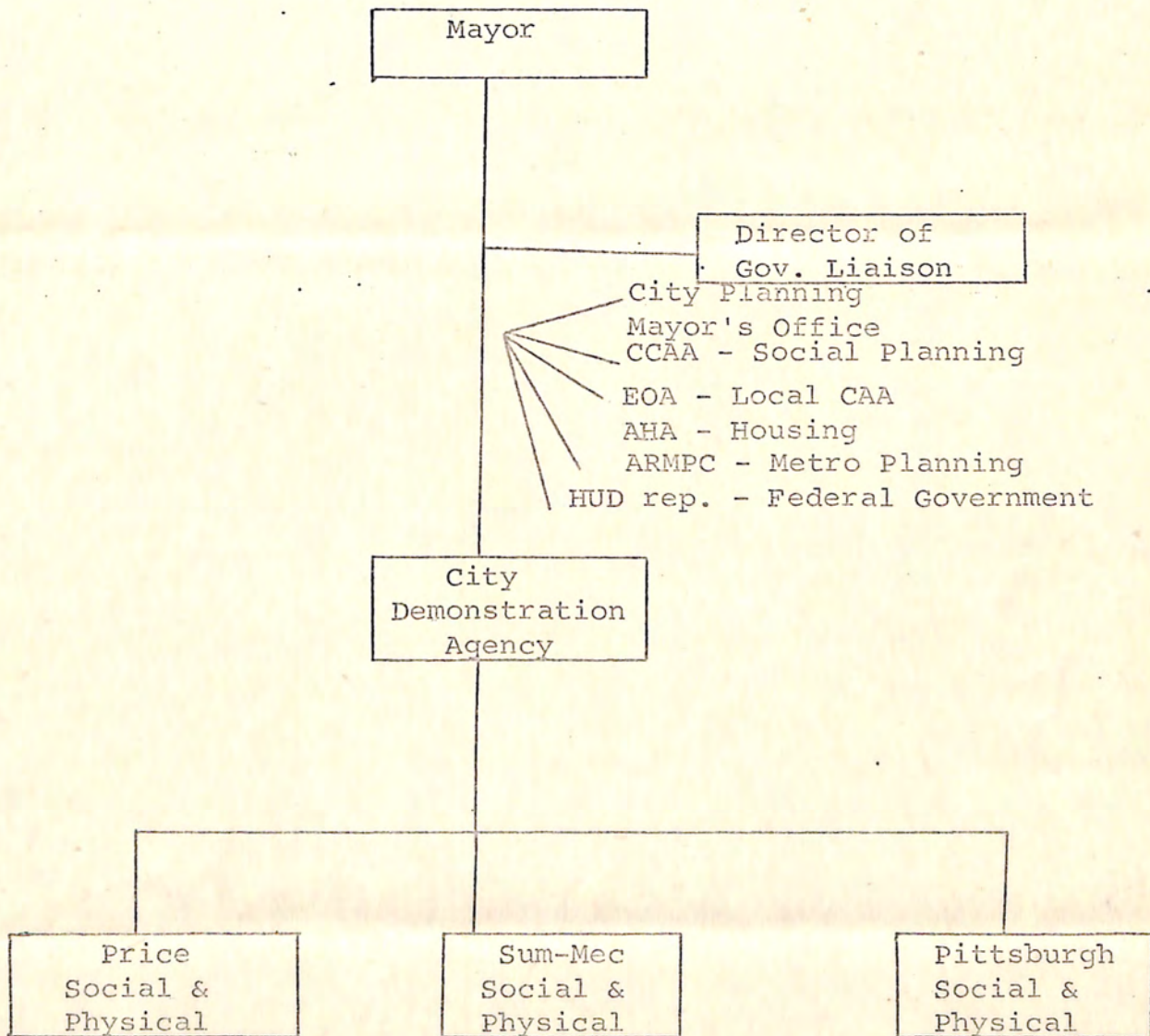
Under terms still unwritten an evaluation of the Demonstration Cities Program, the Neighborhood Center Program and the coordination of these activities would be undertaken by a local educational institution. Hopefully, this negotiation would lead to a greater, sustained involvement of the academic community in urban problems.

Ideally, Atlanta University and Georgia State College and/or Emory University could fulfill this need.

The proposed administrative structure of Atlanta's participation in the Demonstration Cities Program follows:

1. The City Demonstration Agency - is responsible to the Mayor. This body would be composed of representatives from City Planning, EOA, Atlanta Housing Authority, CCAA, and HUD. The Planning Director or an appointee from his office would act as coordinator.
2. Social planning functions would be coordinated jointly by EOA and CCAA. Other public and private groups would comprise advisory committees.
3. Physical planning functions would be coordinated jointly by the City Planning Office, Atlanta Housing Authority and the Metropolitan Planning Commission.

PROPOSED ADMINISTRATIVE STRUCTURE



I. Neighborhood Planning

A. Planning Goals

1. Long-range - 100 years
2. Middle-range - 10 years
3. Short-range - now

B. Agency coordination

1. Public
2. Private

c. Neighborhood Organization

1. Center Structure
2. Additional component
3. City Administration

D. Communication and Information

E. Evaluation - University - Urban Extension
Program

APPENDICES

1. NSO Organization
2. EOA Organization
3. Technical Advisory Committee
4. City of Atlanta
5. Related Agencies

M E M O R A N D U M

TO: Mrs. Helen Meyers
FROM: S. F. Craft
SUBJECT: Model Cities Information

DATE: February 27, 1967

Here are the materials that were sent over Friday. Will you please see that it gets to the proper persons(s) in City Hall.

E - Health Services

I - Social Services - The Day Care and Aging information should go with this section.

N - Resident Participation includes the material that Mr. Calhoun and I said we would get to you.

Q - Private Initiative and Enterprise - This information was given us by Dr. Patterson of the Small Business Development Section of our program. Maybe it can be included under Q.

I hope this is clear. If you have any questions don't hesitate to call.

Thank you.

SFC:dnb

cc: Mr. Allison
Mr. Calhoun

OPERATION "EXPOSURE"

Operation "Exposure", to be initiated and thrown into action on or about May 1, 1966, will be an intense, in-depth program of concentrating all available services of the Price Neighborhood Center in the Washington Street poverty area in a deliberate attempt to improve the standards of living for these residents.

It is anticipated that every department of center operations will be brought to bear on every household in the area with a view toward improving the general environment of the community, physical appearance of the neighborhood; improving the family units through counseling and home management services, improving individuals by exposing them to new employment opportunities through our manpower department, recreation activities, and other services. Block clubs and special interest clubs will be organized.

It is tentatively planned to conduct this experiment in community organization and improvement for a six months period, with individual and family case records being kept, and with periodic evaluations as to progress and improvement being made.

The Problems (Obvious):

Some of the obvious problems existing in the Washington Street area are sub-standard housing, overcrowding, unsightly and filthy exteriors, yards, and streets; low income, low morale, truancy, drop-outs, unemployment; no recreation facilities, need for day care.

The Approach:

To begin with a survey of the area will be made by Price Center Aides, visiting house by house to establish family composition, interpret E. O. A. and pin-point obvious family problems and what they think are their problems.

Following the survey and its analysis, Community Organization Aides will then begin to organize block clubs and interest groups, including Mothers' clubs, clean-up clubs, beautification clubs, senior citizens club, sewing and cooking clubs, arts and crafts groups, recreation groups for different and age and sex levels such as baseball, reading, dancing, singing, etc.

Neighborhood Aides would also conduct an intense family-by-family interview to set appointments for center Social Services or Manpower.

Manpower will make an all-out and deliberate attempt to eliminate unemployment from the area and up-grade employment of family heads where possible.

Social Service will seek to get every child of school age in school or into N. Y. C. or Job Corp programs. Social Service will also try to get those who need it into basic education, "uplift" or M.D.T.A. classes.

Legal, Social Security, and Mental Health referrals will also be made when indicated.

At the same time the Price Center will sponsor a class in "apartment management and upkeep, for prospective resident apartment managers within and without the Washington Street area. This will be done through the cooperation of the landlords of that and other areas and the Georgia State Department of Distributive Education Services.

Also a Clean-up - Paint-up, fix-up campaign will follow closely upon the organization of the block clubs and interest group. The cooperation of landlords, and other civic volunteers, such as the "Mennonites Society", and church groups will be called upon for this physical improvement program.

It is proposed that a May 1, 1966 target date be set to launch this

this "Operation Exposure" project, an exposure of the Washington Street area residents to everything E. O. A. has to offer in a gigantic attempt to eliminate poverty from this area.

PRICE NEIGHBORHOOD SERVICE CENTER
1127 CAPITAL AVENUE, S. E.
PROJECT
BUSINESS
IMPROVEMENT AND
DEVELOPMENT

These are some of the areas of business problems to be covered in the workshops:

1. Buying
2. Advertising and Sales
3. Merchandising
4. Bookkeeping and Accounting
5. Budgeting, Expense Control and Ratio Analysis
6. Pricing
7. Credit Management
8. Inventory Control
9. Problems of Starting a Business
10. Insurance Information
11. Tax Information
12. Location and Economic Feasibility of Proposed Business
13. Problems of Franchising
14. Federal, State and Local Regulations Governing Business
15. Financial Management
16. Planning and Policy Making
17. Hiring and Training Employees
18. Customer and Public Relations
19. Customer Services
20. Decision Making
21. Management Development
22. Motivating Employees
23. Buying a Going Concern
24. Sources of Information and Assistance for Small Business
25. Store Appearance and Modernization (Interior and Exterior)
26. Adjusting to Change

CITIZENS PARTICIPATION -- PRICE NEIGHBORHOOD SERVICE CENTER AREA

Citizens participation in the Price Neighborhood Service Center area is relatively wide-spread. From the beginning of our existence, May, 1965, we have had organized neighborhood groups to determine existing problems, and help to find solutions to these problems.

For the last 12 months, we have broadened this community participation to neighborhood participation. We have 25 organized neighborhood groups, or block clubs. These groups meet and discuss neighborhood, as well as, community problems, and at the same time, they are exposed to total city resources and problems. Neighborhood groups also have representation on the over-all Center Advisory Council.

This council serves as a sounding board for all problems from the individual areas as well as an excellent vehicle for the Center staff to relate to the community.

In addition to block organizations, the Center staff has involved scores of neighborhood, social, and church groups at their requests who had specific interests for group needs. We have organized five groups that saw a need for day care services in their community. Two of these groups were successful in getting two large day care centers.

From a nucleus of a small group of businessmen from the area, we organized two business improvement clinics. These clinics, ten sessions, had an average attendance of 50 persons. Two similar-type clinics were organized with residents of the area who managed apartments. These residents wanted to gain knowledge on how to properly care for the property and work with the residents.

In September, 1966, residents of the area, interested in family day care, were organized to conduct training clinics and to help get the existing family day care programs up-graded.

One block club, that saw an over-all need for concentrated attention on many areas of problems, was involved in what we chose to call "Operation Exposure". Representatives from the area block clubs, interested in recreational services, have been involved in area recreational council. This council, during the summer of 1966, made approaches to City officials and land owners, and successfully established two equipped play-lots. This group has held many training sessions in an attempt to learn what is involved in an adequate recreational program and what community resources are presently available.

A Report of Citizen Participation in the Pittsburg Community

The Pittsburg Neighborhood Service Center, as is true of all other centers, has a citizen's advisory committee, whose primary function is to keep the staff of the center advised on changing needs and suggested remedies. Since the Pittsburg Neighborhood Service Center is still operating with a temporary committee, and is only now holding elections for its first permanent committee, the ad hoc committee in this community is much larger and has a broader base than normal. The prior function of this group had been to generate sufficient community concern and interest, and to demonstrate to EOA Headquarters a need for a center in the Pittsburg Community. To this end, meetings were held over a period of a year during which all of the committees and sub-committees functioned.

When the Pittsburg Neighborhood Service Center opened, this temporary committee continued to advise. Representing approximately four hundred (400) people, this group has been able to give direction to the center from a variety of experiences, and from a general knowledge of community problems. Things for which this community is or has been directly responsible are:

- 1 - recommendations for indigeneous and indigent persons to be employed
- 2 - determination of priorities of service
- 3 - selection of site
- 4 - advocates for the center.

A further evidence of citizen involvement may be demonstrated by the neighborhood elections which are now in progress. The entire community, which has been subdivided into groups called area blocks, is at work electing persons to represent them on a permanent committee, and this is being accomplished via the same procedure used in all local and national elections. The same machines used in general elections are being used in these neighborhood elections, and the same registration procedures are being employed. After a survey conducted by the center staff, and after finding that voter registration did not account for a reasonable percentage of the total community population, the ad hoc committee of the Pittsburg Neighborhood Service Center felt that in conjunction with the election process, some emphasis should be placed on voter registration. In all of these instances, the entire staff of the center has operated both at the direction of the committee, and in response to the obvious need for organization.

One major project, which is still continuing, is a cooperative effort of the center and the Pittsburg Civic League toward the acquisition of a community center. The extension and housing departments, along with the director, have had plans drawn up, inspected sites and written proposals, all at the direction of the Pittsburg Civic League. Contact has been made with Dr. Phillip Weltner of The Whitehead Foundation with the hope that funds for this project may be made available. Due to some difficulty with a will, the first choice was reluctantly rejected. Title searches are in process to determine the availability of other sites, and, hopefully, the Pittsburg Civic League will be able to realize this ambition in the very near future.

There are other instances of general community involvement which are usually on a smaller scale, and would require a more specific and numerical presentation.

All of the above are submitted as examples of the involvement of the Pittsburg Community through the Pittsburg Neighborhood Service Center in the solution of their own problems.

SUMMERHILL - MECHANICSVILLE
DEVELOPMENT ENTERPRISE, INC.
STATEMENT OF OPERATIONS

January 23, 1967

On Tuesday, December 26, 1966 the Summerhill-Mechanicsville Development Enterprise group, which has been developed primarily by the Summerhill-Mechanicsville Neighborhood Service Center of Economic Opportunity Atlanta, Inc. became a legal corporation. The general purpose of this corporation is to provide employment for adult semi-skilled and unskilled workers who come from the poverty areas of the Metropolitan Atlanta area. It does at this time include residents with experience that will lead to management of small businesses.

The operation of the corporation includes the demolition, cleaning and boarding-up and renovation and repair of sub-standard housing and properties. The demolition, cleaning-up, and boarding-up is done in close cooperation with the appropriate departments of the city of Atlanta that relate to housing. The renovation and repair operations are contracted from private individuals.

It is anticipated that the work of the corporation will involve demolition and boarding-up 41% of the time. The remaining percentage of the work, being renovation and repair work, should provide work for the people in the corporation on a full-time, year-round basis. At any time there might be a slack period, Mr. Charles Holt, owner of the Lane Grading Company will give them work during that period of time on his company's payroll. Mr. Holt is a member of the Board of Directors of the corporation.

In planning and developing this project, an organization of residents from the poverty area of Summerhill - Mechanicsville was formed through the use of appropriate technical assistance from the different parts of Economic Opportunity Atlanta, Inc. Skilled, experienced, licensed, and technical personnel are the workers themselves, and they do possess necessary technical skills for a successful operation as well as the desire to manage their own company. Equipment and part of their on-the-job training will be provided by Mr. Charles Holt. Mr. Holt is donating his training services to this corporation, but he will be paid for the operation of his heavy equipment. Other advice and training in the operation and management of their businesses is being provided by a technical advisory committee (see attached sheet for members names). Weekly detailed supervision will be given to the business manager of the corporation by a committee from the Atlanta Jaycees, who will be readily available in a house they have rented in the Summerhill Mechanicsville area.

Statement of Operations Continued

Page 2

January 23, 1967

The corporation will continue to exist to provide a chance for the residents of Atlanta poverty areas to help them help themselves through the betterment of their own housing and other living conditions. As the corporation develops, it will have as a basic goal, the increase employment of poverty area resident, rather than the maximization of profit.

The support that the corporation has found during its organization and development has been very encouraging. Many people in Atlanta believe the general purpose of re-developing the slum areas to be a very worthwhile endeavor that will be welcomed by the city as a whole. The part that the Summerhill-Mechanicsville Development Corporation is to play in this has been highly commended. (See attached letters).

With the coupling of the worthy purpose of the corporation, the ambition and desire of the corporation members and the support of the corporation from public and private interests in Atlant, the success of the business is most certainly assured.

Young Men of the lower area of Pryor Street along with Representative John Hood came to the Extension Manager's Office with a community problem. This problem was centered around a place of business known as "Murray's Liquor Store, Wine and Beer Super-rett" and "Carrol's Drive-in Tavern, all located on the corner of Pryor and Ridge. There have been numerous counts of disorder over the years at this location. Very little was done to correct the situation until a sixteen year old young man was killed by Security Guards of scurrilous nature.

The Extension Manager called a meeting of the community to get more information as to the reason of the young man's death and the vice of the business corner. The meeting at the Church of God brought forth more information. Young men, young ladies and adults expressed the following information which proved to be facts. The management of the liquor store, beer and wine store and Tavern was selling alcoholic beverages to minors. The Security Guard beat up numerous and septuagenarian citizens who were not on Murray's or Carrol's property, and the ones who were, were beaten into submission. There was talk of rape but no facts provided. Activities of all kinds are done in cars on the lot and behind the tavern.

The Extension Manager was told of a plot to burn down the corner by many young men and women of the neighborhood. The group was found, an appeal was made by the Extension Manager, Representative Hood and Mr. Peters, CMAC Chairman to let us try to use the avenues of the law and refrain from violence. After hours of talking, the young people agreed to use the courts of law to close the corner but assured us if the court did not close the three businesses, the neighborhood would without regard to life or property.

The following action was put into operation: The investigation of the young man's death; proof was established from the coroner's report that the bullet came from a .22 calibre gun carried secretly on one of the Security Guards. The Guard claimed one of the young men in the group shot the young man. The Guard has been bound over to the State for murder. With what information the citizens had, a committee was sent to the Police Committee at City Hall.

Extension Manager *Sum - Mc*
August, 1966
Page 2

After hearing the complaint, the Police Committee booked the case for August 31, at which time the owners would be present to show cause as to why their license should not be revoked.

The Extension Manager obtained information that the owner, Mr. Murray has unusual power in the city structure. His long arm reaches very deeply into the ranks of the police force and some of the city officials. Reports show that many charges have been brought against his business but never seem to get to court. The community citizens were organized into groups to produce evidence that could not be thrown out of court. The Citizens committee feels sure Mr. Murray cannot control every alderman of the Police Committee chaired by Alderman Richard Freeman.

The Extension Manager was visited by Captain Mullens of the Atlanta Police Department. Captain Mullens assured me this would be a very hard case to win due to lack of evidence. The Extension Manager called on City officials whom he had worked with before and obtained the following evidence from police reports: Over 87 serious accounts of disorder this year, an average of 34 people are arrested each week-end. Sots of all kinds are forever present in and around the area. The Guard who shot the young man had a police record in Florida and Georgia.

With this evidence city officials who attended the next meeting said this was enough to declare the corner a "Public Nuisance." Now the citizens deeply hope that the Police Committee will vote to close this corner for the improvement of the community, and prevent the violence of the young people, who are tired of waiting for the results of the court August 31, 1966. Not only are the young people of the area a problem alone, the Vine City agitators plus the Black Power Organization are standing by to move in on the action.

Sum-Mec Neighborhood Service Center
Report on Community Improvement Program

November 22, 1966

In April, 1966, several groups in Sum-Mec area organized neighborhood clean-up groups in scattered sections of the target area. When the Mayor declared war on slums in May and initiated the Community Improvement Program, it seemed a natural for organization of the total community around it so as to involve residents in the CIP and form a kind of partnership between citizens and the City, not to mention the benefits to be derived from a concentration of city services in the community. To have such a concentration of services in an area where these had been at such a minimum was indeed salutary.

The Citizens Neighborhood Advisory Council and the Technical Neighborhood Advisory Committee joined forces in setting up a plan for the entire area. Committees of the CNAC were assigned responsibilities as liaison between the community and various city services to work along with the neighborhood units through block captains. It was hoped that through this kind of approach it would be possible to maintain continuing interest and efforts toward community improvement even beyond the Mayor's campaign.

Many areas have shown decided improvements in their "housekeeping." Most encouraging were clean-up efforts in some of the worst "pockets" in the area, emergence of some potential new leadership at the "grass roots" level.

EOA gave full cooperation, and, in the latter stages, even provided some tools for residents to use on a loan basis from the Center.

While there was neither maximum participation nor one hundred per cent improvement, results have been a good beginning in this direction.

The attached record of tangible accomplishments were result of these combined efforts. The City not only responded promptly to citizens requests whenever possible, but they also made improvements without waiting for specific requests. As encouraging as this record is, the interest generated, participation initiated, and successes experienced are achievements that are even more significant.

COMMUNITY IMPROVEMENT PROGRAM

I. Sanitation Department

- A. Motorized Street Sweepers - The City's Sanitation Department, has assigned four motorized street sweepers to the Sum-Mec area. These machines are used on all paved streets with some degree of regularity.
- B. Garbage Collections - Garbage collection increased from no pick-up or one pick-up a week to two or more times a week.
- C. Trash Pick-Up - Trash pick-ups increased from forty-five loads a week to one hundred or more loads a week.
- D. Abandoned Automobiles - Tickets are placed on automobiles that have been abandoned on vacant lots, streets, and occupied areas. These cars are to be moved as soon as storage space is available.

At present, approximately ninety cars have been moved from the area.

- E. Litter Baskets - Litter baskets were requested for some areas. Eight litter baskets have been placed to date.
- F. City Work Crews - City work crews were sent to some areas to cut grass from sidewalks and vacant lots, and to remove trees and roots from walking areas.
- G. Sanitation Inspectors are now giving tickets and notices to citizens in the area who continue to neglect and litter their premises.

II. Housing Code Enforcement and Inspection

- A. Building inspectors are working in the area on a limited basis and in response to calls from area citizens. A great number of tickets have not been given perhaps due to the lack of adequate housing to accomodate the displaced families.

- B. Approximately forty unfit dwellings which received tickets from the Coding Inspector have been demolished.

III. School Improvements

- A. Peter James Bryant is adding portables to accommodate its overflowing student body.
- B. The Community School Program is underway and is doing a very fine job in its adult programs.

IV. Recreation

- A. Capitol Avenue School has added a full program in recreation to its playground facility for the young people in the area.
- B. Sum-Mec Center's Recreation Room is a much enjoyed facility for some of the area's teen-agers and adolescence.
- C. The Connally Play lot carried a capacity crowd until school opened and is still doing big business after school hours.

V. Street and Traffic Improvements

- A. The area citizens are very proud of the following streets which were paved: Terry Street from Georgia Avenue to Bass; Bass Street from Martin to Capitol Avenue; Glenn Street from Reed to Connally; Terry Street from Glenn to Crumley; Little Street, Crumley Street from Fraser to Martin.
- B. Partially paved streets are Rawson, Fornwalt, Windsor, Cooper, Eugenia and Fulton.

Side walks are being repaired and replaced in Census tracts 45 and 46.

Crosswalks and school zone control lights placed on the corner of Martin Street and Memorial Drive, Census Tract 48.

This effort was a real achievement on which area citizens had been working for ten or more years. They had had meetings with City officials, had written letters with signatures of organizations attached, had protested to the Board of Education. Finally, one of the area groups, "The Friendly Citizens", protested on the corner of busy Memorial Drive with radio, television, and some City officials present. After the demonstration, these much needed items were installed.

A group of citizens in Census Tract 46 registered a complaint about the poor lighting on Bass Street between Pryor and Formwalt. The group wrote a protesting letter concerning these conditions, stating that people leaving the trolley at Bass and Cooper Streets had great fear of this unlit area, particularly in both directions on Bass Street. The City responded with lights in both directions on Bass Street.

RESIDENT PARTICIPATION - EOA

The sponsoring Neighborhood Advisory Councils and their supporting Area Block organizations have just completed their annual elections; the following results have been obtained for the area comprising the Model Neighborhood Program:

<u>NSO Center Area</u>	<u>Census Tracts</u>	<u>Area Block</u>	<u>No. Registered to vote</u>	<u>Number Voted</u>
Pittsburg	E-57	14	1,395	585
	F-58			
	F-44			
	F-45			
	F-46			
Summec	F-47	20	2,891	1,793
	F-47			
	F-48			
	*F-55A			
	*F-56			
Price	*55A	9	1,140	618
	56			
	<u>11</u>			

*Parts of Census Tracts 55A and 56 lie in both Price and Summec.

Section N Citizen Participation

2/24/67

NEED

Residential Stability. The majority of the home owners have moved out of the proposed model neighborhood area leaving an increasingly large percentage of low income rental residents. The high mobility of this group results in residential instability. The short tenure of residence is not conducive to a development of interest in and responsibility for the improvement of the communities in which they live. Interest and a sense of responsibility are important factors in development of citizen participation. Absence of these factors make such achievement more necessary and difficult. There is great need for the provision of facilities, resources and other physical improvements in the area so that the home owners and more stable citizens will remain in the area and other responsible citizens will be attracted to it.

There is a lack of acceptance on the part of the "old settlers" of the highly mobile newcomers. There needs to be developed a willingness to relate to the newcomers and assure them of a place in the life of the community so they will have a sense of belonging.

Motivation. About 45% of the families in the area have incomes of less than \$3,000. A significant percentage (8%) have incomes less than \$1,000. All of the attendant characteristics of people in poverty including a sense of futility and hopelessness are present among a large segment of the people in the model neighborhood area. In addition, the people have been the victims of broken promises and unfulfilled commitments that tend to reinforce their sense of uselessness. There is a need for continuation of the efforts recently begun by the City to improve services, Economic Opportunity Atlanta, Community Council and other public and private agencies as they are working with citizens in the area to help them help themselves. These need to be greatly extended and accelerated to restore the confidence of the citizens in themselves and others, and to provide the motivation they need.

Very significant evidence of the potential of responsible citizenship has been demonstrated by residents of the area. Examples of their efforts are reported elsewhere in this proposal. The number of citizens participating in these efforts needs to be increased.

Information. Information about and knowledge of the nature, role, and processes of governmental and social institutions is lacking. Education and opportunities for their participation in these areas need to be increased. These would help residents of the area to become more adequate to participate in the activities for the improvement of their communities and the quality of their lives.

Communication. Educational level in the model neighborhood area is less than eighth grade for more than 60% of the adults, according to the 1960 Census. The limited training and experience pose special problems in understanding and communication of unfamiliar concepts and methods. Verbal communication needs

to be in relatively simple language and at their level of experience. This limitation also greatly underscores the need for citizen involvement as a means of learning and participation.

Fear. Residents of the model neighborhood area have been subjected to the normal life experiences of people in poverty including eviction. Additional dislocation of people occasioned by urban renewal and expressway clearance in the area have increased the fear of being moved. Citizens are suspect of "new" programs being precipitated upon them.

The need is for information, interpretation and participation to give reassurance to the people.

Isolation. Physical, social and cultural isolation are characteristic of people in poverty stricken areas, and the model neighborhood proposed is no exception. Experience reveals that the residents do not relate to the city as a whole or even the total immediate community in which they live. Expansion of the perspective of residents of their own problems and conditions of life in relation to others in their own community and the city at large is greatly needed. Efforts to increase individual citizen and group participation have begun and need to be greatly strengthened and increased.

Present Effort

1. City Planning Department

- a. Urban renewal. Meetings have been held between the Planning Department and neighborhood groups which reside in proposed urban renewal areas. The meetings have been held on request from residents of the target areas, EOA Staff, and as a result of solicitation of resident opinions by the Planning Department.
- b. Zoning and code enforcement. Public hearings are required by law to be held before any land may be officially rezoned. There has been good attendance from the people of the Model Neighborhood Area at these hearings.
- c. Aldermanic meetings and committee meetings. These meetings are open to the public. The Planning Department has tried to inform some of the residents and EOA Staff from the Model Neighborhood Area when issues arise that concern its residents. There has been public attendance at these meetings which has mainly confined itself to EOA Staff and residents working through its agency.
- d. Speaking engagements. Members of the Planning Department Staff have spoken about physical, social, and economic problems and possible solutions at neighborhood meetings in the Model Neighborhood Area. Graphic and slide presentations were made at the meetings.
- e. Radio and television programs and interviews. Physical, social and economic problems and solutions of the Model Neighborhood Area were discussed during the year on radio and television programs. City of Atlanta Staff participated.

- f. Model neighborhood public meetings. Three mass meetings were planned by the Planning Department and the Mayor's Office and held in the Model Neighborhood Area during the first week of February. The Model Neighborhood Program was explained by the Mayor and Planning Department Staff to groups of 300 to 500 people at each meeting. A brief questionnaire was circulated in an effort to discover the areas of greatest need as viewed by the residents themselves. A discussion of the Model Neighborhood Program was held after the questionnaire was collected. The questionnaire will be used to help establish priorities for the Model Neighborhood Program.
- g. Citizen involvement in planning the structure of the Citizen Participation portion of the Model Neighborhood Application. Three meetings were held to develop a structure for citizen participation in the Model Neighborhood Area.

First Meeting. Planning Department, EOA and Council of Neighborhood Associations and residents of area. Held in January at initial stage of planning for citizen participation.

Second Meeting. Planning Department, Community Council and Community Development Coordinator. Held later in January to further develop initial ideas.

Third Meeting. Planning Department, Urban League, Police Department, Crime Preventive Bureau, EOA, CCAA, CNAC, and residents of area. Structure as included in application discussed and informally decided upon.

2. Economic Opportunity Atlanta, Inc. (EOA), The Community Action Agency operates three Neighborhood Service Centers in the Model Neighborhood Area:
 - a. Price, Pittsburg, and Summerville-Mechanicsville (Sum-Mec).

Organized block clubs held elections for official representatives on three Citizens Neighborhood Advisory Councils (CNACs). These neighborhood groups meet monthly, discuss community problems, work with component Area Block groups, and become exposed to total city resources and problems.
 - b. The CNAC acts as a sounding board for problems from individual Area Blocks and a vehicle for the EOA center staff in communicating with the community. CNACs have representation on a Citizens Central Advisory Council.
 - c. EOA works with neighborhood, social and church groups at their request who have specific interests or group needs.
 - d. A Technical Neighborhood Advisory Council in each area, composed of leaders and professionals living or working therein, are resource people to help the less fortunate people of the center area. The CNAC for each neighborhood center discusses physical, economic and social problems and possible solutions.
 - e. Selected and trained residents of the center areas serve as salaried neighborhood aides for each phase of EOA activity.
 - f. Citizen participation activities in center programs include:

Price Area recreational council, Price business improvement classes, Pittsburg community center project, Sum-Mec Development Enterprises, Inc., Good Neighbors Club (Sum-Mec), and Sum-Mec Pilot Project in citizenship training.

g. Specific activities concerning Model Neighborhood Program in center programs are: beginning in February, 1966, EOA, Summec and Price leaders held meetings of staff, CNAC and heads of organizations of southeast Atlanta to acquaint themselves with Demonstration Cities bill and determine a plan of action. They requested the city to make application for Demonstration Cities funds, asked to be the first area to receive assistance under Demonstration Cities Act of 1966 and finally resolved themselves into a temporary Summec-Price-Pittsburg "Demonstration Cities" group. About the time it became known that this area was to be included in the city's first Model Neighborhood Application, Area Block elections for CNAC representatives in the Model Neighborhood Area were being held.

The Summec-Price-Pittsburg group held a Model Neighborhood Community Group Workshop on February 15, 1967 to discuss the program and divided into committees according to the Program's major activities such as housing, health and recreation.

3. Atlanta Housing Authority

The Rawson-Washington Urban Renewal Project was the only area within the Model Neighborhood Area with which the Atlanta Housing Authority has had contact. Within this area, the Authority has set up an on-site project office for the purpose of providing information to citizens living in the project area.

Through the Atlanta Housing Authority's Public Information Office, informational brochures on various aspects of the program are made available to citizens in the project areas. Slide presentations to civic, church, school and club groups are presented, allowing for discussion afterward. For special activities, radio and TV programs are arranged.

Citizen participation in Public Housing Projects occurs through the following activities: Child care centers, playground activities, organization of Boy and Girl Scout troops, securing teachers for sewing, cooking and hygiene classes, stimulation of church groups to include residents in religious and community services, work with other agency programs such as BOA, Health, Education & Welfare, Senior Citizens Services. Public Housing managers encourage residents to engage themselves in the activities of the Tenants Association program, and encourage outside community organizations^W to involve public housing residents in overall neighborhood activities.

4. Citizens Advisory Committee for Urban Renewal

This committee has been appointed by the Mayor to promote citizen participation throughout the life of the urban renewal project. The committee appoints other citizen advisory committees within the urban renewal project areas to serve as a sounding board on the different aspects of urban renewal activity and promote citizen participation.

5. Community Development Demonstration Program

This project is funded by the Stern Family Fund and will be carried on for one year. A Community Development Director was employed January 9, 1967 to implement the program. He is attached to the Mayor's Office. The purpose of the project will be to coordinate city services in selected neighborhoods and develop maximum communication and participation among residents.

The Community Development Director has been involved in the Model Cities Program. He has aided in the planning of the program and is directly

responsible for the scheduling and publicity for the three neighborhood mass meetings. Communications were sent to all civic groups, schools, churches and agencies in the area. Announcements were made in local newspapers, and on many radio stations. The greater percentage of the people in the Model Neighborhood Area knew about the meetings far enough in advance to make plans to attend. Attendance was quite good, due in great part to the excellent publicity program.

6. Community Council

- a. Recruited and trained residents to make a survey on social problems in Summerhill, Mechanicsville, Peoples Town, Pittsburgh, and Grant Park.
- b. Organized meetings of residents of the model civic target area for the purpose of obtaining information for the CIP Report and the Atlanta Commission on Crime and Juvenile Delinquency Report.
- c. Organized citizens to participate in the development of the Legal Aid Program and activities to curb absenteeism from school.
- d. Gave technical assistance for registration and get-out-to-vote campaigns and informed residents where and how to obtain services.
- e. Developed a directory of neighborhood organizations, purposes and programs.

7. Atlanta Public Schools

PEA has strong organization. They carry on active membership drives for new members yearly.

8. Organized Neighborhood Groups

Possess organizational strength and numbers but tend to concentrate on

Organizations

2/24/67

Summerhill Civic League

People's Town Civic League

Capitol Homes Tenant Association

The Wesley House Center

Negro Voter's League

Pittsburg Civic League

Mechanicsville Civic League

Council of Negro Women

Summerhill-Mechanicsville Community Improvement Committee

social activities rather than long-range programs for the total neighborhood. Among them are: Summerhill Civic League, People's Town Civic League, Capitol Homes Tenant Association, The Wesley House Center, Negro Voter's League, Pittsburg Civic League, Mechanicsville Civic League, Counselor of Women, Summerhill-Mechanicsville Community Improvement Committee, John Hood, Member Georgia Legislature, and others.

9. Churches

These institutions possess great influence and organizational strength, not as units of social service but as bodies^u under whose pastors and leaders there is veto or endorsement power in community affairs. Over 100 Baptist, Episcopalian, Methodist, Presbyterian, Holliness, African Methodist and other Atlanta Urban League congregations, large and small are active in the area. This local unit of the National organization works with Neighborhood Organizations and disseminates Model Neighborhood Program information to them. They, in turn, presented this information to their club members. They also compiled a list of active neighborhood associations in the area.

Goals

What are the goals sought with respect to citizen participation?

1. Provide neighborhood residents with a more meaningful role in the re-building and restructuring of their own communities. Planning should be carried out with, as well as for, the people living in the affected area.
 - a. Promote local support for program success.
 - b. Develop more capacity and self-sufficiency among area residents necessary to sustain gains made through the program.

- c. Increase community neighborhood organizations' capacity to continue actively to represent neighborhoods beyond the execution period of Model Neighborhood Program.
2. Provide more mechanisms in the program for a flow of communication and social contact between the citizens of the area and residents in other parts of the city. The result will be two-fold: low income residents of the Model Neighborhood Area will see the life style of other people and the latter will better understand the problems of the Model Neighborhood.
3. Develop a Citizen Participation Program to give a voice to all elements of the local population from all parts of the area through small churches, meeting places and little gatherings in addition to large ones.
4. Utilize existing neighborhood organizations where possible, find and involve unorganized people, get to know every family, knock on doors.
5. Provide full information to area residents concerning the program, planning decisions to be made, alternative courses of action; solicit expression of residents' concerns, desires, and needs, individually and in groups.
6. Incorporate resident's concern, desires and needs in planning and execution of the program.
7. Develop means of introducing views of area residents in policy making.
8. Afford opportunities to city-wide and metropolitan groups to discuss the impact of the program on their particular areas and interests and bring to bear their points of view in the planning and execution of the demonstration program.
9. Utilize existing citizen committees established under other Federal programs such as CACUR, and EOA groups.

4. Citizens Advisory Committee for Urban Renewal

An aggressive and effective force for citizen participation in urban renewal and associate activities is the Citizens Advisory Committee for Urban Renewal. Authorized by resolution of the Board of Aldermen, this committee has a membership of some 80 citizens, appointed by the mayor. The membership represents all sections of the city and the various economic strata of business and professional life. Special care is taken to have at least 40 per cent of the membership from the minority race.

Ever since Atlanta became actively engaged in urban renewal, this citizens committee has been very forceful in broadening public understanding of the aims and actions in the various projects. It has subcommittees specifically assigned to each point in the city's workable program. A special subcommittee has worked closely with the Community Improvement Program since its inception. The Citizens Advisory Committee as a whole headed up a campaign which played a leading role in strengthening the city's housing code enforcement program to meet workable program requirements. The full committee meets four times a year.

At the first meeting of each year, the mayor outlines his plans for the year in urban renewal and housing, as was done in January of the present year. The executive committee meets during each of the other months of the year. At its February meeting the executive committee centered its program on the plans for the city's application to be included in the model neighborhood demonstration program. To obtain fuller citizen participation in each new urban renewal project added to the Atlanta program, the main Chairman of the Citizens Advisory Committee appoints an associate committee in the project area. Chairman of this associate committee meets regularly with the full committee and the executive committee. The committee's executive director meets with the associate committees and attends citizens meetings in the project areas.

The committee conducts citizen tours of present urban renewal projects and areas being considered for future projects. Groups from 40 to 75 citizens are thus given a first hand view of slum conditions. These tours are conducted all through the year, averaging at least one a month.

During the first two months of 1967, such different groups as two Georgia Tech classes, a Georgia State college class, the provisional members of the Atlanta Junior League and a women's club in an area adjacent to the model neighborhood target area were taken on tours by the Citizens Advisory Committee in conjunction with the Atlanta Housing Authority which is the city's agent for urban renewal.

The Citizens Advisory Committee is supported by public contributions and a matching fund from the city. It is staffed by an executive director, who is a former TIME and LIFE staff writer of 25 years experience and a secretary. The chairman is Robert L. Sommerville, president of the Atlanta Transit Company, and one of Atlanta's topmost civic leaders.

Bill Allison

Suggested Outline of Application
for Planning Funds for
Atlanta Demonstration Program

(A) - (B) - (C)

I. GOALS AND OBJECTIVES OF THE PROGRAM.

- A. Integration of social rehabilitation and physical renewal.
- B. Acceleration of physical renewal.
- C. Rapid provision of low and moderate cost housing.

II. IDENTIFICATION OF PROGRAM AREA.

- A. Appropriate maps.
- B. Narrative description of area boundary.
- C. Basic data:
 - 1. Size.
 - 2. Number of families (by race).

Bill Barnett

III. ELIGIBILITY OF PROGRAM.

- A. Relationship to policy set forth in Section 101.
- B. Impact of program on physical and social problems of the city. (Include data comparing area with entire city.)
- C. Relationship of program to sound development of entire city.
- D. Impact of program on reducing social and educational disadvantages, ill health, under-employment, and enforced idleness.
- E. Contribution of program to economic revitalization of area. This section should emphasize participation of area residents, employment of residents, and enlarged opportunities for work and training.
- F. Impact of program on supply of low and moderate cost housing, housing choice, and creation of a suitable living environment.

*Schmitt
Hooton
Allison*

*Planning
Dept*

(III)

III. ELIGIBILITY OF PROGRAM (Cont'd.)

- G. Encouragement of private initiative and enterprise.
- H. Proposed timing of program:
 - 1. Planning period.
 - 2. Execution phase.
- I. Contribution to urban beautification and historic preservation.

IV. AVAILABILITY OF LOCAL RESOURCES.

- ~~A. Financial Requirements.~~
- ~~B. Manpower Resources.~~
- ~~C. Proposed use of cost-benefit analysis and PPBS.~~

V. ADMINISTRATIVE MACHINERY.

- Adm. Structure*
- A. Existing laws and ordinances and new laws that will be necessary to carry out the program.
 - B. Assurance of cooperation by other agencies:
 - 1. Letter from a state official.
 - 2. Letter from Fulton County.
 - 3. Letter from ARMPC.
 - 4. Letter from Community Council.
 - 5. Letter from EOA.
 - 6. Letter from Civic Design Commission.
 - 7. Letter from Atlanta Housing Authority.
 - 8. Letter from MARTA.
 - 9. Letter from Chairman of Federal Executive Board.
 - C. Discussion of procedures to be used in developing a high degree of intergovernmental cooperation, both horizontal and vertical.

VI. ASSURANCE OF COMPLIANCE WITH RELOCATION REQUIREMENTS.

- A. Anticipated displacement.
- B. Housing resources.
- C. Relocation assistance program.
- D. Proposed program to stimulate construction of low and moderate cost housing.

Dale Hunter
Sen
George Aldred
A.Y.

Callist
Don

VII. LEGAL DOCUMENTATION.

- A. Letter from city attorney.
- B. Resolution by Board of Aldermen.

VIII. ~~BUDGET AND JUSTIFICATION.~~ *Financial* -

~~XXXX~~

- A. *Financial*
- B. ~~Cost~~ *Cost - Benefit analysis + PPIBS*

8/1/72

10

Administering the Demonstration
Cities Program in Atlanta

I. Rationale:

The draft prepared by several agencies in connection with the Mayor's Director of Government Liaison outlines the goals and steps by which Atlanta can participate in the recently passed Model Cities or Demonstration Cities Act of 1966.

What this statement neglects to outline is the methodology by which these goals and programs are to be accomplished. The implementation of this plan is perhaps its most crucial component. Plans there are in abundance. But the skillful execution of such plans remains the key to effective action.

That Atlanta posses the fundamental resources it needs to meet the requirements of the Demonstration Cities Plan is without doubt. What is required is less the creation of new mechanisms than the effective harnessing and, where necessary, the reorientation of those which already exist.

It is paramount that the essential thrust of the Demonstration Cities Program should be kept in mind. It is essentially designed to make a social impact on a low-income neighborhood, bringing together the tools of both physical and social planning agencies. As such the coordination and implementation of the plan should begin with this end in mind and, accordingly, build from this base.

As such the plan calls for an agency which carries both the capacity and means for integrating social and physical planning functions. The only agency which is currently geared to meet this need in terms of action is the Economic Opportunity Atlanta Program.

II.. EOA & Demonstration Cities:

On at least two bases, if not all three, the Economic Opportunity Program is uniquely equipped to conduct the plan of attack outlined in the draft statement.

The plan calls for Neighborhood Organization and Resident Participation. In each of the target neighborhoods delineated for the Demonstration Cities Program, EOA has developed well-organized and functioning neighborhood groups. Most of these have been actively involved in initiating planning activities for the Demonstration Cities Program.

These neighborhood groups have made it possible for the first real "grass roots" leadership to participate in planning community life. Every aspect of the community is dealt with, from employment to education, housing to health, recreation and aging.

Secondly, the plan calls for the improvement of Health and Welfare and the physical renewal of the area. In both instances local neighborhood committees have organized to survey needs and recommended programs. These neighborhood committees stand ready to make their contribution.

Finally, as the Act is designed to bring about the coordination of agencies in an all-out attack on the conditions of poverty, the framework of the Neighborhood Service Center program is such that a Technical Advisory Committee is organized to provide this added and much needed resource.

In review it can be shown that the Neighborhood Service Centers in the target Demonstration Cities Area provide a ready made well-organized forum for "grass roots participation," a mechanism for attack and a base on which additional program effort can be laid.

III. Plan of Attack:

It is, however, not the contention of EOA that its present structure is entirely sufficient to meet this task alone. Indeed, were it not for the fact that many agencies have made their services available from the outset would it be possible for EOA to have reached its present stage of evolution. It realizes it is far from the desired goal. But it is on the right road and hopes this latest effort (Demonstration Cities) will reinforce its role and future.

There are some areas of need which go beyond the present structure and activities of the Neighborhood Service Centers. It remains only to outline some of these to indicate the gaps which should be closed with additional programs and personnel.

A. Present activities include:

1. Employment - job placement, counseling referrals, training opportunities, etc.

2. Social Services - multi-purpose needs (health, family counseling, day care, aging, etc.)
3. Education - community schools, adult education, etc.
4. Housing - relocation assistance and housing information

B. Need Areas:

1. Economic infra-structures - businesses - lending institutions, commercial establishment, etc.
2. Social infra-structures-community clubs, recreation halls, etc.
3. Physical infra-structures-roads, parks, etc.

IV. Implementation:

It is recommended that these centers which are located in the Demonstration Cities Area should be merged into a Demonstration Cities Planning Task Force. As such they would be funded through the initial planning grant while providing services at the same time.

These centers would be administered by the Mayor's office under a Demonstration Cities Project Officer who is responsible to the Mayor. Although officially responsible to the Mayor, these centers would continue to operate under the administrative procedures of the local CAA.

The local CAA, EOA, would provide at least one coordinator from its office to that of the Mayor's Demonstration Cities Office.

V. Evaluation:

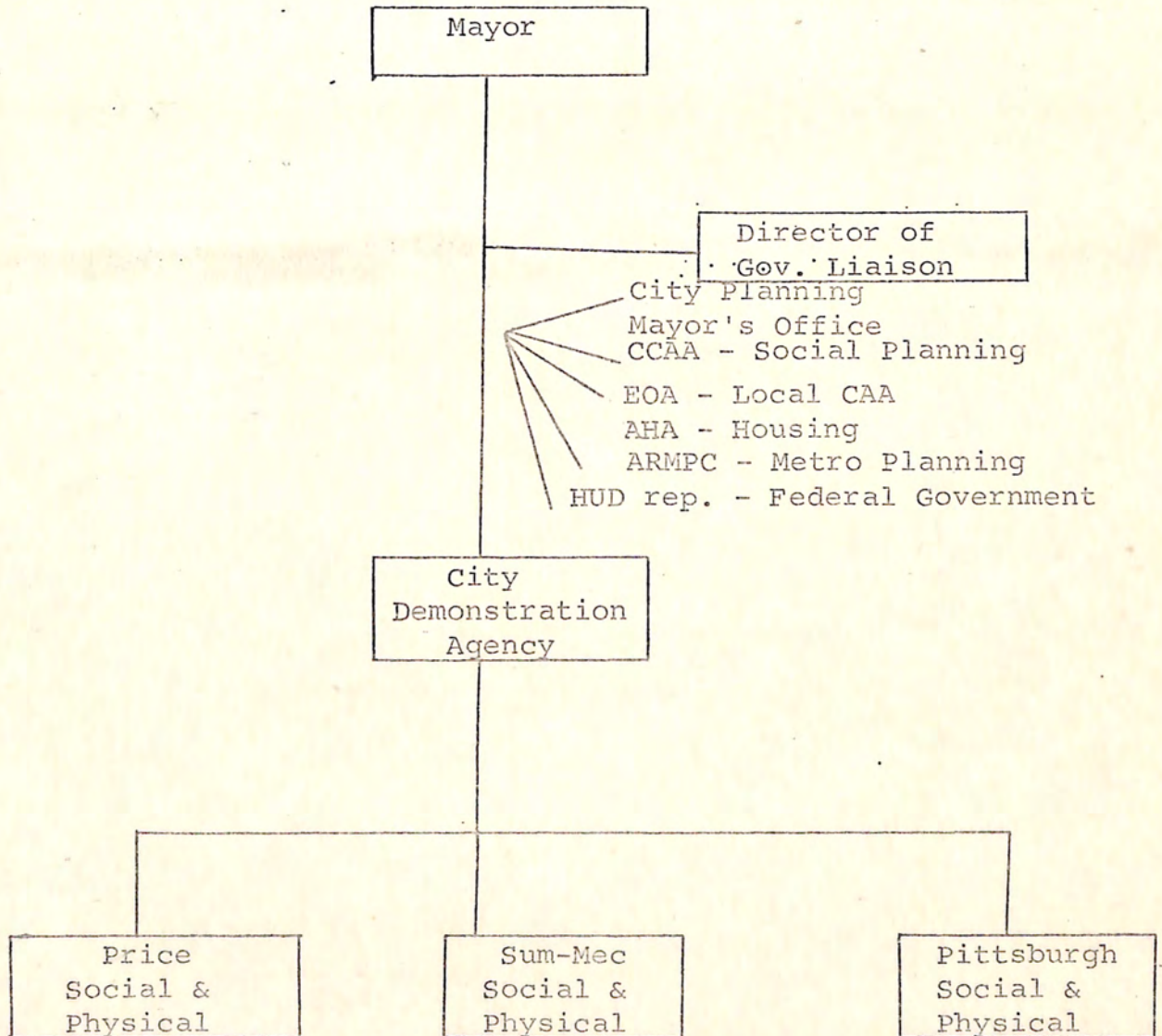
Under terms still unwritten an evaluation of the Demonstration Cities Program, the Neighborhood Center Program and the coordination of these activities would be undertaken by a local educational institution. Hopefully, this negotiation would lead to a greater, sustained involvement of the academic community in urban problems.

Ideally, Atlanta University and Georgia State College and/or Emory University could fulfill this need.

The proposed administrative structure of Atlanta's participation in the Demonstration Cities Program follows:

1. The City Demonstration Agency - is responsible to the Mayor. This body would be composed of representatives from City Planning, EOA, Atlanta Housing Authority, CCAA, and HUD. The Planning Director or an appointee from his office would act as coordinator.
2. Social planning functions would be coordinated jointly by EOA and CCAA. Other public and private groups would comprise advisory committees.
3. Physical planning functions would be coordinated jointly by the City Planning Office, Atlanta Housing Authority and the Metropolitan Planning Commission.

PROPOSED ADMINISTRATIVE STRUCTURE



APPENDICES

1. NSO Organization
2. EOA Organization
3. Technical Advisory Committee
4. City of Atlanta
5. Related Agencies

I. Neighborhood Planning

A. Planning Goals

1. Long-range - 100 years
2. Middle-range - 10 years
3. Short-range - now

B. Agency coordination

1. Public
2. Private

C. Neighborhood Organization

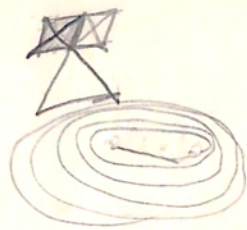
1. Center Structure
2. Additional component
3. City Administration

D. Communication and Information

E. Evaluation - University - Urban Extension
Program

I Planning
II

⊖-⊖-⊖ What
recommendations.



ORGANIZATION LEVEL

Neighborhood Council (There are four neighborhoods each having its own council.)

RIGHTS OF CITIZEN GROUP

1. Appoint 3 members to the Citizens Advisory Council for the Model Cities Program
2. Review, recommend changes, if necessary, and approve all proposed programs and facilities for the neighborhood.
3. Appoint committee chairman for review of all major problems affecting the neighborhood.
4. Set priorities on problems within the neighborhood.
5. Study alternatives and establish general policy, determining the future design and appearance of the neighborhood.
6. In cooperation with the project director, determine the appropriate structure and administration of the neighborhood facility housing decentralized services to the neighborhood.
7. To study and recommend to the board of aldermen a zoning plan for the neighborhood.

RESPONSIBILITIES OF CITIZEN GROUP

1. Establish study committee to investigate the major problems in the neighborhood as a whole.
2. Maintain continuing relationships with all city and county departments and agencies and to review the activities of these agencies and departments as they affect the neighborhood.
3. Maintain a continuing relationship with the aldermen for their ward and keep him informed on the problems and concerns of the citizens in the neighborhood.
4. Continually search for unmet needs and problems in the neighborhood and recommend solutions to the appropriate agencies or departments.
5. Insure a continuing coordinated effort on the part of the neighborhood district councils within the neighborhood.

Citizens Advisory Committee

1. Review and approve all programs affecting the entire model city area.
2. Serve as an advisory committee to the area-wide centralized facility.
3. Review the recommendations of the neighborhood councils on various programs.
4. Review the citizens participation structure and recommend any necessary changes in such structure

1. Establish the necessary study committees to carry out the rights of the Citizens Advisory Council.
2. Maintain continual liaison in relationship with public officials and departments and agencies of the city and the county.
3. Take any necessary steps to maintain a viable citizen participation program.

ORGANIZATIONAL LEVEL

Block Unit or Cell
(four to eight blocks)

RIGHTS OF CITIZEN GROUP

1. ^{Elect}~~Appoint~~ one member to the neighborhood district council
2. Appoint information and service chairmen for block unit

RESPONSIBILITIES OF CITIZEN GROUP

1. Insure that Block Unit residents know about plans for area.
2. Establish system to provide appropriate referral for those needing help.
3. Maintain the appearance of the block ~~xxx~~ unit area through cleanup campaigns, cooperative maintenance programs and encouragement of citizens.
4. Refer block unit area problems and suggested solutions to the neighborhood district council
5. Organize babysitting pools to serve the residents of the area
6. Seek out volunteers to work in recreation programs as well as other programs for the neighborhood.

Neighborhood District Council
(a subdivision of the neighborhoods; one for each elementary school in the neighborhood)

1. ^{Elect}~~Appoint~~ 3 members to the Neighborhood Council.
2. Appoint committee chairmen for different review and planning functions (Committee members need not be members of the Neighborhood Council.)
3. Set priorities ~~and~~ ^{on} problems within the Neighborhood district
4. Review and recommend changes for all programs designed for the neighborhood district.
5. Within the limitations of budget and technical requirements, choose from among proposed alternatives the housing and physical designs for the neighborhood district
6. In cooperation with the program director, appoint at least 50% of the board members to each program organized at the district level.

1. Carefully study the major problems in the neighborhood district and the existing services for dealing with these problems so that a knowledgeable review of proposed programs can be made.
2. Establish a system for providing volunteers to various programs within the neighborhood district.
3. Work toward the establishment of recreation, day care, and educational programs organized at the neighborhood district level.
4. Arrange sufficient neighborhood district meetings to inform residents about various phases of the Demonstration Cities program.

CITIZEN PARTICIPATION

6

Community Council

1. Recruit^{ed} and train^{ed} residents to do a survey ^{make} on social problems in Summerhill, Mechanicsville, Peoples Town, Pittsburgh, and Grant Park
2. Organize meetings of residents of the target area model cities for the purpose of obtaining information for the CIP Report and the ^{Atlanta} Crime Commission's Report ^{on the ...}.
3. ^{Organized to} Citizens also participated in the development of the Legal Aide Program and the proposal to curb absenteeism from school.
4. ^{Give} Technical assistance ^{for} and registration and get-out-to-vote campaigns, and ^{Informed residents} where and how to obtain services.
5. In the process of ^{ed} developing a directory of neighborhood organizations, ~~their~~ purposes and ~~their~~ programs.

7. Atlanta Public Schools ~~Organized Neighborhood Groups~~

- I. PTA has strong organization. They carry a active membership drives for new members yearly.
 - a. Do fund raising for Community Chest, Cancer Drive, March of Dimes. Sponsors welfare fund to benefit less fortunate children.
 - b. Aid in sponsoring boy scout and girl scout troops not present in every school.
 - c. ^{Sponsors} Cultural enrichment program for children.
 - d. Support a city-wide PTA council.

8. Organized Neighborhood Groups

II. Social and Welfare Groups

- a. Do friendly visiting to the aged, sick, and shut-in. ^{possess organizational strength and numbers but lead to concern} ^{trate on social and}
- b. Support community projects ^{welfare activities rather}
- c. Entertainment ^{than long range programs}
- d. Support the Summerhill YMCA ^{to benefit total neighborhood}
- e. Donate flowers at desk and comfort neighbors in bereavement
- f. Emergency assistance to less fortunate families

- g. Give campships and scholarships
- h. Savings co-op
- i. Out-of-town trips and outings
- j. Community Improvement

9. III. Churches

- a. Sponsor scout troops
- b. Support Community projects a-p
- c. Aid less fortunate residents of the community
- d. Provide meeting facility for neighborhood groups
- e. Spiritual and salvation influence.

Possess great influence and organizational strength.

Elia Brayon
Feb 17, 1967

CITIZEN PARTICIPATION

6 Community Council

- 1. Recruit^{ed} and train^{ed} residents to ^{make} do a survey on social problems in Summerhill, Mechanicsville, Peoples Town, Pittsburgh, and Grant Park
- 2. Organize meetings of residents of the target area model cities for the purpose of obtaining information for the CIP Report and the ^{Atlanta} Crime Commission's Report. ^{only in 3 to}
- 3. ^{Organized to} Citizens also participated in the development of the Legal Aide Program and the proposal to curb absenteeism from school.
- 4. ^{Give} Technical assistance and registration and get-out-to-vote campaigns, and where ^{Informed residents} and how to obtain services.
- 5. In the process of ^{developing} a directory of neighborhood organizations, ~~their~~ purposes and ~~their~~ programs.

7. Atlanta Public Schools ~~Organized Neighborhood Groups~~

- I. PTA has strong organization. They carry a active membership drives for new members yearly.
 - a. Do fund raising for Community Chest, Cancer Drive, March of Dimes. Sponsors welfare fund to benefit less fortunate children.
 - b. Aid in sponsoring boy scout and girl scout troops not present in every school.
 - c. ^{Sponsors} Cultural enrichment program for children.
 - d. Support a city-wide PTA council.

8. Organized Neighborhood Groups

II. Social and Welfare Groups

- a. Do friendly visiting to the aged, sick, and shut-in. ^{possess organizational strength and numbers but lead to concentrate on social and welfare activities rather than long range programs to benefit total neighborhood}
- b. Support community projects
- c. Entertainment
- d. Support the Summerhill YMCA
- e. Donate flowers at desk and comfort neighbors in bereavement
- f. Emergency assistance to less fortunate families

- g. Give campships and scholarships
- h. Savings co-op
- i. Out-of-town trips and outings
- j. Community Improvement

9. III. Churches

- a. Sponsor scout troops
- b. Support Community projects a-p
- c. Aid less fortunate residents of the community
- d. Provide meeting facility for neighborhood groups
- e. Spiritual and salvation influence.

Possess great influence and organizational strength.

TO : ALL REGIONAL ADMINISTRATORS
Attention: Assistant Regional Administrator
for Model Cities

FROM : Robert H. Baida, Deputy Assistant Secretary (MCGR)

SUBJECT : Establishing the Start of the Second Action Year

I. Purpose.

This memorandum sets forth the procedure for establishing the start of the second action year for each first round Model City. It follows discussion at the July and October meetings of Assistant Regional Administrators and response of ARA's in September to a memorandum dated July 28, 1969, asking how Regional review loads might be spaced out.

II. Considerations.

Among considerations in setting the start of second action years are the following:

1. Necessity of spacing review loads. If every first round city had exactly a 12-month first action year, about one-half the first round cities and perhaps one-half the second round cities would come up for review at the same time.

2. Effect on the cities. In some cities, it appears from results so far, there is an advantage in entering the second action year as soon as possible. Continued planning efforts point to a better second year program mix than the presently funded first year package. Shift to the second year may give the city an opportunity to kill a few doubtful programs before they start. On the other hand, some

other cities have started a lot of promising projects but have not kept pace with their monitoring and evaluation efforts. A later shift to second year programming--perhaps 15 or 16 months after the start of the first year--may give evaluation a better chance to impact the second year decisions.

3. Adjustment to local calendars. Some cities will want to fit their Model Cities program year to the city fiscal year. Others may prefer not to do this. Some cities may wish to avoid making program decisions at the time of municipal elections. There may be other local reasons for preferring one renewal time over another.

4. Effect on quality of review. Because of changing conditions in the cities--new leadership, a later start of projects, etc.--there may be some cities which the RICC and the HUD staff feel will be easier to review at a later time than others.

5. Funds available to the cities. Obviously a city that is running out of money must be reviewed promptly, or perhaps given a few months' money to finance a first year continuation until the second year planning can be reviewed. At this point, however, it appears very doubtful that any first round cities are going to be out of funds 12 months after their contract signing.

III. Carry-over of unspent funds.

An important factor of entering the second action year is the disposition of funds obligated to the city for the first action year but not spent. In various ways we have promised the cities that such funds may be carried over into succeeding years, providing the city is performing well in the program. A city that may have started

slowly but has steadily increased program momentum during the first year should not be punished in the second year. However, the national purpose of the Model Cities Program may not be well served by allocating a full second round target figure to cities which have shown little or no promise in getting good programs started in the first year.

Even for good cities, there may be a problem in building up a spending rate in the second year which cannot be maintained in the third year. For example: City A has a first round target figure of \$4 million and a second round figure of the same. During the first year, while projects were starting up, it spent only \$2 million. With carry-over, it then has \$6 million for the second year. If the city's supplemental spending consists entirely of on-going staff or other expenses, as compared to one-time capital expenses, for which there is no take-over source in the third year, it cannot establish a \$6 million spending rate in the second year without facing a likely cut of \$2 million for the third year. The tendency of all projects to get more expensive without increasing their scope (because of pay raises, more utilization of services and other reasons) heightens this risk.

Therefore, cities shall not be allowed to use their remaining first round funds to increase their second year spending rate except to the extent that:

1. An amount equal to the first round carry-over is applied to capital or other projects which, by their nature, will not require renewal in the third year, or
2. The city can demonstrate a commitment from other sources,

preferably local or State, to carry out the excess on-going projects in year three, or

3. A combination of #1 and #2.

In cases where the city has carry-over but cannot meet the above conditions for spending the carry-over in year two, either of the following steps may be taken:

- A. The city's first year may be stretched out to use all or part of the carry-over. This technique should be used when a stretch-out is desirable for other reasons--in particular, when it will result in a better second year program, or
- B. The city may be renewed without stretch-out, but the allowable second year spending level will be held to the second year target figure without the carry-over, or without that part of the carry-over not covered by paragraphs 1 to 3 immediately above.

Example: City A, cited above, shows that \$1 million of its projected second year programming represents one-time expenditure, either as capital projects or as projects for which other funding is secure for the third year. It's spending guideline for the second year would be \$5 million. The city would not be permitted to carry forward \$1 million of its first year funds.

Where a city, because of application of the above, is not allowed to add all or part of its carry-over to its second year spending level, it should be indicated to the city that it may get the remaining increase during the second year if it can come up with

one-time projects as described above. Example: Half-way through its second action year, City A identifies a new adult education project for which State or local funds will be available in the third year. It may start this project on supplemental funds in advance of its other funding.

Given these operating considerations and policies, we now request that ARA's recommend a specific starting date for the second action year of each first round city. This date should be not less than ten months nor more than 18 months after start of the first action year. It will be the Central Office intention to follow the ARA's recommendations providing the total pattern of recommendations is consistent with obligation and spending patterns. If recommendations have to be changed to meet these considerations, it is hoped that the changes will affect only a few cities. Proposed changes will be discussed with the ARA's, and time will be allowed to discuss them with the cities before final decision.