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**Record Group/Collection:** George H.W. Bush Presidential Records  
**Collection/Office of Origin:** Speechwriting, White House Office of  
**Series:** Speech File Backup Files  
**Subseries:** Chron File, 1989-1993

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**OA/ID Number:** 13726  
**Folder ID Number:** 13726-008

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**Folder Title:**  
All-American Cities Award 8/6/90 [OA 8327]

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Stack:	Row:	Section:	Shelf:	Position:
<b>G</b>	<b>26</b>	<b>20</b>	<b>6</b>	<b>7</b>

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ALL-AMERICA CITY AWARDS \ THE ROSE GARDEN  
MONDAY, AUGUST 6, 1990 \ 10:00 A.M.

WELCOME! HENRY CISNEROS, CHAIR OF THE NATIONAL  
CIVIC LEAGUE; WAYNE HEDIEN [HEH-DEEN] OF ALLSTATE;  
MEMBERS OF CONGRESS, STATE REPRESENTATIVES, MAYORS --  
AND ABOVE ALL, FRIENDS OF SOME OF THE FINEST CITIES IN  
AMERICA. ///

IT'S AN HONOR AND A PLEASURE TO HAVE YOU HERE AT  
THE WHITE HOUSE.

- 2 -

THIS EVENT IS SPECIAL. IT'S SPECIAL BECAUSE TOO  
OFTEN IT SEEMS THAT THE FUNCTION OF THE FEDERAL  
GOVERNMENT IS TO MAKE LAWS AND SET LIMITS. BUT THE  
CITIES AND CITIZENS WE HONOR TODAY ARE REMINDERS THAT  
AMERICA'S POTENTIAL IS TRULY UNLIMITED.

THE ALL-AMERICA CITIES ARE ALL-AMERICAN SUCCESS  
STORIES. IN A TIME WHEN SO MANY MOURN WHAT'S WRONG  
WITH AMERICAN CITIES, YOU HAVE QUIETLY GONE TO WORK TO  
MAKE THEM RIGHT.

YOU HAVE REFUSED TO SURRENDER TO CRIME, TO DRUG DEALERS, TO DESPAIR, TO NATURAL DISASTER. YOU'VE REFUSED TO SEE THE PROBLEMS OF THE HOMELESS AND THE JOBLESS AS SOMEHOW IMPOSSIBLE TO SOLVE.

INSTEAD, YOU'VE SET OUT TO UNLEASH THE INFINITE RANGE OF WHAT'S POSSIBLE, WHEN AMERICANS PUT THEIR MINDS TO IT. AND ALONG THE WAY, YOU'VE REAFFIRMED THE AMERICAN IDEAL OF EMPOWERMENT.

EMPOWERMENT SOUNDS LIKE A NEW IDEA -- BUT IT'S SOMETHING PRESIDENT TEDDY ROOSEVELT WELL UNDERSTOOD, AND WANTED TO PROMOTE, WHEN HE FOUNDED THE NATIONAL CIVIC LEAGUE IN 1894.

"THERE ARE MANY DIFFERENT WAYS," HE ONCE WROTE, "IN WHICH A MAN OR A WOMAN CAN WORK FOR THE HIGHER LIFE OF AMERICAN CITIES." WELL, THE MEN AND WOMEN WITH US TODAY ARE PROVING TEDDY ROOSEVELT RIGHT.

SO WE'VE GATHERED TO CELEBRATE THE SPIRIT OF EMPOWERMENT, AND THE POTENTIAL OF PARTNERSHIPS -- PERHAPS UNIQUE TO AMERICA -- A SPIRIT THAT IN AN EARLIER TIME COULD HAVE BUILT A MEETING HOUSE, OR RAISED A BARN ON A WINDSWEPT FIELD.

TODAY, THE ALL-AMERICA CITIES ARE FORMING PARTNERSHIPS FOR CHALLENGES OF EVERY KIND -- IN SMALL INDUSTRIAL TOWNS AND URBAN CANYONS -- AS CITIZENS, BUSINESSES, GOVERNMENT AND VOLUNTEERS ARE JOINING FORCES FOR THE FUTURE OF THEIR COMMUNITIES.

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IN SOME CASES THEY'VE MOBILIZED AFTER AN ACCIDENT, LIKE FLIGHT 232 IN SIOUX CITY, IOWA -- WHOSE CITIZENS HAD PLANNED AND ACTED ON AN OUTSTANDING EMERGENCY RESPONSE SYSTEM.

OR THEY'VE RESPONDED TO A NATURAL DISASTER, THE WAY THE PEOPLE OF CHARLOTTE-MECKLENBURG, NORTH CAROLINA DID, AFTER HURRICANE HUGO.

ALL AMERICANS WERE UPLIFTED BY STORIES OF COURAGE AND COMPASSION THAT EMERGED DURING THOSE DIFFICULT TIMES. NO HAND WAS IDLE -- AND CERTAINLY NO HEART WAS UNTOUCHED.

BUT THESE CITIES AND OTHERS HAVE BEEN JUST AS NOTABLE, I THINK, FOR THEIR COURAGE AND CREATIVITY IN MEETING LONGER-TERM CHALLENGES.

WHEN THE SCHOOLS OF SOUTH GATE IN LOS ANGELES FACED AN EXPLOSION OF ENROLLMENT -- YOUNG KIDS -- MANY OF THEM IMMIGRANT AND AT-RISK IN OVERCROWDED CLASSROOMS -- CIVIC VOLUNTEERS AND LOCAL BUSINESSES VOLUNTEERED MONEY, TIME AND TALENT TO TURN THE TIDE AGAINST DRUGS AND GANGS.

THE KIDS -- 15,000 OF THEM -- GOT INVOLVED IN MARCHES, POSTER AND ESSAY CONTESTS, ASSEMBLIES, AND ANTI-GANG, ANTI-DRUG PLEDGES. TEST SCORES IMPROVED.

ATTENDANCE WENT FROM AMONG THE LOWEST TO AMONG THE HIGHEST IN THE L.A. SCHOOL DISTRICT. AND THE DROP-OUT RATE IS NOW THE LOWEST IN THE L.A. UNIFIED SCHOOL DISTRICT. AN OUTSTANDING CASE STUDY IN HOW TO SAVE OUR SCHOOLS.

THE SAME VISION FOR A BETTER FUTURE HAS DRIVEN THE CITY OF SOUTH ST. PAUL, AS THEY DEAL WITH CHANGE AND NEW CHALLENGES.

RATHER THAN MOURNING THE LOSS OF A KEY INDUSTRY, CITIZENS BEGAN TO PLAN A PUBLIC WALKWAY AND TRAIL SYSTEM ON OLD INDUSTRIAL LAND ALONG THE RIVER.

VOLUNTEERS WORKED TIRELESSLY AT TOWN MEETINGS TO CONVINCING THEIR NEIGHBORS THAT URBAN RENEWAL MEANS AN IMPROVED CITY, ECONOMIC GROWTH AND NEW JOBS. STOCK CERTIFICATES FOR "MISSISSIPPI MILES" WERE SOLD FOR A DOLLAR EACH, ENLISTING EVEN THE KIDS.

AND NOW, THE CENTER OF SOUTH ST. PAUL IS COMING BACK TO LIFE. ONE HIGH SCHOOL SENIOR EVEN TOLD A LOCAL HISTORIAN,

"I JUST HAVE TO THANK YOU FOR GIVING ME BACK MY HOME TOWN."

FOR FORTY-ONE YEARS, THE NATIONAL CIVIC LEAGUE HAS RECOGNIZED COMMUNITY EXCELLENCE THROUGH THESE AWARDS.

SUCCESS STORIES LIKE THESE -- AS IN BAKERSFIELD, CALIFORNIA; TAMPA, FLORIDA; COEUR D'ALENE [CURR-DE-LANE], IDAHO; HAMLET, NORTH CAROLINA; HARRISBURG, PENNSYLVANIA; AND ABILENE, TEXAS -- ALL ARE A HOPEFUL REMINDER, THAT THE SUCCESS OF DEMOCRACY DEPENDS ON THE RESILIENCE AND CAPACITY OF CITIZENS FOR SELF-GOVERNANCE, EDUCATION, CIVIC RESPONSIBILITY, AND ECONOMIC DEVELOPMENT.

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RATHER THAN LOOKING FOR AN OUTSIDE SOLUTION OR QUICK FIX, THEY'RE LOOKING WITHIN FOR THE ANSWERS -- AND THEY'RE FINDING THEM.

BY RECOGNIZING AND UNLEASHING THE POWER AND POTENTIAL OF THE PEOPLE THEMSELVES, THEY'RE PROVING THAT BIG CITIES CAN MEET ENORMOUS CHALLENGES -- AND SMALL TOWNS CAN DO BIG THINGS.

SO CONGRATULATIONS TO YOU ALL. YOU'VE EARNED THE ADMIRATION OF A NATION. BECAUSE WHEN PEOPLE SAY, "IT'S NEVER BEEN DONE" -- YOU'RE DOING IT. AND WHEN THEY SAY, "YOU CAN'T GET THERE FROM HERE" -- YOU'VE PROVED THAT YOU CAN. //

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# # #

(Lange/Cawley)  
August 3, 1990  
10:00 A.M.  
[CITIES.DOC]

PRESIDENTIAL REMARKS: ALL-AMERICAN CITIES AWARDS  
THE ROSE GARDEN  
MONDAY, AUGUST 6, 1990  
10:00 A.M.

*join @ conclusion*

Welcome! Henry Cisneros, Chair of the National Civic League; Wayne Hedien [heh-DEEN] of Allstate; Members of Congress State Representatives, Mayors -- and above all, friends of some of the finest cities in America. /// It's an honor and a pleasure to have you here at the White House.

*check w/ Legis. Aff.*

[[ Before we get started, I need to ask your forbearance in order to bring up an issue of particular interest to this group -- and of great interest to the nation as a whole. You see, after this ceremony, I'll be heading right over there to the Briefing Room, to explain to the American public what didn't happen in the budget summit -- and why it didn't happen.

I took the initiative last spring, and invited the leaders of Congress to the White House for a bipartisan budget summit. For two reasons: to preserve economic growth; and to avoid the meat-ax of indiscriminate cuts across the board -- the kind a sequestration brings.

When you take the initiative, you've got to take the heat. And yes, I took my share this summer, for agreeing to put everything on the table in those negotiations -- including tax revenue increases -- and we all watched as some took the opportunity to make political hay, instead of progress.

Well, in spite of that summit, the House Budget committee passed a budget more than 17 billion dollars over the Gramm-Rudman- Hollings targets. ✓

And in spite of our calls for budget reform, the Senate Budget Committee voted on a bill that weakened the budget process. ✓ P. 3

Now Congress has gone on recess. Vacation. And 86 days after I called on the Democrat leaders in the Congress to work with me toward a bipartisan budget solution -- after nearly three months -- the Democrats have yet to offer one single proposal. P. 1

I took the initiative -- I took the heat -- and now I'm taking my case to the American public. So I'm laying my cards on the table. When the Congress comes back, let them understand this: I will veto any and every spending bill that busts the budget. [pause] /// I feel better already. Now that we've cleared that up, on to the business at hand. ]]

This event is special. It's special because too often it seems that the function of the Federal government is to make laws and set limits. But the cities and citizens we honor today are reminders that America's potential is truly unlimited.

**The All-American Cities are All-American success stories.**  
In a time when so many mourn what's wrong with American cities, you have quietly gone to work to make them right.

You have refused to surrender to crime, to drug dealers, to despair, to natural disaster. You've refused to see the problems of the homeless and the jobless as somehow impossible to solve.

Instead, you've set out to unleash the infinite range of what's possible, when Americans put their minds to it. And along the way, you've reaffirmed the American ideal of empowerment.

Empowerment sounds like a new idea -- but it's something President Teddy Roosevelt well understood, and wanted to promote, when he founded the National Civic League in 1894.

"There are many different ways," he once wrote, "in which a man or a woman can work for the higher life of American cities." Well, the men and women with us today are proving Teddy Roosevelt right.

So we've gathered to celebrate the spirit of empowerment, and the potential of partnerships -- perhaps unique to America -- a spirit that in an earlier time could have built a meeting house, or raised a barn on a windswept field.

Today, All-American cities are forming partnerships for challenges of every kind -- in small industrial towns and urban canyons -- as citizens, businesses, government and volunteers are joining forces for the future of their communities.

In some cases they've mobilized after an accident, like Flight 232 in Sioux City, Iowa -- whose citizens had planned and acted on an outstanding emergency response system.

Or they've responded to a natural disaster, the way the people of Charlotte-Mecklenburg, North Carolina did, after Hurricane Hugo. All Americans were uplifted by stories of courage and compassion that emerged during those difficult times. No hand was idle -- and certainly no heart was untouched.

But these cities and others have been just as notable, I think, for their courage and creativity in meeting longer-term challenges.

When the schools of South Gate in Los Angeles faced an explosion of enrollment -- young kids -- many of them immigrant and at-risk in overcrowded classrooms -- civic volunteers and local businesses volunteered money, time and talent to turn the tide against drugs and gangs.

The kids -- 15,000 of them -- got involved in marches, poster and essay contests, assemblies, and anti-gang, anti-drug pledges. Test scores improved. Attendance went from among the lowest to among the highest in the L.A. school district. And the drop-out rate is now the lowest in the L.A. Unified School District. **An outstanding case study in how to save our schools.**

The same vision for a better future has driven the city of South St. Paul, as they deal with change and new challenges. Rather than mourning the loss of a key industry, citizens began to plan a public walkway and trail system on old industrial land along the river.

Volunteers worked tirelessly at town meetings to convince their neighbors that urban renewal means an improved city, economic growth and new jobs. Stock certificates for "Mississippi Miles" were sold for a dollar each, enlisting even the kids.

And now, the center of South St. Paul is coming back to life. One high school senior even told a local historian,

"I just have to thank you for giving me back my home town."

For forty-one years, the National Civic League has recognized community excellence through these awards. Success stories like these -- as in Bakersfield, California; Tampa, Florida; Coeur d'Alene [CURR-de-lane], Idaho; Hamlet, North Carolina; Harrisburg, Pennsylvania; and Abilene, Texas -- all are a hopeful reminder, that the success of democracy depends on the resilience and capacity of citizens for self-governance, education, civic responsibility, and economic development.

We single out all ten of these cities, not because they claim to be the "best" cities in America -- I think they're too smart or modest for that -- but because they represent what's best about American cities.

Rather than looking for an outside solution or quick fix, they're looking **within** for the answers -- and they're finding them.

By recognizing and unleashing the power and potential of the people themselves, they're proving that big cities can meet enormous challenges -- and small towns can do big things.

So congratulations to you all. You've earned the admiration of a nation. Because when people say, "It's never been done" -- you're doing it. And when they say, "You can't get there from here" -- you've proved that you can. //

[[ And now we'd like to present this year's awards...]]

# # #

copy to POTUS  
9pm 8/1

(Lange/Cawley)  
August 1, 1990  
8:15 P.M.  
[CITIES.DOC]

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not on stage

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*Cisneros*

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Staffed Copy to Factcheck

(Lange/Cawley)  
July 30, 1990  
5:30 P.M.  
[CITIES.DOC]  
8/1, 11 am:

PRESIDENTIAL REMARKS: ALL-AMERICAN CITIES AWARDS  
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MONDAY, AUGUST 6, 1990  
10:00 A.M.

Betsy @ Civic League  
verified that  
each city has had a  
field investigation  
to check its claims

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187 CIVIC  
LEAGUE  
POINTS

TR Cyclopaedia p. 81

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Or they've responded to a natural disaster, the way the people of <sup>Necklesburg</sup> Charlotte, North Carolina did after Hurricane Hugo.

All Americans were uplifted by stories of courage and compassion that emerged during those difficult times. It seemed no hand was idle -- and certainly no heart was untouched.

But these cities and others have been most notable, I think, for their courage and creativity in meeting longer-term challenges.

When the community of South Gate in Los Angeles faced an explosion of young kids -- many of them immigrant and at-risk in overcrowded classrooms -- civic volunteers and local businesses

Sioux City's Award Application

Charlotte - Necklesburg Application

South Gate's Application

volunteered money, time and talent to turn the tide against drugs and gangs.

The kids -- 15,000 of them -- got involved in marches, poster and essay contests, assemblies, and anti-gang, anti-drug pledges. Test scores improved. Attendance went from among the lowest to the highest in the L.A. school district. And the drop-out rate is now the lowest in the city.

Dr. Pete Jerry  
55 Gate Jr High  
(213) 567-1431

South Gate's  
Application

So. St. Paul's  
Application

The same vision for a better future has driven the city of South St. Paul, as they deal with change and new challenges. Rather than mourning the loss of a key industry, citizens began to plan a public walkway and trail system on old industrial land along the river.

Volunteers worked tirelessly at town meetings to convince their neighbors that urban renewal means an improved city, economic growth and new jobs. Stock certificates for "Mississippi Miles" were sold for a dollar each, enlisting even the kids.

And now, the center of South St. Paul is coming back to life. One high school senior even told a local historian, "I just have to thank you for giving me back my home town."

For forty years, the National Civic League has recognized community excellence through these awards. Success stories like these are a hopeful reminder, that the success of democracy depends on the resilience and capacity of citizens for self-governance, education, civic responsibility, and economic development.

We single out all ten of these cities, not because they claim to be the "best" cities in America -- I think they're too smart or modest for that -- but because they represent what's best about American cities.

Rather than looking for an outside solution or quick fix, they're looking within for the answers -- and they're finding them.

By recognizing and unleashing the power and potential of the people themselves, they're proving that big cities can meet enormous challenges -- and small towns can do big things.

So congratulations to you all. You've earned the admiration of a nation. Because when people say, "It's never been done" -- you're doing it.

When they ask, "Why bother?" -- you're asking "Why not?"

And when they say, "You can't get there from here" -- you've proved that you can.

[And now I'd like to present...]

# # #

Int'l Activities 382-4870  
Tim Atkinson - D  
Alan Hecht

CO

THE WHITE HOUSE  
WASHINGTON

*Conary*

MEMORANDUM

TO: David Demarest  
FROM: JOSEPH W. HAGIN  
SUBJECT: APPROVED PRESIDENTIAL ACTIVITY

EVENT: Presentation of the All American Cities Awards

DATE: August 6, 1990

TIME: 10:00 a.m.

DURATION: 15 Minutes

LOCATION: Rose Garden

ATTIRE: Business Suit

REMARKS REQUIRED: Brief Remarks

MEDIA COVERAGE: Open

FIRST LADY PARTICIPATION: Is Invited

ADDITIONAL INFORMATION:

CONTACT: \_\_\_\_\_

TELEPHONE: OFFICE \_\_\_\_\_ HOME \_\_\_\_\_

NOTE: PROJECT OFFICER, SEE ATTACHED CHECKLIST

Ed Rogers	Marlin Fitzwater	David Bates
James Cicconi	David Demarest	David Valdez
Fred McClure	Fran Norris	USSS - PPD
Susan Porter Rose	Sig Rogich	Gary Walters
Patty Presock	John Keller	WHCA Audio/Visual
Chriss Winston	Tim McBride	WHCA Operations
Laurie Firestone	J. Bonnie Newman	C. Boyden Gray
William Kristol	Paul Bateman	Jay Allison
Jackie Kennedy	Debra Romash	John Herrick
Deb Anderson	Richard Trefry	

KBK 7/5/90

THE TEN 1990 ALL-AMERICAN CITY AWARD WINNERS  
AND THEIR MAYORS

BAKERSFIELD, CALIFORNIA

Clarence E. Medders  
1501 Truxtun Avenue  
Zip: 93301  
Phone: 805-326-3770  
R

TAMPA, FLORIDA

Sandra W. Freedman  
306 E. Jackson Street  
Zip: 33602  
Phone: 813-223-8251  
NP (D)

SIOUX CITY, IOWA

Robert Scott  
6th and Douglas Street  
Zip: 51101  
Phone: 712-279-6102  
NP

HAMLET, NORTH CAROLINA

Abbie Cocington  
Post Office Box 1229  
Zip: 28345  
Phone: 918-582-2651  
NP

HARRISBURG, PENNSYLVANIA

Stephen Reed  
10 N. Market Square  
Zip: 17101  
Phone: 717-255-3040  
D

SOUTH GATE, CALIFORNIA

Herbert W. Cranton  
8650 California Avenue  
Zip: 90280  
Phone: 213-567-1331  
D

COEUR d' ALENE, IDAHO

Raymond Stone  
710 Mullan Avenue  
Zip: 83814-3958  
Phone: 208-667-9533  
(NP)

SOUTH SAINT PAUL, MINNESOTA

Katherine Trummer  
125 3rd Avenue North  
Zip: 55075  
Phone: 612-450-8730  
D

CHARLOTTE, NORTH CAROLINA

Sue Myrick  
600 East Trade Street  
Zip: 28202-1729  
Phone: 704-336-2244  
R

ABILENE, TEXAS

Dale Ferguson  
555 Walnut Street  
Zip: 79601  
Phone: 915-676-6205  
NP

THE WHITE HOUSE  
WASHINGTON

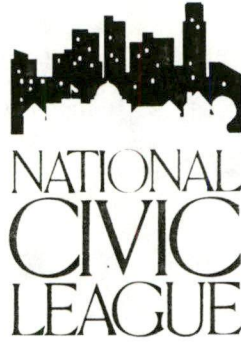
CITIES AWARD CONTACTS

WH: Lynn Lawson X6597

Civic League: Chris Gates  
(303) 832-5615  
(7/25-7/26: PARK LYATT)

\*NO FED. DOLLARS

\*Charlotte + Meck. County → not mayors but  
"Bd. of city."



**ALL-AMERICA CITY AWARD PRESENTATIONS  
THE WHITE HOUSE, AUGUST 6, 1990**

**Draft Points for President Bush**

**The National Civic League**

- \* Founded in 1894 by Theodore Roosevelt and other turn-of-the-century progressives, the National Civic League promotes the active involvement of informed and involved citizens in the governance of their communities.
- \* At the turn of the century, local government in America was considered among the most corrupt and ineffective in the world. Fear of executive power had resulted in municipal and county administrations characterized by impotent mayors, numerous elected officials, wards dominated by political machines, and appointment to administrative posts based on the patronage principle alone. Thus, the League's early approach to the improvement of local governance was through structural reform: at-large, nonpartisan elections, the short ballot, and professional administration.
- \* Today it is clear that every community problem cannot be solved in the charter, through structural reform alone. Good governance requires responsive elected and appointed officials supported by the collaborative interaction of citizens and the private and voluntary sectors.
- \* Henry G. Cisneros, Mayor of San Antonio, Texas from 1981 to 1989, is the chairman of the board of directors of the National Civic League. He brings a diversity of experience to the stewardship of the League, having served as a White House Fellow, Assistant to the U.S. Secretary of Health, Education and Welfare, and President of the National League of Cities. In addition, he served as a member of President Reagan's National Commission on Central America.

**The All-America City Award Program**

- \* Begun by the League in 1949, the All-America City Award Program is the oldest and most respected community-recognition award in the nation. The program is a major part of National Civic League's effort to recognize and encourage civic excellence.
- \* The stories of All-America Cities are the stories of citizens, government, business and the voluntary sector joining together to make their communities better places in which to live and work.
- \* Cities, counties, regions and neighborhoods are eligible to compete for the award, which serves as a constant reminder that people in a community -- however it is defined -- can work together to identify, confront and solve their shared problems.
- \* Receipt of the All-America City designation does not mean that a community is the cleanest, the most affluent, or the most crime-free. Rather, the award honors communities that have had the courage and the will to recognize their weaknesses and solve them creatively and collaboratively, through the involvement of the broadest possible cross-section of its citizens.
- \* The National Civic League is committed to the principle that the continued success of our American democracy depends on the resilience and capacity of citizens to organize effectively for self-governance, education and responsible economic development in our cities, towns and neighborhoods. For 41 years, the All-America City Award has underscored that principle by recognizing community progress through local civic action.
- \* For more than two years, the National Civic League's All-America City Award Program has been generously funded by The Allstate Foundation of North Brook, Illinois. This is a particularly appropriate partnership. Both the Foundation and its corporate parent, Allstate Insurance Company, are long-time supporters of local economic development and community revitalization initiatives. Allstate's Chairman and Chief Executive Officer, Wayne E. Hedien, is a trustee of Neighborhood Housing Services of America and the American Health Foundation.

THEODORE ROOSEVELT  
CYCLOPEDIA

EDITED BY

ALBERT BUSHNELL HART  
*Professor Emeritus, Harvard University*

AND

HERBERT RONALD FERLEGER  
*Roosevelt Memorial Association*

FOREWORD BY

WILLIAM ALLEN WHITE

ROOSEVELT MEMORIAL ASSOCIATION  
ROOSEVELT HOUSE  
NEW YORK CITY

## CITIZENSHIP

misused power of cities of labor, pork-ft among powerful as possible by, and of, this fundamental ry 1916.) *Mem. Ed.* 255.

Two or three years Germany had passed led for her citizens, the United States or also retaining their at these men would p, what the Depart- t dual nationality." I ss of our government was published to in- ire would-be citizens to notify the German otested against and e its action; that we icquiesce in the prin- ship or a dual nation- d naturalized citizens : the duties of Ameri- e necessarily exclusive the profession of citi- any other nation, and xtend the same protec- is extended to native- 1 was not taken. It is ation that it was not ne 1915.) *Mem. Ed.* II, 373.

**CHARACTER.** The thy and the unworthy conduct and character erty. (*Outlook*, March XIX, 141; *Nat. Ed.*

rst essential toward the izenship is, of course, ind of character which good husband, a good h will make the woman she is young, a good grows older. (At Pacific pring 1911.) *Mem. Ed.* , 630.

e also ALIENS; ALLE- t; AMERICANIZATION; OLITANS; EDUCATION; NALISM; NATIONALITY; ALLEGIANCE; PARTY

## CITY AND COUNTRY

**CITY AND COUNTRY.** It is unhealthy and undesirable for the cities to grow at the expense of the country. (Third Annual Message, Wash- ington, December 7, 1903.) *Mem. Ed.* XVII, 220; *Nat. Ed.* XV, 189.

—————. In one sense this problem with which we have to deal is very, very old. . . . No nation can develop a real civilization without cities. Up to a certain point the city movement is thoroughly healthy; yet it is a strange and lamentable fact that always hitherto after this point has been reached the city has tended to develop at the expense of the country by draining the country of what is best in it, and making an insignificant return for this best. . . . The problem does not consist merely in the growth of the city. Such a growth in itself is a good thing and not a bad thing for the country. The problem consists in the growth of the city at the expense of the country. (*Outlook*, August 27, 1910.) *Mem. Ed.* XVIII, 191; *Nat. Ed.* XVI, 146.

**CITY AND COUNTRY.** See also COUNTRY LIFE COMMISSION; FARM LIFE; ROADS.

**CITY LIFE.** The most serious disadvantage in city life is the tendency of each man to keep isolated in his own little set, and to look upon the vast majority of his fellow citizens indifferently, so that he soon comes to forget that they have the same red blood, the same loves and hates, the same likes and dislikes, the same desire for good, and the same perpetual tendency, ever needing to be checked and corrected, to lapse from good into evil. (At Labor Day Picnic, Chicago, September 3, 1900.) *Mem. Ed.* XVI, 510; *Nat. Ed.* XIII, 482.

**CITY LIFE—IMPROVEMENT OF.** There are many different ways in which a man or a woman can work for the higher life of American cities, and it would be worse than folly to expect the one who can do most in a certain line to devote an equal amount of attention to another line. . . . The published studies of Mr. Jacob Riis show what almost infinite labor could be expended with profit by those willing to devote a portion of their time to bettering the material conditions of life for the bulk of the populations of our large cities. The improvement of tenement-houses; the establishment of many small parks, of free libraries, baths, concerts, and picture shows; the larger development of the noble work now done by the social, college and university settlements; in short, all movements in the interest of making the life of

## CIVIC DUTY

the day-laborer in our cities less onerous and more wholesome—these are subjects which may well claim the attention of all those who would advance the higher life of American cities. (*Outlook*, December 21, 1895.) *Mem. Ed.* XV, 142-143; *Nat. Ed.* XIII, 298-299.

**CITY LIFE.** See also HOUSING; MUNICIPAL ADMINISTRATION.

**CIVIC DUTY.** It is a good thing to appeal to citizens to work for good government because it will better their estate materially, but it is a far better thing to appeal to them to work for good government because it is right in itself to do so. Doubtless, if we can have clean, honest politics, we shall be better off in material matters. . . . It is sometimes difficult to show the individual citizen that he will be individually better off in his business and in his home affairs for taking part in politics. I do not think it is always worth while to show that this will always be the case. The citizen should be appealed to primarily on the ground that it is plain duty, if he wishes to deserve the name of freeman, to do his full share in the hard and difficult work of self-government. He must do his share unless he is willing to prove himself unfit for free institutions, fit only to live under a government where he will be plundered and bullied because he deserves to be plundered and bullied on account of his selfish timidity and short-sightedness.

— A clean and decent government is sure in the end to benefit our citizens in the material circumstances of their lives; but each citizen should be appealed to, to take part in bettering our politics, not for the sake of any possible improvement it may bring to his affairs, but on the ground that it is his plain duty to do so, and that this is a duty which it is cowardly and dishonorable in him to shirk. (*Forum*, July 1894.) *Mem. Ed.* XV, 48; *Nat. Ed.* XIII, 34.

—————. Each of us has not only his duty to himself, his family, and his neighbors, but his duty to the State and to the nation. We are in honor bound each to strive according to his or her strength to bring ever nearer the day when justice and wisdom shall obtain in public life as in private life. We cannot retain the full measure of our self-respect if we cannot retain pride in our citizenship. For the sake not only of ourselves but of our children and our children's children we must see that this nation stands for strength and honesty both at home and abroad. (At Colorado Springs, Col., August 2, 1901.) *Mem. Ed.* XV, 327; *Nat. Ed.* XIII, 458.

## CIVIC DUTY

There is no truth more important than the truth that it is the performance of duty toward the Commonwealth, and not the enjoyment of unearned privilege from the Commonwealth, that breeds loyalty, devotion, patriotism. In a family, the father and mother who fail to rear their sons and daughters to recognize and perform their duties neither receive nor deserve the loyal devotion felt for the heads of the household where the whole household is trained to put duty ahead of pleasure. It is exactly the same with a nation. (New York *Times*, September 10, 1917.) *Mem. Ed.* XXI, 54; *Nat. Ed.* XIX, 46.

If there is an equality of rights, there is an inequality of duties. It is proper to demand more from the man with exceptional advantages than from the man without them. A heavy moral obligation rests upon the man of means and upon the man of education to do their full duty by their country. (*Atlantic Monthly*, August 1894.) *Mem. Ed.* XV, 50; *Nat. Ed.* XIII, 36.

**CIVIC DUTY AND RIGHTS.** I believe it is even more important for men to pay heed to their duties and to the rights of others than it is for them to pay heed to their own rights. But I believe also that they can only do their full duty when they enjoy fully their rights. (At St. Louis, Mo., March 28, 1912.) *Mem. Ed.* XIX, 239; *Nat. Ed.* XVII, 176.

**CIVIC DUTY.** See also CITIZEN; CITIZENSHIP; DUTY; FREEDOM; GOVERNMENT; MUNICIPAL GOVERNMENT; PARTY ALLEGIANCE; PARTY SYSTEM; POLITICAL DUTIES; POLITICS; RIGHTS; SELF-GOVERNMENT; SUFFRAGE; VOTING.

**CIVIC PLANNING.** See PUBLIC BUILDINGS.

**CIVIC RIGHTEOUSNESS.** The State will be saved, if the Lord puts it into the heart of the average man so to shape his life that the State shall be worth saving, and only on those terms. We need civic righteousness. The best constitution that the wit of man has ever devised, the best institutions that the ablest statesmen in the world have ever reduced to practice by law or by custom, all these shall be of no avail if they are not vivified by the spirit which makes a State great by making its citizens honest, just, and brave. (At Washington, October 25, 1903.) *Mem. Ed.* XV, 465; *Nat. Ed.* XIII, 551.

**CIVIL SERVICE.** The Federal Government can rarely act with the directness that the State

## CIVIL SERVICE COMMISSION

governments act. It can, however, do a good deal. My purpose was to make the National Government itself a model employer of labor, the effort being to make the per diem employee just as much as the Cabinet officer regard himself as one of the partners employed in the service of the public, proud of his work, eager to do it in the best possible manner, and confident of just treatment. (1913.) *Mem. Ed.* XXII, 526; *Nat. Ed.* XX, 452.

**CIVIL SERVICE.** See also EIGHT HOUR DAY; GOVERNMENT EMPLOYEES; OPEN SHOP; POLITICAL ASSESSMENTS; VETERANS.

**CIVIL SERVICE COMMISSION.** The purpose of the Civil Service Commission is to secure an absolutely non-partisan public service; to have men appointed to and retained in office wholly without reference to their politics. In other words, we desire to make a man's honesty and capacity to do the work to which he is assigned the sole tests of his appointment and retention. In the departmental service at Washington we have succeeded in putting a nearly complete stop to removals for political purposes. Men are retained in the departments almost wholly without regard to politics. But it has been a matter of more difficulty to get them to come forward and enter the examinations without regard to politics.

The task set us is very difficult. We have to face the intense and interested hostility of the great mass of self-seeking politicians, and of the much larger mass of office-seekers, whose only hope of acquiring office rests in political influence, and is immediately cut off by the application of any, even the most modest, merit test. We have to overcome popular indifference or ignorance, and we have to do constant battle with that spirit of mean and vicious cynicism which so many men, respectable enough in their private life, assume as their attitude in public affairs. (*Atlantic Monthly*, July 1892.) *Mem. Ed.* XVI, 177-178; *Nat. Ed.* XIV, 115-116.

You say that there is a growing contempt for the Civil Service Law. My experience is directly the opposite, and I am positive that the contempt of which you speak exists only in the minds of the very ignorant, and that these very ignorant are less numerous, so far as this subject is concerned, than they were only a few years ago, and grow less numerous year by year. . . .

There is no "shell separating the commission from the outer world." All that we do is perfectly open. The registers for the ordinary posi-

## CIVIL SERVI

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**CIVIL SER**  
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hoe. I have r force, and in c spoilsmen has frightened bo [President Ha have shown sy law should be will stand it, a But I answere was responsible to the handle honestly. I an politics; but w that law is sure fear or favor. turned out—o mean business. 1889.) Lodge

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## VICE COMMISSION

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SO EIGHT HOUR DAY; ES; OPEN SHOP; PO- ETERANS.

MISSION. The pur- Commission is to se- rtisan public service; and retained in office. to their politics. In make a man's honesty work to which he is his appointment and ntal service at Wash- l in putting a nearly for political purposes. departments almost politics. But it has faculty to get them to ie examinations with-

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that there is a grow- il Service Law. My opposite, and I am of which you speak f the very ignorant, t are less numerous, ncerned, than they and grow less nu-

ting the commission that we do is per- the ordinary posi-

## CIVIL SERVICE COMMISSION

tions are made public as soon as the papers are marked. In the case of special examinations, where there would be a chance of exercising political pressure or personal favoritism, the registers are not made public until after the appointments have been made. (To Judson Grenell, April 29, 1895.) Clemens, W. M., *Theodore Roosevelt, The American.* (F. T. Neely, N. Y., 1899), p. 90.

\_\_\_\_\_ The public should exercise a most careful scrutiny over the appointment and over the acts of Civil Service Commissioners, for there is no office the effectiveness of which depends so much upon the way in which the man himself chooses to construe his duties. A Commissioner can keep within the letter of the law and do his routine work and yet accomplish absolutely nothing in the way of securing the observance of the law. The Commission, to do useful work, must be fearless and vigilant. It must actively interfere whenever wrong is done, and must take all the steps that can be taken to secure the punishment of the wrongdoer and to protect the employee threatened with molestation. (*Scribner's*, August 1895.) *Mem. Ed.* XV, 178-179; *Nat. Ed.* XIII, 101.

CIVIL SERVICE COMMISSIONER—ROOSEVELT AS. I am having a hard row to hoe. I have made this Commission a living force, and in consequence the outcry among the spoilsmen has become furious; it has evidently frightened both the President and Halford [President Harrison's Secretary] a little. They have shown symptoms of telling me that the law should be rigidly enforced where people will stand it, and gingerly handled elsewhere. But I answered militantly: that as long as I was responsible the law should be enforced up to the handle *every where*; fearlessly and honestly. I am a great believer in practical politics; but when my duty is to enforce a law, that law is surely going to be enforced, without fear or favor. I am perfectly willing to be turned out—or legislated out—but while in I mean business. (To H. C. Lodge, June 29, 1889.) *Lodge Letters* I, 80.

\_\_\_\_\_ I am very glad to have been in this position; I think I have done good work, and a man ought to show that he can go out into the world and hold his own with other men. (To Anna Roosevelt, February 1, 1891.) *Cowles Letters*, 113.

\_\_\_\_\_ My task for the past two years has been simple. I have only had to battle for a good law; and though this meant drawing

## CIVIL SERVICE REFORM

down on me the bitter animosities of the men who in New York, at least, control politics, it was easy to perform creditably, and offered no obstacles in the way of being misunderstood or misrepresented by men of standing and intelligence. (To H. C. Lodge, June 29, 1891.) *Lodge Letters* I, 113.

CIVIL SERVICE REFORM. Civil service reform is designed primarily to give the average American citizen a fair chance in politics, to give to this citizen the same weight in politics that the "ward heeler" has. (1913.) *Mem. Ed.* XXII, 158; *Nat. Ed.* XX, 136.

\_\_\_\_\_ People often speak of Civil Service Reform as if it were a matter of mere administration detail. People speak of it as "a good thing, of course." "We believe in it, of course; not practical, but still, it is a good thing." They say that "doubtless it would be a little better to have it so." They admit that it "might make an improvement in the public service." They do not appreciate that it is not merely a question of changing the methods of administration, but that it is a question of substituting a system of equity and justice for a system of brutal wrong. It is a question of working a great benefit, not merely to the public service, but to our public life; it is a question of making politics purer; of making a man hold his head higher because he is an American citizen. I do not think—I know—that the American people, which is true at the bottom, although with many oddities on top, nevertheless at the bottom an honest people, believing in fair play—do not realize the meaning of "To the victors belong the spoils," for if they did, they would not tolerate the system for one moment. (At memorial meeting for G. W. Curtis, New York City, November 14, 1892.) *Mem. Ed.* XII, 486-487; *Nat. Ed.* XI, 230.

\_\_\_\_\_ The civil service reform movement was one from above downward, and the men who took the lead in it were not men who as a rule possessed a very profound sympathy with or understanding of the ways of thought and life of their average fellow citizen. They were not men who themselves desired to be letter-carriers or clerks or policemen, or to have their friends appointed to these positions. Having no temptation themselves in this direction, they were eagerly anxious to prevent other people getting such appointments as a reward for political services. In this they were quite right. It would be impossible to run any big public office to advantage save along the lines of the strictest application of civil service re-

## PEARY

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Bishop II, 418.

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*City Star*, 31.

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## PEDAGOGY

be successful only if there have been many pre-  
liminary years of painstaking, patient toil. Great  
physical hardihood and endurance, an iron will  
and unflinching courage, the power of com-  
mand, the thirst for adventure, and a keen and  
farsighted intelligence—all these must go to  
the make-up of the successful arctic explorer;  
and these, and more than these, have gone to  
the make-up of the chief of successful arctic  
explorers, of the man who succeeded where  
hitherto even the best and the bravest had failed.

Commander Peary has made all dwellers in  
the civilized world his debtors; but, above all,  
we, his fellow Americans, are his debtors. He  
has performed one of the great feats of our  
time; he has won high honor for himself and  
for his country. (Introduction to R. E. Peary's  
*The North Pole*, March 12, 1910.) *Mem. Ed.*  
XIV, 582; *Nat. Ed.* XII, 438.

**PEDAGOGY.** See EDUCATION.

**PENDLETON ACT.** See CIVIL SERVICE RE-  
FORM.

**PENOLOGY.** See CRIME; CRIMINALS.

**PEOPLE, THE.** See AMERICAN PEOPLE;  
CONSTITUTION; COURTS; DEMOCRACY; GOV-  
ERNMENT; NATIONAL GREATNESS; POPULAR  
RULE; PUBLIC OFFICIALS; REPRESENTATIVES;  
SELF-GOVERNMENT.

**PERSEVERANCE.** The lesson of unyielding,  
unflinching, unflinching perseverance in the  
course upon which the nation has entered is one  
very necessary for a generation whose preachers  
sometimes dwell overmuch on the policies of  
the moment. (At Galena, Ill., April 27, 1900.)  
*Mem. Ed.* XII, 462; *Nat. Ed.* XIII, 434.

—————. Sometimes in life, both at  
school and afterwards, fortune will go against  
any one, but if he just keeps pegging away and  
doesn't lose his courage things always take a  
turn for the better in the end. (To Kermit  
Roosevelt, December 3, 1904.) *Mem. Ed.* XXI,  
531; *Nat. Ed.* XIX, 477.

**PERSHING, JOHN J.** My dear General, you  
are the American most to be envied of all the  
Americans since the close of the Civil War.  
You have done the great deed in the great crisis,  
and you have made all of us debtors always. Of  
course, all the wars in which our nation has  
taken part, even in the Civil War itself, had  
nothing to show in any way resembling this  
war, or the fighting that you have yourself con-  
ducted. (To General Pershing, September 27,  
1918.) *Mem. Ed.* XXIV, 535-536; Bishop II,  
457.

## PHILANTHROPY

**PESSIMISM.** It is foolish to look at the future  
with blind and careless optimism; quite as fool-  
ish as to gaze at it only through the dun-colored  
mists that surround the preachers of pessimism.  
(*The Sewanee Review*, August 1894.) *Mem.*  
*Ed.* XIV, 235; *Nat. Ed.* XIII, 204.

**PESSIMIST, THE.** There is no place among  
us for the mere pessimist; no man who looks at  
life with a vision that sees all things black or  
gray can do aught healthful in moulding the  
destiny of a mighty and vigorous people. But  
there is just as little use for the foolish opti-  
mist who refuses to face the many and real evils  
that exist, and who fails to see that the only  
way to insure the triumph of righteousness in  
the future is to war against all that is base,  
weak, and unlovely in the present. (At Pan-  
American Exposition, Buffalo, N. Y., May 20,  
1901.) *Mem. Ed.* XV, 307; *Nat. Ed.* XIII,  
442.

**PESSIMIST.** See also OPTIMIST.

**PETROLEUM.** See MINERAL FUELS; OIL.

**PHILANTHROPY.** The soup-kitchen style of  
philanthropy is worse than useless, for in philan-  
thropy as everywhere else in life almost as much  
harm is done by soft-headedness as by hard-  
heartedness. The highest type of philanthropy  
is that which springs from the feeling of broth-  
erhood, and which, therefore, rests on the self-  
respecting, healthy basis of mutual obligation  
and common effort. The best way to raise any-  
one is to join with him in an effort whereby  
both you and he are raised by each helping the  
other. (*McClure's*, March, 1901.) *Mem. Ed.*  
XV, 198; *Nat. Ed.* XIII, 261.

—————. Undoubtedly the best type of  
philanthropic work is that which helps men and  
women who are willing and able to help them-  
selves; for fundamentally this aid is simply  
what each of us should be all the time both  
giving and receiving. Every man and woman in  
the land ought to prize above almost every other  
quality the capacity for self-help; and yet every  
man and woman in the land will at some time  
or other be sorely in need of the help of others,  
and at some time or other will find that he or  
she can in turn give help even to the strongest.  
The quality of self-help is so splendid a quality  
that nothing can compensate for its loss; yet,  
like every virtue, it can be twisted into a fault,  
and it becomes a fault if carried to the point of  
cold-hearted arrogance, of inability to under-  
stand that now and then the strongest may be  
in need of aid, and that for this reason alone,

## PHILANTHROPY

if for no other, the strong should always be glad of the chance in turn to aid the weak. (*Century*, October 1900.) *Mem. Ed.* XV, 427-428; *Nat. Ed.* XIII, 374-375.

Philanthropy has undoubtedly been a good deal discredited both by the exceedingly noxious individuals who go into it with ostentation to make a reputation, and by the only less noxious persons who are foolish and indiscriminate givers. Anything that encourages pauperism, anything that relaxes the manly fiber and lowers self-respect, is an un-mixed evil. The soup-kitchen style of philanthropy is as thoroughly demoralizing as most forms of vice or oppression, and it is of course particularly revolting when some corporation or private individual undertakes it, not even in a spirit of foolish charity, but for purposes of self-advertisement. In a time of sudden and wide-spread disaster, caused by a flood, a blizzard, an earthquake, or an epidemic, there may be ample reason for the extension of charity on the largest scale to every one who needs it. But these conditions are wholly exceptional, and the methods of relief employed to meet them must also be treated as wholly exceptional. (*Century*, October 1900.) *Mem. Ed.* XV, 433-434; *Nat. Ed.* XIII, 379-380.

**PHILANTHROPY.** See also BROTHERHOOD; CHARITY; FELLOW-FEELING; SELF-HELP.

**PHILIPPINE INDEPENDENCE.** The talk about the Filipinos having practically achieved their independence is, of course, the veriest nonsense. Aguinaldo, who has turned against us, owed his return to the islands to us. It was our troops and not the Filipinos who conquered the Spaniards, and as a consequence, it was to us the islands fell, and we shall show ourselves not merely weaklings unfit to take our place among the great nations of the world, but traitors to the cause of the advancement of mankind if we flinch from doing aright the task which destiny has intrusted to our hand.

We have no more right to leave the Filipinos to butcher one another and sink slowly back into savagery than we would have the right, in an excess of sentimentality, to declare the Sioux or Apaches free to expel all white settlers from the lands they once held. The Filipinos offer excellent material for the future; with our aid they may be brought up to the level of self-government, but at present they cannot stand alone for any length of time. A weak nation can be pardoned for giving up a work which it does badly, but a strong nation cannot be pardoned for flinching from a great work because, for-

## PHILIPPINE INDEPENDENCE

sooth, there are attendant difficulties and hardships. (At Akron, O., September 23, 1899.) Thomas W. Handford, *Theodore Roosevelt, The Pride of the Rough Riders.* (Chicago, 1899), p. 187-188.

There is no question as to our not having gone far enough and fast enough in granting self-government to the Filipinos; the only possible danger has been lest we should go faster and further than was in the interest of the Filipinos themselves. Each Filipino at the present day is guaranteed his life, his liberty and the chance to pursue happiness as he wishes, so long as he does not harm his fellows, in a way which the Islands have never known before during all their recorded history. (At Memphis, Tenn., November 19, 1902.) *Mem. Ed.* XXIII, 267; Bishop I, 232.

In dealing with the Philippines, I have first the jack fools who seriously think that any group of pirates and head-hunters needs nothing but independence in order that it may be turned forthwith into a dark-hued New England town-meeting; and then the entirely practical creatures who join with these extremists because I do not intend that the Islands shall be exploited for corrupt purposes. (To Rudyard Kipling, November 1, 1904.) *Mem. Ed.* XXIII, 383; Bishop I, 332.

Real progress toward self-government is being made in the Philippine Islands. The gathering of a Philippine legislative body and Philippine assembly marks a process absolutely new in Asia, not only as regards Asiatic colonies of European powers but as regards Asiatic possessions of other Asiatic powers; and, indeed, always excepting the striking and wonderful example afforded by the great empire of Japan, it opens an entirely new departure when compared with anything which has happened among Asiatic powers which are their own masters. . . . The Filipino people, through their officials, are therefore making real steps in the direction of self-government. I hope and believe that these steps mark the beginning of a course which will continue till the Filipinos become fit to decide for themselves whether they desire to be an independent nation. But it is well for them (and well also for those Americans who during the past decade have done so much damage to the Filipinos by agitation for an immediate independence for which they were totally unfit) to remember that self-government depends, and must depend, upon the Filipinos themselves. All we can do is to give them the opportunity to develop the capacity for self-

PHILIPPINE IN government. (Eightington, December 631-632; *Nat. Ed.*

my belief was the self-government as leave them free to not believe in se which we would cause I did not be cast how soon they ment; and once hav have felt that it w The people of the so rapidly, from ev years of the Ameri come when it wil judgment as to w their association is, however, one should insist. Eith control of the isla all responsibility course would be We are governing islands in the int selves. If after due decide that they erned, then I trust we do leave it n that we retain n that we take part the islands, and g trality or otherwi absolutely quit o every kind and de XXII, 571-573; I

was elected on the Filipinos indeper in the Philippine: ory that the Fili themselves. What individual beliefs as a nation to b break faith. I ho will be given thei and without any in any way ham mit us to staying believe we shoul in the Philippine in the Philippine: our heel of Act foreign power. ing benefit to us. control over ther

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*ti* Presidential  
Addresses and State  
Papers of  
Theodore Roosevelt

PART THREE

*WITH PORTRAIT FRONTISPIECE*

Published with the Permission of the President  
Through Special Arrangement



NEW YORK  
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PUBLISHERS

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New York  
1970



by the way in which  
present; for only thus  
dren's children shall  
gle-hearted devotion  
that "righteousness

*address @ a Hungarian Club  
Dinner, NYC*

AN CLUB DINNER,  
EB. 14, 1905

*ellow-Americans:*

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Sulzer, when I say  
efore election, when  
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merican citizens and

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inner and hear some  
pecies proved true.  
ew to be acquainted  
fellow-guests of this  
before. With one  
Grant, I was then

working, and at different times I spoke at meetings  
presided over or held in the clubhouses of various  
of the gentlemen here present, sometimes on politi-  
cal subjects, much more often on matters of good  
citizenship affecting us all as good citizens.

I grew in those years, gentlemen, to have a very  
close feeling of sympathy and affection and regard  
for the men and women of the great East Side of  
this city. I needed no urging when I was invited  
to come and be a guest at a club of the East Side  
this evening. President Braun has described how  
the preliminary invitation took place. It was six  
years ago that this club gave me a dinner after I had  
been elected Governor, and they then said that they  
"intended to elect me President and that I must  
then come and take dinner with them again." I  
told them that if they would carry out their part of  
the contract I would carry out my part. I am not  
perfectly certain that they anticipated that their  
offer would be closed with so soon, but you see, gen-  
tlemen, I have closed with it.

To-night I wish to greet you most warmly and to  
say that I doubt if we could find a more typically  
American gathering than this, for Americanism is  
not a matter of birthplace, of ancestry, of creed, of  
occupation. Americanism is a matter of the spirit  
that is within, of a man's soul. From the time when  
we first became an independent Nation to the pres-  
ent moment there has never been a generation in  
which some of our most distinguished and most use-  
ful men were not born on the other side of the At-

lantic. It is peculiarly appropriate, and to me peculiarly pleasant that, in addressing this club of the men upon whose efforts so much of the future welfare of this city, of this State, of this Nation, depends, I should be addressing men who show by their actions that they know no difference between Jew and Gentile, Catholic and Protestant, native-born and foreign-born, provided only that the man, whatever his creed, whatever his birthplace, strives to live so as to do his full duty by his neighbor and by the community as a whole.

We can not keep too clearly before our minds the fact that for the success of our civilization what is needed is, not so much brilliant ability, not so much unusual genius, as the possession by the average man of the plain homely work-a-day virtues that make that man a good father, a good husband, a good friend and neighbor, a decent man with whom to deal in all relations of life. We need good laws. We need honest administration of the laws. And we can not afford to be contented with less. But more than all else we need that the average man shall have in him the root of righteous living; that the average man shall have in him the feeling that will make him ashamed to do wrong or to submit to wrong, and that will make him feel his bounden duty to help those that are weaker, to help those especially that are in any way dependent upon him, and while not in any way losing his power of individual initiative, to cultivate the further power of acting in combination with his fellows for the

common end of social ment.

I shall not keep you have come here not to you will allow me to sa among his old friends. your lives. I know th the happiness, and the when I have been bro Side in the course of an engaged so to handle might be a little bett whether I succeeded c have always been bette

In closing I want to in life, upon the succes for. It is a great mi take, to measure succe ters from without, or will mislead those al younger people about u There must, of course, terial basis. I should t did not wish to leave and not a little worse I should not feel that h and if he can not do he is not going to do h after that certain amon been gained then the are the things of the s

Address at Dinner of the Society of Friendly Sons of St. Patrick, Delmonico's, NYC March 17, 1905

antiquities. It is only of recent years that the extraordinary wealth and beauty of the old Celtic Sagas have been fully appreciated, and we of America, who have so large a Celtic strain in our blood, can not afford to be behindhand in the work of adding to modern scholarship by bringing within its ken the great Celtic literature of the past.

My fellow-countrymen, I have spoken to-night especially of what has been done for this Nation of ours by men of Irish blood. But, after all, in speaking to you, or, to any other body of my fellow-citizens, no matter from what Old World country they themselves or their forefathers may have come, the great thing is to remember that we are all of us Americans. Let us keep our pride in the stocks from which we have sprung, but let us show that pride, not by holding aloof from one another, least of all by preserving the Old World jealousies and bitter-nesses, but by joining in a spirit of generous rivalry to see which can do most for our great common country.

Americanism is not a matter of creed or birth-place or descent. That man is the best American who has in him the American spirit, the American soul. Such a man fears not the strong and harms not the weak. He scorns what is base or cruel or dishonest. He looks beyond the accidents of occupation or social condition and hails each of his fellow-citizens as his brother, asking nothing save that each shall treat the other on his worth as a man, and that they shall all join together to do what in them

lies for the people. In World nation and yet ide

Our polic them all, a eyes the fac with our o whether for new nation: tury will in this from t the twentie in no small ship develo thought mu to bear ours as the symt ment of all ourselves, f

lies for the uplifting of this mighty and vigorous people. In our veins runs the blood of many an Old World nation. We are kin to each of these nations and yet identical with none.

Our policy should be one of cordial friendship for them all, and yet we should keep ever before our eyes the fact that we are ourselves a separate people with our own ideals and standards, and destined, whether for better or for worse, to work out a wholly new national type. The fate of the twentieth century will in no small degree—I ask you to think of this from the standpoint of the world—the fate of the twentieth century as it bears on the world will in no small degree depend upon the type of citizenship developed on this Continent. Surely such a thought must thrill us with the resolute purpose so to bear ourselves that the name American shall stand as the symbol of just, generous, and fearless treatment of all men and all nations. Let us be true to ourselves, for we can not then be false to any man.

THE TEN 1990 ALL-AMERICAN CITY AWARD WINNERS  
AND THEIR MAYORS

BAKERSFIELD, CALIFORNIA

Clarence E. Medders  
1501 Truxtun Avenue  
Zip: 93301  
Phone: 805-326-3770  
R

TAMPA, FLORIDA

Sandra W. Freedman  
306 E. Jackson Street  
Zip: 33602  
Phone: 813-223-8251  
NP (D)

SIOUX CITY, IOWA

Robert Scott  
6th and Douglas Street  
Zip: 51101  
Phone: 712-279-6102  
NP

HAMLET, NORTH CAROLINA

Abbie Cocington  
Post Office Box 1229  
Zip: 28345  
Phone: 918-582-2651  
NP

HARRISBURG, PENNSYLVANIA

Stephen Reed  
10 N. Market Square  
Zip: 17101  
Phone: 717-255-3040  
D

SOUTH GATE, CALIFORNIA

Herbert W. Cranton  
8650 California Avenue  
Zip: 90280  
Phone: 213-567-1331  
D

COEUR d' ALENE, IDAHO

Raymond Stone  
710 Mullan Avenue  
Zip: 83814-3958  
Phone: 208-667-9533  
(NP)

SOUTH SAINT PAUL, MINNESOTA

Katherine Trummer  
125 3rd Avenue North  
Zip: 55075  
Phone: 612-450-8730  
D

CHARLOTTE, NORTH CAROLINA

Sue Myrick  
600 East Trade Street  
Zip: 28202-1729  
Phone: 704-336-2244  
R

ABILENE, TEXAS

Dale Ferguson  
555 Walnut Street  
Zip: 79601  
Phone: 915-676-6205  
NP

*Chris Gater  
Dorie Hoagie  
203/832-5457*

## 1990 ALL-AMERICAN CITY AWARD WINNERS

### BACKGROUND:

On June 9, 1990, ten All-American Cities were selected from among 30 finalist communities by a Jury of individuals experienced in state and local government and civic affairs. Representing every region of the United States, the award winners were recognized for their innovative community efforts to address problems such as economic decline, hunger, natural disaster, affordable housing and health care, homelessness, drug abuse, and services for the aging.

The All-American City Award program is sponsored by a grant from the Allstate Foundation, North Brook, Illinois. During the two days prior to the Awards announcements, the 30 All-American City finalist communities appeared before a 12-member All-American City Award Jury to present and describe the three projects each community submitted for the competition. The other 20 All-American Finalist are:

Birmingham, Alabama  
~~Rockville, Maryland~~  
St. Mary's County, Maryland  
Rockville, Maryland  
San Francisco, California  
Brooklyn Center, Minnesota  
Fort Lauderdale, Florida  
Oak Park, Illinois  
Wichita, Kansas  
Chattanooga, Tennessee

Gadsden, Alabama  
Flint, Michigan  
Tempe, Arizona  
Midland, Michigan  
Montrose, Colorado  
Beatrice, Nebraska  
Ouray, Colorado  
Binghamton, New York  
La Crosse, Wisconsin  
Thibodaux, Louisiana

### THE AWARD WINNING CITIES:

**BAKERSFIELD, CALIFORNIA:** Hard hit by unemployment in 1985, Bakersfield faced such problems as hunger, inadequate funding of education, and a high teen pregnancy rate. The community, with the assistance of a volunteer group known as the Golden Empire Gleaners, currently is collecting some four million pounds of food each year to help battle hunger among the needy, low-income elderly, and young children. A community foundation has raised money to buy computers, slide projectors, cassette players, and VCRs to improve the educational facilities of the local library. Finally, a teen pregnancy center, "Aunt Cherie's Home," founded by a concerned citizen to provide unwed mothers with shelter and educational assistance, was expanded through volunteer work and privately donated resources. Contact person: Ethel Landers, Community Relations manager, Pacific Bell, 200 New Stine Road, Room 260, Bakersfield, CA 93309 Phone: 805-398-4205

**THE AWARD WINNING CITIES CONTINUED:**

**SOUTH GATE, CALIFORNIA:** In the early 1980s, South Gate was plagued by economic disaster, apathy among citizens, discrimination bred by a heavy wave of mostly Hispanic immigrants, and a lack of civic participation among youth. By 1986, South Gate has turned its economy around, adapting to the loss of big industry by nurturing small businesses and manufacturing operations. To date, redevelopment activities have resulted in the creation of 4,000 new jobs. The community made itself more attractive to business by encouraging dialogue between its established citizens and immigrant newcomers, and by reducing crime and graffiti through city funded graffiti removal and a graffiti hotline. Other programs launched for the community's recently arrived immigrants include English-as-a-second-language classes and low-income housing assistance. In addition, the South Gate Commission on Youth has developed activities and educational programs for both children and parents. Contact person: Maureen O'Conner, Public Information Manager, City of South Gate, 8650 California Avenue, South Gate, CA 90280. Phone: 213-563-9532.

**TAMPA, FLORIDA:** As in many cities, drug abuse and inadequate housing are problems in Tampa. To help reduce the drug problem, the city has developed the Quick Uniformed Attack on Drugs, or QUAD. A special squad of 41 officers were assigned solely to stop street-level drug sales. The officers were assigned to one of four quadrants. Police carry beepers so citizens can call if they suspect any drug activity in their neighborhoods. As a result of the program, response time has been reduced, and relations between the citizens and the police have improved. The Peer to Peer program was created to help stop Tampa's growing problem of urban blight. Under this program, citizens are encouraged to report and act upon housing and environmental code violations. The "Paint Your Heart Out, Tampa" program uses community volunteers to paint low-income homes and the homes of the elderly. Contact person: John Dunn, Director of Communications, City of Tampa, One City Hall Plaza, 8N, Tampa, FL 33602 Phone: 813-223-8712.

**COEUR d'ALENE, IDAHO:** Along with a faltering economy, the citizens of Coeur d'Alene were faced with a threatening situation: the presence of a neo-Nazi group. In order to combat the destructive messages of this group, the citizens formed a Human Relations Task Force to 1) support the victims of discrimination and harassment, and 2) educate citizens and pass human rights legislation. The Task Force has sponsored billboards and Martin Luther King Day celebrations and provided legal assistance in harassment cases. To strengthen its economic base and create new jobs, the city formed Jobs Plus, a nonprofit organization established to recruit new business and development. So far, 1,500 new jobs have been created. As the city's population has grown, so has its health care services infrastructure. However, one important need was not being provided: cancer treatment. The Kootenai Medical Center Foundation was formed to provide a solution to this problem. After much discussion, money was raised for a free-standing cancer treatment center and "the Waldon House, A Caring Place," which offers out-of-town patients and families housing while at the center. Contact person: Brad Dugdale, Investment Executive, D.A. Davidson, 505 Front Avenue, Suite 203, Coeur d'Alene, Idaho 83814 Phone: 208-667-1212

**SIOUX CITY, IOWA:** The 1980s brought the worst blow to Sioux City's agricultural economy since the Great Depression. Comprehensive economic repositioning was needed. The Siouxland Initiative was created to raise funds for area development. The community responded with \$2.7 million in development funds resulting in 1,048 new jobs. In addition, the Tri-State Collaborative was organized to realize the common interests and goals of the Sioux City region. A major study of political, educational, human, and economic initiatives that will benefit the area is underway. The Woodbury County Multi-Hazard Contingency Plan brings together emergency services that once operated as isolated units. The Plan coordinates the efforts of emergency services units when a broad, diverse response is needed. The effectiveness of the Plan was tested when Flight 232 crashlanded at the Sioux City Airport in July 1989. Contact person: Dennis W. Lauver, Director, Government and Community Relations, Sioux City Chamber of Commerce, 101 Pierce Street, Sioux City, Iowa 51101 Phone 712-255-7903

**SOUTH ST. PAUL, MINNESOTA:** Celebrating local heritage and growth is a long tradition in South St. Paul. The Celebration of the Centennial in 1987 focused on the pride, ethnic heritage and traditions of the city. The Mississippi River has always played an important role in the city, not only economically but socially, and a group of citizens wanted both residents and visitors to experience the beauty and the power of the river. They obtained funding and approval to build a public walkway and trail system along the length of the river. Between 1969 and

*check on this*

1979, the city's two largest meatpacking plants closed. In 1987, the Mayor's Action Team announced the purchase of 47 acres of land along the riverfront, formerly occupied by a meatpacking plant. For the first time since 1919, the land is open for development. For more information, contact: Lois Glewwe, Secretary, Celebrate 1990 Commission, 105 Tenth Avenue North, South St. Paul, MN 55075; (612)457-3403.

**CHARLOTTE, NORTH CAROLINA:** One of the biggest problems facing any growing city is affordable housing. The Charlotte-Mecklenburg Housing Program was developed not only to provide housing for low-income families, but to help residents become self-sufficient. The arts and sciences have a special place in Charlotte, thanks to the Charlotte-Mecklenburg Cultural Action Plan, which has spearheaded renovations, expansions and new exhibits. Last fall, in a matter of a few brief hours, Hurricane Hugo ripped through Charlotte, destroyed years of development and beautification efforts. Minutes after the storm ended, the community joined in to help establish a City-County Emergency Operations Center, a "Hugo Hot Line" and a Hugo Task Force. For more information, contact: Thomas M. Flynn, Assistant to the City Manager, City of Charlotte, 600 East Fourth Street, Charlotte, NC 28202; (704)336-2241. *check*

**HAMLET, NORTH CAROLINA:** With a population of just over 6,000, Hamlet faces many of the same problems as other small towns across the nation. A decline in the number of patients served combined with Medicare cuts were slowly killing Hamlet Hospital. In order to save the hospital, citizens and the Hamlet Ministerial Association rallied the hospital's directors, medical staff and other employees to keep the facility's doors open. Because of the tremendous show of support, a large medical corporation agreed to lease the hospital. Additionally, a 65-bed skilled nursing home decided to locate in Hamlet after learning of the community's support for health care. In order to modernize and expand the Hamlet Library, funds had to be raised from citizens. A volunteer group, Friends of the Library, did just that. With fundraising events ranging from bake sale to "Buy a Brick" sales, \$167,000 was raised for library improvements. The Seaboard Festival, an arts and crafts fair, was a modest effort until 1985 when the festival's board of directors decided to expand. Since then, the number of the exhibitors has grown from 80 to 110, and the Old Hamlet theater has reopened for business. For more information, contact: Ron Niland, City Manager, City of Hamlet, P.O. Box 1229, Hamlet, NC 28345; (919)582-2651.

**HARRISBURG, PENNSYLVANIA:** The loss of 800 business in 20 years put the City of Harrisburg into an economic tailspin. In 1986, a nonprofit development corporation and the city government took a leadership role in attracting new business, building office

space, renovating shopping areas, and restoring historic buildings in the downtown area. As the downtown was renovated, so were the parks. With the help of the Parks Partnership, seven parks were reconstructed and funds for four more were made available. In 1972, a flood ruined City Island and the city decided not to rebuild it. However, the mayor saw the deterioration of City Island as a symbol of past problems and decided it had to be renovated. A local design firm developed a plan and local contractors donated material and equipment needed to build a stadium and a ball park. Refreshment stands, a marina, a water taxi system, and other amenities have also been added. For more information, contact: John J. Kane, CDBG Compliance Officer, City of Harrisburg, 10 North Second Street, Suite 206, Harrisburg, PA 17101; (717) 255-6402.

**ABILENE, TEXAS:** Due to soaring medical costs, many working poor and poor citizens of Abilene could not afford health care. The closing of a clinic forced city officials into action. With an influx of donations and volunteers the Presbyterian Medical Center Mission's services were expanded to ensure that the health care needs of all citizens were met. In addition, the citizens of Abilene formed ACT NOW! to set community goals, identify issues and needs, and survey attitudes. Finally, to help boost its sagging economy, the city submitted a bid for one of three new 2,250-bed prisons the state planned to build. A 100-member task force joined together to develop the proposal and lobby for the prison. In spite of overwhelming odds, Abilene was selected as the site for one of the new state prisons. As a result, 800 jobs and more than one million dollars will be added to the economy. For more information, contact: Charlie Dromgoole, President, Abilene Chamber of Commerce, P.O. Box 2281, Abilene, TX 79604; (915) 677-7241

**OFFICIAL ENTRY  
1990**

I hereby nominate SOUTH GATE, LOS ANGELES, CALIFORNIA  
(Community) (County) (State)

*for the*

**ALL-AMERICA CITY AWARD  
FOR  
CITIZEN ACTION, EFFECTIVE ORGANIZATION  
AND COMMUNITY IMPROVEMENT**

*a program of*

**THE NATIONAL CIVIC LEAGUE**

*sponsored by*

**THE ALLSTATE FOUNDATION**

**T**HE ALL-AMERICA CITY AWARD IS INTENDED AS A CONSTANT REMINDER THAT PEOPLE IN A COMMUNITY CAN work together to identify and solve their common problems. The 40 year-old AAC Program is a major part of the National Civic League's effort to encourage and recognize civic excellence. The stories of All-America Cities are the stories of citizens, government and businesses joining together to make their communities better places to live.

Central to our approach to the issue of civic excellence has been the development of the concept of "civic infrastructure." In our view, analogous to the physical infrastructure of a community—roads, bridges, buildings—is an equally important *civic* infrastructure which is vitally important to the future of the community and equally in need of periodic maintenance and revision. Civic infrastructure is a qualitative concept intended for use in evaluating the social and political fabric of a community: how decisions are made, how citizens interact with one another and government, and how challenges to the community are met.

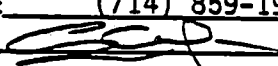
We have developed a CIVIC INDEX of ten components which we believe constitute a means to evaluate a community's civic infrastructure. The specific components are less important than the recognition that difficulties in the community are recognized, confronted, and resolved in ways that involve a broad sampling of the population and a high degree of consensus. The All-America City program includes the CIVIC INDEX in its application process so that communities will examine their civic infrastructure and find ways to strengthen it. The ten components of the CIVIC INDEX are presented and described at the back of this application booklet.

# COMMUNITY INFORMATION

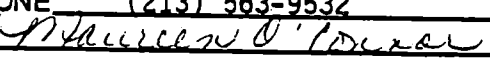
*For the figures provided below, please indicate the year upon which statistics are based and the source of the information.*

FORM OF GOVERNMENT <u>Council/Administrator</u>		POPULATION BREAKDOWN by AGE GROUP (if available)	
POPULATION	(1988 or most recent) <u>79208<sup>3</sup> 84781<sup>2</sup></u>	below 18 years	<u>36.98%</u>
PERCENTAGE CHANGE (+ or -), <sup>2</sup>	(1970-1988) <u>39+</u>	18-25	<u>7.37</u>
POPULATION DENSITY	(1988 or most recent) <u>10,561 per sq.mi.<sup>3</sup></u>	26-35	<u>17.06</u>
PERCENTAGE MINORITY <sup>2</sup>		36-50	<u>21.28</u>
Black	<u>1.32</u>	51-65	<u>6.65</u>
Hispanic	<u>72.70</u>	Over 65	<u>10.66</u>
Asian	<u>N/A</u>	WORKFORCE DISTRIBUTION by INDUSTRY <sup>1</sup>	
Other	<u>1.72</u>	(percentage of total employed in each)	
MEDIAN FAMILY INCOME	<u>\$20,436<sup>2</sup></u>	Manufacturing	<u>50</u>
PERCENTAGE of FAMILIES		Trade (retail/wholesale)	<u>39</u>
BELOW POVERTY LEVEL	<u>16.25%<sup>2</sup></u>	Agriculture	<u>Less than 1</u>
UNEMPLOYMENT RATE	<u>6.10%<sup>4</sup></u>	Services	<u>11</u>
		AGE OF HOUSING STOCK	
		(percentage pre-WWII) <u>18.91<sup>1</sup></u>	
		No. VOLUNTARY ORGANIZATIONS _____	

1- 1980 Census; 2- 1989 Pop. facts by Nat'l decision sys.; 3- 1989 Pop. & Hsg. est. by CA. Dept. of Finance; 4- HUB Citys Census Data  
 All-America City Award Applicant (Does not have to be the same person designated as the program contact)

NAME Stephen C. Park  
 TITLE President  
 ORGANIZATION Park/Abrams Development Company  
 ADDRESS 15751 Rockfield Blvd., Suite 200  
 CITY/STATE/ZIP Irvine, CA 92718  
 TELEPHONE (714) 859-1999  
 SIGNED  DATE 4-11-90

All-America City Award Contact (Major contact person available throughout competition and for follow-up)

NAME Maureen O'Connor  
 TITLE Public Information Manager  
 ORGANIZATION City of South Gate  
 ADDRESS 8650 California Avenue  
 CITY/STATE/ZIP South Gate, California 90280  
 TELEPHONE (213) 563-9532  
 SIGNED  DATE April 16, 1990

## RULES and INSTRUCTIONS

**T**HE ENTRY BLANK SHOULD BE COMPLETED AND MAILED, ALONG WITH TWO (2) PHOTOCOPIES, TO THE ALL-America City Awards Program, National Civic League, 1601 Grant Street, Suite 250, Denver, CO 80203, at the earliest possible date, but *must* arrive no later than 5 p.m., April 20th, 1990. Do not include additional information or sheets. All responses *must* be completed within the lines on the pages of the application form. Applicants that include additional materials or pages will be automatically disqualified. No reduction in type size will be permitted. Type may be no smaller than that of a standard typewriter, 10 or 12 characters per inch. Enclose \$400 filing fee or \$300 filing fee if the applicant is a member of the National Civic League. The \$400 filing fee includes a one-year membership in the League. A Screening Committee of civic affairs experts will meet on May 4-5, 1990 in Washington, D.C. to choose the finalists who will than be invited to send representatives to appear before the All-America City Jury on June 7-9, 1990 in Phoenix, Ariz., to present the finalists' cases.

1. Set the background for your community's story. Summarize your community situation, not the projects described in Question No. 2, but events which contributed to and/or resulted from these projects.

- A. The most basic problems and concerns of the community.
- B. Extent and nature of citizen participation.
- C. Degree of success attained.
- D. Emphasize activity since 1986.

The biggest problems within the community of South Gate during the 1980's included: 1. A loss of participation in organized activities by the tremendous number of young people within the community leading to increased vandalism and crime; 2. A lack of communication between the changing cultures of the city resulting in conflict between the old establishment and the new immigrants; and 3. The economic disaster which hit South Gate at the same time when entry level, blue collar jobs which were so important to the changing community were lost with the disappearance of the smokestack industries. After World War II South Gate became a mecca for a generation of white middle-class families due to the established and prosperous war production industry. The community had all the appearances of a stereotypical average American town. The population was predominantly Caucasian Anglo (eighty percent) with a small group of Latino and Black families.

However, during the seventies, the ethnic mix began to make a major swing towards a larger Latino population. This change had a marked effect on the older community and the expected conflicts soon occurred. Because the lifestyle of the newcomers was so different from that of the majority of the last generation of immigrants, the "oldtimers" were challenged to adapt. Signs of community unrest and deterioration soon became evident. As many of the original Caucasian families began to exit the middle class owner-occupied sections of town, these areas became increasingly renter-occupied. Graffiti appeared as gang activity increased. A period of general malaise swept through major sections of the city. Apathy had taken its toll and blight seemed to have landed in these areas to stay. By the early 1980's South Gate was acknowledged as one of the ten "ports of entry" for undocumented aliens in the United States. This groundswell of people taxed the infrastructure and resulted in a reduction of necessary services to the resident base. In addition to this developing situation, South Gate lost over 7,000 jobs with the closure of some major and minor employers including General Motors (3,800 jobs lost), Firestone Tire and Rubber (990) and others. The unemployment rate went from 2.4% to a high of 14% when the national unemployment rate was under 7%. The city was facing it's first financial cultural crisis.

Many of the people were migrating here from rural areas or from very small villages in Central and South America. The lack of urban social awareness and English communication skills, made the meeting of two cultures difficult at best. Permanent residents complained that "they" were ruining "our" neighborhood. Indeed, the different cultural backgrounds of these new residents did not assist them in being what could be termed "good neighbors." With the "new" immigrant situation, and the continued transition from the former community make-up, there came many new challenges. There was also an explosion of young people. Our Jr. High population expanded to over 4,000 (the largest in the nation), the High School to 3,800, and our typical elementary school has a student population of over 1,800 at each of our nine public campuses. This caused busing of a number of students to schools outside the City and distant from their neighborhoods, year-round schools and overcrowded classrooms.

As we began this period, school testing scores showed a major decline, the drop-out rate increased, drug related arrests were increasing and latch-key kids became the norm. Our P.T.A.'s were dying and street gang violence and graffiti began to become commonplace. In order to provide housing for the family members that seemed to continually arrive, these new residents crowded entire families into single rooms, garages and other outbuildings. Those without contacts in the community lived in cars or abandoned buildings. South Gate is listed as the 14th most densely populated city in LA County with nearly 10,500 persons per square mile. By this time though, everyone knew that the situation wasn't going to change soon. These trends had to be halted. Community leaders were now aware that they would have to utilize new skills in dealing with this challenge. The community united to confront these challenges with new programs designed to resolve these unwanted developments.

Last year, civic leaders in cooperation with local officials, formed the "Commission for South Gate Youth" which is a cross section of the community itself. It includes volunteers from the local government, schools, ministry, parents, business and industry. The purpose was to create a clearing house for all major youth activities. The first projects created anti-gang instruction in every school in the community at the 4th and 5th grade levels. Last year this program was instituted with a "Proud To Be Me, Gang and Drug Free" rally with 5,000 students marching in protest against gangs and drugs. In April there was a follow-up rally that continued this massive protest with over five thousand students and community members demonstrating. The D.A.R.E. program over the last four years has seen 4,000 students graduate with only two drug related arrests at the Jr. High. The P.T.A.'s breathed anew with an outreach committee from the Commission for South Gate Youth, and meetings between parents and teachers (largely in Spanish) began to take place. An innovative program dealing with latch-key kids has been piloted to allow children to remain on campus in extended care. At the same time, homework labs, recreation activities, library usage and much more is now available through a partnership between the Parks Dept. and the schools. The establishment of many youth programs and volunteerism has resulted in our children's test scores improving and attendance increasing to among the highest in the School District. Gang and drug activities have decreased and a sense of pride is emerging like never before.

As the migration continued, evidence of the new emerging community became evident in other positive ways like new eateries catering to the changing taste, additional celebrations such as Cinco de Mayo and Mexican Independence and other culturally significant events. It had become evident that other stereotype concepts were ill founded. Many enterprising individuals established new retail and service businesses, creating added employment and new cash flow within the community.

2. Briefly describe the three main projects that citizens have accomplished in the community since 1986 to merit an All-America City Award. How does each project relate to the Civic Index? (See Civic Index, attached.)

**The formation of the South Gate Commission On Youth** and the implementation of the programs formed by the volunteers from various sectors of the city. The Commission supports and develops an ever increasing number of youth programs including yearly marches and assemblies, paid for by the business community, that include over 5,000 children in each effort. The marches and assemblies are accompanied by a poster contest, essay contests and formal signing of anti-gang and anti-drug pledges. Last year over 15,000 children were involved in this effort. **Classes are sponsored** for children who have problems, rather than using disciplinary action against them. Alanon and Alateen programs are sponsored by the drug IMPACT program. The City sponsored DARE classes and JADE'S "Proud To Be Me" programs are in each school. The schools sponsor a graffiti brigade which works with the City's program. The results are dramatic. The DARE and JADE themes of pride in self are carried proudly by our kids. **The Y.M.C.A. sponsors several programs**, one of which takes young people to Sacramento, CA to sit in with state legislators to learn about our country and another one takes youth camping in the mountains. Several hundred area youth participate in these programs. **The schools and churches sponsor parent outreach programs** and parent education programs. PTA membership has grown from five parents to over 100 at the Jr. High. Similar success is reported at the elementary schools. Parenting class enrollment has increased from five per class to over 50 in the recent classes. **Citizen participation is very evident** - civic organizations, the Chamber of Commerce members, and local businesses headed by Pete Ellis, owner of a large car dealership in town, not only volunteer their money but also their time and leadership. **The many youth programs** in the city have resulted in South Gate children performing better than other children in test scores; attendance at our schools has gone from being low when compared to other schools in the L.A. Unified School District to being among the highest attending schools in the District; the drop-out rate for South Gate's young teenagers is the lowest among all secondary schools in the LAUSD. Teacher turn over in South Gate is also among the lowest in LAUSD - a tribute to the successful transition our schools and children have made.

**FROM SMOKESTACKS TO SHORTSTACKS (Economic Development)**. South Gate has managed to make a transition from a primarily smokestack industry city to a diversified one of small businesses and light manufacturing. South Gate lost over 7,000 jobs in the 1980's with the closure of some major and minor employers including General Motors (3,800), Firestone Tire and Rubber (990) and others. The unemployment rate went from 2.4% to 14%. **To address these problems** the City's Redevelopment Agency began an aggressive attack on blighted commercial areas and vacant industrial sites using bargaining skills and an aggressive recruitment of much needed new commercial businesses. Developers who had never heard of South Gate soon were clamoring to bring their projects to this city. The Agency developed innovative commercial and residential rehab programs to address deferred maintenance and beautify the city. **In 1986 the City received approval** as a State Employment and Economic Incentive Area (enterprise zone) to provide state tax incentives to businesses who hire people from the community of high unemployment. **In 1988, the city joined** with five surrounding cities to form the Hub Cities Consortium to address unemployment, job training and job placement for youth, adults and senior citizens using funds from the Job Training Partnership Act (JTPA). Of the 1,200 youth (14 to 21) trained during the summer, 100 have been employed and of the 400 adults trained, 350 have obtained and kept jobs, all through these programs. **In response to a rapidly spreading graffiti problem**, which in addition to creating ugly blight, also undermines property values, the City responded with a comprehensive abatement program. Starting in 1986-87, this program through ordinance, provides for free removal by City Staff. It now includes three full-time positions and responds to over 3,000 calls for service yearly. **A 24 hour hotline service** for residents was established and 7,000 separate projects were completed last year, resulting in the removal of over one million square feet of graffiti. The annual \$200,000 plus cost of this program is paid from Federal Block Grant Funds, and rewards of \$500 are paid for information leading to a conviction. **More than 10,000 flyers** describing the program in English and Spanish were distributed through the schools and the business community and over 25 rewards have been paid this year. Vandals convicted of property destruction are required to pay restitution by the courts. One recent case required the restitution of over \$10,000 in damages to property owners. **To address the needs of the small businesses** which were coming into the city, a partnership with the Chamber of Commerce and the City brought a series of on-going workshops to assist with these special problems and set goals. **Overall there were nearly 4,000 jobs created** in the City just through redevelopment activities. Many of the new developers which formed public-private partnerships with the city have also become active promoting better youth and senior lifestyles.

**BRIDGING THE CULTURES** Today the flood of immigrants has begun to subside and the community has begun to stabilize at around 60,000 new Hispanic residents with a total population of over 80,000. Programs have been created to assist this changed community by providing housing assistance to over 800 families, education including **very popular and successful** amnesty guidance (7,500 adults) and English-as-a-second-language classes (5,200 adults) with thousands on the waiting lists. The Secular Community of South Gate suffered drastically with church membership by the loss of over 7,000 employees when our two largest plants closed. The church provided a spiritual refuge to these new residents with their open doors. Many Pastors, Assistant Pastors, Hispanic, and church congregations, through active intervention programs have swelled with faith and are constantly winning others away from gangs. Over half of the churches have additional services and their facilities are used for amnesty programs. **A group called Church Women United**, from all the different churches in South Gate, have provided shelter to battered and abused children. **The local Salvation Army** provides food and over 200 beds each evening for those in need. The community is coordinating with other community groups has instilled unity between cultures by having special services. **In all, the community of South Gate has managed to not only survive the "bridge between the cultures."**

3. What prompted these actions and how were they organized?

**The organization of the South Gate Commission on Youth** was a natural step for community members with the realization that South Gate has over 20,000 children in the schools and approximately 8,500 under school age. The Police Chief set up meetings with the school officials, the Parks Department, concerned parents and citizens where ideas were pooled and a program schedule incorporating these new ideas was drawn up. It was decided by these community members that a single entity would be most effective in coordinating the ideas the people closest to the problems had for solving the problems.

**This group approached the City Council** and requested that a Commission be formed and formally recognized by the City. Funds were raised from the community and private business. No funding is provided by the City. In fact, all the members of the Commission Board and all the sub-committee members are volunteers. Many City employees volunteer their time on Commission activities.

**The devastating plant closures** in the early 80's are what prompted the Economic turn around of the City. Workshops with community members, both business people and residents, met and came up with some goals. This is when the Redevelopment Agency became active and started the innovative employment programs and actual marketing of South Gate to attract new businesses and developers.

**A drastic shift of ethnic population** in the late 70's, created by the sudden loss of thousands of white-collar jobs, caused an enormous exit migration. The vacant homes left by the displaced work force, soon were filled with a new emigration of less skilled people from Central and South America.

**A street Fair**, part of an economic/social plan developed to counter the defraction of the city, was held on the main shopping district. It was organized through the cooperation of the City, the business people and the Chamber of Commerce. The Fair provided a place for young people and families of all ethnic sectors to gather and socialize, while at the same time enhancing the economic structure of the city through the stimulation of additional business.

**As a result of the changing ethnicity** over 90% of the Park Dept. program participants are Hispanic. In response to these changes, the Department has organized a new youth soccer league in which over 200 children now participate (with many parents assisting) plus other programs like the very successful Folkloric dance program.

**Many of our most successful programs** such as the Crime Prevention program, PTA curriculum and anti-gang/drug-free programs are held in Spanish, and the literature used in these are printed in both Spanish and English.

**The community at first had difficulty** grasping the magnitude of the change. Once this had been ascertained however, the citizens of South Gate jumped to the challenge. Spearheaded by local educational leadership, the secular, civic, business, government and other sectors of the community began diverse activities to involve these new residents into the now burgeoning local society. It was soon recognized that this dis-coordinated approach was producing minimal success.

**With this knowledge**, the community leadership began networking with each other. The result of this has been the founding of several blue ribbon committees that have implemented many very workable programs to ameliorate this condition.

**We now have bi-lingual** educational programs, religious services, news and other literature. There is now one of the most positive anti-gang and drug-free programs in effect in any city in the United States.

**From the youth to the senior citizens** and both the well to do and the needy find that there is a helping hand available in South Gate.

**We still don't have all the answers**, but we are continually struggling to improve the lot of "all" the citizens of this City.

4. List the principal groups and organizations and the number of members actively involved in these efforts. Include community action groups organized around the specific issues.

Name	Active Membership	Contribution
Commission for S.G. Youth	50	Centralized activities through Community Volunteers
Youth Marches and Rallies	40	Volunteers/9,000 Students
Police Reserves/Explorers	60	Volunteers
Optimist/Kiwanis/Rotary/Soroptimist	160	Fund Raising/Volunteers
Liberty Cable System	20	Public Information
L.A. Unified School District within the City of South Gate	20,000+	D.A.R.E./anti drug and gang instruction/public info.
S. G. Chamber of Commerce	400	Planning/Volunteers
S.G. Blockwatchers Leadership	40	Volunteers/Plannning/Fund raising
S. G. Ministerial Association	25	Volunteers
Police Volunteer Corporation	50	Volunteers
S.G. Coordinating Council	75	Coordinating and instructing community groups
S.G. Adult Education	10,000	Education/Public Information
Tweedy Mile/Hollydale Business Associations	100	Represents local business districts
HUB Cities Consortium	25	Jobs/Training for Youth/Seniors
American Youth Soccer	200	Youth 45 Volunteers
S.G. Beautification Comm.	50	Awards Residents/Businesses for pride of ownership
S. G Athletic Assoc.	1,200	Youth 600 Volunteers

5. How did these groups attempt to involve the citizens directly affected by the projects and to what extent were they successful?

**The Commission for South Gate Youth** began from a community summit meeting which was called as a result of the rising gang and other youth problems. At the conclusion of this summit it was clearly determined that gangs/drugs and other youth problems were a primary community issue and must be addressed. From that start, local civic and government volunteers working with the City and its Police Department formed the Commission made up of 50 community volunteers. It wasn't long before priorities were set up and a budget was set along with many sub-committees. With an attitude of personal concern for our children we have been able to substantially reduce juvenile crime, post a record low drop out rate throughout the City and develop an active anti drug and gang program. Additionally there is a new wave of self esteem in the youth population. They are indeed "proud to be me".

**With a redirected concept of economic leadership and direction**, many key groups were energized such as the Chamber of Commerce, business associations and others to tackle unemployment, redevelopment, housing and like issues. The purpose was to present an attractive package to entice businesses, industry and developers to our community. Through these actions we have been able to successfully turn our City from the brink of bankruptcy to that of a thriving community. With a 35% increase in average incomes, several new shopping areas and two major center sites, continual quality school expansions and a moderate unemployment and comparatively little actual homelessness, South Gate has really changed for the better.

**Dealing with the challenges of changing cultures**, many organizations and schools soon recognized that a strong and continuous effort must take place in order to adjust and accept our new "Latino" population into an historically "Anglo" city. South Gate adults are averaging a continual enrollment of over 5,200 students in the English as a Second Language programs, with thousands on the waiting list. The amnesty program has assisted over 7,500 individuals. Churches have Spanish Language services and ministers and schools have PTA meetings in Spanish. There is also a Spanish translator available in each City Government Office and many publications are bi-lingual to insure appropriate communication. The community has been able to more than cope with the change.

**We have successfully met head on a myriad of problems**, and have implemented several alternative options to provide solutions to them. People working with people, individual efforts in coordination with each other for a better community in which to live and work, has in the end, been our greatest asset.

6. For each of the three efforts, identify three individuals who were active leaders. (Include leaders from the public, private and nonprofit sectors.)

Name	Address/Phone	Title
Durrell Maughan	8620 California Ave., S.G. (213) 567-2503	Chairman, Commission for S. G. Youth
Rev. George Jamison	9300 Pinehurst Ave., S.G. (213) 564-4008	Pastor, Parkview Church, S. G. Youth Comm.
Chief Ronald George	8620 California Ave., S.G. (213) 563-5453	Chief of Police, S. G. Youth Comm. Advisor
Andrew G. Pasmant	8650 California Ave., S. G. (231) 563-9529	Director of Community Development
Jerry Turner	3350 Tweedy Blvd., S. G. (213) 567-1203	President of Chamber of Commerce
Steve Parks	15771 Rockfield Blvd. Suite 200, Irvine (714) 859-1999	President, Parks/Abrham Development
Darlene Echeverria	4100 Firestone Blvd., S. G. (213) 567-1431	Parent Outreach Coordinator, S. G. Youth Comm.
Dr. Peter Ferry	4100 Firestone Blvd., S. G. (213) 567-1431	Principal S. G. Junior. High, S. G. Youth Comm.
Marcos Vega	8650 California Ave., S. G. (213) 567-1365	Director of Project J.A.D.E.

7. (a) What was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate?

**The principal hurdle** in the formation and activation of the Youth Commission was that of who should assume the responsibility for gangs, drugs and other youth problems. The community's first reaction was to point fingers at "parents, teachers or the local government, etc., as the major causes.

**Economically, in the mid eighties**, the City was experiencing a major downturn. Many important companies had closed which then created both significant unemployment and resultant instability. The exodus of the chiefly Anglo sector of the population and the influx of immigrants from Central and South America created significant changes in the social economic base if the City.

**Because the dramatic change in the ethnic switch** didn't occur overnight, there were many residents who had serious difficulty with the ethnic, national origin, race and language(s) of the newcomers.

(b) How were the specific obstacles overcome?

**Through community meetings and forums**, the concept of total community responsibility had its beginning. People for the first time began to see that if we are to be successful and have any real impact, we must first admit that youth problems are community problems, and must be addressed as such. Hundreds of volunteers began to come forward with their time and money to form the Commission, and begin with its fund raising efforts to support its youth programs.

**Changes in business began** with the establishment of an economic development workshop that involved local citizens and businesses in the decision making process. As a result, goals and objectives were established and the City pursued an aggressive redevelopment program over the next few years changing the underlying fiber of the community. By pursuing industrial, commercial and residential development opportunities, the city is now experiencing significant growth in building activities. A new flux of expansion in the private sector, encouraged by this activity, is now returning to South Gate it former position as a place to invest.

**Through programs initiated** by civic, educational and local government agencies, the community has been able to bring an accelerating cultural exchange to fore. On a never ending basis, programs that teach English as a second language have provided the vital communications link for our people. As a result, many of the Anglos have now begun to learn Spanish as a second language also. In fact by this interaction we have built a bridge for the cultures that is a two way route.

8. What component of the Civic Index would you consider to be the strongest in your community? How was this achieved?

**Index #4:** **Police Volunteers** - 50 staff the Dept. record bureau, subpoena serving, clerical, and jail custody. 12,000 hours yearly are contributed. **Home Safety** - homes have been secured with over 30,000 crime prevention devices. Only 3 have been burglarized. Volunteers have contributed in excess of 16,000 hours (average age 72). **The Police Assoc.** - helps the infirm elderly with chores in their spare time. **Youth Commission** - 50 member committee is completely volunteer and dedicated to the enhancement and enrichment of our youth. It is less than a year old and many successful programs are already in place: "Proud To Be Me" Youth Rallies; **Drug/Gang** education in all the Elementary and Jr. Hi. Rec. Nature Trips; Poster, essay contests; **After school programs** (tutoring and recreation for latch key kids); **Teen Town** (a healthy environment for weekend recreation); **Tutor Program** (teens helping teens and elementary school kids). **Fraternal and Service groups** have counterpart clubs at the H.S. level introducing youth to volunteerism. **Care Affair** deals with the activities of learning impaired youth. **Developers and Businesses** have contributed \$1,000's annually for non-profit groups and activities. **Graffiti Program** - The City has a model graffiti program in effect for 5 years. Now churches have programs which have youth erasing graffiti on weekends. For 6 years the City Government has provided free graffiti removal services. During FY 88-89 over 1,100,000 sq/ft was removed. During 1990 volunteers involving youth from area churches was initiated. **Clean Up Days** - Conducted through the Chamber, Volunteers have removed 1,000's of tons of debris.

**Index #10:** **Recognizing our limited resources and common problems shared by area communities, cooperation when at all possible is becoming a standard. Police Dept. - SEANET** a cooperative sharing resources between our Dept. and others result in better coverage of criminal activities ie: "Sylmar Bust", the worlds largest cocaine seizure (21.5 tons, street value over \$20 billion). **Hub Cities Consortium** - Composed of 6 cities are attacking unemployment and poverty through job training/placement of low income youth, seniors and laid-off adults. **JADE** - Supported by funding from local groups and area cities, the Juvenile Assistance Diversion Effort is unique, helping combat youth problems like gangs, drug/alcohol, family and peer problems, etc.

**Church Women United and the Ministerial Assoc.** - Inter-denominational in nature, are uniting communities and provides emergency shelter/food on a volunteer budget. **Emergency Services** - the City has mutual aid agreements for mutual help in the event of a major emergency situation. Others include: **Enterprise Zone; Small Business Administration; Chamber Workshops; Alameda Transportation Corridor - Joint Powers Administration; Southeast Legislative Committee** (a coalition of parents and school officials).

9. Which Civic Index component would you consider to be the weakest in your community? What constructive steps have been taken to strengthen it?

To view South Gate and the remarkable cooperation and progress that has occurred in the last two or three years, it seems strange that our weakest component would be Civic Index #5. Bridging the cultures has been a most difficult challenge that has been approached from several angles. However, we have only begun to see progress in the essential objectives.

We are now actively attempting to accomplish the goals of turning the City around. Included are redirecting the ambitions of our youth from destruction to a constructive future, meaningful employment, and increasing the quantity and quality of housing for low and moderate income families. In fact, we have been able to develop meaningful avenues of communication and support for over 30,000 of our citizens. However, we have yet to involve another 50,000 or more of our residents. (These figures don't reflect the acknowledged, but unknown number of the undocumented in our underground. This group may be as large as 15,000, but in any case this segment of our community are the very ones that have the greatest need.)

Through the massive and continual efforts of the schools, civic organizations, the churches and the local government we have made substantial movement. Having built a nucleus of nearly one third of the community, we can now build on these accomplishments to provide assistance to those still in need.

It has become readily evident that the programs have had a profound effect on the problems of this rapidly changing partnership of people helping people.

We still have a most difficult job ahead, but we now feel we are succeeding in making South Gate truly an All American City.

10. Of the specific techniques that contributed to your community's success, which factors do you feel others might adopt?

### **THE PEOPLE FOR TOMORROW... DEDICATION TO THE NEEDS OF OUR YOUTH.**

The major focus of this community towards our youth is to instill the need for each child to be "Proud To Be Me". With the formation of the Youth Commission in cooperation with the L.A. Unified School District, a concerted effort has been established to provide a continuance of education and community involvement for our young people.

No longer do we allow outside controls to go unchecked. Re-enforcement of basic community values are integrated into the daily curriculum of each school. Special attention is given to the individual social needs through our Impact Program for drug abuse interdiction, D.A.R.E., and SAY NO programs.

Constant efforts by the community leaders have resulted in programs designed to fill the spare and unsupervised time available to our young people. After school programs, recreation trips, tutor programs and Teen Town provide alternate venues to the need for adolescents to belong to a particular group or gang.

Positive community participation by our youth in Proud To Be Me rallies and marches, with nearly 5,000 students actually placing their names on a poster stating their position against drugs and gangs, have sent a powerful message to those who would attempt to corrupt this generation.

By helping each other, through the programs mentioned above and others such as Teens Helping Teens, the children of this town have created a bonding of importance in the strength of many, against the constant assaults on their lives by undesirables. This community's dedication to the future of our children has proven to be one of the basic blocks for the rebuilding of a better South Gate.

### **PEOPLE HELPING PEOPLE, A PARTNERSHIP IN OUR FUTURE.**

Volunteerism; given or done of ones free will. A gift to others that by its nature returns in fold. No community or group can long survive without the gifts of time, experience and labor of its citizens.

Today we expect our government to provide us with basic needs of housing, food and other social cares. This expectation has however, resulted in more and more reliance on Big Brother to help.

The meter of a community is however measured by the gifts of its people for the good of all. In South Gate tens of thousands of hours are given annually to provide for the services that are not otherwise provided.

Through programs like our Police and Parks volunteers, Locks for Seniors, Meals on Wheels, Oldtimers Foundation, SECIL, Youth Commission, Adopt a School and other similar civic and religious activities, we have been able to span much of the gap in social obligations that many other cities have not yet begun to address... we have become Partners In Our Future.

### **WE THE PEOPLE... IN ORDER TO RE-ESTABLISH THE BASIC VALUES OF OUR COMMUNITY.**

Care, pride, achievement, grass roots, bootstrap attitudes all describe the desire of this partnership of People helping People in our community to better their lot.

Since the tragic economic and social disasters of the late seventies and early eighties, the People of South Gate cast aside their individual complacency and have joined together, thousands strong, to solve the problems that affected us and have developed a resolve to work together as a community in a positive and constructive manner.

Through volunteerism, philanthropy and the basic American attitude of pride, this public partnership of strongwilled people have turned short term adversity into a solid base for the future.

### **WE ARE THE PEOPLE... WE DON'T ASK OTHERS TO DO OUR JOB.**

Simply put, we have found that if you wait for others to provide you with what you need, you will truly wait. It is in the best interest of any community to solve its problems as they occur, not to tarry.

Yes, we still have many problems to confront, but we will address each like we have those of the past few years... and we, the People of South Gate will persevere.



# COMMUNITY INFORMATION

*For the figures provided below, please indicate the year upon which statistics are based and the source of the information.*

<p>FORM OF GOVERNMENT <u>Council/Mayor, Manager</u> <span style="float: right; font-size: small;">City</span></p> <p>POPULATION (1988 or most recent) <u>79,240</u> '88 estimate</p> <p>PERCENTAGE CHANGE (+ or -), (1970-1988) <u>-7.8%</u></p> <p>POPULATION DENSITY (1988 or most recent) <u>1,528 per mile</u> '86</p> <p>PERCENTAGE MINORITY          Black <u>2.8%</u>          Hispanic <u>5.0%</u>          Asian <u>3.8%</u>          Other <u>.08%</u></p> <p>MEDIAN FAMILY INCOME <u>30,812</u> Family of 4 in '89</p> <p>PERCENTAGE of FAMILIES BELOW POVERTY LEVEL <u>9%</u></p> <p>UNEMPLOYMENT RATE <u>3.9%</u> '89 Average</p>	<p>POPULATION BREAKDOWN by AGE GROUP (if available)</p> <table border="0" style="width: 100%; border-collapse: collapse;"> <tr><td>below 18 years</td><td><u>28.3%</u></td></tr> <tr><td>18-25</td><td><u>13.3%</u></td></tr> <tr><td>26-35</td><td><u>15.6%</u></td></tr> <tr><td>36-50</td><td><u>14.1%</u></td></tr> <tr><td>51-65</td><td><u>15.2%</u></td></tr> <tr><td>Over 65</td><td><u>13.5%</u></td></tr> </table> <p>WORKFORCE DISTRIBUTION by INDUSTRY (percentage of total employed in each)</p> <table border="0" style="width: 100%; border-collapse: collapse;"> <tr><td>Manufacturing</td><td><u>21.8%</u></td></tr> <tr><td>Trade (retail/wholesale)</td><td><u>24.3%</u></td></tr> <tr><td>Agriculture</td><td><u>6.5%</u></td></tr> <tr><td>Services</td><td><u>47.4%</u></td></tr> </table> <p>AGE OF HOUSING STOCK (percentage pre-WWII) <u>67%</u></p> <p>No. VOLUNTARY ORGANIZATIONS <u>135</u></p>	below 18 years	<u>28.3%</u>	18-25	<u>13.3%</u>	26-35	<u>15.6%</u>	36-50	<u>14.1%</u>	51-65	<u>15.2%</u>	Over 65	<u>13.5%</u>	Manufacturing	<u>21.8%</u>	Trade (retail/wholesale)	<u>24.3%</u>	Agriculture	<u>6.5%</u>	Services	<u>47.4%</u>
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**All-America City Award Applicant (Does not have to be the same person designated as the program contact)**

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ORGANIZATION Team Ford

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TELEPHONE 712-277-8420

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TELEPHONE 712-255-7903

SIGNED \_\_\_\_\_ DATE \_\_\_\_\_

## RULES and INSTRUCTIONS

**T**HE ENTRY BLANK SHOULD BE COMPLETED AND MAILED, ALONG WITH TWO (2) PHOTOCOPIES, TO THE ALL-America City Awards Program, National Civic League, 1601 Grant Street, Suite 250, Denver, CO 80203, at the earliest possible date, but *must* arrive no later than 5 p.m., April 20th, 1990. Do not include additional information or sheets. All responses *must* be completed within the lines on the pages of the application form. Applicants that include additional materials or pages will be automatically disqualified. No reduction in type size will be permitted. Type may be no smaller than that of a standard typewriter, 10 or 12 characters per inch. Enclose \$400 filing fee or \$300 filing fee if the applicant is a member of the National Civic League. The \$400 filing fee includes a one-year membership in the League. A Screening Committee of civic affairs experts will meet on May 4-5, 1990 in Washington, D.C. to choose the finalists who will than be invited to send representatives to appear before the All-America City Jury on June 7-9, 1990 in Phoenix, Ariz., to present the finalists' cases.

1. Set the background for your community's story. Summarize your community situation, not the projects described in Question No. 2, but events which contributed to and/or resulted from these projects.

- A. The most basic problems and concerns of the community.
- B. Extent and nature of citizen participation.
- C. Degree of success attained.
- D. Emphasize activity since 1986.

Sioux City in the mid-Eighties desperately needed to hear Benjamin Franklin's famous words at the signing of the Declaration of Independence: "Let us hang together, or most assuredly we shall hang separately." Fortunately, we decided to hang together -- but only after provocation. Reagan-era prosperity had bypassed Sioux City, which was suffering from the effects of the worst agricultural economy since the Great Depression. Businesses and individuals had reduced incomes and the region had a serious outmigration of population, businesses, and leadership. For all of its history, in fact, Sioux City had been dependent on the rural economy, with meatpacking and agribusiness at its economic center. Compounding those problems was the decline in funding from federal and state sources, at the worst possible time: when slowed business activity and depressed property values had already shrunk our revenue base and elevated property taxes to the highest in the state of Iowa.

Sioux City's first priority, then, was *active economic repositioning*. We had to decide to take the lead in our development, rather than being at the mercy of short-term, outside economic and governmental forces. Since then, we have had an economic turn-around, led by a highly successful community-mounted program of \$2.7 million support for new and expanding businesses, and an aggressive reform of tax structure. Some results are over 1000 new jobs and \$56.1 million in capital investment since September 1988. We know also that these changes will have positive long-term results, rather than being reactive "quick fixes."

Another priority was to redefine our relationship to the surrounding area and its economy, and to *assume our role as a center for development of Siouland* — the Iowa/Nebraska/South Dakota tri-state region. Six million vehicles a year pass Sioux City on Interstate 29, and yet our efforts to attract and hold interest in Sioux City were sporadic and seasonal. Recent events in our Tri-State Collaborative -- a major effort including new political, educational, human and economic development programs -- demonstrate that we are seeing our opportunities clearly and making the most of them.

A closely related priority was our need to *broaden and coordinate our leadership and meet the challenges of a changing population*. We had to find means by which more new and potential leaders could be involved in public and business development. Since 1986 several programs have actively sought and nurtured young leaders, who have taken powerful roles in community activities. Further, we needed to respond more actively to welcome the immigrant "New Americans" and minorities attracted to Siouland because of our improving employment prospects. Active community- and area-wide dialogue are leading to an integrated, "networking" response to the needs of our new citizens, especially the homeless, unemployed, and newly employed.

In a fourth priority, Sioux City and the tri-state area needed to *coordinate and improve the delivery of human services*. Sioux City has had a good history in human services, with many fine agencies and institutions; what was lacking was the communication and cooperation to mount area-wide responses. Since then, our program of disaster preparedness planning is a model of improvement and citizen involvement attracting national attention and Presidential recognition, as witness our response to the United Airlines Flight 232 tragedy.

2. Briefly describe the three main projects that citizens have accomplished in the community since 1986 to merit an All-America City Award. How does each project relate to the Civic Index? (See Civic Index, attached.)

*The Siouxland Initiative* is the "flagship" effort of economic turn-around for the area. In 1988 a group of 216 area civic and business leaders joined efforts and promises of support in the Siouxland Initiative to raise private and public funds for area development. With a publicly announced target of 2000 new jobs by 1992, the initial fund-raising goal was \$1.5 million, but the metropolitan community responded with \$2.7 million, which has fueled the creation of 1048 new jobs and \$56.1 million in capital investment (Sept. 1988-Feb. 1990). Showing strong government performance, The City of Sioux City successfully implemented in 1988 the state's first local-option sales tax, which raises over \$5 million annually, with \$500 thousand dedicated to economic development. Surrounding cities and leaders in three states have been involved from the start in the Siouxland Initiative, with perhaps as broad a cooperation and consensus in a single development project as northwest Iowa has ever seen. Area media efforts have been strongly supportive and effective in sharing our message regionally and nationally.

*The Tri-State Collaborative* is our umbrella name for the active recognition of interests and goals held in common in the area comprising northwest Iowa, southeast South Dakota, and northeast Nebraska. Effective involvement of government is shown through the establishment of the annual Tri-State Governor's Conference, the implementation of Customs User Service, and the pending certification of Sioux City as a Foreign Trade Zone. Begun entirely through volunteer effort, the Tri-State Women's Business Conference and Leadership Sioux City acknowledge the value of cultivating a skilled, diverse body of leaders for every segment -- governmental, private, and non-profit agencies. Launching the new Tri-State Graduate Center has involved educators from four regional colleges and three state universities, as well as governmental and business leaders. The Sioux City Chamber of Commerce and the Siouxland Interstate Metropolitan Planning Council have successfully encouraged private and cooperative initiatives to benefit people across community and state boundaries. Government, industrial and charitable and educational concerns from communities in all three states have also begun to cooperate powerfully in responding to the inflow of "New Americans" attracted by good job prospects in the area, as we actively seek to involve them in sharing our vision of a good future for all citizens in the area. Networking and civic education initiatives have begun in many segments of the community, including social service agencies and schools, and resulting in regional and state media awareness. As part of the Collaborative, Siouxland United Way is at this writing acting as a clearing house for volunteers in all segments of the community, and the Siouxland Foundation -- a group of over 100 area business leaders -- is seeking to make targeted endowments in community betterment.

*The Woodbury County Multi-Hazard Contingency Plan* is a model of area-wide coordination and communication. Its core agency is Woodbury County Disaster Committee, comprising a standing committee of 40 city, county, military, medical and private agencies, and up to 60 volunteers. In 1986, before the Plan was created, the agencies were acting as individual responders, but then they agreed to coordinate services -- especially in anticipating accidents that would need broad, diversified responses. From that agreement came the frequent scheduling of area-wide disaster preparedness drills, and the Contingency Plan also made it possible to call on other community people and resources. The tragedy of Flight 232 -- the crash of a DC10 involving 296 passengers -- showed just how effective that planning had been, and how truly compassionate the Siouxland community can be. City officials handled logistics and media relations; local Air National Guard personnel coordinated expertly with civilian police and fire forces; the two hospitals cooperated in comprehensive triage; businesses donated supplies and the labor of employees; social service agencies and the three Sioux City colleges gave countless hours, personnel, and resources to meet the human services needs of crisis workers, survivors and their families. The total community involvement was estimated at between 30 thousand and 45 thousand people -- probably a quarter of the area's population.

3. What prompted these actions and how were they organized?

*Siouxland Initiative* : In the early Eighties, what we needed most was to "cultivate our own garden," to recognize and act on our own potential. The Siouxland community seemed unaware of our own strengths, and we were experiencing the exodus of some long-standing local agribusiness and manufacturing concerns. Much of the Siouxland economy was operating passively, in a crisis mentality, and we were smokestack chasing -- hoping to be saved by the arrival of a new plant for some major corporation. Sue Bee Honey, an important Siouxland employer and the world's largest honey marketing association, became a bellwether, however, when it approached the City with its interest in expanding although it was "landlocked" by its present site and zoning laws. A group of 14 interested leaders from Sioux City, South Sioux City and North Sioux City gathered through the efforts of the Sioux City Chamber of Commerce, and they persuaded the Sioux City government to work on behalf of keeping Sue Bee Honey in the community. The City then approached Sue Bee, offered help with zoning and utilities, and passed a local-option tax to support development needs such as theirs. With this aid, Sue Bee stayed and prospered. Seeing these good results, the leaders formed the Siouxland Regional Marketing Council to support similar efforts with other businesses. With a year's work, they persuaded the Chamber of Commerce to design and sponsor the Siouxland Initiative. In supporting the good people and industries that are already here, local pride and self-reliance have soared.

*Tri-State Collaborative* : Two forces prompted us to rethink our regional relationships. First, we saw that the traditional boundaries were arbitrary -- that if the old state and federal divisions and structures weren't helping us, we would have to redefine the area to help ourselves. Second, we saw that our old Iowa-Nebraska-South Dakota parochialism caused wasted energy and unrealized potential. We decided to build a regional synergy where teamwork would pay off. Governmental units from each state cooperated to bring the Tri-State Governor's Conference; business and government have worked to support regional business development regardless of which city it happens in; United Way (and others) now organize regionally rather than by city; the Tri-State Graduate Center fosters cooperation between educational institutions in all three states; the Tri-State Women's Business Conference seeks participants throughout the region; the Sioux Gateway Airport and Airport Authority have identified us as a major regional facility; and retail capacity has doubled. Whatever we want to do now, we try the team approach first, and it's working.

*Multi-Hazard Plan* : Several changes had pushed regional emergency services beyond their ability to respond as isolated units. Shrinking tax dollars meant that services had to become more efficient, with less duplication. Further, roles had to be redefined to avoid duplications and insure that all needs were met. Turf battles kept individual agencies from acting cooperatively and effectively. Increased hazards such as increased air traffic needed a larger scale of potential responses. In 1987 a Disaster Committee representing 12 agencies and several new administrators met, to improve the assessment and coordination of disaster planning. Since then the Committee has grown to include 40 agencies from the tri-state area. With this collaboration and clearer roles, the Disaster Committee has an increased response area, active partnerships, and effective communication lines to all supporting agencies and services. Getting to know each other has paid off.

4. List the principal groups and organizations and the number of members actively involved in these efforts. Include community action groups organized around the specific issues.

Name	Active Membership	Contribution
Siouxland Regional Mkt. Council	14 members from three states	"skunk works," creativity outreach and fundraising volunteer effort tax initiatives, cooperation with other govt units Sxland Initiative, tri-state
Siouxland Initiative	307 public, private, nonprofit donors	
Sioux City Chamber of Commerce	975 members	
Sioux City gov't	5-member council, incl. mayor also city manager	
Siouxland Labor-Mgt. Comm	35 businesses and labor organizations	
Siouxland Interstate Metropolitan Planning Council	58 gov't agencies in tri-state area	planning, articulation
Sioux Gateway Airport Authority	20 public, private organizations	tri-state development cooperation with other govt units \$2 million raised in 1990
Woodbury County gov't	5-member board incl chairman, also administrator	
United Way	community-wide donors, 25 agencies are receivers	"model corporate citizen," active in all three projects tri-state graduate center tri-state graduate center tri-state, Sxland. Initiative tri-state development
Midwest Energy	utility serving 503 thousand in 4 states	
Briar Cliff College	800+ students, 150+ staff/faculty	
Morningside College	800+ students, 150+ staff/faculty	disaster planning articulation with airport, disaster committee disaster planning, regional identification disaster planning, regional identification active in all three projects
Leadership Sioux City	106 alumni from all sectors	
Tri-State Women's Bus. Conf.	av. 200 women per year	
Wdby. Cty. Disaster Committee	60 members from 48 entities	disaster planning articulation with airport, disaster committee disaster planning, regional identification disaster planning, regional identification active in all three projects
185th Tactical Fighter Group	320 f.t., 600 p.t. employees	
Marian Health Center	serving the region w/ 484 beds	disaster planning, regional identification disaster planning, regional identification active in all three projects
St. Luke's Regional Medical Center	serving the region w/ 353 beds	
Western Iowa Tech	1200 students, 250 staff/faculty	

5. How did these groups attempt to involve the citizens directly affected by the projects and to what extent were they successful?

*Siouxland Initiative* : Inspired by the cooperative success in helping Sue Bee Honey, the Siouxland Regional Marketing Council prompted the Chamber of Commerce to found the Siouxland Initiative, to raise funds for development of jobs and capital improvement. Involving 307 members and aiming to raise \$1.5 million, the Initiative raised \$2.7 million of community pledges from all sectors, resulting in \$56.1 million worth of capital development and 1048 new jobs to date.

*Tri-State Collaborative* : The Siouxland Interstate Metropolitan Planning Council (SIMPCO) responded to the changing tax picture and regional identification by sponsoring the Tri-state Governors' Conference and inviting a wide cross-section of regional leaders to be involved. Likewise, SIMPCO, area businesses and institutions inaugurated an area graduate center to meet regional needs. Midwest Energy stood behind every development of the region and announced a major development project promising new employment, housing and recreation. Leadership development was sponsored in two programs by the Sioux City Chamber. The Tri-state Collaborative has fostered a regional business climate and created new relationships and potentials that were simply inconceivable before.

*Multi-Hazard Plan* : After organizing itself and its supporting agencies, the Woodbury County Disaster Committee planned a comprehensive articulation of 140 regional facilities and rehearsals for events requiring large-scale responses. Lines of communications were emplaced which reached into every segment of the metropolitan community in addition to emergency-service responders. The two regional medical centers cooperated perfectly in planning triage and staffing. The success of this planning is shown by our response to the Flight 232 disaster -- with a plane twice the size usually landing in Sioux City. Our response involved 35 to 40% of the entire metropolitan population.

6. For each of the three efforts, identify three individuals who were active leaders. (Include leaders from the public, private and nonprofit sectors.)

Name	Address/Phone	Title
<i>Siouxland Initiative:</i>		
Roland Junck	Prince Manufacturing (712) 277-4061	CEO
Bob Scott	Sioux City City Hall (712) 279-6102	City Council member, 1986 - present
Les Horrell	S.C. Chamber of Commerce (712) 255-7903	President
<i>Tri-State Collaborative :</i>		
Russ Christiansen	Midwest Energy Co. (712) 277-7400	Chairman, President
Don "Skip" Meisner	Siouxland Interstate Metro. Planning Council (712) 279-6286	Executive Director
Sister Margaret Wick	Briar Cliff College (712) 279-5321	President
<i>Multi-Hazard Contingency Plan :</i>		
Gary Brown	Woodbury Cty Disaster Services (712) 279-6550	Director
Chuck Sundberg	Siouxland Health Services, Inc. (712) 258-7766	Executive Director
Lynn Posey, B.S.N.	Western Iowa Tech. (712) 274-2600	Instructor, medical response preparedness

7. (a) What was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate?

*Siouxland Initiative :* Attitude was the major obstacle -- "it can't be done here." Business leaders were isolated from each other, creative ideas were unspoken and unsupported, and resources were untapped.

*Tri-State Collaborative :* Traditional boundaries, in both government units and community thinking, kept Siouxland from seeing its common interests and regional identification. Foot-dragging state governments divided the efforts and potential of the area. Leaders tended to be divisive rather than cooperative.

*Multi-Hazard Plan :* "Turf battles" between various service agencies prevented cooperation. Agencies felt threatened by each other, and thus in both feeling and action they were isolated, unprepared and unable to respond to large-scale emergencies.

(b) How were the specific obstacles overcome?

*Siouxland Initiative :* The leaders led, the community believed. Strong leaders, both private and governmental, reoriented themselves toward cooperation, community planning, and positive risk-taking. Hundreds of volunteers spread the word and helped gather pledges of work and capital.

*Tri-State Collaborative :* We "hung together." The Siouxland Interstate Metro. Planning Council prompted the tri-state identification and enlisted the governors to address our regional character directly. Private, public and nonprofit agencies -- businesses, public officials, colleges, and civic volunteers, among others -- have defined the need of regional identity and the opportunities that exist only through that identity.

*Multi-Hazard Plan :* "New brooms sweep clean." New administrators saw how the community was unprepared. Through cooperative planning, they installed the team approach, ending the battles and convincing everyone involved that public safety is more important than turf.

8. What component of the Civic Index would you consider to be the strongest in your community? How was this achieved?

**Intercommunity cooperation.** Siouxland isn't just a group of municipalities and governments. We are composed of many other communities as well -- business, human services, education, information, culture -- and we are building consensus across all sorts of community lines. Our government and business leaders have stopped thinking of partisan interests, in responding to community-wide needs for leadership development, graduate education, human services delivery, and capital improvements at sites in all three states. We are seeking and involving more citizen participation from more groups than ever before. By sharing the challenge of our own potential, we stopped being reactive about economic development, and volunteered support of the Siouxland Initiative at almost twice our original goal. In another example, labor and management have begun to see both problems and achievements in common, and one great result is broader involvement and increased contributions from every sector for United Way. Finally, we know we've only just begun; at the time of this writing, the City of Sioux City is sponsoring Vision 2020, a comprehensive planning process to achieve an articulated community vision, a statement of community goals, a future land-use plan, and an intra-community transportation plan. Obviously, community development leaders are more intent than ever on gathering and sharing information. In the end, everyone is affected by community development, and we think everyone should be involved.

9. Which Civic Index component would you consider to be the weakest in your community? What constructive steps have been taken to strengthen it?

**Community vision and pride.** We have a real opportunity for civic education, to tell the story of Siouxland's turnaround in the past five years. Some long-time Siouxlanders have greater vision and pride now than we've ever had before -- but the good news hasn't reached everyone. The surprising story is that the good news has already involved almost everyone. Our greatest successes have come from the good that is already here: the people, the groups, the community resources. Siouxlanders are generous, hard-working, cooperative people, but we're unpretentious about our own achievements. Now is the time to support those achievements with the pride they deserve, and to make new visions from the ones we have already realized.

In that spirit, several events are helping spread the word. The Sioux City Journal printed a major edition Sunday, March 25, to highlight the contributions of the Siouxland Initiative. The United Way is actively seeking volunteers from every organization in the area, and its levels of involvement and contribution were the highest ever in 1989. The Sioux City Mayor's Community Retreat (April 1990) involved over 100 area leaders in articulating our future. From everyone, we're asking, "be involved and give back," in response to what Siouxland has given.

10. Of the specific techniques that contributed to your community's success, which factors do you feel others might adopt?

**Give your community a way to grow.** The Siouxland Initiative didn't wait for inspiration or for "adoption" by outside companies. We went out and worked for the support of our own business community, and we built a business nursery for new enterprises. "Stone soup" is alive and bubbling in Sioux City!

**Use "possibility thinking" to overcome arbitrary boundaries and find common cause.** The Tri-State Collaborative has made some new relationships -- and even more, it has discovered relationships that could have been strong and active for years. It may be the job of governmental units to set limits, but it's the job of creative, visionary people to find possibilities and cause the cooperation that makes them into reality.

**Get rid of separate agendas.** As the Multi-Hazard Plan shows, community agencies work better when they combine their goals and coordinate their activities. The result is an enabling network of positive responses to problems in clear, efficient ways. Good service to people is more important than protecting one's own turf, it's more cost-effective, and it feels better!

**Make your young talent feel valuable.** Our two leadership programs have paid dividends already. In all of our projects from United Way to the Multi-Hazard Plan, we've seen hard work, innovation and achievement from young leaders, the ones who can and will succeed our present civic and business executives. They deserve our encouragement.

**Anticipate crises rather than waiting for them to happen.** Nobody can do this well enough, especially when community safety and wellbeing are at stake, but economic declines or large-scale emergencies don't hold off until we can get around to them. Of course it's not fun to plan for events you hope will never happen. Too often, however, if you wait until it's broke, you can't fix it. By contrast, a proactive attitude is the only way to prevent crises or minimize their effects, and it builds confidence and morale.

**Keep the ball rolling.** Once you see an approach that produces results, recycle it into new programs and methods, and involve more people and groups across the community in making them happen. Right now, our Sioux City Vision 2020 program, the United Way, and the Mayor's Community Retreat are doing just those things -- building on past successes and aiming to get more of the community to plan and share. If there's a better way, you can bet we're looking for it.

**OFFICIAL ENTRY  
1990**

I hereby nominate CHARLOTTE MECKLENBURG NORTH CAROLINA  
(Community) (County) (State)

*for the*

**ALL-AMERICA CITY AWARD  
FOR  
CITIZEN ACTION, EFFECTIVE ORGANIZATION  
AND COMMUNITY IMPROVEMENT**

*a program of*

**THE NATIONAL CIVIC LEAGUE**

*sponsored by*

**THE ALLSTATE FOUNDATION**

**T**HE ALL-AMERICA CITY AWARD IS INTENDED AS A CONSTANT REMINDER THAT PEOPLE IN A COMMUNITY CAN work together to identify and solve their common problems. The 40 year-old AAC Program is a major part of the National Civic League's effort to encourage and recognize civic excellence. The stories of All-America Cities are the stories of citizens, government and businesses joining together to make their communities better places to live.

Central to our approach to the issue of civic excellence has been the development of the concept of "civic infrastructure." In our view, analogous to the physical infrastructure of a community—roads, bridges, buildings—is an equally important *civic* infrastructure which is vitally important to the future of the community and equally in need of periodic maintenance and revision. Civic infrastructure is a qualitative concept intended for use in evaluating the social and political fabric of a community: how decisions are made, how citizens interact with one another and government, and how challenges to the community are met.

We have developed a CIVIC INDEX of ten components which we believe constitute a means to evaluate a community's civic infrastructure. The specific components are less important than the recognition that difficulties in the community are recognized, confronted, and resolved in ways that involve a broad sampling of the population and a high degree of consensus. The All-America City program includes the CIVIC INDEX in its application process so that communities will examine their civic infrastructure and find ways to strengthen it. The ten components of the CIVIC INDEX are presented and described at the back of this application booklet.

# COMMUNITY INFORMATION

For the figures provided below, please indicate the year upon which statistics are based and the source of the information.

<p>FORM OF GOVERNMENT <u>Council/Manager</u></p> <p>POPULATION (1988 or most recent) <u>486,165 (7/89)</u></p> <p>PERCENTAGE CHANGE (+ or -), (1970-1988) <u>+20.29 (7/89)</u></p> <p>POPULATION DENSITY (1988 or most recent) <u>900/sq. mile</u></p> <p>PERCENTAGE MINORITY</p> <p>Black <u>26.5 (1980 census)</u></p> <p>Hispanic <u>.1 ( " )</u></p> <p>Asian <u>.7</u></p> <p>Other <u>.4 ( " )</u></p> <p>MEDIAN FAMILY INCOME <u>\$21,148 (1980 census)</u></p> <p>PERCENTAGE of FAMILIES BELOW POVERTY LEVEL <u>8.3 (1980 census)</u></p> <p>UNEMPLOYMENT RATE <u>2.3%</u></p>	<p>POPULATION BREAKDOWN by AGE GROUP (if available)</p> <p>below 18 years <u>23.8 (1989 est)</u></p> <p>18-25 <u>12.8 ( " )</u></p> <p>26-35 <u>18.6 ( " )</u></p> <p>36-50 <u>21.1 ( " )</u></p> <p>51-65 <u>13.9 ( " )</u></p> <p>Over 65 <u>9.7 ( " )</u></p> <p>WORKFORCE DISTRIBUTION by INDUSTRY (percentage of total employed in each)</p> <p>Manufacturing <u>15%</u></p> <p>Trade (retail/wholesale) <u>27%</u></p> <p>Agriculture <u>less than 1%</u></p> <p>Services <u>22%</u></p> <p>AGE OF HOUSING STOCK (percentage pre-WWII) <u>less than 8% (1989)</u></p> <p>No. VOLUNTARY ORGANIZATIONS <u>180 human service not for profits.</u></p>
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SIGNED *Robert Humphreys Jr* DATE 4/19/90

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CITY/STATE/ZIP Charlotte, NC 28202

TELEPHONE (704) 336-4241

SIGNED *Tom Flynn* DATE 4/19/90

## RULES and INSTRUCTIONS

**T**HE ENTRY BLANK SHOULD BE COMPLETED AND MAILED, ALONG WITH TWO (2) PHOTOCOPIES, TO THE ALL-America City Awards Program, National Civic League, 1601 Grant Street, Suite 250, Denver, CO 80203, at the earliest possible date, but *must* arrive no later than 5 p.m., April 20th, 1990. Do not include additional information or sheets. All responses *must* be completed within the lines on the pages of the application form. Applicants that include additional materials or pages will be automatically disqualified. No reduction in type size will be permitted. Type may be no smaller than that of a standard typewriter, 10 or 12 characters per inch. Enclose \$400 filing fee or \$300 filing fee if the applicant is a member of the National Civic League. The \$400 filing fee includes a one-year membership in the League. A Screening Committee of civic affairs experts will meet on May 4-5, 1990 in Washington, D.C. to choose the finalists who will then be invited to send representatives to appear before the All-America City Jury on June 7-9, 1990 in Phoenix, Ariz., to present the finalists' cases.

1. Set the background for your community's story. Summarize your community situation, not the projects described in Question No. 2, but events which contributed to and/or resulted from these projects.

- A. The most basic problems and concerns of the community.
- B. Extent and nature of citizen participation.
- C. Degree of success attained.
- D. Emphasize activity since 1986.

(A) Charlotte and the surrounding Mecklenburg County area are a rapidly growing community. Ranked 39th in population size (SMSA) last year, Charlotte-Mecklenburg is adjusting to its "big league" status and the increased competition found on the national level.

As Charlotte-Mecklenburg competes for new business, new jobs, new sources of revenue and an enhanced standard of living for all its citizens, a number of issues face the community.

One of the most significant of these issues involves less advantaged sections of the City and County. It is vitally important that as Charlotte-Mecklenburg grows and prospers, all sections of the community share the benefits of its success.

A second important issue facing Charlotte-Mecklenburg focuses on the area's positive identity as an attractive, caring and ambitious community. These essential qualities cannot be neglected if Charlotte-Mecklenburg is to retain its leadership position in the 1990's.

(B) These issues have been the focal point of community-wide efforts involving citizen participation, volunteerism and public/private/non-profit cooperation. The Citizens Forum, formed in 1984, exemplifies all three of these efforts.

The Citizens Forum currently has over 100 members including representatives from the business community, neighborhoods, real estate development, the academic community and non-profit organizations. Their primary purpose is to spur constructive community-wide dialog aimed at resolving community issues.

(C) Among its successes, the Citizens Forum authored a policy redirecting growth, developed a public/private housing partnership, and organized an economic development project (Project Catalyst) in a low-income neighborhood.

(D) Last year (88-89), the Citizens Forum sponsored a Civic Index project in Charlotte-Mecklenburg. As a result of this comprehensive, broad-based citizen effort, local officials are working together to develop a community vision, philanthropic organizations are broadening their fundraising base, a citizens review of services is underway to ensure geographic equity and a citizens panel is reviewing the elective process.

The results of the Civic Index project are very promising, but very preliminary. In addition to this project, Charlotte-Mecklenburg is successfully involving its citizens, volunteers and public/private/non-profit groups in a variety of other cooperative efforts.

These efforts, which include low-income housing, the arts and sciences, and response to Hurricane Hugo, are discussed later in this application. They are indicative of the community's response to broader concerns of equitable growth and maintaining a positive identity.

2. Briefly describe the three main projects that citizens have accomplished in the community since 1986 to merit an All-America City Award. How does each project relate to the Civic Index? (See Civic Index, attached.)

Charlotte-Mecklenburg's Housing Program is one of the most innovative and progressive programs of its type. Along with providing scattered-site public housing for both working and non-working poor people, the program seeks to help residents become self sufficient.

These goals have largely been achieved through a partnership of business, government and non-profit agencies. As a result of cooperative City-County employment training efforts, along with supporting County social service funds, a large number of public housing residents today are working in meaningful jobs.

At the same time, public housing stock has increased by 693 units since 1986, and 16% of existing public housing has been improved. Charlotte also boasts of the nation's most successful Habitat for Humanity program. To date, Habitat volunteers have built over 85 new homes in Charlotte.

Other efforts include: the Housing Partnership, a public/private venture formed in 1989, which is building over 100 homes for the working poor; and the Charlotte Housing Authority, which developed two programs (Gateway and Stepping Stone) to provide 100 families from public housing with the opportunity to own their first homes.

The last five years have seen a renaissance of the arts and sciences in Charlotte-Mecklenburg. Since 1986, the community has built or renovated 382,600 sq. ft. of space devoted to the arts and sciences.

This includes: a major expansion to Discovery Place, voted one of the nation's best "hands-on" science museums; an expanded and renovated Mint Museum of Art; a total renovation to Spirit Square, a thriving uptown community arts center; and a new Afro-American Cultural Center. During this time combined attendance at these facilities increased by 60%. In addition, the community is currently building the North Carolina Performing Arts Center in uptown Charlotte.

The success of the arts and sciences in Charlotte-Mecklenburg can be directly attributed to public/private/non-profit partnerships and volunteer efforts to raise funds, develop programs and operate facilities. Charlotte ranks third nationally in per capita arts giving, and the community currently is raising funds for an operating endowment for arts and science groups. Current fund-raising also includes a region-wide campaign to raise \$25 million for the new North Carolina Performing Arts Center.

In a few furious hours, Hurricane Hugo rearranged the priorities of thousands of people in Charlotte-Mecklenburg and the Carolinas. Packing 100 mile-per hour winds, Hugo toppled 80,000 area trees, closed 1,500 miles of street and left 475,000 residents without electricity. The community responded with a whirlwind of its own.

Within minutes of the storm's departure, emergency efforts were underway. A volunteer coordination center was set up by the United Way; a Hugo Task Force, made up of representatives from a variety of public, private and non-profit agencies, was organized by the Charlotte Chamber; a "Hugo Hot Line" was established by the City; and a City-County Emergency Operations Center was set up to coordinate the response.

3. What prompted these actions and how were they organized?

The area's recent housing efforts began when community, church, business, and neighborhood leaders agreed that not all sections of Charlotte were equally benefiting from its growth. This led to the Housing Symposium in 1987, sponsored by the City of Charlotte.

The Housing Symposium significantly heightened public awareness of the low-income housing program. It also unified efforts to make low-income housing a top priority in the community.

Since then, the community's housing programs have been organized to capitalize on each program's individual strengths. Each program operates separately, drawing on the City's resources when needed. To this extent, the City organizes the overall program.

The recent development of arts and sciences in the community is based on the Charlotte-Mecklenburg Cultural Action Plan. Adopted in 1975, this plan was spearheaded by the private sector. Its purpose was to enhance Charlotte-Mecklenburg as a special and unique place to live.

The Arts and Science Council coordinated implementing the plan; while separate community groups championed individual projects. For example, the donation of a substantial private art collection to the Mint Museum of Art prompted public support of bonds for its expansion.

Another example is the North Carolina Performing Arts Center. This project became a reality when NCNB Corporation and the Belk Family donated valuable uptown land for its construction. The private sector then took the lead in raising \$30 million from City and State governments. Another \$25 million is being raised from private sources.

The widespread devastation caused by Hurricane Hugo prompted an immediate community response. Shortly after activating a joint City-County Emergency Response Center, officials realized that residents had more needs than standard municipal services could meet.

In order to gain a full appreciation of the scope of these needs, the City activated "Hugo Hot Line" within 24 hours. This information and referral center was instrumental in developing a effective response to the crisis.

To support this effort, the United Way set up a volunteer and social service referral center. These combined responses provided immediate information during the emergency phase.

A full recovery from the storm would take a lot longer. Long-term efforts were coordinated by a public/private/non-profit task force that was established two weeks after Hurricane Hugo.

4. List the principal groups and organizations and the number of members actively involved in these efforts. Include community action groups organized around the specific issues.

Name	Active Membership	Contribution
Habitat for Humanity	700 volunteers	Construction of low-income owner occupied housing
Housing Partnership	12 board members	Leveraging private funds to build low-income housing
Charlotte-Mecklenburg Housing Authority	8 board members	Provision of government assisted low-income housing
Arts and Science Council	37 organizations	Central planning and fundraising
Discovery Place	4,900 volunteers and members	Hands-on science museum
Spirit Square	2,000 volunteers and members	Community arts center
Mint Museum	1,100 volunteers	Art museum
N.C. Performing Arts Center	800 volunteers	Fund raising for performing arts center
United Way	1,800 Hugo volunteers	Emergency aid to the needy
Hugo Task Force	20 board members	Coordinating private efforts to aid the recovery
City of Charlotte	4,700 employees	Emergency response and government clean-up efforts
Mecklenburg County	2,300 employees	Emergency response and emergency social services

5. How did these groups attempt to involve the citizens directly affected by the projects and to what extent were they successful?

Habitat for Humanity has strict guidelines requiring prospective owners to actively participate in the building of new homes-not only theirs but also a neighbors. These guidelines help in the actual building of homes. More importantly, they serve as a catalyst in providing a sense of togetherness in Habitat neighborhoods.

All area arts and science organizations have volunteer outreach programs, marketing programs, and membership and fundraising drives. Additionally, these groups collectively sponsor First Night Charlotte, a family-oriented celebration held on New Year's Eve that attracts over 30,000 people. Charlotte-Mecklenburg school students are taking part in a "buy-a-brick" program to raise funds for the North Carolina Performing Arts Center.

While an accurate measurement of citizen involvement from Hurricane Hugo is not possible, it is safe to say that virtually every resident had some degree of involvement. This involvement came through neighbor helping neighbor, and more formally from citizens volunteering through the United Way. To date, over 1,800 people have volunteered through the United Way. Volunteers have removed trees for the elderly and handicapped; operated temporary shelters and kitchens; and delivered food, ice, blankets, and candles to shut-ins.

6. For each of the three efforts, identify three individuals who were active leaders. (Include leaders from the public, private and nonprofit sectors.)

Name	Address/Phone	Title
Velva Woollen	/1318 Queens Rd.W/28207/332-2816	Former City Council member
Betty Chafin Rash	/P.O.Box 32184/28232/372-2099	Public Affairs Consultant
Susan Hancock	/P.O.Box 34397/28234/376-2054	Exec.Dir. Habitat for Humanity
Deborah Harris	/400 S. Tryon St/Suite 1946/28285/382-1815	President, N.C. P.A.C. Foundation Board
Freda Nicholson	/301 N. Tryon St/28202/372-6261	Exec.Dir. Discovery Place
Mike Marsicano	/214 N. Church St/28202/372-9667	President, Arts and Science Council
John Harris	/Bissell Companies/3770 Morrison Blvd/28211/366-9841	Chairman, Hugo Task Force
Marie Shook	/P.O.Box 31787/28231/336-2472	Asst. County Manager
Vivian Hamilton	/301 S. Brevard St/28202/372-7170	V.P. of Community Resources, United Way

7. (a) What was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate?

In seeking bond funding for capital improvement projects, the arts and sciences have met limited opposition. The opposing forces have largely come from less advantaged sections of the community who viewed these organizations as elitist.

Federal guidelines required that Charlotte-Mecklenburg bid the job of Hurricane Hugo debris removal to private contractors. However, because of the size and complexity of the job, many private contractors were unwilling to bid. Others who started the job were quickly overwhelmed.

(b) How were the specific obstacles overcome?

To counter the elitist perception, arts and science organizations teamed with the Charlotte-Mecklenburg School System to bring art education into the classroom. Students visit a museum or art center at least six times before they graduate. The National Endowment for the arts recently recognized this arts education program with a \$1 million grant, the largest grant ever given for arts education.

All building projects for the arts and sciences must obtain at least half of their funding from private sources. A Cultural Action Plan Update, funded by the City and County, is looking at new ways to pay for arts and science programs. Integral to this solution is a \$10 million arts endowment funded entirely by private sources.

When it became clear that private contractors were unable to remove storm debris piled along streets, the City declared a fire emergency. This action enabled the community to take advantage of State and City crews in its cleanup efforts.

Also slower private contractors were allowed to default on their contracts without paying a penalty allowing the City to expedite the cleanup.

8. What component of the Civic Index would you consider to be the strongest in your community? How was this achieved?

Charlotte-Mecklenburg points with pride to its long history of volunteer involvement. Board members of volunteer agencies represent a diversity of interests and backgrounds. Top corporate executives sit alongside homemakers on many boards. The extent of Charlotte-Mecklenburg's volunteer involvement can perhaps best be seen by the United Way. Their local fundraising drive involved 5,000 volunteers last year and United Way agencies employ over 750 people as volunteers on boards.

The makeup of agency boards is crucial to their success. Several efforts help in identifying potential board members. Among these are: United Way's training in community "boardmanship"; the Charlotte Chamber's Leadership Program for rising business executives; UNC-Charlotte's Leadership Charlotte Program for adults and youth; and Focus Leadership, a program targeted toward emerging black leaders.

Sources of private funds in Charlotte include corporations and private individuals. Charlotte-Mecklenburg corporations give \$4.61 more per person than the median per capita across the country.

Further strengthening the values of volunteerism and philanthropy is the Foundation for the Carolinas. Established in 1958 the Foundation assists individual and corporate donors in achieving a variety of charitable objectives. This year the Foundation has accepted responsibility for the "Carolina Gives" program designed to broaden regional philanthropic participation. These efforts are a result of the Charlotte-Mecklenburg Civic Index project.

9. Which Civic Index component would you consider to be the weakest in your community? What constructive steps have been taken to strengthen it?

As Charlotte-Mecklenburg grows, it needs to strengthen the vision/pride component of the Civic Index.

Community pride has never been a problem in Charlotte-Mecklenburg. In fact, it is currently at an all-time high as the area celebrates the success of its new NBA basketball team (the Charlotte Hornets), and a new 25,000-seat coliseum.

Community pride is also evident in less tangible things such as the close-knit feel of area neighborhoods, the "can do" attitude found in business and government, and the feeling among residents that their voice can make a difference.

But while community pride is unmistakable, there is currently no common community vision or process for defining such a vision. That is not to suggest there are no shared values.

Among the more universal values are: economic vitality, livability, quality education, a safe and crime free environment, and inclusion of all citizens in community decision-making. But within the community values differ, producing a variety of visions.

Several efforts are now underway to develop a community vision. As recommended by the Civic Index Project, The Citizens Forum hopes to organize a regional public policy research group whose first task will be developing a regional visioning process.

Other efforts are being undertaken by community elected officials and Charlotte Chamber representatives. These groups recently spent time independently developing their visions for Charlotte-Mecklenburg. They later spent a day sharing the results of their vision processes and developing a plan for jointly pursuing a common vision.

10. Of the specific techniques that contributed to your community's success, which factors do you feel others might adopt?

The success Charlotte-Mecklenburg has enjoyed over the years is mainly attributable to the intensity of each citizen's community pride and personal commitment to solve area problems. This personal dedication, rather than any novel approach, is the "success formula" with which great things have been accomplished.

An important ingredient in this formula is the business community. In Charlotte-Mecklenburg, the business community has taken on the responsibility of promoting government bond packages to the local electorate. This has led to voter approval of all City and County bond packages since 1986, totalling over \$300 million. These projects have included road improvements, water and sewer improvements, school expansions and additions, a performing arts center, and neighborhood improvement projects in disadvantaged areas of the City.

Building upon the commitment of volunteer and philanthropic efforts, the corporate boardrooms of the community lead all private fundraising drives. When a new company moves to the area, business leaders pay a welcome visit to discuss Charlotte's spirit of giving. These congenial visits have proven quite effective in cultivating a similar attitude with the new company and its employees.

Another crucial ingredient in the community's success formula is planning that is built on mutual cooperation between the public, private, and non-profit sections. The community is known for working together to develop and implement long-range plans. Examples of this include: The Cultural Action Plan (currently being updated); the United Way Corporate Giving Plan; and the Housing Policy Plan developed from the Housing Symposium in 1987.

The Hugo Hot Line and United Way information and referral service centers were both key ingredients to the community's response and recovery from Hurricane Hugo. This quick, coordinated response was made possible by years of cooperation between government and private agencies. The United Way Hugo response effort is already being used as a model for emergency response planning by United Ways in other cities.



M-E-M-O-R-A-N-D-U-M

TO: 1990 All-America Cities  
FROM: Christopher T. Gates, Vice President  
DATE: July 23<sup>rd</sup>, 1990  
RE: Agenda for August 6, 1990

The schedule for the events surrounding the Rose Garden Ceremony is as follows:

- 7:30 am-8:30 am Breakfast at J.W. Marriott, "Heart & Cannon" Rooms  
For everyone who will be attending either the White House ceremony and/or post ceremony luncheon. Press may attend, but press meals will not be provided.  
J.W. Marriott at 1331 Pennsylvania, NW (202) 393-2000
- 8:30 am Board buses for the White House
- 9:00 am-10:00 am White House briefing  
We will be met by a representative from the Office of Intergovernmental Affairs, who will brief us on the details of the ceremony.
- 10:00 am-10:30 am AAC Award Ceremony, White House Rose Garden  
President Bush will open the ceremony with comments. The mayor\* from each of the ten All-America Cities will receive a plaque from the President. A picture will be taken of each mayor as he/she receives that plaque. A group picture of the ten mayors will be taken with the President after all ten communities have been recognized.
- 10:30 am-11:00 am Press opportunities / White House <sup>North Lawn Triangle</sup> ~~State Dept~~ Location  
Time is allowed for the press to ask questions of the community representatives, take pictures, etc.
- 11:00 am Board buses for Rayburn House Office Building
- 11:30 am-1:30 pm Congressional Luncheon, Gold Room, Rayburn HOB  
Luncheon honoring the ten 1990 All-America Cities. All those attending ceremony are invited. Press may attend, but press meals will not be provided.

1601 GRANT STREET, SUITE 250, DENVER, CO 80203 303-832-5615

\* POTUS makes remarks and then presents the award to each mayor w/a blurb about each city.

DO WE WRITE THE SHORT BLURB TOO?

If not, let's try to not to lift the language too much from the summaries - because Intergov't'l will do so - and then the same.

PLEASE  
ROUTE TO:


VOLUME 15, NUMBER 1

JANUARY 1990

*The Municipal Government Newsletter*

# City Hall Digest®

## urban trendwatch

■ **Supreme Court Strikes Another Blow Against Patronage**—In a ruling involving the State of Illinois but with ramifications at all other levels of government, the Supreme Court ruled that “low-level public employees” cannot be hired, promoted, transferred or recalled based on partisan political considerations. Most observers said the decision does not cover policymaking or cabinet-level positions. “To the victor belong only those spoils that may be constitutionally obtained,” said Justice William J. Brennan, who wrote the 5-4 decision. “Promotions, transfers, and recalls after layoffs based on political affiliation or support are an impermissible infringement on the First Amendment rights of public employees.” Justice Antonin Scalia, dissenting, said patronage “may sometimes be a reasonable choice, and should therefore be left to the judgment of the people’s elected representatives.”

■ **Don't Count on the Peace Dividend, Mayors Told**—The savings from cuts in defense already have been spent, House Ways and Means Committee Chairman Dan Rostenkowski told the U.S. Conference of Mayors. “We need to slash spending and raise taxes merely to get to ground zero,” he said.

■ **All-America Cities Welcome Coveted Award for Honor, Value**—A total of 113 cities entered this year’s All-America City Award Competition—a record. All were striving not only for the honor of being named one of what has become a select band of 400+, but also hoping that they could add the title and logo to their letterheads, brochures, and even police cars for the next 12 months.

For during the 41 years the National Civic League has sponsored the contest, it has grown in stature and importance among city officials to become the most important prize to win during their terms in office.

Not only does being named an All-America City help mayors and council members get re-elected and city managers keep their jobs, but it has become a key marketing tool in the municipal economic development, tourism, and convention attraction industries.

So this year’s winning cities have turned on the publicity machines to proudly proclaim their official All-America City designation.

The 1990 winners are: Abilene, Texas; Bakersfield, Calif.; Charlotte, N.C.; Coeur d’Alene, Idaho; Hamlet, N.C.; Harrisburg, Pa.; Sioux City, Iowa; South Gate, Calif.; South St. Paul, Minn.; and Tampa, Fla.

The 10 communities were chosen based on community leadership, citizen participation, government performance, civic education, and community volunteerism and philanthropy. For the second year, the competition was co-sponsored by The Allstate Foundation, an offshoot of the Allstate Insurance Co., which is part of the Sears, Roebuck empire.

The value of winning an All-America City award has not been lost on the nation’s big municipalities.

“The 1990 applications included a 39 per cent increase in large cities applying for the award compared with 1989,” said Christopher Gates, vice president of the National Civic League.

## redistricting battles loom for many cities

While many cities worry about the accuracy of the final '90 census population and housing counts, activists prepare to contest official redistricting plans with their own.

More powerful personal computers and new, sophisticated software packages will make it a lot easier for those displeased with new political boundaries to sue in order to get their plans adopted.

Experts predict that official redistricting plans following the 1990 census will produce an amazing amount of litigation at all levels of government. Controversies over what the final election districts should be could go on for years.

One observer quipped:

“Law schools may even start setting up new courses in census/redistricting law so new attorneys can cash in on the bonanza.”

The census data to be used in drawing up redistricting plans will

*Please Turn to Page 2*

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Workforce education ideas	Page 4
Lure of incinerator revenue	Page 6
Slow-growth policy dilemma	Page 7

**OFFICIAL ENTRY  
1990**

I hereby nominate the City of Bakersfield Kern County California  
(Community) (County) (State)

*for the*

**ALL-AMERICA CITY AWARD  
FOR  
CITIZEN ACTION, EFFECTIVE ORGANIZATION  
AND COMMUNITY IMPROVEMENT**

*a program of*

**THE NATIONAL CIVIC LEAGUE**

*sponsored by*

**THE ALLSTATE FOUNDATION**

**T**HE ALL-AMERICA CITY AWARD IS INTENDED AS A CONSTANT REMINDER THAT PEOPLE IN A COMMUNITY CAN work together to identify and solve their common problems. The 40 year-old AAC Program is a major part of the National Civic League's effort to encourage and recognize civic excellence. The stories of All-America Cities are the stories of citizens, government and businesses joining together to make their communities better places to live.

Central to our approach to the issue of civic excellence has been the development of the concept of "civic infrastructure." In our view, analogous to the physical infrastructure of a community—roads, bridges, buildings—is an equally important *civic* infrastructure which is vitally important to the future of the community and equally in need of periodic maintenance and revision. Civic infrastructure is a qualitative concept intended for use in evaluating the social and political fabric of a community: how decisions are made, how citizens interact with one another and government, and how challenges to the community are met.

We have developed a CIVIC INDEX of ten components which we believe constitute a means to evaluate a community's civic infrastructure. The specific components are less important than the recognition that difficulties in the community are recognized, confronted, and resolved in ways that involve a broad sampling of the population and a high degree of consensus. The All-America City program includes the CIVIC INDEX in its application process so that communities will examine their civic infrastructure and find ways to strengthen it. The ten components of the CIVIC INDEX are presented and described at the back of this application booklet.

# COMMUNITY INFORMATION

For the figures provided below, please indicate the year upon which statistics are based and the source of the information.

TYPE OF GOVERNMENT Council-Manager  
 POPULATION (1988 or most recent) 161,750 (1989)  
 PERCENTAGE CHANGE (+ or -), (1970-1988) 133%  
 POPULATION DENSITY (1988 or most recent) 1,739/sq. mile  
 PERCENTAGE MINORITY  
 Black 10.42%  
 Hispanic 19.32%  
 Asian & Others 5.08%  
 Other \_\_\_\_\_  
 MEDIAN FAMILY INCOME \$28,018  
 PERCENTAGE OF FAMILIES BELOW POVERTY LEVEL 12%  
 UNEMPLOYMENT RATE 10.4%

POPULATION BREAKDOWN by AGE GROUP (if available)

below 18 years	<u>48,881</u>
18-25	<u>21,966</u>
26-35	<u>35,294</u>
36-50	<u>20,364</u>
51-65	<u>19,798</u>
Over 65	<u>15,447</u>

WORKFORCE DISTRIBUTION by INDUSTRY (percentage of total employed in each)

Manufacturing	<u>5.5%</u>
Trade (retail/wholesale)	<u>22.1%</u>
Agriculture	<u>13.8%</u>
Services	<u>17.6%</u>

AGE OF HOUSING STOCK (percentage pre-WWII) 20%  
 No. VOLUNTARY ORGANIZATIONS 250

All-America City Award Applicant (Does not have to be the same person designated as the program contact)

NAME Mr. George Martin  
 TITLE President  
 ORGANIZATION Greater Bakersfield Chamber of Commerce  
 ADDRESS 1800 30th Street  
 CITY/STATE/ZIP Bakersfield, CA 93301  
 PHONE 805/322-3051  
 SIGNED [Signature] DATE 4-16-90

All-America City Award Contact (Major contact person available throughout competition and for follow-up)

NAME Ms. Ethel Landers  
 TITLE Community Relations Manager  
 ORGANIZATION Pacific Bell  
 ADDRESS 200 New Stine Road, Room 260  
 CITY/STATE/ZIP Bakersfield, CA 93309  
 TELEPHONE 805/398-4205  
 SIGNED Ethel M. Landers DATE 4-16-90

## RULES and INSTRUCTIONS

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1. Set the background for your community's story. Summarize your community situation, not the projects described in Question No. 2, but events which contributed to and/or resulted from these projects.

- A. The most basic problems and concerns of the community.
- B. Extent and nature of citizen participation.
- C. Degree of success attained.
- D. Emphasize activity since 1986.

Oil is our community's life blood. In 1985, Bakersfield was the fastest growing city in California. Kern County was and still is the top ranking oil-producing county in the United States. Tax revenues, service companies, retail businesses, non-profit agencies, churches and schools all thrived on vibrant oil revenues. However, in December 1985 oil prices plummeted as OPEC nations united to choke domestic oil production. Bakersfield ached as thousands of middle managers, office workers, laborers and people in supporting businesses found themselves without jobs. Tax revenues plummeted, threatening schools, libraries and social services. Non-profit agencies, depending on corporate and individual donations, suffered heavily, resulting in a decrease in services provided to the community. Local business, labor, non-profit organizations, government, and citizens united to render assistance to those in need and to rejuvenate the community. These grassroot organizations have applied creative solutions to both the economic problems of hunger and education, as well as the social problem of teen pregnancy.

Kern County is the third top agricultural-producing county in the United States, yet hunger threatens the elderly, the working poor and the homeless. Census estimates indicate nearly 58,000 people live at or below the poverty level, with local agencies estimating this number to be 80,000. An increasing number of Bakersfield residents faced the multiple problems of unemployment, homelessness and poverty, with many being non-English speaking. How could our community serve these special people? The Golden Empire Gleaners! Over four million pounds of food have been collected and distributed since 1986 without using one tax dollar. Volunteers range from teens to senior citizens, from farmers to ministers, all working together to collect food and eliminate hunger.

Though the economy slowed, Bakersfield's population continued to rapidly increase. Schools and libraries needed more staff, more books, more facilities. Thousands of Hispanic children required bilingual educational materials to reach their full potential. In two years, a grass-roots effort by City and County officials, business leaders and private citizens raised \$2.1 million to save the libraries. \$90,000 was spent on books and materials for the children's library, \$20,000 on Spanish language books and audio/video cassettes to serve the Hispanic population, and \$47,000 to refurbish and computerize three book mobiles to bring the library to senior citizens, migrant children and remote schools across the 8,000 square-mile County.

Combating the highest teen pregnancy rate in California, Aunt Cherie's Home, the only non-profit agency in the San Joaquin Valley offering shelter for unwed mothers, started in 1985. Suffering from a drop in donations due to Bakersfield's economic plight, this non-profit organization was able to continue and even increase services since 1986. Over 100 local businesses, 70 churches, 12 non-profit agencies, local schools and local media, with information sharing efforts including 285 community meetings, 140 press conferences and 52 school meetings groups enabled Aunt Cherie's Home to continue and increase services to the community. Over 1,200 pregnant girls have completed their pregnancies at this home. Less than 10% of this number have repeated an unplanned pregnancy.

2. Briefly describe the three main projects that citizens have accomplished in the community since 1986 to merit an All-America City Award. How does each project relate to the Civic Index? (See Civic Index, attached.)

Four members of a small Bible study group determined to help alleviate local hunger formed the Golden Empire Gleaners (a). They soon discovered that 20% to 60% of the County-grown crops were culled, plowed under or destroyed depending on climate and market conditions. Today, 300 volunteers of all ages and races glean from fields, markets and manufacturers. A converted granary is now a warehouse for processing and storage. A 40-member board directs fundraising and gleaning and distribution services, as well as the following programs: Adopt-A-Family, assisting families in crisis through personal and community support, including food, shelter and education; Breakfast Club, identifying and aiding children in our public schools whose learning process is hampered by poor nutrition; and the Senior Sack Program, providing 2,000 low-income senior citizens with two bags of groceries, twice per month. From 1986 to 1989, the Gleaners increased collection and distribution from 750,000 pounds to 4 million pounds of food, in less than four years!

The Kern County Library Foundation was formed to lead the Support-The-Library (b) effort and match the County's contribution for the system's new headquarters and main branch. This Foundation raised over \$1.5 million through members representing City/County government, businesses and schools. The contributions this effort has made to the library system include, to date: Several IBM computers and electric typewriters for the Computer Room; a reader printer for the Genealogy Room; two Apple computers and storytelling pit, including automation, for the Children's Room; slide projectors, screens, etc., for two conference rooms; cassette players, etc., for the audio visual room; IBM computer system for the Literacy Program, MAC II color computer system with laser printers, desk-top publishing program, etc., for the Graphics Artist section; nine VHS cassette records for nine library branches; a grand piano for the main branch's auditorium; the Carlton Watkins album of 1988 Photographs of Kern County (for which the Foundation was bidding against Getty Museum) and a statue of "Mother Bear and Cubs", by the renown artist, Buffano. This effort indicated to City and County officials the strong supports and importance of education to Bakersfield citizens.

Aunt Cherie's Home (c) opened in response to the growing teenage pregnancy problem. Services include proper pre-natal care and nutrition, shelter, guidance, advocacy and love, and volunteers work with clients encouraging strong self-esteem and responsible decision making. Originally housed was 17 girls out of the founder's private home. When the rent-free use of another house was offered, the community had to make the house liveable and outfit the home. Eighteen months and 21 babies later, Aunt Cherie's Home was forced to move. Again, the community provided the down payment for a 4,000 sq. ft. home. Continued support, 95% of which is from small donations, keep the home operating, i.e., monthly mortgage, etc. By year's end, Cherie's will operate a licensed County residential facility for pregnant girls and young mothers with their babies, again all through donations. Outreach efforts include reuniting families, as well as reducing promiscuity among high school students. Successes include fewer than 10% repeat unplanned pregnancies, a high adoption rate, elevated community awareness to the causes and prevention of teenage promiscuity and pregnancy, and over 1,200 healthy babies of all races.

Leadership, citizen participation, volunteerism, philanthropy, cooperation, government performance, inter-group relations, information sharing, plus vision and pride were highly evident in the above projects.

3. What prompted these actions and how were they organized?

Because of the evident hunger problem facing thousands of the population of Bakersfield and Kern County contrasted overwhelmingly with the abundance of food production in this same community, four businessmen investigated the possibility of using the surplus food to feed the hungry and, in doing so, created the Golden Empire Gleaners, the only surplus agricultural distribution center in California. Out of a small Bible study, came a nucleus of determined people who mobilized volunteers from Bakersfield and other communities in the County. Because of their business expertise, they soon enlisted help from key community leaders as well, and networked with Second Harvest, a national Food Bank. This effort has grown to an Executive Director overseeing 300 volunteers serving 125 non-profit distribution sites, reporting to a Board of Directors of progressive leaders in the community. Fundraising efforts include tennis tournaments, Casino Night and concerts. Businesses, churches, the media and thousands of citizens support the Gleaners through canned food drives throughout the year.

While contemplating whether to build the new library headquarters and main branch, the Board of Supervisors formed a library committee to conduct a feasibility study and make recommendations regarding same. This committee realized that County funding would only provide the "basic building" and not the amenities necessary for the library to be functional! From this committee's investigations, the Kern County Library Foundation was formed. Their purpose was to provide all special equipment and other items that County funds would not provide - all through donations. This committee mobilized the community in an unbelievable way, even while oil prices continued to fall, adding increased pressure on public services through tax short-fall. Volunteers from the school system, businesses, government officials and private citizens joined the fundraising effort by forming groups like "Friends of the Library" and raising \$82,000 alone through collection jars in branch libraries, selling donated items and by manning an information booth for 300 hours in a local shopping mall. The Foundation raised \$1.5 million, as well with over 56,000 hours of diversified volunteer service culminating in attracting 22,000 citizens to the Foundation's eleven-day opening ceremony for the Beale Memorial Library. All activities were supported by electronic and print media coverage, in both Spanish and English.

Aunt Cherie's Home was opened after the founder suffered a family crisis with her own teenaged daughter. Realizing the closest shelter for unwed pregnant girls over 100 miles away, the founder approached local health professionals and educators for direction. Discovering that the pregnancy rate for teens in Kern County is 61% higher than the California average, Cherie Smith realized that thousands of other teens needed direction and advocacy. From meager beginnings in her home, the volunteers, staff and a 17-member board now team with representatives from Crisis Pregnancy Center, Teen Challenge, Bethany Homeless Shelter, Howie Steinhart Prison Ministries and many schools and churches, all pulling together to help eliminate unwanted pregnancies. The Home includes beds for ten women and three babies, and features an on-site house mother, who supervises the girls for room and board only - no salary.

4. List the principal groups and organizations and the number of members actively involved in these efforts. Include community action groups organized around the specific issues.

Name	Active Membership	Contribution
<u>The Gleaners</u>		
Volunteer operational/main-tenance staff	452	73,672 hrs. annually, incl. gleaning, facility maintenance and fundraising.
Shell Oil & Occidental Petroleum Employees Association	40	480 hrs. annually with outreach grams and capital improvements.
Bakersfield Board of Realtors; City/Cty. employees	2,250	2,500 hrs. annually with canned food drives.
Boys Scouts/Girl Scouts	400	3,000 hrs. annually in misc. areas.
Bksfld. City Schools	75	225 hrs. annually to coordinate canned food drives at 25 school sites.
<u>Support-The-Library</u>		
Kern Cty Library Found.	16	15,000 hours to raise \$1.5 million
Kern High School District	45	9,000 hours in programs, transportation and publicity
Kern County Supt. of Schools	90	Donated 4,000 hours in misc. areas
Library staff/their families	24	Donated 10,600 hours in misc. areas
Celebration committee	30	300 hours in the shopping mall
Friends of the Library	447	From 87 different assn., in all phases of this effort
Misc. volunteers		
<u>Aunt Cherie's Home</u>		
Teen Challenge	55	6,600 hrs. doing physical labor to maintain the home.
Contel	20	2,400 hrs. in labor/fundraising
70 Local Churches	210	7,560 hrs. making baby-related items, fundraising and educating.
Misc. volunteers	485	From 11 different organizations, providing construction services, time as role models, food, etc.

5. How did these groups attempt to involve the citizens directly affected by the projects and to what extent were they successful?

Manpower is provided to the Gleaners by Victory Outreach drug rehabilitation clients, senior citizens and church members. The senior citizens offer knowledge and experience, with the rehab clients offering physical strength and a willingness to learn. The Grain program provides work experience for needy clients, with Adopt-A-Family providing assessment and referral for local jobs. Thousands of citizens throughout the community are involved annually in canned Christmas tree drives, not only through non-profit organizations, but also through business offices in the city that have even replaced their office Christmas trees with canned food trees, donating all collections to the Gleaners.

Hundreds of school children, parents, teachers, librarians and service organizations volunteered time and talent to make the Support-The-Library program a success. The information booth in the shopping malls alone attracted thousands of individuals, collected \$2,000 and providing exceptional publicity for the Support-The-Library effort.

Aunt Cherie's Home has volunteers from 82 different churches and organizations with previous experience dealing with unplanned pregnancy and/or adoption. Clients cook and keep house while living at the home, and Teen Challenge members provide home and property maintenance.

6. For each of the three efforts, identify three individuals who were active leaders. (Include leaders from the public, private and nonprofit sectors.)

Name	Address/Phone	Title
(a) Mr. John Lynch, Rt. 5, Box 502, 93307, 805/366-8394, Petroleum Mktg. Exec (ret.); Mr. Jerry Stanners, P.O. Bin 440, 93302, 805/395-7284, CEO, <u>The Bakersfield Californian</u> ; Mr. Gordon Fisher, 3651 Pegasus Dr., #122, 93308, 805/393-2550, President., Agrifuture, Inc.; (b) Mr. Don Murfin, 3105 Flintridge Dr., 93306, 805/872-5399, retired Supt., Kern High School District; Ms. Mary K. Shell, 1415 Truxtun Ave., #602, 93301, 805/861-2290, Kern Cty. Board of Supervisors; Ms. Cynthia Meek, 2215 "A" St., 93301, 805/323-1028, Principal, St. Francis School; (c) Ms. Cherie Smith, 5500 Lennox Ave., #37, 93309, 805/324-7806, Founder; Ms. Mary Bezdek, 7414 Eliso Ct., 93309, 805/397-0874, Board President., Medical Society Auxiliary; Dave Dixon, Ph.D., 5329 Office Center. Ct., 93309, 805/395-0145, Corporate Consultant -- ALL ADDRESSES ARE IN BAKERSFIELD, CA.		

7. (a) What was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate?

Efforts to organize a volunteer-operated organization to gather local surplus food for distribution to 125 existing agencies was initially perceived as a challenge to the funding base of the Kern County Food Bank, a government-assisted agency. This agency actively worked to obstruct the formation of the Gleaners.

The oil crisis made it difficult to solicit funds for the Support-The-Library program. People were focusing on providing food and shelter for their families, as they were losing jobs and businesses were filing bankruptcy at the rate of 250 per month (for a four-year period).

As Aunt Cherie's Home was a grassroots effort, public trust had to be gained, which was difficult in a strained economy. It also had to be proven that there was not biased involvement with pro-choice/pro-life issues.

(b) How were the specific obstacles overcome?

Once Gleaner Board members communicated with government representatives their absolute resolve to remain totally independent from any government assistance, the challenge was removed and the Food Bank became supportive of the Gleaners organization.

Communication via local television and newspapers explained the Save-The-Library plight. Citizens quickly rallied. Even though the economy improved slowly, donations were accepted as long-term pledges. Individuals and groups were recognized for their efforts at celebrations and by media coverage.

Communication regarding Aunt Cherie's through schools, speaking engagements at various clubs and business organizations, plus media coverage helped educate the community and garnered public support. As families experienced good results, confidence spread.

8. What component of the Civic Index would you consider to be the strongest in your community? How was this achieved?

### Volunteerism and Philanthropy

As demonstrated by our three projects, Bakersfield citizens and businesses give generously of their time and money to solve true needs. This strength began when Bakersfield was a small isolated community, and has continued due to committed organizations and clear communication via a responsive, competitive media.

Other examples include (1) the Kern River Parkway project, where 2,000 volunteers donated over 15,000 hours to landscape several miles of bike path along the Kern River; (2) the local United Way, with 60 Board members from all walks of life, who recently completed a community "needs assessment" to assist volunteers in deciding where donations should be targeted; (3) the local AIDS Advisory Board, with 23 members, who help assess the impact of AIDS on citizens, services, government and business; and (4) the Kern Soccer Park that opened in 1988 as the largest soccer complex in North America, (with 15 fields) which was constructed with \$200,000 in cash donations and \$1.8 million in donations of materials and labor by local unions and businesses.

Fundraising for these projects was accomplished entirely through volunteers.

9. Which Civic Index component would you consider to be the weakest in your community? What constructive steps have been taken to strengthen it?

### Community Vision and Pride

Bakersfield has been poorly perceived and has often been portrayed in films and on television as a location where people don't want to live, resulting in a lack of community pride. Projects that indicate constructive positive steps to reverse this perception include (1) the Kern Economic Development Corporation's and the Bakersfield Development Agency's public/private partnerships to aggressively focus on diversifying our economy; (2) City and County governments' working together on planned growth in 2010; (3) the local newspaper's, The Bakersfield Californian, and KGEO-FM's conducting of the first "I Love Bakersfield Celebration" in 1989; (4) Bakersfield's hosting of the 1987 California Police Olympics; (5) the hosting of an International Youth Baseball Tournament in 1990; (6) the hosting of the Western Regional Soccer Tournament, with 20,000 players from the western U.S., and (7) Bakersfield's "Project 2000", a unique public/private partnership targeting "average" kids to prevent drop-outs and encourage success in college and employment. Additionally, one of the local law firms sponsors a Business and Finance Conference, with 3,000 attendees returning each year from around the world to meet and hear issues and perspectives from speakers such as Gerald Ford, John Conley, Edwin Newman and Dr. Edward Teller.

The new slogan for the Greater Bakersfield Chamber of Commerce, "BAKERSFIELD - CALIFORNIA'S HEARTLAND" and their sponsorship of the first annual Easter Parade this year are additional factors playing a role in the reversal of Bakersfield's self-perception.

10. Of the specific techniques that contributed to your community's success, which factors do you feel others might adopt?

All projects chosen by any community must first be narrowly focused, so as not to dilute the effectiveness of community efforts. The Golden Empire Gleaners' original thrust was simply to determine how to salvage unused produce that was being left in the fields and use it to feed the hungry. After finding success in this particular area, they broadened their scope to include other hunger-related programs, such as Adopt-A-Family, Senior Sack Program and Breakfast Club. Similarly, the Support-The-Library and Aunt Cherie's Home programs began with a specific, focused goal and only expanded the scope of their services as those initial goals were met. Focusing on too large an area tends to lead to unspecific direction and floundering volunteers. As well, these endeavors encompass needs that are common to all sectors of the community, which fosters a broad-based interest, resulting in vast community support. The projects highlighted in this application, as well as their results, are perfect examples of these characteristics, as hunger, education and teen pregnancy are needs that cut across all socio-economic groups.

An additional technique is to ensure project credibility early in the planning stages of each project, through the recruitment of key community leaders. Public confidence is necessary for successful community projects, which is earned by involving respected leadership. The active leaders identified in the response to application item six above are an example of this principle at work, and were certainly important to the success of these projects.

The ability to identify and recognize under-utilized available resources is another extremely important key factor in meeting community needs. For example, matching the previously wasted produce grown in the Bakersfield area with the need to feed hungry people, or tapping the available resources of senior citizens and youth groups to meet the need of management expertise and physical labor. It is essential to utilize every available resource in addressing the specific needs of the community.

Communication is imperative to inform the public and solicit community participation, as well as to unite businesses, the news media, volunteer groups, and government agencies in a common cause. Community information sharing with existing support networks is vital to achieving civic education goals and receiving broad-based support from the community. Ongoing communication through media and organizational updates maintains critical life support between each project and the community.

Bakersfield has found that community participation and a willingness to help one another tackle local problems is vital to the success of any community effort.

**OFFICIAL ENTRY  
1990**

I hereby nominate City of Tampa Hillsborough County Florida  
(Community) (County) (State)

*for the*

**ALL-AMERICA CITY AWARD  
FOR  
CITIZEN ACTION, EFFECTIVE ORGANIZATION  
AND COMMUNITY IMPROVEMENT**

*a program of*

**THE NATIONAL CIVIC LEAGUE**

*sponsored by*

**THE ALLSTATE FOUNDATION**

**T**HE ALL-AMERICA CITY AWARD IS INTENDED AS A CONSTANT REMINDER THAT PEOPLE IN A COMMUNITY CAN work together to identify and solve their common problems. The 40 year-old AAC Program is a major part of the National Civic League's effort to encourage and recognize civic excellence. The stories of All-America Cities are the stories of citizens, government and businesses joining together to make their communities better places to live.

Central to our approach to the issue of civic excellence has been the development of the concept of "civic infrastructure." In our view, analogous to the physical infrastructure of a community—roads, bridges, buildings—is an equally important *civic* infrastructure which is vitally important to the future of the community and equally in need of periodic maintenance and revision. Civic infrastructure is a qualitative concept intended for use in evaluating the social and political fabric of a community: how decisions are made, how citizens interact with one another and government, and how challenges to the community are met.

We have developed a CIVIC INDEX of ten components which we believe constitute a means to evaluate a community's civic infrastructure. The specific components are less important than the recognition that difficulties in the community are recognized, confronted, and resolved in ways that involve a broad sampling of the population and a high degree of consensus. The All-America City program includes the CIVIC INDEX in its application process so that communities will examine their civic infrastructure and find ways to strengthen it. The ten components of the CIVIC INDEX are presented and described at the back of this application booklet.

# COMMUNITY INFORMATION

For the figures provided below, please indicate the year upon which statistics are based and the source of the information.

<p>FORM OF GOVERNMENT <u>Mayor-Council</u></p> <p>POPULATION <u>U. of FLA</u> (1988 or most recent) <u>287,917 (4-1-89)</u></p> <p>PERCENTAGE CHANGE (+ or -), (1970-1988) <u>+2.86%</u></p> <p>POPULATION DENSITY <u>2,716 persons (land</u> (1988 or most recent) <u>P/Sq. Mile Only)</u></p> <p>PERCENTAGE MINORITY (1985 Census)</p> <p>Black <u>23.9%</u></p> <p>Hispanic (Spanish) <u>14.2%</u></p> <p>Asian <u>1.0%</u></p> <p>Other <u>2.5%</u></p> <p>MEDIAN FAMILY INCOME <u>\$15,350</u></p> <p>PERCENTAGE OF FAMILIES (1980 Census) BELOW POVERTY LEVEL <u>14.8%</u></p> <p>UNEMPLOYMENT RATE <u>5.7%</u></p>	<p>POPULATION BREAKDOWN by AGE GROUP (if available)</p> <p>below 18 years <u>64,112</u></p> <p>18-25 <u>(18-24) 37,169</u></p> <p>26-35 <u>(25-34) 49,015</u></p> <p>36-50 <u>(35-49) 12,411</u></p> <p>51-65 <u>(50-64) 40,424</u></p> <p>Over 65 <u>41,533</u></p> <p>WORKFORCE DISTRIBUTION by INDUSTRY (1980 Census) (percentage of total employed in each)</p> <p>Manufacturing <u>13.1%</u></p> <p>Trade (retail/wholesale) <u>25.9%</u></p> <p>Agriculture <u>1.6%</u></p> <p>Services <u>14.8%</u></p> <p>AGE OF HOUSING STOCK (1980 Census) (percentage pre-WWII) <u>17.3%</u></p> <p>No. VOLUNTARY ORGANIZATIONS <u>6</u></p>
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All-America City Award Applicant (Does not have to be the same person designated as the program contact)

NAME Sandra W. Freedman

TITLE Mayor

ORGANIZATION City of Tampa

ADDRESS 1 City Hall Plaza, 8N

CITY/STATE/ZIP Tampa, FL 33602

TELEPHONE (813) 223-8251

SIGNED: Sandra W. Freedman DATE 4/19/90

All-America City Award Contact (Major contact person available throughout competition and for follow-up)

NAME John Dunn

TITLE Director of Communications

ORGANIZATION City of Tampa

ADDRESS 1 City Hall Plaza, 8N

CITY/STATE/ZIP Tampa, FL 33602

TELEPHONE (813) 223-8712

SIGNED: John Dunn DATE 4/19/90

## RULES and INSTRUCTIONS

**T**HE ENTRY BLANK SHOULD BE COMPLETED AND MAILED, ALONG WITH TWO (2) PHOTOCOPIES, TO THE ALL-America City Awards Program, National Civic League, 1601 Grant Street, Suite 250, Denver, CO 80203, at the earliest possible date, but *must* arrive no later than 5 p.m., April 20th, 1990. Do not include additional information or sheets. All responses *must* be completed within the lines on the pages of the application form. Applicants that include additional materials or pages will be automatically disqualified. No reduction in type size will be permitted. Type may be no smaller than that of a standard typewriter, 10 or 12 characters per inch. Enclose \$400 filing fee or \$300 filing fee if the applicant is a member of the National Civic League. The \$400 filing fee includes a one-year membership in the League. A Screening Committee of civic affairs experts will meet on May 4-5, 1990 in Washington, D.C. to choose the finalists who will then be invited to send representatives to appear before the All-America City Jury on June 7-9, 1990 in Phoenix, Ariz., to present the finalists' cases.

1. Set the background for your community's story. Summarize your community situation, not the projects described in Question No. 2, but events which contributed to and/or resulted from these projects.

- A. The most basic problems and concerns of the community.
- B. Extent and nature of citizen participation.
- C. Degree of success attained.
- D. Emphasize activity since 1986.

Tampa is the financial hub of Florida's west coast, consistently ranking high in national business surveys as an excellent place to live or relocate a business. But, the city has its challenges. Crime, sparked by increased drug activity, and the deterioration of its older housing stock top the list of concerns facing the 286,000 residents of Tampa. The arrival of crack cocaine in the mid-1980's touched off a corresponding crime increase. In many inner city neighborhoods, residents were afraid to venture from their homes after dark, as armed drug dealers took over street corners. Mayor Sandy Freedman has added more than 200 police positions since 1986. Despite an arsenal of tools available to police, the greatest weapon in the fight to regain the neighborhoods overwhelmed by drug dealers were the residents themselves. As explained in this application, the QUAD program has eliminated 49 of these street corner "drug holes."

Housing and the general decline of city neighborhoods were documented in a 1987 housing survey that found 22 percent of the city's housing stock to be sub-standard. The beleaguered City Bureau of Minimum Standards, which at one time used a proactive inspection system, became so flooded with complaints of declining neighborhood conditions that it became reactionary. Making additional inspections merely clogged the code enforcement process, creating backlogs that stretched for months, if not years. In March, 1987, the City of Tampa offered residents the opportunity to do more than merely complain; it gave them the opportunity to participate in restoring their neighborhoods through the Peer-to-Peer program. A second opportunity for community involvement in neighborhood improvement developed in 1989 through a program to help paint and repair the homes of low-income or disabled elderly. The program is called Paint Your Heart Out, Tampa.

2. Briefly describe the three main projects that citizens have accomplished in the community since 1986 to merit an All-America City Award. How does each project relate to the Civic Index? (See Civic Index, attached.)

QUICK UNIFORMED ATTACK ON DRUGS (QUAD): Police divided the city into 4 quadrants and assigned a street-level unit of 40 police officers to work drug cases. Dividing the city helped improve response time and established better relationships with residents. Police carry beepers, and residents have those beeper numbers. Each time a resident suspects drug activity in his/her neighborhood, he/she contacts the police through beepers. Since its inception in February, 1989, QUAD has totaled 2,436 arrests on 4,659 criminal charges. QUAD targeted 61 neighborhood "drug holes" and eliminated all but 11 in its first year. Mayor Sandy Freedman provided the leadership by raising taxes to finance QUAD. QUAD works because of community involvement; residents willing to risk reprisals by cooperating with police. Residents cooperate because they see fast, concrete results; their pride is restored because they can see how their proactive involvement made a difference. (#9-Civic Index) The QUAD project relates to the Civic Index by indicating the capacity for cooperation between public and private sectors in Tampa (#8-Civic Index).

PEER-TO-PEER: City code enforcement inspectors in March 1987 began instructing neighborhood groups to spot housing and environmental violations within their neighborhoods. (#3-Civic Index) The city supplied post-cards that were then sent to the violator by the civic associations. The city has worked with 16 groups, with peer-to-peer pressure forcing voluntary compliance in 35% to 65% of the cases. Neighborhood groups have sent out 1,600 cards; 600 violators responded to the peer pressure without city involvement; 500 complied once the city got involved; and, the remaining 500 are awaiting further legal action. Peer-to-Peer gives its citizens a leadership role in maintaining aesthetically pleasing neighborhoods; and working closely with city inspectors gives citizens the proper training to make code enforcement judgements, while also teaching residents about community standards. (#1-Civic Index) The city does not advertise this service, yet community word-of-mouth among civic groups has spread the news. The Peer-to-Peer program fosters community pride and responsibility among neighborhood residents. (#9-Civic Index)

PAINT YOUR HEART OUT, TAMPA: The goal is to use community volunteers to paint the homes of low-income or disabled elderly. Last year, more than 1,500 volunteers painted 61 homes. On April 21, 1990, more than 3,500 volunteers painted (expected to, as of deadline date) 102 homes. At the direction of the Mayor, the City also planned to install smoke detectors and water conservation kits in all the homes. (#3-Civic Index) The volunteers crossed all socio-economic boundaries. Many well-to-do volunteers painted homes in areas of the city they never knew existed. It gave them a better understanding of inner city conditions. It instilled such pride that every member of the committee volunteered to do it again this year. Volunteers had to be turned away. (#1-Civic Index) Many paint teams returned to their homes to give further assistance: One team paid for a new roof, another purchased a television set and eyeglasses for their homeowner. Since this is a community-sponsored program now, it will survive changes in the City administration. This project stimulates intergroup communications and better relationships between various community populations. (#5-Civic Index)

3. What prompted these actions and how were they organized?

QUAD: Open drug sales were contributing to a general decline of neighborhoods. Tampa Police had employed a variety of tactics to battle drugs - reverse stings, undercover operations, high visibility walking patrols - with marginal success. Throughout 1987 and '88, Mayor Sandy Freedman was continuing a build-up of the Police Department that would eventually swell by 200 authorized positions. From those new positions, a special squad of 41 officers was assigned solely to street-level drug sales. The city was divided into 4 quadrants based on identified drug areas. Each officer was given a digital beeper to allow citizen contact. Citizens were recruited through neighborhood watch and civic group meetings.

PEER-TO-PEER: In the spring of 1987, the City Standards and Enforcement Division experienced a significant increase in citizen complaints, dealing with the proliferation of blight in certain neighborhoods and an increasing demand for code enforcement. A pilot program was devised and presented to a civic group active in its demand for code enforcement. The City's role in the program was to provide the civic group with property ownership information and to provide periodic status reports on the cases. The City also designed and formatted the cards used to express the groups's particular concern to the property owner. The civic group would form a committee to identify potential violations, then follow up the card notification. If a property was still in violation at the time of the follow-up, the group would furnish that information to the City for an inspection. The City was to issue a violation notice within 72 hours.

PAINT YOUR HEART OUT, TAMPA: Mayor Sandy Freedman borrowed an idea from Pittsburgh and tailored it to Tampa's needs. She instructed City staff to organize it, setting a goal of 25 houses. But, she reached out to the community to make it happen. A steering committee of 45 community volunteers was created and it set a new goal of 60 homes. Subcommittees were established, each with a specific task: Public relations, selecting houses, securing equipment, fund-raising, etc. Homeowners selected color schemes arranged by an interior designer, and then the houses were painted in a one day paint blitz using donated labor and material. Prior to paint day, contractors did minor housing repairs without charge, while professional power washers cleaned each house at no cost.

4. List the principal groups and organizations and the number of members actively involved in these efforts. Include community action groups organized around the specific issues.

Name	Active Membership	Contribution
<u>Quad Project:</u>		
- Tampa Police Department	40	Members of Police Quad The League stimulated and supported creating the project. They alert police to drug activity
- Sulphur Springs Action League	200	
- Citizens on Beeper System	100	
<u>Peer To Peer:</u>		
- City of Tampa's Standards and Enforcement Bureau	2	Developed program, organized groups, provided postcard notifications, and responded to complaints. Carrying out programs. One Civic group was in pilot program.
- Sixteen Civic Organizations (listing will be supplied, if needed)	1145	
<u>Paint Your Heart Out:</u>		
- City of Tampa	300	Provided staff and produced materials. This is an umbrella group for 28 civic associations.
- Tampa Homeowners, an Association of Neighborhoods (THAN)	2800	
- Greater Tampa Chamber of Commerce	10	Provide office space, stationery, and staff support.

5. How did these groups attempt to involve the citizens directly affected by the projects and to what extent were they successful?

**QUAD:** After the initial meetings with the police, involved citizen groups spread the QUAD message through word-of-mouth and newsletters. Sulphurs Spring Action League used the QUAD contacts to stage a neighborhood clean-up, removing 88.5-tons of debris. The group's message to drug deadlers was "we" are cleaning up our neighborhood of all trash.

**PEER TO PEER:** The City initiated a pilot program with the Sulphur Springs Action League, which was demanding code enforcement. Word-of-mouth between civic groups spread publicity about the Peer To Peer Program.

**PAINT YOUR HEART OUT, TAMPA:** The City, through efforts of Mayor Freedman, reached out into the community to find co-chairmen for the event. The Mayor deliberately sought to expand responsibility to include the entire community, since this was a volunteer effort. To this extent, her effort was an unqualified success. Every segment of the community, from the richest corporations to community groups in low-income neighborhoods, are now active participations. The City now provides support assistance. T.H.A.N. contacted a number of other civic groups not included within its organization to solicit participation. The Paint Your Heart Out effort has been flooded with volunteers, to the extent the committee for months has had to reject further participation. The Chamber has reached out to its membership for corporate teams and financial support.

6. For each of the three efforts, identify three individuals who were active leaders. (Include leaders from the public, private and nonprofit sectors.)

Name	Address/Phone	Title
<u>QUAD:</u>		
John Dunn (will answer questions, as citizens prefer anonymity)	1 City Hall Plaza, 8N/223-8712	Director of Communications
Maj. A. B. Hatcher	1710 Tampa Street/932-1555	Major, Tactical Division
<u>PEER TO PEER:</u>		
Joe Huskey, Manager	306 E. Jackson Street, 3N/223-8389	Standards & Enforcement
Howard Moor, President	(813) 237-1608	Old Seminole Hts. Preserv. Ctm.
Kathryn Malour, President	(813) 237-8314	S.E. Seminole Clean-up League
<u>PAINT YOUR HEART OUT, TAMPA:</u>		
Sandra W. Freedman,	306 E. Jackson, 8N/223-8251	Mayor of Tampa
Douglas Lobel	3000 E. Fletcher/972-1398	Co-Chairman, Paint Your Heart Out
Tom Willet, Willet, Inc.	5301 Cypress #309/289-5402	Co-Chairman, Paint Your Heart Out

7. (a) What was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate?

QUAD:

Greatest obstacle was overcoming the residents fear of reprisals from drug dealers.

PEER TO PEER:

The primary obstacles arose from hardcore violators who harassed and threatened civic group leaders when confronted with code violations.

PAINT YOUR HEART OUT, TAMPA:

The obstacles had to do mainly with the logistics of screening houses and coordinating thousands of volunteers. The primary non-logistical obstacle was securing the required paint, brushes, ladders and other materials. The paint industry was the primary segment of the community targeted.

(b) How were the specific obstacles overcome?

QUAD has taken great effort to avoid direct interaction with residents at their homes. In addition, QUAD was not released to the media for months after its inception until anonymity could be guaranteed.

PEER TO PEER Persistence and commitment by civic association leaders overcame the bully tactics of certain individuals. Also, a strategy was devised utilizing common sense, and bringing in both a code enforcement officer and a police officer to deal in concert with especially hardcore individuals.

PAINT YOUR HEART OUT, TAMPA Members of the paint industry were added to the steering committee. Special recognition in the form of advertisements was afforded to those businesses that contributed. And members of the steering committee met, lobbied, dined, and cajoled the CEO's of the industry for contributions.

8. What component of the Civic Index would you consider to be the strongest in your community? How was this achieved?

*Volunteerism is Alive and Well in Tampa:*

Volunteerism grew in Tampa during the eighties in inverse proportion to the recession of federal dollars for housing and social services. All of these projects manifest that volunteerism in the most basic of fashions, from the unknown volunteers who courageously notify the police about drug dealers in their neighborhoods, and the volunteers who take on the unpleasant task of notifying the Bureau of Standards and Enforcement about their neighbors' code violations, to the great numbers of volunteers who turn out to paint the houses of the elderly. Although the thirty-six small foundations in Tampa do not generally work with each other or the government, the non-profit organizations do. The Volunteer Center of Hillsborough County, Inc., founded in 1978, filters 1500 volunteers annually through its reference service to social service and civic agencies. Furthermore, corporate giving has helped to fill the gap in many community projects such as Paint Your Heart Out, where the supplies were donated by the business community. Corporate giving is at its best during the United Way fund raising drive; it involves not only the top governmental level of City administrators, but the top corporate leaders in Tampa, including the Chamber of Commerce.

9. Which Civic Index component would you consider to be the weakest in your community? What constructive steps have been taken to strengthen it?

*Intercommunity Cooperation Needs Work in the Tampa Area:*

Hillsborough County, in which Tampa is located has two other municipalities, and Pinellas County, the county proximate to the City of Tampa across Tampa Bay, has twenty-four municipalities. The area is collectively known as the Tampa Bay Area. It is in this region, and in conjunction with other surrounding counties that cooperation between neighboring local governments is anticipated. Service delivery in the Tampa Bay area is not coordinated, though regional rail connections will eventually be needed. The issue of water resources divides the thirsty Tampa Bay Area shelf counties from their adjacent and water-rich neighbors, especially Pasco County. The West Coast Regional Water Supply Authority was created in 1974 to supply water to the three counties of Hillsborough, Pinellas and Pasco and has been a key to alleviating the tension raised by water wars.

Resolution of some regional planning issues, such as developments of regional interest (large developments), are achieved by a council of elected officials called the Tampa Bay Regional Planning Council. More intercommunity cooperation is demanded by the State in the recently-developed local government comprehensive plans. The State of Florida mandated that these local plans contain an element called the Intergovernmental Coordination Element in which a process for local conflict resolution would be presented. It is hoped that this process will be used in any future interlocal disagreements.

10. Of the specific techniques that contributed to your community's success, which factors do you feel others might adopt?

QUAD: Success was achieved through enhanced police-citizen contact. In addition to having access to police beeper numbers, citizens were encouraged to ride with police to witness the fruit of their involvement. Public confidence in QUAD has increased dramatically, fostered by the ability to see concrete results from citizen involvement.

PEER TO PEER: This is a very simple program utilizing minimal techniques. The key is bringing about "peer" pressure through the responsible neighborhood association communicating in writing to the alleged City code violator in a specific neighborhood that they have discovered a violation which is offensive to the group. Neighborhood integrity is enhanced when the pressure brought to bear results in code compliance. The City's obligation is to follow-up with enforcement action against those who fail to respond to the community group. This adds credibility and support to the neighborhood group and communicates the importance of the program to the residents of the neighborhood, one important technique of the program allowed the neighborhood contact person to have direct access to the enforcement supervisor's office. This resulted in the communication of the City actions and its results back to the neighborhood, giving them an up-to-date status on the enforcement actions by the City. (See flow chart below).

NORMAL CODE ENFORCEMENT COMPLAINT FLOW

Citizen Complaint

Code Enforcement Dispatch Center

Entered Into Complaint System

Enforcement Officer Works,  
first come, first served

No special report generated; no  
priority given

PEER TO PEER FLOW

Civic Association Contact Person

Code Enforcement Supervisor

Civic Association Officer Action

Follow-up Report to the Association

POINT YOUR HEART OUT, TAMPA: The key component to Paint Your Heart Out, Tampa is citizen participation. Other communities have made Paint Your Heart Out a government-sponsored event, but the result has been a much smaller scale of project. Finding the key community leaders to serve on the steering committee is also critical.

**OFFICIAL ENTRY  
1990**

I hereby nominate Abilene Taylor Texas  
(Community) (County) (State)

*for the*

**ALL-AMERICA CITY AWARD  
FOR  
CITIZEN ACTION, EFFECTIVE ORGANIZATION  
AND COMMUNITY IMPROVEMENT**

*a program of*

**THE NATIONAL CIVIC LEAGUE**

*sponsored by*

**THE ALLSTATE FOUNDATION**

**T**HE ALL-AMERICA CITY AWARD IS INTENDED AS A CONSTANT REMINDER THAT PEOPLE IN A COMMUNITY CAN work together to identify and solve their common problems. The 40 year-old AAC Program is a major part of the National Civic League's effort to encourage and recognize civic excellence. The stories of All-America Cities are the stories of citizens, government and businesses joining together to make their communities better places to live.

Central to our approach to the issue of civic excellence has been the development of the concept of "civic infrastructure." In our view, analogous to the physical infrastructure of a community—roads, bridges, buildings—is an equally important *civic* infrastructure which is vitally important to the future of the community and equally in need of periodic maintenance and revision. Civic infrastructure is a qualitative concept intended for use in evaluating the social and political fabric of a community: how decisions are made, how citizens interact with one another and government, and how challenges to the community are met.

We have developed a CIVIC INDEX of ten components which we believe constitute a means to evaluate a community's civic infrastructure. The specific components are less important than the recognition that difficulties in the community are recognized, confronted, and resolved in ways that involve a broad sampling of the population and a high degree of consensus. The All-America City program includes the CIVIC INDEX in its application process so that communities will examine their civic infrastructure and find ways to strengthen it. The ten components of the CIVIC INDEX are presented and described at the back of this application booklet.

# COMMUNITY INFORMATION

For the figures provided below, please indicate the year upon which statistics are based and the source of the information.

<p>FORM OF GOVERNMENT <u>Home Rule</u></p> <p>POPULATION (1988 or most recent) <u>108,801</u></p> <p>PERCENTAGE CHANGE (+ or -), (1970-1988) <u>+ 17.8%</u></p> <p>POPULATION DENSITY (1988 or most recent) <u>108,296-108.3sq.mi.</u></p> <p>PERCENTAGE MINORITY</p> <p>Black <u>6.75%</u></p> <p>Hispanic <u>12.49%</u></p> <p>Asian <u>not available</u></p> <p>Other <u>1.39%</u></p> <p>MEDIAN FAMILY INCOME <u>\$19,148.00</u></p> <p>PERCENTAGE OF FAMILIES BELOW POVERTY LEVEL <u>8.6%</u></p> <p>UNEMPLOYMENT RATE <u>5.1%</u></p>	<p style="text-align: right;">(1989 Survey of Buying Power)</p> <p>POPULATION BREAKDOWN by AGE GROUP (if available)</p> <p>below 18 years <u>not available</u></p> <p>18-25 <u>14.6%</u></p> <p>26-35 <u>17.0%</u></p> <p>36-50 <u>19.0%</u></p> <p>51-65 <u>23.7%</u></p> <p>Over 65 <u>not available</u></p> <p>WORKFORCE DISTRIBUTION by INDUSTRY SMSA (1989) (percentage of total employed in each)</p> <p>Manufacturing <u>10.2%</u></p> <p>Trade (retail/wholesale) <u>28.1%</u></p> <p>* Agriculture <u>1.4%</u></p> <p>Services <u>26.7%</u></p> <p>AGE OF HOUSING STOCK before 1939-14.1% <u>see</u> (percentage pre-WWII) 1940-1959 <u>45.5%</u> **below</p> <p>No. VOLUNTARY ORGANIZATIONS <u>over 200</u></p>
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\*\* 1960-1969 20.8%, 1970-1980 19.6% \*1980 Census

**All-America City Award Applicant (Does not have to be the same person designated as the program contact)**

NAME Mr. Bill Wright

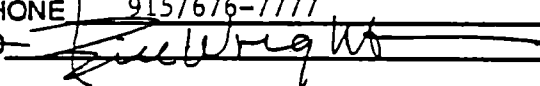
TITLE Chairman

ORGANIZATION Abilene Chamber of Commerce

ADDRESS P. O. Box 2281

CITY/STATE/ZIP Abilene, TX 79604

TELEPHONE 915/676-7777

SIGNED  DATE April 18, 1990

**All-America City Award Contact (Major contact person available throughout competition and for follow-up)**

NAME Mr. Charlie Dromgoole

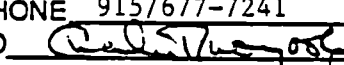
TITLE President

ORGANIZATION Abilene Chamber of Commerce

ADDRESS P. O. Box 2281

CITY/STATE/ZIP Abilene, TX 79604

TELEPHONE 915/677-7241

SIGNED  DATE April 18, 1990

## RULES and INSTRUCTIONS

**T**HE ENTRY BLANK SHOULD BE COMPLETED AND MAILED, ALONG WITH TWO (2) PHOTOCOPIES, TO THE ALL-America City Awards Program, National Civic League, 1601 Grant Street, Suite 250, Denver, CO 80203, at the earliest possible date, but *must* arrive no later than 5 p.m., April 20th, 1990. Do not include additional information or sheets. All responses *must* be completed within the lines on the pages of the application form. Applicants that include additional materials or pages will be automatically disqualified. No reduction in type size will be permitted. Type may be no smaller than that of a standard typewriter, 10 or 12 characters per inch. Enclose \$400 filing fee or \$300 filing fee if the applicant is a member of the National Civic League. The \$400 filing fee includes a one-year membership in the League. A Screening Committee of civic affairs experts will meet on May 4-5, 1990 in Washington, D.C. to choose the finalists who will then be invited to send representatives to appear before the All-America City Jury on June 7-9, 1990 in Phoenix, Ariz., to present the finalists' cases.

1. Set the background for your community's story. Summarize your community situation, not the projects described in Question No. 2, but events which contributed to and/or resulted from these projects.

- A. The most basic problems and concerns of the community.
- B. Extent and nature of citizen participation.
- C. Degree of success attained.
- D. Emphasize activity since 1986.

The Abilene story is about survival through unity.

It is about people recognizing that only by listening to each other, working with each other and helping each other can a community hope to overcome problems that demoralize it and threaten its future.

Abilene was faced with this challenge in the mid-1980's. The two major pillars of our economy are oil and agriculture. When they collapsed, the economic distress not only created an environment of layoffs and foreclosures, but it threatened to turn citizens against each other. Distrust and uncertainty were gnawing at the fabric of our community.

Oil prices went into a tailspin. No profit could be made from cotton. Unemployment soared to 11.5 percent. Retail sales fell 15 percent. Bankruptcies reached economic proportions, and the banking community itself was in turmoil. A survey of public attitudes showed that people feared city officials had lost the ability to lead. They feared the best and brightest minds were leaving.

But this is not a story of high-flying oilmen who suddenly came crashing down to earth. The people most hurt by the economic crash were blue collar workers, black and Hispanic citizens, young people who wanted to improve their skills so they could find good jobs.

Under almost any circumstance, these people will feel powerless and cut off from a community, unable to make their voices heard. That the community's leadership seemed to be fractured could only make it worse.

In early 1989, Abilene received another blow: Medicare cuts forced the closing of the Hendrick Medical Center's family practice residency program, a primary source of medical care for the working poor. Since Abilene is not part of a hospital tax district, there was little doubt this could turn into a real crisis for a large number of low-income Abilenians.

Abilene attacked this problem in several ways, three of which are described in detail elsewhere in this entry:

- We formed an organization, called ACT-NOW! (for Abilenians Choosing Tomorrow - NOW!), to provide grassroots planning. The task force included 200 people, but many more were involved through public forums.

- Against long odds, we entered the selection process for one of six maximum security prisons. More than 350 people worked on a proposal and on lobbying state prison officials. The prison would bring 800 - 850 jobs to our community.

- Our health community came together quickly with city leaders, volunteers and the Presbyterian Medical Care Mission to ensure that the health care needs of the poor would be met.

These projects illustrate how Abilene citizens are committed to helping themselves ensure this community's survival and growth. So is the fact that in 1989, Abilene became the first Texas city to pass a half-cent sales tax increase to pay for industrial development - - a noteworthy achievement in trying economic times and a significant factor in winning the prison.

“Not one of these projects was accomplished simply by a handful of leaders pulling strings. They were accomplished the All-American way, through people recognizing that they do and must have a voice and must work with others to make their community a better place for all its citizens.”

The economic problems have not disappeared. But Abilene is far better equipped to handle them, to move beyond them. And there is only one reason for that - - we learned to work together.

2. Briefly describe the three main projects that citizens have accomplished in the community since 1986 to merit an All-America City Award. How does each project relate to the Civic Index? (See Civic Index, attached.)

**Medical Care:**

The Presbyterian Medical Care Mission provides health care to citizens who do not have the money or insurance to pay for their own. An average of 2,000 people pass through its doors a month, people of every age and religion. It is particularly important to our black and Hispanic citizens. At the mission these people are cared for by two physicians, any of 55-60 volunteers, and one physician's assistant. Paying on a sliding scale according to income, they have access to a network of specialists in Abilene who have agreed to see any patients referred from the Mission on the same sliding scale fee basis. In addition, Hendrick Medical Center and Humana Hospital, accepts all referrals for in patient and out patient services from the Presbyterian Medical Care Mission.

This project relied heavily on volunteerism and philanthropy, community leadership, government involvement and intergroup relations. It also is an example of the community vision and pride Abilene feels in its high degree of support for non-profit efforts.

**ACT-NOW!**

Community Involvement - The ACT-NOW! (Abilene Choosing Tomorrow - Now!), a community goal setting process, involved 350 people directly and many more were invited to participate through forums. Three local governments, the City of Abilene, Taylor County, and Abilene Independent School District (AISD) demonstrated GOVERNMENT PERFORMANCE in an INTER-COMMUNITY partnership for ACT-NOW! with the private sector - the Abilene Chamber of Commerce, the nonprofit sectors - the Community Foundation, Dodge Jones Foundation, and three universities.

CITIZEN PARTICIPATION included 144 participants who identified issues, 20 leaders who spearheaded design of the survey of local attitudes and the planning retreat, responses of 338 citizens to the survey, almost 100 community leaders participating in the 2 day planning retreat, 200 citizens voicing concerns at the community forum, and 125 citizens serving on the four issue Task Forces.

There was representation from all demographic and ethnic groups including the Black Chamber of Commerce, the NAACP, and the Hispanic community. The CAPACITY FOR CONSENSUS AND COOPERATION was demonstrated by the willingness of leaders to share power, the openness of the process, and the fact that not one citizen who expressed interest in participating was turned down. Except for the project staff, VOLUNTEERISM was the role of every one who participated in the process, giving enormous commitments of time, energy, professional expertise, and research. PHILANTHROPY was provided by the Community and Dodge Jones Foundations, with financial and in-kind expertise.

**Prison Project:**

In order to create jobs and economic activity, community leaders attracted a 2,250-bed maximum security prison. They did so by overcoming huge odds, including concerns about how the prison would affect the city's image and security, a perceived lack of state wide political clout and shortage of funds for industrial development.

Eventually, support for the prison project was strong and widespread. Voters overwhelmingly approved a half-cent sales tax for economic development, becoming the first city in Texas to do so.

A broad cross-section of the community was represented on the prison task force, and hundreds of people participated in the writing of a proposal, in the lobbying effort and in showing support for the task force's final presentation to the state prison selection board.

Judged by the Civic Index, this project relied heavily on Citizen Participation and Cooperation and Consensus Building. These elements were the result of strong Community Leadership, which emphasized Community Information Sharing and Intergroup Relations.

### 3. What prompted these actions and how were they organized?

**Medical Care:** Soaring medical costs in a struggling economy intensified the need for medical care for the "working poor," those who do not qualify for Medicare or Medicaid, and those with no jobs at all.

In 1988, for financial reasons, the Family Practice Residency Program and the clinic associated with the program were scheduled for closing. It was determined a clinic serving that same population was needed to take the place of the Family Practice Program. As a part of that process, hospital and community leaders determined that a significant upgrading of the Presbyterian Mission was the best solution to this serious problem. The mission received a giant boost of volunteer and financial support so this group of Abilene citizens would receive needed healthcare.

The Presbyterian Medical Care Mission was conceived as a church ministry for the people in Abilene who could not afford health care. The community got squarely behind the expanded development of the service with city, county and private funds; volunteer support and a new facility.

It was certain Abilenians were not going to let fellow citizens go without medical care in such tough economic times. Organizers were the home church of the mission joined by other churches and denominations, city and county government officials, two hospitals, donors and volunteers from all sectors.

The most striking thing about this effort was the quick and quiet way it was carried out. Everyone involved immediately recognized that it was unacceptable for the working poor -- among the most powerless members of any community -- to go without health care, or even to be placed in the position of wondering how they would receive proper medical treatment.

This was an instance where the government, the churches, the doctors and health administrators saw a problem and fixed it. An editorial in the newspaper stressed the importance of finding a solution, but a solution was well in the works even then.

Health care was provided before an impending crisis was ever allowed to take shape.

**ACT-NOW!** ACT-NOW! represents the culmination of several years of community-building and capacity building as a response to a prolonged period of economic devastation and reduction of government budgets. Times began to improve and stabilize in 1988 for Abilene. City Manager Jim C. Blagg originally had the idea after visiting with Council members Gary McCaleb and Betty Ray, who both said they saw a need for the city to start looking 3 - 5 years down the road. The idea was taken to the Mayor, Abilene Chamber of Commerce, A.I.S.D. school district trustees and a group of 20 community leaders, who were asked, "This is what the community needs to do - do you agree or not?" This group agreed and organized the initial process to be known as Abilene Choosing Tomorrow - NOW! (ACT-NOW!)

This was more than a strategic planning process, however. It was also an effort to give voice to those who felt they had none. These were the same people who had been hurt so by the collapsed economy.

**Prison Project:** First, a survey of public attitudes conducted by the Abilene Chamber of Commerce and the Abilene Reporter-News showed that the clear top concern of our community was lack of solid, dependable jobs with decent wages.

At about the same time, the Texas Legislature was searching for locations for six new prisons, part of Governor Bill Clements' effort to ease prison overcrowding and reduce the chance that dangerous criminals would be placed back on the street.

In May 1989, a group of community leaders sat down and began to talk seriously about Abilene's chances for becoming one of the sites. The group decided that a maximum security prison would win local support and that the city could put together a strong proposal.

As much as an effort to gain 800 jobs and a \$1.4 million monthly payroll to Abilene, the prison project became a test of local resolve and local confidence. We were starting late and Abilene had a reputation for lacking influence in state government. But we thought it could be done.

A task force of 100 members from throughout the community was formed. There was a strong effort to involve every sector of Abilene -- public and private, the black and Hispanic leadership, churches, the school board, college educators and law enforcement personnel. All joined hands in putting together a \$4.5 million proposal. The prison was to be placed on city-owned land north of town in Jones County.

A significant boost to our efforts came in July and early August. Abilene took advantage of a new state law allowing cities to increase the sales tax a half-cent to pay for industrial development. That would allow the burden of economic development to be shared more evenly by everyone who uses Abilene as a retail center. The increase was explained carefully and voters passed it by a 63-percent to 37-percent margin. Abilene was the first Texas city to take advantage of this important tool.

The revenue it brought helped immensely, but so did the message it conveyed -- that citizens of Abilene are working together and are willing to sacrifice and pay their own way toward a better future.

Scores of Abilene residents then joined in the most intensive promotional effort the city had attempted in recent memory, if ever. Several people phoned the governor's office repeatedly to discuss the Abilene proposal. Numerous citizens, including Bill Wright, chairman of the Abilene Chamber of Commerce and Andrew Penns, president of the local NAACP chapter, met frequently with individual members of the state's prison selection task force.

Finally, more than 200 residents, again from every walk of life, traveled to Austin for the city's presentation to the task force. Abilene was selected and our proposal was judged one of the best.

4. List the principal groups and organizations and the number of members actively involved in these efforts. Include community action groups organized around the specific issues.

Name	Active Membership	Contribution
<b>Medical Care:</b>		
Religious Organizations	6,000	\$40,000
County Commissioners	5	\$50,000
City Council, Manager, Mayor	15-20	Electric, Utility
Hendrick Medical Center	N/A	\$100,000; inpatient & outpatient services provided
Humana Hospital	N/A	Building
Local Foundation	N/A	\$50,000
County Medical Society		Physician Referral
Private businesses & individuals	N/A	Furnishings
<b>ACT-NOW!</b>		
ACT-NOW! Organization	144	Overall leadership, active participation in the issue identification, analysis, goalsetting, and action plan development
Abilene Chamber of Commerce	1,150	Financial sponsorship
City Council and City Organ.	20	Financial sponsorship
Abilene Independent School Dist.	10	Financial sponsorship
County Commissioners Court	5	
Hardin Simmons University	5	Participation in process; leadership of President as Vice-Chair of ACT-NOW!
McMurry University	5	Participation in process
Abilene Christian University	5	Participation in process
Community Foundation	3	Leadership of staff & volunteers; financial resources.
Dodge Jones Foundation	2	Financial resources, community direction and in-kind expertise in fundraising.
<b>PRISON PROJECT:</b>		
Prison task force	100	site selection, writing of proposal, oversight of negotiations and lobbying
Abilene Chamber of Commerce	1,150	Overall leadership, active participation in coming up with the proposals, lobbying assistance
City of Abilene	20	
County Commissioners Court	5	
Abilene Chapter NAACP	25	assistance in lobbying, etc.
Hispanic Chamber of Commerce	25	assistance in lobbying

5. How did these groups attempt to involve the citizens directly affected by the projects and to what extent were they successful?

**Medical Care:** These groups identified a population of 15,000 working poor who needed of on going medical care and provided it for them. The 15,000 were identified by the 1980 Census using 100% Federal Poverty Guidelines, excluding persons eligible for Medicare or Medicaid. The Family Practice Residency files were also turned over to the Presbyterian Mission. These files contained 12,000 names. The avenues used to inform these people about the program were the news media, referrals from the Trauma Centers at both hospitals, churches, Call for Help, and various other social agencies.

**ACT-NOW!** ACT-NOW! leaders made a conscious, determined effort to involve citizens, and in particularly, the minority community, by extending an invitation to every major community and special interest group in the city. Members of the Human Relations Committee, a group formed by the city to give the minority community greater voice, were invited to serve as were representatives from the Black and Hispanic Chambers of Commerce.

A press conference was held to alert the public that the process had begun. An invitation was issued for public participation. No one who volunteered to serve was turned down. Meetings were open to the public with intense efforts to notify the media. Voluminous correspondence was issued to all participants throughout the process to keep everyone informed.

A community forum was the high point of citizen participation with almost 200 citizens in attendance. One-on-one dialogue between citizens and ACT-NOW! leaders was the order of the evening. A recurring comment made was, "We need more town meetings like this to find out what's going on!".

**Prison Project:** A community forum was held to give the opportunity to learn specific information about the Prison project. All Prison Task Force meetings were open to the public and received extensive coverage by all of the media. Special television documentaries on the project were produced by local TV stations and continuous coverage of the progress of the project and its impact on the community was provided by the newspaper, all 3 TV stations and numerous radio stations. Citizens were involved by writing letters and making personal contacts to the Prison Board members and state officials. Over 200 people attended the final hearing in Austin when the selection was announced. With over 300 people involved in the project, it was definitely a successful grassroots effort.

6. For each of the three efforts, identify three individuals who were active leaders. (Include leaders from the public, private and nonprofit sectors.)

Name	Address/Phone	Title
<b>Medical Care:</b>		
Michael Waters	Hendrick Medical Center (private) 1242 N. 19th (01) 670-2000	President
Neil Fry (public)	300 Oak (02) 674-1235	County Commissioner
Fred White	Medical Care Mission organizer (nonprofit) 302 Medical Dr. (01) 672-5601	M.D.
<b>ACT-NOW!</b>		
Frank Puckett	Abilene Reporter News (private) P. O. Box 30 (04) 673-4271	President
Dr. Jesse C. Fletcher	Hardin Simmons University (nonprofit) 670-1000	President
Jim Blagg	City of Abilene (public) P. O. Box 60 (04) 676-6206	City Manager
<b>Prison Project:</b>		
Gary Vest	Abilene Industrial Foundation (nonprofit) P. O. Box 2281 (04) 677-7241	President
Michael Waters	Hendrick Medical Center (private) 1242 N. 19th (01) 670-2000	President
Mike Morrison	Community & Economic Development, City of Abilene (public) 676-6390	Director

7. (a) What was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate?

**Medical Care:**

The speed with which the project had to be implemented to assure ongoing medical care of the impoverished posed a significant challenge. In the span of only a few months, the Medical Care Mission had to gain the needed financial support, new headquarters and new staff physicians.

**ACT-NOW!**

The issue of a publicly supported university drew immediate attention and interest as concerns were voiced that the issue would be stifled and not addressed. There were charges that the media would not give it full attention due to historical strong support for the universities, and a law which in effect protected the interests of the three private universities.

Another obstacle was that there was a sense that the process was going nowhere, especially right after the planning retreat.

**Prison Project:**

Some people still felt that prisons were a negative blemish on a community. A proposal for a small, minimum security pre-release center had met with opposition.

Opposition also came from rural residents in southern Jones County, in the vicinity of the prison site. They feared for their safety. They worried that their property would lose value. And they harbored bad memories of past conflicts with Abilene City Hall dating back to the construction of Abilene's wastewater treatment plant.

(b) How were the specific obstacles overcome?

**Medical Care:** Swift communication between key players including hospital, city, county, and medical mission officials, at many well-attended meetings moved the project along in the needed time frame. Collecting the right people with the money and power to move rapidly was essential.

**ACT-NOW!** The media, especially the print media, to its credit, provided an open forum for the debate on the issue of affordable public education by carrying guest editorials, letters to the editor, and debates on the pros and cons. Community leaders, in particular the Chamber of Commerce Education committee, paved the way for serious consideration of the issue by meeting with the three universities to develop a response to the community's concerns.

After the ACT-NOW! structure was unveiled, as people began to receive correspondence, as meetings began to be held, people's faith in its potential increased.

**Prison Project:** A public hearing was conducted to gauge public sentiment. Those citizens who favored the prison proposal, including a number of Abilenians who were out of work, said the need for good jobs outweighed traditional opposition to prisons. Supporters stressed that crime was on the increase precisely because Texas did not have enough prison space.

Abilene officials met with Jones County officials to discuss differences and assure those concerned that costs would be shared. There were numerous one-on-one meetings between task force members and residents and county officials to discuss how a prison would benefit the entire region, not just the city of Abilene.

At the hearing before the state's prison selection, one woman from Jones County spoke in opposition to the prison location. But even in her opposition, she made it clear that Abilene officials had made an effort to address concerns.

8. What component of the Civic Index would you consider to be the strongest in your community? How was this achieved?

The strongest component of the Civic Index is CAPACITY FOR COOPERATION AND CONSENSUS BUILDING.

It's a component that Abilene has needed to work on, but the success of the prison project, the sales tax for economic development, the medical care mission and the ACT-NOW! planning process show that considerable progress has been made. Without cooperation and consensus building, all these projects would have failed.

In all of these cases, community leaders recognized problems and took a pro-active approaching to solving them. The prison project was a goal that all agreed was a longshot, but by building a consensus leaders were able to call on all segments of the community for intensive help.

The sales tax was another longshot, but because the public was educated on a complex issue, Abilene was able to find much-needed money at the time when money was tight and taxes, as always, are treated like the plague.

With the medical care mission and the ACT-NOW! process, Abilene was able to call on its long tradition of volunteerism. All segments recognized the need and quickly responded, without bickering.

When conflicts arose, we had two mechanisms for dealing with them -- public meetings and the media. Both were critical in the success of ACT-NOW! and the prison project; they allowed potential opponents to state alternative views and they provided a way for people to essentially carry out a public debate. Thanks to the debate, resolutions could be reached.

Abilene could not always count capacity for cooperation and consensus building as a strong point, but it has seen how vital that element is when dealing with problems. For more than 10 years, Abilene and minority leaders have been engaged in a court battle over an election system. But in the past year, there has been renewed interest in settling this dispute. That interest is a direct result of the ACT-NOW! process.

9. Which Civic Index component would you consider to be the weakest in your community? What constructive steps have been taken to strengthen it?

The weakest civic index component is in Intergroup Relations. In the fall of 1988, the City organization found itself under attack by minority groups which included the NAACP and LULAC. Concerns expressed by these groups included under-representation of minorities in city government, on city boards and commissions, perceptions of inadequate participation in city contracts and distribution of city funds for infrastructure, services, and overall lack of involvement and input in the city's decision making processes.

The City Council responded with the creation and appointment of a Human Relations Committee (HRC) charged to advise and ensure equal enjoyment and access to community benefits. The HRC, a fifteen member committee, has been the most visible and proactive force in advocating access to City Hall.

There are other examples of how Abilene has sought to address this problem: • The ACT-NOW! process, 6.4 percent of the members were Hispanic and 11 percent were black. • For the period from September 1988, when the Human Relations Committee was created, to March 1990, minority representation on city boards and commissions increased 7 percent -- 3 percent for blacks and 4 percent for Hispanics. Representation by women increased 2 percent. • The Abilene Chamber of Commerce revised its bylaws in October 1988 to add the presidents of the Black and Hispanic Chambers of Commerce as ex-officio members of the Board of Directors of the Chamber. • The Abilene Committee for the Humanities sponsored a contemporary issue series, whose speakers included Texas State Representative Wilhelmina Delco, a black legislator who is chairman of the House Higher Education Committee, and Frank Gonzales, an Hispanic leader associated with the Intercultural Development Research Association. These presentations were valuable in further bringing the community together and were attended by record crowds of community leaders from all ethnic groups. • Individual community leaders also have sought greater dialogue with the minority community. Bill Wright, current chairman of the Abilene Chamber, started a monthly informal breakfast meeting in 1988, inviting various citizens from all segments of the community. It has become a popular and valuable way of sharing information and needs.

One valuable outcome was the information shared during the prison process. The need for lobbying of state prison officials was stressed at the breakfast meetings and the initiative and perseverance of Andrew Penns, President of the NAACP, was a key factor in the selection of Abilene.

The success of the Committee's efforts has been due to three key areas of support - dedication and commitment of members themselves, full support and resources by the City Council, and the support and enthusiasm of the community to confront these problems.

10. Of the specific techniques that contributed to your community's success, which factors do you feel others might adopt?

**Medical Care:**

Identify those needing help and determine their level of need. Then call to a common table all those who hold the power and responsibility to solve the problem and take care of the need. Finally, in the spirit of generosity and caring, share the wealth.

**ACT-NOW!**

In any planning effort, use the expertise you have rather than outside consultants to maximize limited resources and increase ownership of the final products/outcomes.

Increase the opportunity for public participation with saturation of media coverage for those events where participation is highly desirable.

Be overly zealous in including all segments of the community.

Do not go into the process if you do not really want to know what direction the community would like to go or if conditions are such that you will not be able to effect change due to crisis or absence of dollars.

**Prison Project:**

There can never be enough public input. While there comes a time when a decision ultimately must be made, the public must feel involved in that process throughout.

Without involving all sectors of the community, the prison project would have died. Instead of leaving the effort to a task force, everyone must feel included. They must feel free to air disagreements.

In other words, cities must understand that people are part of the solution, not part of a problem to be overcome.

Cities should encourage the media to air all points of view. One of the most significant breakthroughs of the ACT-NOW! project was the decision to seek a more affordable type of public higher education. But because of a belief that Abilene's existing private colleges exercise strong influence over the decision-making in Abilene, many people believed this could never happen.

Early in the ACT-NOW! process, one advocate of public higher education submitted a guest column on the subject to the newspaper, expecting it to be rejected. It was published, and while there was discomfort (to say the least) at first, a significant public debate on the topic was conducted.

Most important, Abilene discovered that most people, given an opportunity to participate, will respond with enthusiasm and dedication. If people believe they are powerless, they will act as if they are powerless. Involve them. Give them a task to perform and involve enough people so that if one person falters, another will step in to fill the need.

**OFFICIAL ENTRY  
1990**

I hereby nominate City of Hamlet Richmond North Carolina  
(Community) (County) (State)

*for the*

**ALL-AMERICA CITY AWARD  
FOR  
CITIZEN ACTION, EFFECTIVE ORGANIZATION  
AND COMMUNITY IMPROVEMENT**

*a program of*

**THE NATIONAL CIVIC LEAGUE**

*sponsored by*

**THE ALLSTATE FOUNDATION**

**T**HE ALL-AMERICA CITY AWARD IS INTENDED AS A CONSTANT REMINDER THAT PEOPLE IN A COMMUNITY CAN work together to identify and solve their common problems. The 40 year-old AAC Program is a major part of the National Civic League's effort to encourage and recognize civic excellence. The stories of All-America Cities are the stories of citizens, government and businesses joining together to make their communities better places to live.

Central to our approach to the issue of civic excellence has been the development of the concept of "civic infrastructure." In our view, analogous to the physical infrastructure of a community—roads, bridges, buildings—is an equally important *civic* infrastructure which is vitally important to the future of the community and equally in need of periodic maintenance and revision. Civic infrastructure is a qualitative concept intended for use in evaluating the social and political fabric of a community: how decisions are made, how citizens interact with one another and government, and how challenges to the community are met.

We have developed a CIVIC INDEX of ten components which we believe constitute a means to evaluate a community's civic infrastructure. The specific components are less important than the recognition that difficulties in the community are recognized, confronted, and resolved in ways that involve a broad sampling of the population and a high degree of consensus. The All-America City program includes the CIVIC INDEX in its application process so that communities will examine their civic infrastructure and find ways to strengthen it. The ten components of the CIVIC INDEX are presented and described at the back of this application booklet.

# COMMUNITY INFORMATION

For the figures provided below, please indicate the year upon which statistics are based and the source of the information.

FORM OF GOVERNMENT <u>Council-Manager</u>	POPULATION BREAKDOWN by AGE GROUP (if available)
POPULATION (1988 or most recent) <u>6,640</u>	below 18 years <u>1,239</u>
PERCENTAGE CHANGE (+ or -), (1970-1988) <u>+29</u>	18-25 <u>493</u>
POPULATION DENSITY (Richmond County) (1988 or most recent) <u>96.1</u>	26-35 <u>669</u>
PERCENTAGE MINORITY	36-50 <u>916</u>
Black <u>24</u>	51-65 <u>1,434</u>
Hispanic <u>N/A</u>	Over 65 <u>1,361</u>
Asian <u>N/A</u>	WORKFORCE DISTRIBUTION by INDUSTRY (percentage of total employed in each)
Other (Indian) <u>1</u>	Manufacturing <u>26%</u>
MEDIAN FAMILY INCOME <u>16,073</u>	Trade (retail/wholesale) <u>23%</u>
PERCENTAGE of FAMILIES BELOW POVERTY LEVEL <u>22%</u>	Agriculture <u>1%</u>
UNEMPLOYMENT RATE <u>4.3%</u>	Services <u>50%</u>
	AGE OF HOUSING STOCK (percentage pre-WWII) <u>35%</u>
	No. VOLUNTARY ORGANIZATIONS <u>35</u>

(1980 Census is source)

All-America City Award Applicant (Does not have to be the same person designated as the program contact)

NAME Glenn Sumpter  
 TITLE Editor, Richmond County Daily Journal  
 ORGANIZATION Citizen  
 ADDRESS 542 Main Street  
 CITY/STATE/ZIP Hamlet, North Carolina 28345  
 TELEPHONE 919/582-2950 (h) 919/997-3111 (b)  
 SIGNED Glenn Sumpter DATE April 17, 1990

All-America City Award Contact (Major contact person available throughout competition and for follow-up)

NAME Ron Niland  
 TITLE City Manager  
 ORGANIZATION City of Hamlet  
 ADDRESS Post Office Box 1229  
 CITY/STATE/ZIP Hamlet, North Carolina 28345  
 TELEPHONE 919/582-2651  
 SIGNED Ronald M. Niland DATE April 17, 1990

## RULES and INSTRUCTIONS

THE ENTRY BLANK SHOULD BE COMPLETED AND MAILED, ALONG WITH TWO (2) PHOTOCOPIES, TO THE ALL-America City Awards Program, National Civic League, 1601 Grant Street, Suite 250, Denver, CO 80203, at the earliest possible date, but *must* arrive no later than 5 p.m., April 20th, 1990. Do not include additional information or sheets. All responses *must* be completed within the lines on the pages of the application form. Applicants that include additional materials or pages will be automatically disqualified. No reduction in type size will be permitted. Type may be no smaller than that of a standard typewriter, 10 or 12 characters per inch. Enclose \$400 filing fee or \$300 filing fee if the applicant is a member of the National Civic League. The \$400 filing fee includes a one-year membership in the League. A Screening Committee of civic affairs experts will meet on May 4-5, 1990 in Washington, D.C. to select the finalists who will then be invited to send representatives to appear before the All-America City Jury on June 7-9, 1990 in Phoenix, Ariz., to present the finalists' cases.

1. Set the background for your community's story. Summarize your community situation, not the projects described in Question No. 2, but events which contributed to and/or resulted from these projects.

- A. The most basic problems and concerns of the community.
- B. Extent and nature of citizen participation.
- C. Degree of success attained.
- D. Emphasize activity since 1986.

Hamlet is a small town (approximately 6,000 population) in a small, predominantly rural county (approximately 45,000 population). The county, like many small counties that are not located along an interstate highway, has had a relatively stagnant economy for the last decade.

The problems are somewhat more severe for Hamlet because it has been, since its founding a little over 100 years ago, a railroad town. In the days when railroad passenger service was at its peak, Hamlet was one of the main stops along the New York-Florida route. The decline in passenger service led to a slow decline in the city's downtown.

Economic problems have become more severe in the last decade as railroad consolidation had caused a steady decline in employment at the large CSX switchyard just outside the city limits. The yard has long been the town's largest employer. CSX has closed many of the shops at the switchyard, transferring workers to other areas. This has led to an exodus of young people from the town, leaving a predominantly older population, many of them retired.

Hamlet's problems are complicated by the fact that it is Richmond County's "second city". Rockingham, the county seat, is only five miles away. Rockingham has a larger population (approximately 9,000) and a stronger industrial base.

In the 1970's when shopping centers began developing, Richmond County's shopping centers located in Rockingham. The shopping centers drew merchants from both downtowns, but the location of various governmental offices in the county seat has bolstered the business climate in Rockingham's downtown.

Because Richmond County is a small county, there has been a movement over last several years to consolidate various services in order to maximize the county's potential. The county's three school systems were consolidated approximately 20 years ago. This led to the consolidation of the county's four high schools into one county-wide high school. This improved the education offerings available to students, but Hamlet lost some of its identity when Hamlet High School closed.

In a similar development, the struggling chambers of commerce in the two cities were consolidated into a county-wide chamber of commerce that is more economically viable, but again this somewhat diminished Hamlet's image.

Hamlet has responded to these developments in various ways. A group of businessmen formed a non-profit corporation to develop a small industrial park south of the city and were successful in attracting five industries there. The park also provided land for a nursing home, which is related to one of our three projects.

Hamlet has also developed its traditional image as a railroad town by the development of Hamlet National Railroad Museum. The museum, operated by a non-profit corporation created by local citizens, is housed in Hamlet's railroad depot building, which is on the National Historic Register. An impressive amount of historic railroad artifacts are housed in the museum, which is open on weekends. The museum is staffed by volunteers, many of whom are retired railroaders.

The Hamlet American Legion has worked with the city government to upgrade the city's recreational facilities, and various volunteer groups enable Hamlet to have one of the most extensive youth baseball programs in the state.

The city's senior citizens operate an extremely active program at the local senior center, including a popular senior citizens' band.

2. Briefly describe the three main projects that citizens have accomplished in the community since 1986 to merit an All-America City Award. How does each project relate to the Civic Index? (See Civic Index, attached.)

**PRESERVING HAMLET HOSPITAL-** In 1986, Hamlet found itself faced with a problem that has plagued many small towns. Hamlet Hospital had a declining census, suffered cuts in Medicare payments and was on the verge of closing. In Hamlet Hospital's case, management problems with Sun Health, the firm hired to manage the hospital, had complicated the problems. The hospital's non-profit board of directors began to take a more active role in managing the hospital and also began looking for a firm to lease and operate the hospital.

Auxiliary members held bake sales and auctions to help keep the hospital doors open. When cutbacks in hospital costs forced discontinuing emergency room service, the medical staff, volunteered to staff the emergency room.

When HMA of Naples, Fla., expressed an interest in leasing and operating the hospital, the terms of the lease became a problem. The hospital property had been deeded to the county in 1977 under the terms of a \$1.2 million bond issue to upgrade the facility. The hospital was required to make annual bond payments and HMA determined that approximately \$85,000 required in annual bond payments made the hospital economically unfeasible to operate.

Hospital supporters turned to the general public and large crowds appeared at public hearings urging the County Commissioners to absorb part of the bond payment to keep the hospital open. Thousands of Richmond Countians signed petitions urging the same thing. Because of the tremendous show of support for the hospital from the people in Hamlet, the city government agreed to pay \$39,000 a year on the bond payment, with HMA paying the remainder. This lease was approved by the county, and the hospital is operating successfully.

The hospital and the public support for it were a key factor in Britthaven's subsequent decision to open a 65-bed skilled care nursing home in Hamlet. This in turn led to a dialysis center being established in Hamlet.

The result is that Hamlet, which was in danger of losing its hospital and professional medical community, has instead, an expanding array of medical services.

**EXPANDING AND MODERNIZING HAMLET LIBRARY-** The Hamlet Library, built in 1938 by the WPA, was packed to capacity. The shelf space was used up; the facility had no meeting rooms; and the children's department was crowded into a basement area and sometimes had to be closed for adult programs. State funds totaling \$196,000 were available for expansion. The city promised \$125,000 and the county \$15,000, but that still left the project short of the amount needed to modernize and double the capacity of the library. The project required an additional \$167,000.

The Friends of the Library, a group of volunteers, undertook to raise that amount, beginning their drive in 1986. \$167,000 is a tremendous amount of money to raise in a small city with a low per-capita income and a high percentage of retired people. It took a lot of bake, quilt and book sales as well as appeals to businesses and civic clubs, but the money was raised and the library is now one of the city's showplaces.

**THE GROWTH OF THE SEABOARD FESTIVAL-** The Seaboard Festival, an arts and crafts festival in downtown Hamlet, was begun in October, 1982, by Richmond Community College in connection with a National Humanities Grant to study the city's rail-roading history. It was kept going on a small scale by the County Arts Council. A board of directors was formed to promote the festival in 1985 and the festival drew 80 exhibitors in 1986. By 1989, that grew to 110 exhibitors. In addition, the 1989 festival featured shows in the Old Hamlet Theatre which had long sat unused in the downtown, and a "Meet Me At The Depot" reunion that drew many former residents back to town. The reunion will be continued in 1990 as will the shows in the old theatre, and shows are now planned in that theatre at other times of the year. The Railroad Museum is an integral part of the Seaboard Festival and benefitted from the exposure. The festival does much to boost Hamlet's image as a historic railroad town.

We believe these three projects touch on every facet of the community index.

3. What prompted these actions and how were they organized?

The three projects were all inspired by a desire to preserve and promote the best things about Hamlet, but were sparked by different specific problems and organized in different ways.

The prospect of the hospital closing was a serious health care problem, particularly because many Hamlet citizens are elderly. The prospect also had an economic impact. Had the hospital closed, many of the town's doctors would probably have moved their offices to Rockingham to be closer to the county's other hospital. In addition, the hospital was, and is, one of the largest employers inside the city limits.

The initial organization of the drive to save the hospital centered around the board of directors of the non-profit institution but spread quickly to involve the medical staff, other employees and hospital auxiliary. These core groups moved out to contact civic clubs and other community groups and to circulate petitions.

The Hamlet Ministerial Association, composed of ministers from the city's black and white churches, became deeply involved in the effort to save the hospital and was a vital element in its success. The eloquence of individual citizens in public hearings before the County Commission helped tell the story and build support. In a town that doesn't have a chamber of commerce or a newspaper, it takes involvement by almost everyone to make a drive of this nature successful.

The Hamlet Library drive was organized by the Friends of the Library, a group of volunteers. Possibly the most striking thing about this—the largest fundraising drive in the city's history—was the sheer variety of activities. Talks and slide shows were presented to every civic club and organization in the city. There were bake sales, book sales, Christmas craft sales, a "buy a brick" campaign. Hats, country hams, gingerbread houses and other donated items were raffled.

The drive began with a Tupperware party. Just about every small town fundraising effort was used, in addition to soliciting individual donations. Hamlet is not home to large corporations, so the funds had to be raised through small donations.

The Seaboard Festival, named for the Seaboard Coastline Railroad which once served the city, is a different sort of project. It is, in essence, a community celebration—a block party in the downtown. The board of directors solicits crafts exhibitors, publicizes the event, including the "Meet Me At The Depot" reunions, and handles the details of assigning booths, but the participation of the people in Hamlet is what makes the festival special. The shows at the theatre all utilize local, volunteer talent. Churches and senior citizens groups are among the food vendors, and many of the arts and crafts exhibitors are local folks.

The festival draws many from out-of-town, but it is still an event that gives the people of Hamlet a chance to walk downtown and visit with friends and acquaintances in festive surroundings. That's its special quality.

4. List the principal groups and organizations and the number of members actively involved in these efforts. Include community action groups organized around the specific issues.

Name	Active Membership	Contribution
<b>LIBRARY</b>		
Friends of Library.....	200.....	Fundraising, Design Program
-Hamlet City Council.....	6.....	Financial- \$150,000 Matching Money
-Richmond County Library.....	15.....	Consultants, Obtained Grant, Contributions
-Civic Groups.....	185.....	Volunteerism, Contributions, Promotion
<b>HOSPITAL</b>		
-Hamlet Hospital Board of Trustees.....	14.....	Policy Planning, Focus Community Support, Negotiated Contracts
-Hamlet City Council.....	6.....	Provided backing of bonds, Ensured Operating Expense
-Hamlet Hospital Auxiliary.....	50.....	Bake Sales, Auctions, Community Support
-Hamlet Ministerial Assoc.....	30.....	Informed Community, Rallied Support
-Hamlet Hospital Medical.....	105.....	Community Awareness, Solicited Support
<b>SEABOARD FESTIVAL</b>		
-Seaboard Festival Committee.....	15.....	Plan Festival, Raise Funds, Publicity
-Railroad Museum Board.....	15.....	Coordinate events at Festival, Contribute events and displays
-Richmond County Arts Council.....	20.....	Obtained Grant and Leadership, Publicity
-Hamlet Public Library.....	6.....	Storytelling, Games, Publicity
-Hamlet City Council.....	6.....	Contributions, Manpower

5. How did these groups attempt to involve the citizens directly affected by the projects and to what extent were they successful?

The success of all three projects was a direct result of getting a wide variety of citizens involved and active in their community. The Friends of the Library enjoyed the support of all segments of the city including a large contingent of children in their book sales and "buy a brick" campaigns. Civic clubs and individuals donated time and money to truly give our citizens a sense of ownership.

The hospital campaign used extensive help from the senior citizens of our community who make up a large portion of our citizenry. Medical staff, employees and the Ministerial Association brought a great deal of influence on the decision makers to see that this critical need for our community remain available to all. Their success can be measured by attendance at public hearings and signatures on petitions.

The Seaboard Festival has used a cross-section of the community from the old to the young to celebrate Hamlet's heritage as a railroad community. Churches sell food, the library has children's stories and games, class reunions and street dances are held, so that with the crafts and music, everyone is a part of the fun and the community.

6. For each of the three efforts, identify three individuals who were active leaders. (Include leaders from the public, private and nonprofit sectors.)

Name	Address/Phone	Title
<b>LIBRARY</b>		
<u>Maeva Jernigan.</u>	302 Main St., 919/582-3477	Librarian- Hamlet Library
<u>Trent Strickland.</u>	306 McLean St., 919/582-0085	Richmond County Library Board
<u>Marshall Brown.</u>	215 Main St., 919/582-5707	Chairman- Fundraising Campaign
<b>HOSPITAL</b>		
<u>Abbie Covington.</u>	415 Entwistle St., 919/582-3611	Mayor, Chair- Board of Trustees
<u>Tommy Smart.</u>	P.O. Box 791, 919/582-1776	Past Mayor, Board of Trustees
<u>Dr. Fred McQueen.</u>	104 Rice St., 919/582-4003	Chairman- Medical Staff
<b>SEABOARD FESTIVAL</b>		
<u>Rev. Francis Womack.</u>	200 Rice St., 919/582-0111	Chairman- Seaboard Festival Comm.
<u>Jake Covington.</u>	112 Fayetteville St., 919/582-0492	Board Member
<u>Irene Lewis.</u>	UCB 114 Main St., 919/582-4022	Sec.- Seaboard Festival Comm.

All addresses include Hamlet, N.C. 28345

7. (a) What was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate?

The obstacles at the library were raising the money and convincing people that the historic old library would be saved and incorporated with the new. Some citizens debated the expense of a new library with other needs perhaps going unmet.

The hospital project had the county newspaper take a very strong stand against any help or partnership with the city or county. This was done both editorially and by feature articles. In addition, financial concerns were complicating the negotiations with the local governments.

The Seaboard Festival had to address the problem of how to include the various groups that wanted to participate in the festival and keep it from being dominated by any one group, but open and representative of all. The board had to be small enough to function, but open enough to allow the maximum input.

(b) How were the specific obstacles overcome?

To reassure the community concerning the preservation of the old building, a preliminary sketch of the project was prepared for public viewing. Support was solicited from the Hamlet Woman's Club, the original founders of the library in the 1920's, and one of its charter members endorsed the project and assured the community of its necessity. As outlined earlier, the funds were raised by a broad-based campaign that involved the entire community.

The hospital, like the library, was crucial for Hamlet to remain a vital community with an identity. The hospital board, in conjunction with the medical staff, the Ministerial Association, local citizens, hospital staff, and volunteers began an extensive one-on-one campaign with local elected officials on both a city and county level. Both elective bodies yielded to this extensive citizen involvement despite opposition from the local newspaper, resulting in a unique public-private partnership that saved our hospital.

The Seaboard Festival came up with a committee that has representatives of several different participating groups. They have an executive board and appointed committees that increases not only input, but participation. As the festival has grown, these committees are the key to its success and diversity as well as its popularity.

8. What component of the Civic Index would you consider to be the strongest in your community? How was this achieved?

This application is a result of looking at the civic index and feeling that as a community, we have done well in several of the areas. Citizen participation and volunteerism are the bedrock of making our community a better place to live. All the projects have their genesis in people wanting to help people, thus making their community better.

Hamlet, volunteerism runs the gamut from a very successful Little League sports program, to social concerns with the churches sponsoring and manning a soup kitchen for the underprivileged. Senior volunteers march for the future in our March of Dimes Walk America as civic clubs contribute by building and improving almost every recreational facility in the city. Volunteers work to extend hours and defray costs.

Volunteerism coupled with civic pride and help from the City Council has proved to be successful. No child has ever been turned down in any of our athletic leagues for either skill level or ability to pay. We currently have four professional athletes playing major league baseball or in the NFL. These men benefited from our programs without regard to race, influence or family income. Volunteers help senior citizens both at our senior center and nursing homes to form arts and crafts groups, senior music groups and excursions to nearby recreational facilities. Volunteers from our churches man the soup kitchen and women's shelter. Volunteers at the hospital serve meals and words of encouragement to patients and staff. Library helpers plan activities for our children and help the staff when needed. Our churches working together provide for these and other important social ministries.

Through working together, we have overcome our limitations and history to become a very progressive city. We have a female mayor. We have elected a black city council member in an at-large election although the minority portion of the population is less than 25% of the total. A sense of community is the vital glue that binds our people together. The heartbeat of Hamlet is the people, in that we support each other in our sorrows and celebrate in our accomplishments.

9. Which Civic Index component would you consider to be the weakest in your community? What constructive steps have been taken to strengthen it?

Hamlet is a small city that has several disadvantages that make growth and development difficult. The city is not the county seat and is more than an hour from an interstate. The city has one of the smallest per capita tax bases in the State of North Carolina. The traditional railroad employment base has been eroded from the decline of passenger service and the consolidation of the rail industry. The decline in the 1950's, 1960's and 1970's have torn at the center of our heritage and economic base.

Planning was once an afterthought. Years of letting the situation deteriorate left us with a lack of vision or clear direction for self-promotion and improvement in economic and cultural activities. The political leadership was satisfied with the status quo and this led to years of decline and neglect. Citizen participation declined and apathy reigned as a sense of hopelessness and helplessness developed. Race relations were distant and mistrustful. A new direction and sense of pride were needed at the political and community level.

This pride began to develop with the election of new people to city government in the late '70's and early '80's. This new leadership brought a change in attitude and a sense of cooperation. Race relations improved as policy of inclusion instead of exclusion became the norm. A decision to re-build the infrastructure and commit to the future was made by building a senior center, a new city hall, fire station, wastewater treatment plant and recreational complex. All this was accomplished in the '80's and was done with voter-backed bonds and sweat equity. Volunteerism became the rule as people began to sense that our community had a future. There are still obstacles and problems. Our economic climate is better, but fragile. Cooperation with other governmental units is good, but needs to be stronger as we face the mounting crisis of our environment. Drugs in our schools and neighborhoods need constant attention and vigilance. The city has funded a Drug Information Officer in the schools and plans a stronger interdiction program. Financial and land use planning continue to require foresight.

As a community, we are more appreciative of accomplishments knowing where we have been. This new spirit of optimism is contagious as pride and vision return in the hearts and minds of our people. We owe nothing less than our best effort for our children.

10. Of the specific techniques that contributed to your community's success, which factors do you feel others might adopt?

1. Remember that newspapers and radio stations are not the only means of communication in a small town. Use civic clubs and associations to spread the message once a goal or focus has been determined.
2. Use citizen involvement in as many activities as possible. This develops a sense of accomplishment and ownership by the community as a whole.
3. Try to be inclusive as possible. The wider the base of support for a goal, the easier it is to form a consensus for action.
4. Remember that community institutions such as hospitals and libraries are important to the people of your community. They will rally to support them, if asked.
5. It is fine to look for outside help, but in the end, the success of a project depends on utilizing the resources of your community.
6. Local governments have limited resources and are much more likely to support a project, if the people are already supporting it.
7. Don't underestimate the generosity and willingness to work of the people of your community. If the citizens are aroused and motivated, small towns can do big things.
8. Nothing succeeds like success. Accomplishing one project whets the civic appetite for another project.

OFFICIAL ENTRY  
1990

I hereby nominate Harrisburg, Pennsylvania  
(Community) (County) (State)

*for the*

ALL-AMERICA CITY AWARD  
FOR  
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THE ALLSTATE FOUNDATION

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Central to our approach to the issue of civic excellence has been the development of the concept of "civic infrastructure." In our view, analogous to the physical infrastructure of a community—roads, bridges, buildings—is an equally important *civic* infrastructure which is vitally important to the future of the community and equally in need of periodic maintenance and revision. Civic infrastructure is a qualitative concept intended for use in evaluating the social and political fabric of a community: how decisions are made, how citizens interact with one another and government, and how challenges to the community are met.

We have developed a CIVIC INDEX of ten components which we believe constitute a means to evaluate a community's civic infrastructure. The specific components are less important than the recognition that difficulties in the community are recognized, confronted, and resolved in ways that involve a broad sampling of the population and a high degree of consensus. The All-America City program includes the CIVIC INDEX in its application process so that communities will examine their civic infrastructure and find ways to strengthen it. The ten components of the CIVIC INDEX are presented and described at the back of this application booklet.

# COMMUNITY INFORMATION

For the figures provided below, please indicate the year upon which statistics are based and the source of the information

<p>FORM OF GOVERNMENT <u>Strong Mayor</u></p> <p>POPULATION <u>53,257 (1980)</u> (1988 or most recent) <u>55,720 (1990)</u></p> <p>PERCENTAGE CHANGE (+ or -), (1970-1988) <u>-21.7% (70-80) ; +4.6% (80-90)</u></p> <p>POPULATION DENSITY (1988 or most recent) <u>4,549 (80) ; 4,759 (90)</u></p> <p>PERCENTAGE MINORITY (1980)</p> <p>Black <u>44%</u> Hispanic <u>4%</u> Asian <u>1%</u> Other <u>1.5%</u></p> <p>MEDIAN FAMILY INCOME <u>14,182 (80)</u></p> <p>PERCENTAGE of FAMILIES BELOW POVERTY LEVEL <u>20.4% (80)</u></p> <p>UNEMPLOYMENT RATE <u>9.4% (80) ; 5.1% (9/89)</u></p>	<p>POPULATION BREAKDOWN by AGE GROUP (if available) (1980)</p> <table border="0" style="width: 100%; border-collapse: collapse;"> <tr><td>below 18 years</td><td><u>14,832</u></td><td><u>28%</u></td></tr> <tr><td><del>18-25</del> <u>24</u></td><td><u>6,234</u></td><td><u>12%</u></td></tr> <tr><td><del>20-25</del> <u>25-34</u></td><td><u>8,698</u></td><td><u>16%</u></td></tr> <tr><td><del>30-35</del> <u>35-54</u></td><td><u>9,656</u></td><td><u>18%</u></td></tr> <tr><td><del>51-55</del> <u>55-64</u></td><td><u>5,719</u></td><td><u>11%</u></td></tr> <tr><td><del>Over 65</del> <u>+</u></td><td><u>8,128</u></td><td><u>15%</u></td></tr> </table> <p>WORKFORCE DISTRIBUTION by INDUSTRY (80) (percentage of total employed in each)</p> <p>Manufacturing <u>14.9%</u> Trade (retail/wholesale) <u>15.5%</u> Agriculture <u>0%</u>      Disability <u>11.4%</u> Services <u>15%</u></p> <p>AGE OF HOUSING STOCK (percentage pre-WWII) <u>57% (80)</u></p> <p>No. VOLUNTARY ORGANIZATIONS <u>77</u></p>	below 18 years	<u>14,832</u>	<u>28%</u>	<del>18-25</del> <u>24</u>	<u>6,234</u>	<u>12%</u>	<del>20-25</del> <u>25-34</u>	<u>8,698</u>	<u>16%</u>	<del>30-35</del> <u>35-54</u>	<u>9,656</u>	<u>18%</u>	<del>51-55</del> <u>55-64</u>	<u>5,719</u>	<u>11%</u>	<del>Over 65</del> <u>+</u>	<u>8,128</u>	<u>15%</u>
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All-America City Award Applicant (Does not have to be the same person designated as the program contact)

NAME Napoleon A. Saunders

TITLE Business Administrator

ORGANIZATION City of Harrisburg

ADDRESS 10 North Second Street, Suite 302

CITY/STATE/ZIP Harrisburg, PA 17101

TELEPHONE 717-255-6470

SIGNED Napoleon A. Saunders DATE 4-19-90

All-America City Award Contact (Major contact person available throughout competition and for follow-up)

NAME John J. Kane

TITLE CDBG Compliance Officer

ORGANIZATION City of Harrisburg

ADDRESS 10 North Second Street, Suite 206

CITY/STATE/ZIP Harrisburg, PA 17101

TELEPHONE 717-255-6402

SIGNED John J. Kane DATE 4/19/90

## RULES and INSTRUCTIONS

**T**HE ENTRY BLANK SHOULD BE COMPLETED AND MAILED, ALONG WITH TWO (2) PHOTOCOPIES, TO THE ALL-America City Awards Program, National Civic League, 1601 Grant Street, Suite 250, Denver, CO 80203, at the earliest possible date, but *must* arrive no later than 5 p.m., April 20th, 1990. Do not include additional information or sheets. All responses *must* be completed within the lines on the pages of the application form. Applicants that include additional materials or pages will be automatically disqualified. No reduction in type size will be permitted. Type may be no smaller than that of a standard typewriter, 10 or 12 characters per inch. Enclose \$400 filing fee or \$300 filing fee if the applicant is a member of the National Civic League. The \$400 filing fee includes a one-year membership in the League. A Screening Committee of civic affairs experts will meet on May 4-5, 1990 in Washington, D.C. to choose the finalists who will than be invited to send representatives to appear before the All-America City Jury on June 7-9, 1990 in Phoenix, Ariz., to present the finalists' cases.

1. Set the background for your community's story. Summarize your community situation, not the projects described in Question No. 2, but events which contributed to and/or resulted from these projects.

- A. The most basic problems and concerns of the community.
- B. Extent and nature of citizen participation.
- C. Degree of success attained.
- D. Emphasize activity since 1986.

A. Harrisburg from 1960 to 1980 lost 1/3 of its population, 800 businesses, suffered two major floods and the Three Mile Island disaster. As both State Capitol and County Seat, 54% of the land is tax exempt. Its bonds were unmarketable. In 1981, Federal and State governments froze grants to the City due to mismanagement.

A reform administration took office in 1982 and began an urban renaissance. Harrisburg once rated by HUD as the second most distressed City in the Nation became the second best financial investment in the east.

B. In 1989 when only local elected offices were filled, 44.2% of City voters participated in the primary and 42.4% in the general election; both parties endorsed the Mayor and incumbent Council majority was defeated in primary. Carefully developed suggestions are offered at well attended public hearings. Projects proposed in this application have helped to increase the number and strength of groups. Usually four or more persons seek each public office.

Economic Development, especially downtown, has included combinations of non-profit, private and City; and a growing number of strictly private projects. Three new financial institutions located offices in the City during the past three years and another bank constructed its 12 story headquarters here.

Parks Partnership uses private funds, projects are planned by existing or newly formed neighborhood group pledged to care for facility in the future.

City Island used donated plans and construction, interest on bond funds and capital improvements by private operators and non-profit organizations.

C & D. Commercial development projects, 1986-89, totaled \$627,847,641. and created 6,422 full time jobs. During the same period residential projects totaled \$115,331,975.

Seven recreational sites have been completed and funds for four additional sites raised by the Parks Partnership since its formation in 1987. The major spinoff is the creation of neighborhood groups where none had existed. These groups then undertake other neighborhood improvement tasks including housing, general cleaning of the area, crime watch, fire prevention, participation in public hearings.

The success of initial City Island projects encouraged both private parties and non-profit organizations to propose additional projects which they will fund. Since 1987, at least three new attractions have been annually added to City Island.

Many other projects since 1986 demonstrate increasing cooperation between all sectors, growing community pride and confidence. A developer constructed and donated a shell building, CDBG provided for site improvements, neighborhood organization will operate and maintain. Non-profit organization, aided by a variety of federal and state funds, is renovating former Hill Cafe Hotel into low rental units. Federal, state, county and city cooperated to finance the new Senior Citizen Center which is owned and operated by a local non-profit.

The City has improved existing housing through CDBG rehabilitation, rental rehabilitation, homesteading; new housing through a UDAG, two HoDAG's and incentives to developers.

2. Briefly describe the three main projects that citizens have accomplished in the community since 1986 to merit an All-America City Award. How does each project relate to the Civic Index? (See Civic Index, attached.)

A. Since 1986, commercial development exceeded 627 million dollars and created 6,422 jobs. Greatest change can be seen downtown where the non-profit development corporation, Harristown, and the City cooperated on the Hilton Hotel Convention Center and Strawberry Square II shopping restoration projects.

Private developers aided by historic tax credits created office space at former Senate Hotel, Colonial Theater, Feller, Keystone, U.S.F. and G., Payne-Shoemaker and Durbin buildings.

Dauphin Deposit constructed a 12 story headquarters building with 304 space garage. Vartan completed an office building opposite the renovated Transportation Center which serves Amtrak, Greyhound and Trailways; has another building under construction and announced two other downtown structures,

The Parking Authority has completed its fourth garage and announced the location for its next facility. Private firm constructed a garage to serve the state office complex.

Harristown and Urban Transit funds provided for a local bus transfer station on Market Square and funds from the non-profit development corporation financed Market Street site improvements.

The Urban League restored a vacant historic building as its headquarters and is recruiting personnel for the Hotel-Convention Center. PA Manufacturers Assn. and Red Cross built new structures. Numerous storefronts were renovated to historic standards.

Economic development projects involving all three sectors have also been carried out in neighborhood commercial areas. A business development center created, new industrial plants built and vacant factories renovated.

Past conflicts between the sectors have been put aside and current leadership is shared, it is results oriented, risk-taking and the door is open to all. Government performance in economic development has gone from non-existent to outstanding. Problems are resolved through consensus. Information is shared through numerous news conferences and open discussion. Minority participation is required.

B. Founded in 1987, the Parks Partnership has reconstructed 7 sites, has funds available for 4 more, raised \$501,013. as of 1/1/90. Partnership helps form neighborhood group where none exists; citizens make decisions on playgrounds facilities, prevent vandalism and litter. Partnership helps group with other interest including crime watch, area cleanup, housing, fire prevention, improving organizational skills. Parks Partnership encourages citizen participation and community leadership by creating new citizen groups and upgrading skills of existing organizations. It uses volunteers to train neighborhood groups in organizational skills and raises funds from individuals, corporations and foundations. Persons learn how to build neighborhood consensus and how best to get results. Program fosters community vision and pride, and effort becomes ongoing.

C. City Island was not restored following the 1978 flood. It became a place for well publicized illicit activities. A local design firm contributed a plan for recreational development and Mayor spearheaded a campaign in which local contractors built a stadium and minor league professional baseball returned to Harrisburg in 1987. Non-profit group raised funds and constructed a paddlewheeler. Private persons/firms obtain permits and installed facilities including: refreshment stands, marina, boat rental, water taxi, rowing club, steam railroad, horse drawn carriage ride. City used interest revenue to demolish old buildings, construct separate field for football minor league team and play areas. New features are added each year, in 1990 a full service restaurant with has been announced. Tax revenue is not used.

City Island demonstrates the Civic Index factors of community volunteerism-philanthropy, capacity for cooperation and consensus but provides activities where diverse racial and ethnic groups interact. community pride and demonstrates to all that the entire City can be

3. What prompted these actions and how were they organized?

A. Loss of 800 businesses over a period of twenty years, a 9.4% unemployment rate, vacant-blighted commercial buildings in both downtown and neighborhood business areas were highly visible signs of the city's distress.

In the downtown, a non-profit development corporation, Harristown, was the sole renewal promoter, then the City undertook a leadership role coordinating the resources of the non-profit, private and governmental sectors. Larger projects often involves the three sectors. Some projects may involve the City assisting the private sector through historic tax credits or low interest loans.

Revitalization in neighborhood commercial areas are encouraged by revolving fund loans to businesses and rental rehabilitation loans for apartments over stores, plus city site improvements such as reconstruction of sidewalks.

B. Harrisburg Parks Partnership grew from a need to upgrade 42 parks and recreational sites with non-government funds. Non-profit corporation was created to solicit funds and to insure the longevity of the program. Partnership staff works with existing neighborhood group or where there is none, they help to form an organization. After participating in the Parks Partnership experience such organizations stay together and undertake other neighborhood improvements.

C. City Island was abandon after flood and became a widely publicized place for crime/illicit activities. Past glory was gone; it was a symbol of City's failure. Making the Island into a better attraction than it had ever been, would show region the City could be restored.

First task was for private contractors to donate equipment, material, labor to build a baseball stadium and for private parties to bring a minor league team back to Harrisburg which had lost a team in the fifties. Local firm donated master plan for island. Parties interested in operating various facilities made capital improvements and City added other recreational facilities. Non-profit organization raised funds and constructed a riverboat. City Island has added several privately funded attractions each year.

Rather than attempt a massive theme park, the City has coordinated a series of annual improvements, gaining greater local support and participation. City Island offers family fun which is affordable to all.

Common elements to these three projects and numerous other improvements have been the visionary leadership of the Mayor, the citizens' reaction to finding a true problem solver, and the willingness of private and non-profit leaders to support the public sector risk taker.

Earlier administrations were passive, Mayor Reed insisted that City be an equal partner in downtown rebirth. After initial conflict, City's role was accepted by non-profit development corporation, Redevelopment Authority, and private developers. Resources added by City were able to get stalled projects moving; if one funding source failed another was found quickly with Mayor's personal assistance. There were no public funds for restoring recreation sites. Mayor conceived the idea of an independent Parks Partnership to raise funds and require neighborhood participation, then insured cooperation from City's Parks and Recreation staff.

Likewise the Mayor saw that City Island was a symbol of the City's condition. Large contractors were personally called upon to do their civic duty and volunteered equipment, men and material. Once the baseball stadium was built and team obtained, the Mayor's open door invitation for others to participate attracted non-profits groups and private individuals who offered to install and operate other facilities. Baseball stadium seating has been expanded annually.

4. -List the principal groups and organizations and the number of members actively involved in these efforts. Include community action groups organized around the specific issues.

Name	Active Membership	Contribution
Harristown Dev. Corp. (and affiliates)	16 Directors	Strawberry Sq. developer; Hotel partner; Market St. improvements
Urban League	130	Bldg. developer; Hotel minority recruitment
HB Alexander & Son	Private	Restored 4 historic office bldgs.
Vartan Enterprises	Private	2 new bldgs.; 1 underway; 2 announced
4th-Walnut Assn.	18	Restored historic commercial block
Dauphin Deposit Bank	Private	12 story headquarters; separate garage
Leon Weiner Assoc.	Private	100 CC townhouse apts; 100 more '90; 20% L/M
Hbg. Eco. & Comm. Affairs	50	Vacant bldgs. to 35 L/M apts.
Frank Robino Co.	Private	85 new homes completed; 13 underway
American Red Cross	3,000	Built new regional headquarters
PA. Manufacturers Assn.	9,000	Built new headquarters
Central Allison Hill Assn.	250	Community Center; Rehabilitate houses
Sr. Citizen Center	750	New facility
3rd St. Business Assn.	45	Restore neighborhood commercial area
Hill Business Assn.	35	Restore neighborhood shopping area
Parks Partnership	27 Directors	Direction, raise funds; 200 donors
Wilson Pk. Neighbor.	200	Tot lot; shelter
Pleasant View Neigh.	30	Younger children playground
7th & Radnor Ballfield	150	Seating, restrooms, soccer-football goals
4th & Emerald Neigh.	20	Playground improvements
Sunshine Pk. Neigh.	50	New tot-lot added
Italian Lake Neigh.	50	Dredge and landscaping, lights, seating
Summit Terrace Assn.	40	Playground; cleanup; community bldg.
Riverfront Peoples Pk.	50	Restore gardens; plant 300 trees
Hbg. Youth Soccer	175	Spinoff from Parks Partnership
Riverboat Society	500	Raised funds; built paddlewheeler boat
Hbg. Rowing Club	60	Public sculling program

5. How did these groups attempt to involve the citizens directly affected by the projects and to what extent were they successful?

A. Details of individual plans were announced at Mayoral news conferences and given wide notice through television, radio and newspaper. Well publicized meetings and public hearings were held on changes in obsolete renewal plans, proposed traffic changes, applications for federal or state assistance for specific projects, impact of new structures upon the area. Citizens were informed and fully participated in meetings of the Planning Commission, City Council and, when necessary to hold, Zoning Hearing Board appeals. Citizens contributed much to the affirmative action policy for all downtown construction.

B. Parks Partnership program can not proceed without citizen involvement in the neighborhood. If no group exists one must be formed. Fliers, neighborhood canvassing, word of mouth, phone calls, announcements from neighborhood pulpits are all used to get residents to meetings and to become involved. Group must decide type of playground needed and pledge to care for the facility.

C. City Island's donated master plan was widely publicized and interested groups and citizens invited to contact the City. The plan is flexible and ideas of others willing to carryout specific projects were incorporated. For example the Riverboat Society was formed by citizens who wished to recreate a boat. The group raised funds and members actually help to construct the boat. City obtained required dock permits from the state and wharf the plans. When citizens formed the Harrisburg Rowing Club, a group to teach the sport to the public, the City provided part of the rowing boat. Private persons who proposed to operate such individual attractions as water taxi, boat rentals, carriage ride, steam train, and restaurant were welcomed and feature incorporated into plan.

6. For each of the three efforts, identify three individuals who were active leaders. (Include leaders from the public, private and nonprofit sectors.)

Name	Address/Phone (717)	Title
A1	Wm. Alexander, 315 Vaughn, Hbg 17110, 234-7041,	Pres. HB Alexander, Developer
A2	Russell Ford, Strawberry Sq. Hbg 17101, 236-5061,	V P Harristown Develop. Corp.
A3	Kinneth Washington, 25 N. Front, Hbg 17101, 234-5925,	Exec. Dir. Urban League
B1	Terri Burkholder, 1830 S. 19th, Hbg 17104, 986-9350,	Pres. Parks Partnership
B2	Georgianne Jennings, 2512 Agate, Hbg 17110, 238-2599,	Neighborhood Group Member
B3	Jacquelynne Lapitsky, 10 N. 2nd, Hbg 17101, 255-3083,	Parks Partnership Staff
C1	Drew Miller, 413 Walnut, Hbg 17101, 234-6414,	Pres. Design Consortium
C2	Richard Redd, 10 N. 2nd, Hbg 17101, 231-4444,	G.M. Baseball Team
C3	Michael Trephan, 33 N. 23rd, Camp Hill, PA 17011, 737-0238,	Owner Steam Train Past Pres. Riverboat Society

7. (a) What was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate?

1. Harristown, the non-profit corporation for downtown development, initially resisted any active role for new City administration, since former administrations had been passive "rubber stamps".

2. A majority of City Council members acted as if the former Commission form of government was in effect. Actions included suits against Mayor and baseball team, passage of ordinance that caused firm to cancel plans to locate large corporate headquarters in City and failing to act on resolution to obtain State grant for new industry which then went elsewhere.

3. Daily newspaper ran stories with slanted statistics comparing City with suburbs or carried stories on reports detrimental to City while neglecting to mention figures for suburban communities which were worst.

4. Some neighborhoods lacked individuals skilled in leadership for Park Partnership program or did not have a neighborhood group.

(b) How were the specific obstacles overcome?

1. New administration demanded equal role. Proved ability with private sector-city projects, gained public support.

2. Council members were defeated in primary. Citizens elected persons supportive of administration. Mayor won both parties' nomination and was reelected for third term.

3. After newspaper stopped printing "letter to the editor" rebuttals, supporters purchased large paid advertisement space to correct stories. Over period of time newspaper appears to have become less hostile - more cooperative.

4. Where necessary Partnership staff and volunteers worked with groups teaching them basic skills in conducting meetings, ways to survey needs, decision making techniques and setting goals. Where no group existed, Partnership volunteers help residents to become organized. Volunteers also assists groups to undertake other projects to resolve neighborhood problems through technical assistance.

8. What component of the Civic Index would you consider to be the strongest in your community? How was this achieved?

Government Performance

The City's renaissance since 1982 has been possible because of visionary leadership of the Mayor; the attraction of competent professionals to government service; openness to the media, organizations and individual citizens; developing innovative revenue sources; consideration of private service sources; and working closely with other sectors. City employees are held to high ethical standards and must be drug free.

Since 1986, the City has received creditation for accounting practices from the Municipal Financial Officers Association and for police operations from the Commission on Accreditation for Law Enforcement Agencies.

The U.S. Department of Housing and Urban Development's Philadelphia Area Offices advises the City has the highest percentage of funds expended to minority contractors and is second only to Philadelphia in total dollars expended to minority firm. The same federal agency which cut off funding in 1981, now recommends that other communities staff visit Harrisburg to learn its methods of operation.

The Mayor is a risk taker who has developed close links with other community leaders so that he can call upon them when needed. Local private resources have provided additional project funds when either out of town entities or other governmental agency failed to provide its share.

The City understands the value of cooperation and is willing to share the community leadership role with persons from the private and non-profit sector. Proposals are looked at for the long range effect, not short term. Maximum use is made of volunteerism and philanthropy.

9. Which Civic Index component would you consider to be the weakest in your community? What constructive steps have been taken to strengthen it?

Citizen Participation In Some Neighborhoods

Some areas lack a strong neighborhood organization. In a few places, residents are mostly state workers who live in small apartment then return to their hometowns each weekend. Residents of other areas are very low income families who frequently move.

Fire and Police conduct prevention programs at schools and for adults at locations throughout the City. For youngster there are local coloring books on City history, fire and crime prevention. Schools have expanded civic education programs. The City funds innovative classes for low income students.

Professional staff and volunteers of Parks Partnership, which provides private funds to renovate playgrounds works with existing groups to improve their organizational skills and helps to create neighborhood group where none exists. Staff insures that all in area know of meetings and residents must decide what type of playground they want; small children, sports for teenagers, etc. The group must commit itself to preventing vandalism, litter and to care for facility in the future. Groups often express other community needs and Partnership staff helps them organize crime watch, area cleanup, housing improvements, street and utility maintenance, fire prevention, leadership skills, dealing effectively with City agencies.

Since 1986, City has aided three neighborhood organizations to develop their own Community Center buildings. Three different methods were used: CDBG funds renovated large abandon building, apartment above provides funds for group to maintain. Developer donated new shell building, City did site improvements, group conducts fund raising activities. At third location, developer contributed first floor on long term lease to group in exchange for City rental rehabilitation of upstairs apartments.

10. Of the specific techniques that contributed to your community's success, which factors do you feel others might adopt?

Persons who assist in renaissance are put on a Community Leaders mailing list and are invited to all groundbreaking, award ceremonies and special events. Person is recognized as a part of the team and is encouraged to continue efforts.

Local celebrations not held for years were resumed and new events added. Harrisburg has St. Patrick's Day Parade, Intercultural Celebration on Memorial Day Weekend, Independence Day Weekend, Antique Fire Pumpers Weekend, Kipona Weekend over Labor Day, Historic Home Tours, Holiday Parade before Christmas. Neighborhoods also hold block parties to which everyone is invited. These events bring persons from throughout the region together and foster civic pride.

In addition to providing private funds for restoration of recreational sites, Parks Partnership volunteers and staff develop neighborhood groups where none exist and improve organizational skills for existing groups wishing such assistance. In addition to recreational improvement, group soon undertake other neighborhood improvements. Increases Citizen Participation and builds civic pride.

The Parks Partnership also provides a means for interested citizens living outside the City and regional businesses to participate in the renaissance. These parties know that a region can not prosper without a sound core city. Such an effort can achieve greater regional cooperation in other activities.

The administration is open to proposals from any source, as illustrated by the development of City Island. There was no large single entity available and a consortium would have taken more time. After contractors donated labor and materials and City used non-tax funds for initial improvement, private businesses and non-profit organizations undertook capital improvements in exchange for park permits. The result is an outstanding regional attraction, affordable to all, without large municipal investment or administrative cost. Each party has control over its operation with the City providing guidance and coordination.

After receiving 1984-85 All America Award for housing, arts and humanities, the City at presentation of flag awarded individual All America City Certificates to organizations and individuals who help achieve the award. Emphasis was placed on need for continued and greater citizen participation as much remained to be done. Firms donated billboards, public vehicles were marked and award was widely publicized. There was a marked increase in support from non-profits, private firms and individual citizens. If honored by a 1990 Award, we plan a like ceremony to recognize those who made the honor possible.

In summary, the City of Harrisburg, considered the second most distressed city in the U.S. in 1980, has, by sheer determination, long-range planning and strong leadership from the public, private and nonprofit sectors, reversed three decades of very serious decline with major net gains in the number of businesses, jobs and livable homes. Property values have increased for the first time in 25 years and the crime, fire and unemployment rates have dropped. All of this progress happened during a decade marked by substantially reduced Federal domestic funding with most of this progress being realized in the period of 1986 to 1990. We believe what has been learned and demonstrated in Harrisburg can be a model to other urban communities of our Nation.

OFFICIAL ENTRY  
1990

I hereby nominate Coeur d'Alene Kootenai Idaho  
(Community) (County) (State)

*for the*

ALL-AMERICA CITY AWARD  
FOR  
CITIZEN ACTION, EFFECTIVE ORGANIZATION  
AND COMMUNITY IMPROVEMENT

*a program of*

THE NATIONAL CIVIC LEAGUE

*sponsored by*

THE ALLSTATE FOUNDATION

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Central to our approach to the issue of civic excellence has been the development of the concept of "civic infrastructure." In our view, analogous to the physical infrastructure of a community—roads, bridges, buildings—is an equally important *civic* infrastructure which is vitally important to the future of the community and equally in need of periodic maintenance and revision. Civic infrastructure is a qualitative concept intended for use in evaluating the social and political fabric of a community: how decisions are made, how citizens interact with one another and government, and how challenges to the community are met.

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# COMMUNITY INFORMATION

*For the figures provided below, please indicate the year upon which statistics are based and the source of the information.*

FORM OF GOVERNMENT Mayor-Council  
 POPULATION  
 (1988 or most recent) 1988: 24,222  
 PERCENTAGE CHANGE (+ or -),  
 (1970-1988) + 49%  
 POPULATION DENSITY  
 (1988 or most recent) 1988: 2056/sq. mi.  
 PERCENTAGE MINORITY  
 Black .1%  
 Hispanic 1.4%  
 Asian 1%  
 Other .1%  
 MEDIAN FAMILY INCOME 1989: \$25,000 \*  
 PERCENTAGE of FAMILIES  
 BELOW POVERTY LEVEL 1989: 8.7%  
 UNEMPLOYMENT RATE 1989: 5.9% \*

POPULATION BREAKDOWN by AGE GROUP (if available)  
 below 18 years 1980 census: 5249  

18-25	18-24	2675
26-35	25-34	3492
36-50	35-54	3618
51-65	55-64	1848
Over 65	65+	3172

 WORKFORCE DISTRIBUTION by INDUSTRY  
 (percentage of total employed in each)  
 Manufacturing 20.8  
 Trade (retail/wholesale) 24.8  
 Agriculture 1.0  
 Services (incl. gov't) 53.4  
 AGE OF HOUSING STOCK  
 (percentage pre-WWII) 31%  
 No. VOLUNTARY ORGANIZATIONS 158

\*numbers are for Kootenai County; City data not gathered

**All-America City Award Applicant** (Does not have to be the same person designated as the program contact)

NAME Raymond L. Stone  
 TITLE Mayor  
 ORGANIZATION City of Coeur d'Alene  
 ADDRESS 710 Mullan Avenue  
 CITY/STATE/ZIP Coeur d'Alene, ID 83814  
 TELEPHONE 208-667-9533  
 SIGNED [Signature] DATE 4/18/90

**All-America City Award Contact** (Major contact person available throughout competition and for follow-up)

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 TITLE Investment Executive  
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## RULES and INSTRUCTIONS

**T**HE ENTRY BLANK SHOULD BE COMPLETED AND MAILED, ALONG WITH TWO (2) PHOTOCOPIES, TO THE ALL-America City Awards Program, National Civic League, 1601 Grant Street, Suite 250, Denver, CO 80203, at the earliest possible date, but *must* arrive no later than 5 p.m., April 20th, 1990. Do not include additional information or sheets. All responses *must* be completed within the lines on the pages of the application form. Applicants that include additional materials or pages will be automatically disqualified. No reduction in type size will be permitted. Type may be no smaller than that of a standard typewriter, 10 or 12 characters per inch. Enclose \$400 filing fee or \$300 filing fee if the applicant is a member of the National Civic League. The \$400 filing fee includes a one-year membership in the League. A Screening Committee of civic affairs experts will meet on May 4-5, 1990 in Washington, D.C. to choose the finalists who will then be invited to send representatives to appear before the All-America City Jury on June 7-9, 1990 in Phoenix, Ariz., to present the finalists' cases.

1. Set the background for your community's story. Summarize your community situation, not the projects described in Question No. 2, but events which contributed to and/or resulted from these projects.

- A. The most basic problems and concerns of the community.
- B. Extent and nature of citizen participation.
- C. Degree of success attained.
- D. Emphasize activity since 1986.

Newsweek called Coeur d'Alene one of the 10 most livable cities in America. National Geographic describes the lake which forms the city's southern border as one of the five most beautiful in the world. Yet recently, despite its appealing lifestyle and scenic beauty, social and economic problems threatened the fabric of this North Idaho community and raised serious questions about its future.

In 1970, drawn perhaps by the same qualities that attracted so many others, The Church of Jesus Christ Christian, a racist, anti-semitic, neo-Nazi sect, located its headquarters just north of Coeur d'Alene. The church's message of hatred and discrimination was quickly evident. Those activities peaked in the fall of 1986 when four bombs were detonated in Coeur d'Alene--one in the city's Federal Building, one in the home of a Catholic priest who was a human rights leader, and the other two in local businesses. As a result, Coeur d'Alene was branded as a community of violent racists. Yet a little more than a year later, a grass roots, community-based human rights movement, organized as the "Kootenai County Task Force on Human Relations" had won for Coeur d'Alene the prestigious Raoul Wallenberg Civic Award in recognition of its efforts to preserve and promote the principles of human rights, human dignity, and the equality of all people.

The history of North Idaho, in economic terms, is the history of mining, smelting, and lumbering. Silver, zinc, lead, and tall stands of pine provided a good living for a hardy and hardworking population. In 1981, the mining industry alone provided more than 8,000 jobs in the region. In 1985 only 500 of those jobs remained. In 1987, in the face of already declining levels of employment in the lumber industry, a large sawmill in Coeur d'Alene closed with the loss of 500 jobs. Uncertainty in resource-based industries argued strongly for the need to diversify. In February of 1987, 30 business and government leaders came together to plan for that process. A month later, more than \$1 million had been pledged to implement their plan through a new organization--"Jobs Plus."

A growing Coeur d'Alene meant a growing need for health services. Without a local facility to provide radiation treatments for cancer patients, local residents were forced to travel 80 miles or more, round-trip, to receive that care in Spokane. Facing the inconvenience and sometimes severe discomfort of patients, and the prospect of overcrowded medical facilities in Spokane, the "Kootenai Medical Center Foundation" and a team of volunteers went to work on a solution. Discussions began in the Fall of 1986. By 1988, more than \$500,000 had been raised and a new, free-standing Cancer Care Center was in operation. Almost immediately, a companion project was begun. Another \$246,000 was raised and "The Walden House, A Caring Place" was constructed to provide inexpensive, comfortable housing for out-of-town outpatients and for the families and friends of those confined to the hospital.

2. Briefly describe the three main projects that citizens have accomplished in the community since 1986 to merit an All-America City Award. How does each project relate to the Civic Index? (See Civic Index, attached.)

**HUMAN RELATIONS TASK FORCE**--From its inception, the Human Relations Task Force has had as its goals the support of victims of discrimination and harassment, the education of the citizens of North Idaho and the Pacific Northwest region concerning the principles of human equality, dignity, and freedom, and the passage of legislation supporting human rights. Toward those ends, the Task Force's accomplishments have been extremely impressive. The Task Force participates in local events and symposia, funds highway billboards with the message "Idaho Is For Everyone," sponsors Coeur d'Alene's Martin Luther King Day celebration, has produced in conjunction with the local community college, over 30 PBS television programs dealing with human rights, and co-sponsored a 5-day community symposium entitled, "Racism: Prejudice and Progress." It provides support, counseling and legal assistance in the event of an incident of harassment. It has worked with local legislators to pass a body of legislation against hate crimes now recognized as the nation's toughest and most comprehensive and applauded in a June 3, 1989 resolution passed by the National Conference of State Legislatures' Executive Committees. This activity relates to all Civic Indices.

**JOBS PLUS**--A non-profit, privately funded organization governed by a 17 member board of directors, Jobs Plus has proven to be a remarkably successful economic development effort. Through one-on-one marketing efforts conducted by the organization's staff, and through a network of supporting volunteers, Jobs Plus has played an active role in recruitment and development projects that have totaled more than \$90 million in capital investment in our region and helped produce more than 1500 new jobs. Downtown revitalization, regional shopping mall, theme park, greyhound race track, aluminum can recycling smelter, and lighting fixture manufacturer are just a few of the success stories in which Jobs Plus played a significant role. This activity relates most closely to Civic Indices 1,2,3,4,8 and 10.

**KOOTENAI MEDICAL CENTER FOUNDATION**--The Foundation is a charitable corporation which supports Kootenai Medical Center, a 187 bed public hospital. Governed by nine appointed directors, the Foundation was charged with the responsibility to raise a total of nearly \$900,000 to support construction of the North Idaho Cancer Center and the Walden House, a Caring Place. Construction on the Cancer Center began in May of 1987 and the building was dedicated on January 30, 1988. Today, the Center provides treatment for an average of 88 patients per day. The Walden House is an attractive, two story frame structure with eight-bedrooms, a living room, and dining room. A live-in housekeeper and volunteers help with shopping and baby-sitting, and offer other services to the families, friends, and outpatients who reside there. This activity relates most closely to Civic Indices 1,2,4 and 9.

3. What prompted these actions and how were they organized?

Not long ago, Coeur d'Alene was a city that mixed great promise with some truly daunting problems. Scenic beauty, an attractive, small-town lifestyle, convenient access to rail, air, and highway transportation, abundant natural resources, a nearby metropolitan area, and a low crime rate were factors that combined to make the community extremely livable.

Still, the future of the community was in serious doubt. The resource-based economy that had built the area and provided the majority of its jobs was faltering. Low base metal prices had closed some mines, and forced others to exact wage cuts from remaining employees. Lumbering, though less severely impacted than mining, was changing too. Mills were automating to improve profitability. Access to timber was blocked by ongoing environmental concerns. The result was a dramatic decrease in lumber-related employment.

On top of those problems, the presence of a high profile neo-Nazi group produced isolated cases of minority harassment and even a few incidents of violent hate crimes. Intense media coverage convinced the region and even the nation that North Idaho was a haven for racism and prejudice. In a different social arena, a growing Coeur d'Alene was not meeting the medical needs of a major patient population. Statistics gathered by Kootenai Medical Center indicated that 25% of the cancer patients receiving radiation treatments at nearby Spokane hospitals actually lived in the KMC service area.

Together, those problems indicated action needed to be taken to secure a sound future for the people of Coeur d'Alene--a future that held forth the promise of economic vitality, social justice, and adequate medical care. To be worthwhile, that new future had to be shared by all of the region's residents---whites, blacks, Jews, American Indians, hispanics, and orientals---and it had to be communicated to a nation that doubted whether such a future was what the people of Coeur d'Alene wanted.

That vision prompted the formation of Jobs Plus, a private economic development group, funded by hundreds of local donors and organized around a small board of directors. The board hired a chief executive and small staff who guided volunteers in a marketing effort aimed at strengthening the area's infrastructure for development and broadening the base of its economy--always with a view to maintaining the lifestyle that was the area's most valuable asset.

That vision also prompted the formation of the Kootenai County Task Force on Human Relations, an all-volunteer group made up of educators, clergy, law enforcement professionals, attorneys, and concerned citizens. From that membership, an executive board was selected and a system of committees was formed to begin a program of victim assistance, legal action, and education.

That vision gave the Kootenai Medical Center Foundation, a not-for-profit corporation with a small governing board and a very large network of volunteers, the mission to create a local center for cancer treatment and a related facility to support patients receiving those treatments as well as their families, and friends.

4. List the principal groups and organizations and the number of members actively involved in these efforts. Include community action groups organized around the specific issues.

Name	Active Membership	Contribution
<u>Cancer Center/Walden House</u>		
Kootenai Medical Center Foundation	30	raised \$560,000
"3Cs" Cancer Community Charities	600	raised \$ 50,000
<u>Jobs Plus</u>		
Jobs Plus "Stockholders"	365	\$5 to \$60,000 each - totaling \$1 million
<u>Task Force</u>		
Coeur d'Alene Indian Tribe	350+council	Shared cultural/ethnic heritage at Task Force events.
City of Coeur d'Alene	207	Provided facilities/staff support/proclamations.
Kootenai County Public Schools	12,150	Adopted Human Rights Curriculum -released students for Martin Luther Day Celebrations.

5. How did these groups attempt to involve the citizens directly affected by the projects and to what extent were they successful?

Task Force records indicate more than 15,000 people have participated in sponsored events and hundreds of thousands more have viewed 30 public service television broadcasts on human rights topics. Citizen leaders, many representing minorities directly affected by the threat of bigotry and violent racism, and political leaders joined forces to successfully lobby for Idaho's nationally recognized anti-hate crime laws.

Jobs Plus had its real birth in a March 1987 public meeting attended by more than 1,000 concerned citizens. Asked to accept and support the concept of a privately financed economic development organization, those citizens raised \$1 million in four weeks.

The North Idaho Cancer Center and Walden House also were community-based efforts. The Cancer Community Charities, a 750-member regional organization, is significant evidence of involvement by those most affected by the project.

6. For each of the three efforts, identify three individuals who were active leaders. (Include leaders from the public, private and nonprofit sectors.)

<u>Name</u>	<u>Address/Phone</u>	<u>Title</u>
<u>Jobs Plus</u>		
Tom Richards	1500 E. Honeysuckle, Hayden Lake, ID 83835	Pres. Idaho Forest Ind.
Duane Hagadone	P.O. Box 1178, Coeur d'Alene, ID 83814	President Hagadone Corp.
Dennis Wheeler	505 Front, Ste 400, Coeur d'Alene, ID 83814	President Cd'A Mines
<u>Task Force</u>		
Bill Wassmuth	PO Box 16776, Seattle, WA 98116	Ex. Dir. NW Coalition Mal. Har.
Tony Stewart	1000 W. Garden Ave., Coeur d'Alene, ID 83814	President NW Coalition
Norm Gissel	1034 N. 3rd St., Coeur d'Alene, ID 83814	Task Force President
<u>Cancer Center/Walden House</u>		
Tom Richards	1500 E. Honeysuckle, Hayden Lake, ID 83835	President-KMC Foundation
Bill McCarty	505 Front, Ste 201, Coeur d'Alene, ID 83814	Chair, KMC Found Sp. Proj.
Nancy Jones	1112 Maple Ave., Coeur d'Alene, ID 83814	Pres. "3Cs" Cancer, Comm, Char.

7. (a) What was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate?

The impact of neo-Nazi activity in the Coeur d'Alene area presented an extremely serious obstacle to the efforts described in this application, and also posed a delicate problem.

The problem: How to counteract the affects of a potentially violent group without engendering violence and without denying that group its constitutional rights.

The obstacle: How to overcome the very negative affects of the intense local, regional, and sometimes national publicity generated by neo-Nazi activities---activities often consciously structured to create that publicity.

(b) How were the specific obstacles overcome?

The Task Force began with a mission statement that affirmed and supported the rights of all people--even those espousing views repugnant to most others. That belief guided the Task Force in a non-violent course of action that carefully protected the rights of neo-Nazis, while at the same time crafting nationally recognized legislation against hate crimes in Idaho. The Task Force also was keenly aware of the need to publicize its efforts. When bombs exploded in Coeur d'Alene, the Task Force countered with a peaceful community rally attended by almost 800 people. The Task Force also took a very proactive stance, organizing the region's largest annual Martin Luther King Day celebration, sponsoring public school human rights projects, dedicating a section of North Idaho College beach in honor of the Coeur d'Alene Indian Tribe, and promoting the public service message, "Idaho Is For Everyone."

8. What component of the Civic Index would you consider to be the strongest in your community? How was this achieved?

Civic Index No. 4, "Volunteerism and Philanthropy" is clearly Coeur d'Alene's greatest strength and a major reason for the success of the projects described in this application. More than 350 individual donors contributed over \$1 million to Jobs Plus. The \$796,000 raised to support the North Idaho Cancer Center and Walden House involved hundreds of volunteers and literally thousands of donors. And the Human Relations Task Force, though not involved in a major fund-raising campaign, has relied on the generosity of members and friends to support its ambitious program of activities.

Other, recent success stories also could be told. The North Idaho College Foundation has raised more than \$550,000 to construct a Library/Computer Center. Coeur d'Alene senior citizen organizations raised \$404,000 for a new senior center, and the EXCEL Foundation has raised \$145,000 to support excellence in local public schools.

What better evidence of a strong non-profit sector and a healthy climate for giving could be asked? Corporate support for each of the programs named above has been outstanding, as has its support of well know efforts like United Way. Finally, local government has been an active partner in private sector fund raising, while local charities have done much to support one another.

9. Which Civic Index component would you consider to be the weakest in your community? What constructive steps have been taken to strengthen it?

Civic Index No. 8, Capacity for Cooperation and Consensus Building, has been a weakness in Coeur d'Alene public schools and has hindered the community's ability to pass much needed levies and bond issues. While interest in important issues is quite high, too often solutions to problems have not been based on consensus. The result is that the seeds of future conflict have been sewn in attempts to resolve current problems.

In the past, too little emphasis was placed on cooperation and little if anything was done to create an atmosphere and to teach the skills that foster consensus building and conflict resolution.

Working cooperatively, North Idaho College and the Task Force on Human Relations sponsored a week-long forum entitled, "Conflict: Hostility or Harmony." Noted speakers addressed topics including "Crime and Society," "Family and Society," "Education and Society," and "Religion and Society." Each presentation by a keynote speaker was followed by a panel discussion involving the speaker and community leaders. The final day of the forum offered a special conflict resolution training session and a town meeting built around the topic, "Choices for Idaho's Second Century." The entire forum was open to the public without charge.

10. Of the specific techniques that contributed to your community's success, which factors do you feel others might adopt?

The Kootenai County Task Force on Human Relations, Jobs Plus, and the Kootenai Medical Center Foundation were successful for a variety of reasons, some of which are common to all three groups, and some of which are not.

Organizationally, the Task Force, Jobs Plus, and the KMC Foundation are similar. Each relies on a large base of volunteer support, but each also is structured to permit decision making by relatively small governing boards. That combination produces at least two principal benefits. First, a large base of volunteers generates strength and purpose. Open lines of communication help build consensus among a broad constituency and ensure that the organization moves in directions supported by those constituents. Second, a small governing board allows the organization to retain flexibility, to act efficiently, and to respond quickly in critical situations.

Each of the three groups also adopted specific techniques that were instrumental in its success. The Task Force learned early on that communication outside its membership was vital. To achieve that communication, the following was done:

1. Adopt a comprehensive community program for promoting human rights;
2. Adopt the use of TV, radio, and the printed media for promoting positive human relations;
3. Adopt a comprehensive advertising campaign promoting positive, intergroup community relations, and,
4. Encourage interfaith services addressing the problems of bigotry and racism.

The Task Force now has developed a ready-made "Human Rights Package." Other communities nationwide are seeking the resources of our local group to introduce, lobby, & implement anti-hate legislation. Local leaders frequently travel to other communities to help organize human rights Chapters and assist in community responses to hate-group activities. The Task Force is truly a grass-roots organization in which the Coeur d'Alene community is involved.

Jobs Plus is such an exciting grass-root, program that it motivated nearby Spokane, Washington to raise over \$5.8 million for a program called "Momentum." The process and purpose was very similar to Jobs Plus and the results are running parallel.

Jobs Plus realized from its inception that a working partnership between business and government was essential for success. City and County governments and local educational institutions added their support to the organization's fund raising campaign--often through innovative, in-kind contributions---and leaders from both government and the private sector are represented on the Jobs Plus governing board.

The KMC Foundation found strength and support in an existing network of charitable organizations. The ability to match a program of development with the goals of those existing organizations was a key to the tremendous popular success of the Foundation's fund raising program and building campaign.

... but

Sixers City - notified after an accident like Flight 132 in Sixers City

Someone accident: natural disasters, frogs  
for 40 years, the Milk Cure for Reg. Summer. Excellence  
a record # of calls and the  
your confidence  
After Hope course...

reg. program of the people  
potential

a small team can do big things.

Somebody saying I can meet  
infolia ya big city of tomorrow challenge --

Too often, you set limits --

Some say "Shifting the focus" on local  
the people's interests: security  
American ethic of good strength, self-reliance  
looking a half.

So when they say:  
it's not for me - you get there  
- you're done it  
there's not to be surprised

~~stagnating~~

~~economic upheaval~~

~~reliance on a single industry~~

~~South St. Paul lost 4,000 jobs~~

URBAN RENOVATION  
BEAUTIFICATION

acq. & demolition of >1000 <sup>old</sup> structures along city's main shopping district

Urban Team Meeting, began plans to build a public walking and trail sys. along the length of the river in S. St. Paul

purchase old plant land. <sup>donor</sup> clean-up

volunteers worked SIGNIF RISK, CREATIVE VISION, close cooper. to convince blue-collar area <sup>creative</sup> donor, walking would impr. city, econ ↑ <sup>the best job</sup>

Sold Mississippi Mills stock cert to 1 ea., existing even beds

"to authors of the city's history"

★ H.S. SENIORA: "I've always been embarrassed to be from South St. Paul, but now I just have to thank you for giving me back my home town."

HUNTER - for the safety, the working force, the farmers,

Bakersfield, Golden Empire, "Bays"  
collected during. over 4 million. Several of food

w/o a single for dollar -- N. Hunter

year - some, farmers, maintain -- all working to clean.

fringe.

ADULTS, YOUTH

Community of South Gate in Calif. - 1 year 15,000 youth  
Explosion of young folk, every morngr, create classroom  
Bip. Community Forum  
middle youth  
classroom  
against drugs!  
Sports & essay contest,  
anti gang train. day  
pledge.

Civic 0055, change concrete member,  
local civic volunteering # yr,  
but more imp. than first leadership

attendance in school went from away lowest to highest  
half-day rate now lowest in A.A. school district  
got more interest

Church emphasizes "from active participation program  
from involvement of young gang members,  
constantly drawing kids away from gangs

REPORTS OF RESIDENTS & Local Law Enforcement

Police carry report, ~~nothing~~ <sup>nothing</sup> for #5--  
nothing else - <sup>about</sup> 2500 ~~the~~ <sup>the</sup> ~~year~~ <sup>year</sup>, when  
50 of 61 targeted "drug kids"

F.A.

"We still don't have all the answers, but we are continually struggling..."

Albre

a "story about survival through unity."  
"Not one of these projects was accomplished simply by a handful of leaders pulling strings. They were accomplished the All-American way, through people recognizing that they do and must have a voice and must work with others to make their common a better place..."

All-American Cities  
mean all who live here.

(Lange/Cawley)  
July 30, 1990  
5:30 P.M.  
[CITIES.DOC]

PRESIDENTIAL REMARKS: ALL-AMERICAN CITIES AWARDS  
THE ROSE GARDEN  
MONDAY, AUGUST 6, 1990  
10:00 A.M.

Welcome! It's an honor and a pleasure to have you here at the White House. [[ ]].

You know, too often it seems that the function of the Federal government is to make laws and set limits. That's one reason this event is so special. Because the cities and citizens we honor today are reminders that America's potential is truly unlimited.

**The All-American Cities are great American success stories.** In a time when so many mourn what's wrong with American cities, you have quietly gone to work to make them right.

You have refused to surrender to crime, to drug dealers, to despair, to natural disaster. You've refused to see the problems of the homeless and the jobless as somehow impossible to solve.

Instead, you've set out to unleash the infinite range of what's possible, when Americans put their minds to it. And along the way, you've reaffirmed the American ideal of empowerment.

Empowerment sounds like a new idea -- but it's something President Teddy Roosevelt well understood, and wanted to promote, when he founded the National Civic League in 1894.

"There are many different ways," he once wrote, "in which a man or a woman can work for the higher life of American cities."

Well, the men and women with us today are proving Teddy Roosevelt right.

So we've gathered to celebrate the spirit of empowerment, and the potential of partnerships -- perhaps unique to America -- that in an earlier time could have built a meeting house, or raised a barn on a windswept field.

Today, these All-American cities are forming partnerships for challenges of every kind -- in small industrial towns and urban canyons -- as citizens, businesses, government and volunteers are joining forces for the future of their communities.

In some cases they've mobilized after an accident, like Flight 232 in Sioux City, Iowa -- whose citizens had planned and acted on an outstanding emergency response system.

Or they've responded to a natural disaster, the way the people of Charlotte, North Carolina did after Hurricane Hugo. All Americans were uplifted by stories of courage and compassion that emerged during those difficult times. It seemed no hand was idle -- and certainly no heart was untouched.

But these cities and others have been most notable, I think, for their courage and creativity in meeting longer-term challenges.

When the community of South Gate in Los Angeles faced an explosion of young kids -- many of them immigrant and at-risk in overcrowded classrooms -- civic volunteers and local businesses

volunteered money, time and talent to turn the tide against drugs and gangs.

The kids -- 15,000 of them -- got involved in marches, poster and essay contests, assemblies, and anti-gang, anti-drug pledges. Test scores improved. Attendance went from among the lowest to the highest in the L.A. school district. And the drop-out rate is now the lowest in the city.

The same vision for a better future has driven the city of South St. Paul, as they deal with change and new challenges. Rather than mourning the loss of a key industry, citizens began to plan a public walkway and trail system on old industrial land along the river.

Volunteers worked tirelessly at town meetings to convince their neighbors that urban renewal means an improved city, economic growth and new jobs. Stock certificates for "Mississippi Miles" were sold for a dollar each, enlisting even the kids.

And now, the center of South St. Paul is coming back to life. One high school senior even told a local historian, "I just have to thank you for giving me back my home town."

For forty years, the National Civic League has recognized community excellence through these awards. Success stories like these are a hopeful reminder, that the success of democracy depends on the resilience and capacity of citizens for self-governance, education, civic responsibility, and economic development.

We single out all ten of these cities, not because they claim to be the "best" cities in America -- I think they're too smart or modest for that -- but because they represent what's best about American cities.

Rather than looking for an outside solution or quick fix, they're looking **within** for the answers -- and they're finding them.

By recognizing and unleashing the power and potential of the people themselves, they're proving that big cities can meet enormous challenges -- and small towns can do big things.

So congratulations to you all. You've earned the admiration of a nation. Because when people say, "It's never been done" -- you're doing it.

When they ask, "Why bother?" -- you're asking "Why not?"

And when they say, "You can't get there from here" -- you've proved that you can.

[And now I'd like to present...]

# # #