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Folder Title:
All American Cities Awards 8/6/91 [OA 8327] [2]

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All-America City Award Official Entry 1991

I hereby nominate GADSDEN ETOWAH ALABAMA
 (Community) (City, if different) (County) (State)

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

NAME The Gadsden Area All-America City Committee
 TITLE _____
 ORGANIZATION _____
 ADDRESS _____
 CITY/STATE/ZIP _____
 TELEPHONE _____
 SIGNED _____ DATE _____

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

NAME Mike McCain
 TITLE Executive Director
 ORGANIZATION Gadsden-Etowah County Industrial Development Authority
 ADDRESS One Commerce Square
 CITY/STATE/ZIP Gadsden, Alabama 35901
 TELEPHONE 205/543-9423
 SIGNED Michael B. McCain DATE April 5, 1991

COMMUNITY STATISTICS

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
source: City of Gadsden (1991)

POPULATION
 (1990 or most recent) 42,523
source: U.S. Census Bureau (1990)

POPULATION PERCENTAGE CHANGE (+ or -),
 (1970-1990) -21

POPULATION DENSITY
 (1990 or most recent) 1,158/sc. mile
source: City of Gadsden (1991)

PERCENTAGE MINORITY 27%

MINORITY PERCENTAGE BREAKDOWN
 Black 26
 Hispanic _____
 Asian 1
 Other _____

source: City of Gadsden (1991)
 MEDIAN FAMILY INCOME \$17,425
source: 1990 Survey of Buying Power

PERCENTAGE of FAMILIES
 BELOW POVERTY LEVEL 12.9%
source: U.S. Census Bureau (1980)

UNEMPLOYMENT RATE 10.7% (1990 Average)

source: Ala. Dept. of Industrial Relations
 POPULATION BREAKDOWN by AGE GROUP
 (if available)

below 18 years	<u>26%</u>
18-25	<u>9%</u>
26-35	<u>16%</u>
36-50	<u>25%</u>
51-65	<u>10%</u>
Over 65	<u>14%</u>

source: Census Bureau (1980)

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

Manufacturing	<u>30</u>
Trade (retail/wholesale)	<u>24</u>
Agriculture	<u>2</u>
Services	<u>20</u>

source: Ala. Dept. of Ind. Relations (1990)

AGE OF HOUSING STOCK
 (percentage pre-WW II) 19% (Etowah County)

source: U.S. Census Bureau (1980)
 NUMBER of VOLUNTARY ORGANIZATIONS 11
source: Gadsden Chamber of Commerce (1991)

1. Set the background for your community's story. Summarize your community situation, not necessarily the three specific projects described in subsequent application questions, but events which contributed to and/or resulted from these undertakings.
- 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 1988.

The outlook in Gadsden was not bright. Unemployment exceeded 13% due to plant closings and layoffs. Drug and alcohol abuse were increasing, as were school dropouts and crime, while youth gangs began to infiltrate the city. Abandoned property and litter lessened the area's appeal as a place to live and invest. The lack of cultural arts facilities and programs further detracted from the community's quality of life. In public meetings, citizens expressed these issues as being their primary concerns and they began work to address them.

For example, a volunteer-directed industrial development authority was formed to diversify the economy. From January 1988 to March 1991, this public/private partnership recruited 30 new industries (employing 1,502) to Gadsden, and was chosen one of the ten best development efforts in the U.S. by Site Selection Handbook. A beautification commission with 200 members and 4,000 volunteers, created in March 1988, won second place in the nation in Keep America Beautiful's 1990 awards competition. Also, an education commission formed in January 1990 by educators, business, labor and government worked with area school systems to establish and implement the state's first "Tech-Prep" curricula to better prepare students for high technology training and jobs.

The following three projects in particular show how citizens banded together, initiated programs on their own, recruited others (male and female, black and white, young and old, and rich and poor) and involved business, government and non-profit agencies in successful, continuing efforts to solve these problems.

Quest for Excellence was conceived in November 1987 and began operating in April 1988. This youth development organization has tutored 1,758 students with more than 250 volunteers, provided motivational role models to influence 9,000 students, involved 2,190 boys and girls in sports programs, helped 324 students develop creative writing and music skills, and mobilized 252 citizens in a task force to fight substance abuse. Grades have risen, school dropouts have declined, gang participation has been reduced and drug abuse has fallen.

The Good Neighbor Network, formed in mid-1988, is a 300-member action group in a downtown district where many of these problems were concentrated. Specific undertakings resulted in diminished gang activities, a 70% drop in reported crimes, a 92% success rate in getting abandoned houses demolished and a 50% reduction of litter. Each resident is systematically included in the process.

Gadsden's 44,000-square-foot Cultural Arts Center opened in January 1990, due to the work of more than 2,000 persons. They raised \$1.5 million in private contributions and obtained an \$800,000 allocation from the city to acquire, restore and equip this former department store; 131,692 visitors participated in activities at the Center as of March 1991, assisted by 150 volunteers.

With these problems being addressed, optimism and involvement are replacing pessimism and apathy. Following Gadsden's selection as an AAC Finalist last year, a bi-racial All-America City Committee was formed to exchange ideas and, using the Civic Index as a guide, formally work toward making a good city even better. This application is only one of many mechanisms to achieve that goal.

2A. Briefly describe the first of the three main projects (Project A) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

Quest for Excellence is a youth development organization, helping children (particularly disadvantaged ones) raise their self-esteem and motivating them to achieve their full potential. It unites diverse elements of the community by involving multiple sectors and volunteers and has had a positive, direct impact on 12% of the county's 17,000 students. More than half the participants have increased their grades, by an average of 11 points, and none have dropped out of school. The deputy chief of the Gadsden Police Department says the project also has reduced gang violence and drug abuse.

In the academic core program, 250 volunteers provide after-school tutoring and counseling. Business, celebrity, community and motivational role models are used to broaden student horizons and to inspire loftier goals. Sports programs conducted by other volunteers develop teamwork, responsibility and character. The discovery and development of individual gifts is fostered by exposure in talent shows, music classes and creative writing. A jobs program promotes a positive work ethic and the wise handling of spending money. And the "Fighting Back Initiative" mobilizes 252 citizens with non-profit agencies and public and private resources in a winnable war against drug and alcohol abuse.

2B. What prompted these actions and how were they organized?

Youth gangs from other cities began infiltrating Gadsden. Street violence and crime were on the rise, as were alcohol and drug abuse, while students dropped out of school with increasing frequency. A local minister who personally dealt with these problems conceived Quest for Excellence as a way to help solve them, secured support from congregation members, solicited the involvement of residents, contacted elected officials and resource agencies, and persuaded volunteers to tutor and counsel children free of charge. His church donated start-up space and seed money, and the initial programs were implemented.

As more individuals began participating, they developed the other referenced programs. Business men and women, professionals and elected officials joined the effort. They formed a non-profit corporation and raised public and private funds to ensure programmatic continuity. It has since become a comprehensive youth self-development initiative involving a broad spectrum of residents, the city, churches, schools, businesses, labor unions, health care providers, service agencies, attorneys, youth organizations and related support groups.

2C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

Door-to-door conversations were held with citizens in the area. Personal contacts were made with gang members and children at risk. Newspaper, radio and television interviews were conducted; newsletters were mailed and flyers distributed; meetings were held with many civic groups, social organizations, churches and elected officials; parents were involved, a parenting skills class was formed and a student tutoring program was begun. In spite of initial doubts, residents and other parties were persuaded to join together for this common cause. They established the programs and children began participating.

The first steps were communicating what Quest for Excellence was intended to accomplish and actively soliciting citizen support and involvement. The next step was program implementation to prove it could make a difference, thereby establishing credibility and garnering even greater involvement. A "bandwagon effect" was created and people began jumping on it. A representative board of directors ensures that those who are affected by the program control it.

3A. Briefly describe the second main project (Project B) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

The Good Neighbor Network is a broadly based action group formed by downtown citizens to address quality-of-life issues affecting them. It has 300 active, working volunteers with many others involved on a project-specific basis. The Network includes representatives from all geographic districts in the neighborhood, as well as all segments of the populace: black and white, high and low income, young adults and elderly, males and females, and single and married. Frequent individual contacts, group meetings and newsletters inform citizens about community issues, provide a mechanism for involvement and cooperative action and help instill a common sense of pride and unity. People in other districts are duplicating the Network to encompass the entire city.

Since being organized, the Network reduced downtown litter by 50%, measured by a KAB photometric index. A crime prevention program involving the citizens, law enforcement officials and the housing authority reduced the number of police calls by 70%, from 169 in 1989 to 52 in 1990. Also, the Network has actively worked with the city to demolish abandoned, dilapidated housing units with a 92% success rate so far, thus removing them as havens for drug dealers; 22 additional units have been condemned or classified for repair or removal.

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

The area has 6,613 residents, encompassing upper-income homeowners in a small historic district, a large group of elderly residents, a growing number of renters and low-income single mothers in public housing. This project began during the summer of 1988 as part of a citywide anti-litter campaign; through door-to-door visits and phone calls, a group of interested residents developed an all-inclusive network to foster communications and to initiate collective clean-up activities. This system was effective. Citizens saw that their organized, cooperative actions could actually make a difference and decided to keep it in place to work on abandoned housing, crime and other problems.

One person on each block serves as a block captain, tells his or her neighbors about community activities and steers them to the Network's volunteer director when they have concerns, questions, suggestions or complaints. Issues then are addressed through community meetings, plus door-to-door visits, telephone calls and a quarterly newsletter. Once agreements are reached, collaborative projects are undertaken with governmental agencies, non-profit organizations, businesses and other parties. Literally everyone is urged to become involved.

3C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

Citizen involvement created the Good Neighbor Network and is the basis for its existence. Each resident is asked to participate by one of 300 block captains. Regular community meetings are held and are widely publicized through phone calls and newsletters. Physically handicapped, bedridden and elderly residents who are unable to attend the meetings are visited in person.

Door-to-door interviews in a housing project generated information and participation which enabled the Network to obtain funds from the city and the housing authority for overtime police protection. Foot patrols helped develop personal relationships with residents; they formed a Neighborhood Watch and pressured a youth gang responsible for drugs and crime into leaving the area. Organized citizen testimony about abandoned housing resulted in the city's adoption of the West Gadsden Housing Inspection Program. Also, meetings, newsletters and personal contacts prompted about 50% of able residents to become involved in two campaigns which halved the measured amount of litter.

4A. Briefly describe the third main project (Project C) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

The Gadsden Cultural Arts Foundation was established to fund, construct, equip and operate a new Center for Cultural Arts in downtown Gadsden, in response to citizen surveys and public meetings. More than 2,000 people, including residents, businesses, city government, educators, civic clubs and arts and cultural organizations worked to fund the facility and to develop programs, activities and events to be housed there. Contributions totaling \$2.3 million were raised and a vacant, two-story former department store in the central business district was purchased, renovated and equipped. The foundation has a 120-member board of directors, and specific efforts are made to ensure broad input and participation by race, sex, income, geography and area of interest.

The Center opened in January 1990. It houses an exhibition hall, art studio, recital hall, classrooms for workshops and seminars, public meeting space, a restaurant, a large children's museum offering hands-on learning experiences, and what is believed to be the world's largest dated, site-specific model train exhibit depicting the city in the 1940's. Center visitors and activity participants totaled 131,692 as of March 1991; also, 12,800 students have benefited by outreach programs. Staff support is provided by 150 volunteers.

4B. What prompted these actions and how were they organized?

A senior citizen, who for decades had been a leader in cultural affairs, invited a dozen people to her home. They agreed the community needed expanded arts and cultural events and concluded that citizens would participate more if the activities were housed in a centrally located facility. A newspaper reader survey confirmed their beliefs. They secured a \$5,000 grant from the city, hired a firm to poll businesses and residents to see if a capital fund drive would be successful and conducted a survey to find out what amenities citizens and prospective users wanted in a new cultural arts center.

The group recruited other volunteers and formed the Cultural Arts Foundation as a 501(c)3 non-profit corporation to fund, build, equip and operate a new center and to develop programs, events and educational opportunities meeting the desires of citizens and user groups. A truly representative cross-section of the city was organized on a 120-member board and in many working committees to make it a reality. In August 1991, the Alabama Arts Council will formally recognize Gadsden's Center for Cultural Arts, in only its second year of operation, as one of 14 major arts institutions in the state.

4C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

The Foundation recruited people from all walks of life to serve on its board, including low-income residents. A specific goal was to ensure that blacks are represented in numbers at least equal to the county's population percentage. Business men and women, physicians, educators, attorneys, cultural and arts groups, civic leaders and elected officials were asked to join the effort. The Center was planned from the outset to be an attraction that everyone would want to experience, not just a place for exhibits and displays. Citizens were invited to become part of it as board members, committee members or advisors.

Besides one-on-one contacts, volunteers spoke to small groups in living rooms and large groups in meeting rooms; thousands of newsletters were mailed each quarter; news articles, television interviews and radio talk shows helped explain the plans and solicit involvement; and a booth staffed by volunteers was set up at the Gadsden Mall with a scale model of the proposed facility to inform the public and garner participation.

5A. For Project A, 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
Area churches	2,000	Seed money, offices, role models
Alabama A&M University	30	Grantsmanship, strategic planning
Alabama Education Association	469	Grant funding, tutors
Etowah Retired Teacher Assoc.	75	Tutors, counseling, role models
Gadsden State Commun. College	410	Tutors, counseling
Jacksonville State University	38	Student practicum tutors
Gadsden City School System	650	Equipment, classrooms, books
Attalla City School System	300	Equipment, classrooms, books
Fighting Back Task Force	252	Volunteer support, role models
City of Gadsden	N/A	Funding, permanent office space
Area community centers	N/A	Sports fields, equipment
Area businesses	N/A	Financial contributions
Area non-profit agencies	N/A	Support for individual programs
Gadsden Mall	N/A	Program space and facilities

5B. For Project A, identify three individuals who were active leaders. (Include leaders from the public, private, and nonprofit sectors.)

Name/Title	Organization/Address	Phone
Harold Kimble, Director	Quest for Excellence 420 Valley Street	543-7117
Dianne Cylar, R.N.	Baptist Hospital 1007 Goodyear Ave.	492-7516
Archie Bone, Asst. Sup.	Gadsden City Schools 1026 Chestnut St.	543-3512

(All addresses are Gadsden, Alabama 35901; the telephone area code is 205)

5C. For Project A, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

The primary obstacles were feelings of despair and apathy, since people didn't see how these widespread problems could be overcome. A black, Gadsden-native minister conceived Quest for Excellence as a potential solution and showed members of his congregation how they could make a difference. In turn, they persuaded others, black and white, to become part of it and the initial group of volunteers thus was created. Involvement increased as participants successfully implemented the described programs. At the same time, old racial barriers continued to tumble as citizens worked together for the common good.

At first, there was a general lack of understanding about what the project was intended to accomplish. It was explained and more participation was garnered through personal meetings with parents and children, gangs, elected officials, schools and businesses; speeches to community groups; newspaper interviews; radio and television talk shows; and distributing flyers and newsletters.

Resources were needed to implement the programs. Individuals donated seed funds and volunteers wrote grant proposals. Businesses and governing bodies contributed money, and a church provided start-up space until the present location was secured from the city. Finally, children had to be convinced to participate, disadvantaged ones in particular. A parenting skills class was formed. Retired teachers and others began tutoring and counseling sessions; students are required to maintain at least a "C" grade average in order to take part in the more "fun" components of the project.

6A. For Project B, 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
Good Neighbor Network	300	Block captains, coordination, community meetings, newsletters
Chamber of Commerce	1,200	Meeting space, refreshments, supplies, program support
Clean & Beautiful Commission	225	Provides environmental officer, help with anti-litter initiatives
City of Gadsden	N/A	Helps fund solutions; police foot patrols, housing inspections
Gadsden Printing Company	N/A	Paper, typesetting for newsletter

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

Name/Title	Organization/Address	Phone
Anna Mullin, Director	Good Neighbor Net. 259 So. 9th Street	546-3693
Gloria Allenstein, Pres.	Ramah House, Inc. 510 So. 10th Street	547-1563
Holley Arbery, Past Pres.	Gad. City Council 212 Argyle Circle	547-2746

(All addresses are Gadsden, Alabama 35901; the telephone area code is 205)

6C. For Project B, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

Major obstacles were a predominantly poor, black populace comprising 24% of downtown residents, who were suspicious of and felt disenfranchised from the activities of white neighbors; a large elderly population that felt trapped within their homes as crimes escalated with the emergence of gangs; and a growing number of renters who felt little connection with the community.

Besides meetings, newsletters and phone calls, the volunteer director visited neighbors door-to-door to solicit their involvement as block captains or program participants. During trips to a housing project, she was intimidated by packs of young men who were smoking dope by resident's doors, under street lights they shot out. Most of the residents were single mothers and older, retired women. No one had ever tried to involve them in community activities before, or to find out their needs.

As they became involved, a broad-based citizen network developed, providing a mechanism for every person to communicate, meet, talk about problems and agree on solutions, as well as to include governing bodies, businesses, non-profit agencies and related parties in the process. The people saw how effective their organized actions were on an initial project; mutual understanding and a shared sense of pride and unity replaced the feelings of isolation and initial doubts that many had experienced before, and they expanded their joint activities to successfully address other community issues.

7A. For Project C, 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
Cultural Arts Foundation	120	Planning, organizing, funding
Cultural Arts Center	863	Dues-paying members, volunteers
Gadsden State Comm. College	410	Non-credit community arts classes
Boards of Education	1,350	Educational programs for children
City of Gadsden	N/A	Funding assistance, parking
Chamber of Commerce	1,200	Donations from member businesses
Model Railroad Club	30	Major exhibit construction
Friends of the Library	70	Educational exhibits, workshops
2 theater groups	60	Facility planning, design
2 music/concert groups	130	Facility acoustics, amenities
5 arts organizations	134	Displays, exhibits, workshops
28 civic clubs	840	Fund-raising assistance

7B. For Project C, identify three individuals who were active leaders. (Include leaders from the public, private, and nonprofit sectors.)

Name/Title	Organization/Address	Phone
Jamie Sledge, Chairman	Cultural Arts Found. P.O. Box 297	546-1656
Mary Hardin, President	Hardin & Company P.O. Box 69	547-2529
Charles Hill, Dean	Gadsden Comm. College P.O. Box 227	546-0484

(All addresses are Gadsden, Alabama 35902; the telephone area code is 205)

7C. For Project C, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

The initial volunteer group had the idea of establishing a new cultural arts center in the vacant, former 11th Street School, the oldest public building in the county, and formed the Cultural Arts Foundation to acquire and renovate it. The city agreed to donate it to the Foundation, but subsequent public meetings showed that although residents would like to see this historic site preserved, they also wanted a new cultural arts center to be downtown. The Foundation then contributed the school building to the Board of Education, which restored it for their offices, and identified a boarded-up department store on the city's main street. This location met citizen desires, but more than \$2 million was needed to buy and renovate the structure.

A fund-raising effort of this magnitude had never been attempted and there was concern that it could not be accomplished. Volunteers quietly secured private-sector pledges of \$800,000 which the city matched dollar-for-dollar. The goal then was within reach, a "can do" attitude developed and another \$700,000 in individual donations (including pennies from school children) was contributed.

The key factor was involving diverse elements of the population, not just the "country club set" in the initial planning, design and implementation process. Citizens expressed the need, determined what they wanted, worked to make it a reality and were the catalyst to revitalizing downtown; the Gadsden Art Museum is renovating the abandoned store adjacent to the Center, while businesses are occupying other buildings and constructing new ones nearby.

8. On the next two pages, assess how well your community is doing, based on each of the League's ten Civic Index components (Civic Index included with application).

This is one reason why our All-America City Committee was formed last year.

A. Citizen Participation

Overall, this is one of Gadsden's stronger points as evidenced by the number of persons participating in these three projects. Citizens tend to participate in governmental affairs and in non-profit agencies because these endeavors actively seek involvement, are responsive to public input and people can see that their participation matters. Nevertheless, some persons are willing to get involved only when asked or urged, and others believe it would be futile. Our goal is to create an atmosphere whereby every citizen feels comfortable in (or better yet, feels personally responsible for) taking the initiative to get involved and participate in areas where they have concerns or interests.

B. Community Leadership

We believe Gadsden to be above average. For example, the mayor created a private-sector Commission for Economic Development to publicly recommend ways to improve the city. A non-profit Industrial Development Authority, led by businesses, formed the state's only coalition with labor. And an industrialist formed an Education Commission with unions, school administrators and elected officials. In each instance, the activities are long term, results oriented, and the initiators invited historic foes to share power with them. "Leadership Gadsden" has been formed by Gadsden State Community College and the Chamber of Commerce to formally expose and educate diverse citizens in local issues.

C. Government Performance

Gadsden is fortunate in this regard, since the community is small enough for the electorate to know incumbents and candidates personally. Corruption never has been a problem. The city has a full-time mayor, professional department heads, and seven part-time council members who hold frequent public meetings in their districts; all city meetings are open to the public and are covered regularly by the news media. Gadsden took the lead in forming an Elected Officials Association with surrounding cities to discuss common problems, and undertakes many improvement initiatives through local non-profit agencies as a way to improve efficiency, facilitate teamwork and better measure results.

D. Volunteerism & Philanthropy

The performance is significantly above average. Our United Way is the primary community clearinghouse and meets or exceeds its goal each year. Non-profit functions are well-supported financially for a city this size, as evidenced by substantial contributions to the Cultural Arts Foundation. Of particular note is the national recognition earned by various community non-profit agencies, which provide a focal point for volunteerism, teamwork and corporate giving; also, the city contracts with many of them to provide specific services, thus achieving the benefits of public-sector support and private-sector operational flexibility, while eliminating duplication and ensuring accountability.

E. Intergroup Relations

This is where Gadsden is the weakest, but noticeable improvements are being made. Until recently, blacks, women and low-income residents have not been proactively and systematically included in community activities and have not specifically been recruited to assume leadership positions. That is not true for the three projects in this application, though, nor is it true for any of the other ten organizations mentioned herein. Gadsden's selection last year as an AAC Finalist prompted the creation of a permanent, bi-racial All-America City Committee to bring diverse citizens together and, using the Civic Index as a guide, to formally work together toward greater improvement.

F. Civic Education

We are not where we need to be, although we are getting closer. Leadership Gadsden is a new program to expose younger and disadvantaged citizens to civic affairs, and prepare them for responsible positions in community activities. Schools have begun classes on citizenship, on free enterprise with the Labor-Business Coalition, and on environmental issues with the Clean and Beautiful Commission. The Cultural Arts Center places a major emphasis on this component through its children's museum, and has educational outreach programs at the schools. And, as shown herein, Quest for Excellence has achieved remarkable success in motivating children to achieve their full potential.

G. Community Information Sharing

Due to Gadsden's relatively small size, information sharing is not difficult. Moreover, the daily newspaper and news departments of broadcast media truly are excellent, providing comprehensive and detailed coverage of problems, activities and events. In particular, the Gadsden Times has conducted reader surveys about and reports extensively on local issues, and solicits citizen input through both news and editorial contexts. Non-profit groups like the Good Neighbor Network regularly communicate with citizens and conduct public meetings to share information, debate issues and agree on actions to be taken.

H. Capacity for Cooperation and Consensus Building

Of the ten Civic Index components, here is where Gadsden is the strongest. To reiterate: the mayor created a private-sector Economic Development Commission, which held public meetings on ways to improve. Citizens formed non-profit initiatives to work on solutions, jointly funded by the city and businesses, resulting in highly effective public/private partnerships comprising diverse volunteers. People from all sectors have debated issues, identified problems, resolved conflicts, reached a consensus, and worked with businesses and government to implement the projects they conceived. The process is inclusive, long-range, entrepreneurial, results-oriented, cooperative and responsive.

I. Community Vision & Pride

From a community standpoint, the outlook is promising. From the perspective of individuals, though, we do have difficulties. Last year, a "Gadsden 2000" strategic planning committee was formed by business and civic leaders, elected officials and representatives of non-profit agencies to determine where the city needs to be by the end of the decade and how best to get there. However, there still are vocal citizens who have the attitude, "It won't do any good to try this," and "There's no way we can accomplish that." We must find better ways to get such persons involved; being selected as a 1990 AAC Finalist has been instrumental in showing that cooperative actions can make a difference.

J. Intercommunity Cooperation

We are about average, we suspect, and are studying other areas to find ways to be more innovative. As stated previously, Gadsden took the lead in forming an Elected Officials Association to foster cooperation. Industrial development, tourism, cultural, beautification, labor relations and education initiatives encompass all 13 municipalities in the county; these programs are successful, and information about them has been shared with neighboring cities. Gadsden and Etowah County are jointly working to solve jail and landfill problems. Regional planning is conducted in conjunction with a multi-county commission.

K. Overall, which of the ten components is the strongest? Cooperation and Consensus Building Capacity

Which is the weakest? Intergroup Relations...but we are working to improve!

9. What lessons were learned through the implementation of the initiatives presented in the application that would prove valuable to other communities facing similar challenges? For each of the three projects, describe these lessons. Be certain to include any unique aspects of the execution of the projects, as well as suggestions of actions to be taken, and actions not to be taken.

Project A

Do not hide negatives. Community promotion agencies may not like to see things like school dropout rates, drugs and gangs publicized, but people will not be motivated to work together to solve a problem unless they clearly understand that a problem exists and how it impacts them personally.

Network extensively and use every vehicle that is available (including one-on-one contacts, meetings, publicity, newsletters and speeches) to involve people in potential solutions. Capitalize on personal relationships to target relevant non-profit agencies, businesses and governmental entities. Creating a comprehensive team effort and combining available resources in unique ways is even more important when public social services to address certain problems are non-existent.

When a consensus has been reached, divide the work into multiple tasks. Ask people to assume responsibility in areas where they have special concerns or interests, delegate authority and give participants frequent, public credit.

Project B

Involve those who are part of the problem and make them part of the solution. For example, a resident whose yard was strewn with aluminum cans and debris was helped with recycling by Network volunteers. He became active in anti-litter campaigns and now feels a part of and takes pride in the community.

When community groups are clamoring for a share of scant financial resources, a very effective way of gaining government support is by combining objective, statistical information; citizen eye-witness reports; and organized, broad-based testimony in public meetings. All three approaches must be utilized.

A community is constantly changing, and there must be a continuous sharing of information and a cooperative problem-solving effort to affect meaningful and positive changes. Without regular newsletters, individual contacts to solicit the involvement of all, frequent public meetings and personal visits with those unable to attend, residents would not have developed a unified vision and would dissipate once again into factions.

Project C

For a project to benefit everyone, do not leave anyone or any sector out of the planning and implementation process. Since many persons (particularly minorities and low-income residents) often have been overlooked in community activities, active recruitment may be necessary for them to feel truly wanted and needed. Do so at the very beginning, not after the fact.

When a large amount of money has to be raised, quietly get advance commitments for a major share of it. The resulting publicity about the goal being within reach helps to establish credibility and fosters a community-wide realization that the seemingly impossible is attainable.

Overlook arbitrary political subdivisions. Learn from and share information with neighboring cities. The Cultural Arts Foundation did and benefited thereby. Since the Center opened, Foundation volunteers have helped visitors from other areas plan similar facilities for their locales.

1. Set the background for your community's story. Summarize your community situation, not necessarily the three specific projects described in subsequent application questions, but events which contributed to and/or resulted from these undertakings.

- A. The most basic problems and concerns of the community.
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- C. Degree of success attained.
- D. Emphasize activity since 1988.

For much of the 1960s, 1970s and 1980s, Greencastle was like an old shoe — easy to slip in and out of, and in need of a little polish perhaps, but all in all quite comfortable. "A great place to raise children," residents always advised newcomers.

Home to a division of the computer giant, IBM Corp., and the "Harvard of the Midwest," DePauw University, the town boasted a stable economy, and seemed almost immune to national problems of recession and inflation. But that stability did not translate into growth, and sons and daughters of Greencastle residents were forced to move elsewhere or endure hour-long commutes in order to enjoy the fruits of labor that had made their parents so comfortable.

All that changed forever with a Nov. 11, 1986 announcement that IBM Corp. would do the unthinkable — close its Greencastle facility and remove 985 jobs from a community of 8,403 residents.

By March 1, 1987, every aspect of the community — schools, churches, volunteer organizations, clubs, support industries, suppliers — had been affected by the IBM decision. Suddenly, community leaders were faced with replacing 20 percent of the local tax base, more than 70 percent of the local industrial payroll and some 40 percent of all local jobs.

Greencastle was a city at the crossroads. National media, savoring thoughts of writing the city's obituary, began a constant vigil. They elicited quotes like "IBM was Greencastle" from business owners but were never able to write that dying-town saga they all sought.

Sound thinking by community leaders and tireless dedication by volunteers from the Greencastle Development Center (GDC) and other groups refused to yield to talk of gloom and doom. Optimism took over after the first success came 72 days after the IBM announcement, when Shenandoah Industries declared its intention to build a new facility in Greencastle.

From 1987-1991, the city — through leadership of the GDC, City Council and others — had secured seven major new industries in the aftermath of the IBM decision. All that in a community in which the last major industry had arrived in 1973.

And while the industrial picture was in turmoil, the downtown was also in transition.

Business owners and civic leaders were faced with deteriorating storefronts, sidewalks and infrastructure. It was the beginning of what could easily have become a crumbling downtown and eroding business center.

The creation of the public-private partnership, Main Street Greencastle, saved the historic downtown. Its curb/sidewalk and beautification project not only provided a cosmetic change but gave concrete proof that both business owners and city officials were willing to invest in the downtown.

With that confidence came new investment. A tea room, trendy restaurant and national headquarters of the Society of Professional Journalists have become the newest additions as the vacancy rate in the Historic Courthouse Square District hit a new low. A Sears store moved from the obscurity of a North Side neighborhood to the east side of the square in 1988 and saw an 80 percent increase in business the first year. It has since expanded into an adjacent storefront.

The successes of the GDC's economic development efforts and Main Street Greencastle's downtown renovation have produced more than jobs and business, however. That success has helped nurture a positive attitude in which the community now seems to find a way to make things possible rather than negatively pick them apart without first trying. A good example is the dedication of volunteers who are undertaking development of the Big Walnut Sports Park project on 78 acres on the far East Side. Not one dime of tax money has been spent on a project that will provide soccer, softball, baseball and football fields for youth, along with walking trails and picnic areas and other facilities.

Another case in point is the Putnam Partnership Center. Within the past year a vacant former savings and loan facility on the courthouse square has been acquired by the philanthropic agency, the Putnam County Foundation, which in turn rents space to such entities as GDC, Main Street, United Way, the Greencastle Chamber of Commerce, and Putnam County Convention and Visitor Bureau. These organizations now share manpower, equipment and facilities to eliminate duplication of services and provide one-stop shopping for visitors and business and industrial prospects.

Greencastle is still a comfortable place to live. Its rural values are still intact and the "old shoe" — after taking a little scuffing perhaps — looks better than ever after polishing.

2A. Briefly describe the first of the three main projects (Project A) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

The economic recovery and replacement of the lost jobs and tax base of IBM Corp. — Putnam County's No. 1 employer which closed its doors in March 1987 — has been an ongoing project in Greencastle.

Not only were 985 jobs removed from the community, but with them went 20 percent of the local tax base, more than 70 percent of the local industrial payroll and 40 percent of all industrial jobs. The investment loss — at 1986 dollars — was \$60 million with a \$38 million payroll.

Volunteer efforts, spearheaded by the Greencastle Development Center — a not-for-profit entity formed in August 1986 — have resulted in seven new major industrial additions to the City of Greencastle, the latest of which is the 1,000,000-square-foot Wal-Mart Stores Inc. distribution facility planned for a July 1, 1991 opening.

Five industries — Wal-Mart, Shenandoah Industries, Sherwin-Williams, Happico and Techno-Trim — built new facilities in Greencastle, which had not had a new industrial resident call it home in nearly two decades. In addition, two companies have taken over facilities previously operated by IBM. The 350,000-square-foot former IBM plant is now home to F.B. Distro, a division of Charming Shoppes, Bensalem, Pa., while another former IBM facility is occupied by Heartland Automotive, which also expanded that building upon arrival.

By 1995, those new industries will have created 2,447 jobs with a \$112 million investment and an annual payroll of \$43 million. They will have accounted for an additional \$22 million assessed valuation.

2B. What prompted these actions and how were they organized?

The Greencastle Development Center (GDC) was born out of a continuing strategic planning process, known as Greencastle 2001, involving some 125 members of the community who assessed local needs and urged a diversity of the local economy. Having the GDC in place when the IBM pullout was announced has been widely heralded as a key to Greencastle's economic recovery.

Initially, the center operated with donated space, equipment and furniture with IBM Corp., PSI Energy (the electric utility) and DePauw University loaning key personnel. The GDC's director, Richard Andis, was put on fulltime loan to the center when the IBM pullout was announced and since then has become a salaried employee of the GDC, which operates on a budget derived from public-private contributions. It received two-year funding in late 1987 from a \$290,000 Economic Development Administration grant (with \$72,500 local match). That local match was comprised of \$30,000 from Putnam County United Way, \$20,000 from a for-profit group known as Greencastle Developments Inc. and \$22,500 from the City of Greencastle.

More recently, it has operated via funds from a state grant, donations from local industry and business and interest money from the city's industrial development fund. Within the past year, the GDC has moved into its own quarters in the Putnam Partnership Center, sharing facilities, equipment and support personnel with the local United Way, Chamber of Commerce, Main Street, Putnam County Convention and Visitor Bureau and Putnam County Foundation organizations.

2C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

Citizen and public involvement is one of the keys to GDC's success. Industrial prospects interact with local business and industry leaders. The GDC is governed by a board of directors with 16 termed directors and other ex-officio contributors, representing several segments of the business, merchant and industrial community. Citizen involvement has been a key factor as well in integrating the new industries into the community. Two new plants are Japanese-American joint ventures, while a third is the U.S. headquarters for a Japanese automotive firm. Cultural differences have been addressed through efforts by the local schools, DePauw University, GDC's Hosting Committee and other groups, such as the Greencastle Chamber of Commerce.

The Citizens Advisory Commission for Industrial Development (CACFID) was created to deal with the disposition of a \$1.7 million donation IBM made to the city in its departure as well as the sale of the IBM building and city-owned industrial land. CACFID decisions must receive endorsement of the Greencastle City Council, which jointly approves all expenditures from the Industrial Development Fund.

3A. Briefly describe the second main project (Project B) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

The revitalization of Greencastle's central business district has been achieved through a four-point Main Street Greencastle approach combining organization, economic restructuring, promotion and design.

Key points for success have been community recognition of the problem and the action to commit time and resources to solving it; employment of a fulltime, paid executive to establish and administer the project; and development of a strategy and long-range design plan with public input.

To complete a successful project and establish the vision of the future vitalized central business district, Main Street Greencastle members were faced with reconstructing crumbling sidewalks, updating infrastructure, enhancing pedestrian comfort and atmosphere based upon its Urban Design Plan.

Main Street Greencastle (MSG), recently heralded by Indiana Lt. Gov. Frank O'Bannon as the "flagship of the Indiana Main Street Program," created a public-private partnership of property owner, merchant and City of Greencastle that resulted in the application of a project package of \$350,000. Up to 100 merchants and property owners shared in the local match portion of the CIP (Community Improvement Project) grant, with the city committing to a dollar match, replacement of street lights (assisted by PSI Energy, the public electrical utility), removal of downtown parking meters, replacement of water hook-ups under new sidewalks and out-dated infrastructure and repaving of two streets.

The Main Street Greencastle project has won Indiana Department of Commerce community achievement awards and its success resulted in the promotion of the original MSG project director, William Dory, to director of the Indiana state program.

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

The loss of merchant base, high building vacancy rate, lack of new investment in the downtown and a crumbling infrastructure and deteriorating facades spawned the creation of Main Street Greencastle and its ideas of restoration/renovation.

The actions also were prompted by the need for a new community pride in the courthouse area that has fostered an attitude of faith in the community's ability to succeed, as well as providing a road map for other groups to attempt major projects by illustrating procedures and public support in the competitive development area.

The project has restored confidence in the economic viability of investment in the central business district. Currently, vacancies are at an all-time low and a number of new businesses have opened with a net increase in employment. Buildings and businesses in the area have entered a new generation with younger entrepreneurs investing to provide a brighter future.

The project, which provides an example for future sidewalk, streetscape and parking lot development, has committed the community to the incremental completion of an adopted Urban Design Plan.

The original scope of the reconstruction project fostered completion of four additional city blocks over the next three years with more in the planning stage, including the planned realignment of one-half city block by a local bank that is following the Urban Design Plan with street furniture, sidewalk and streetscape, including street lamps.

3C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

Citizens, both as property owners and business tenants in the downtown, were involved through financial contributions and voluntary labor in the project. In addition to the sidewalks, curbs, gutters, street trees and repaving generated by the CIP grant project, local businesses and property owners have responded with new signage, historically correct modifications of their interiors and exteriors, as well as service needs in the downtown district with new restaurants, a tea room and bookstore among the most recent additions to a diverse downtown.

Lone Star Industries, a local cement plant, donated concrete for the sidewalks, while the Main Street project manager administered the grant and personally installed electric conduit for future electrical service in decorative lighted tree pits. Community volunteers planted more than 50 street trees as ultimately 19 full block faces were completely reconstructed with a total project value in excess of \$650,000.

- 4A. Briefly describe the third main project (Project C) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

Opportunity Housing Inc., a not-for-profit community-based organization, was formed in June 1989 with a twofold mission aimed at assisting the homeless and low-income families living in substandard housing. Its first priority is creating housing stability by providing safe, affordable rental housing for low-income and disabled families in Greencastle and Putnam County. The second priority is creating a higher degree of self-sufficiency so today's low-income families become tomorrow's homeowners.

To fully achieve its mission, Opportunity Housing (OH) is developing 50 safe, affordable three- and four-bedroom rental homes for families of four or more having incomes below \$16,000. Thirty homes will be occupied by year's end with an additional 20 homes complete in 1992.

Opportunity Housing is now researching ways to assist the city administration in developing entry-level housing in partnership with the city and private developers in order to meet housing needs as identified in the City of Greencastle's Comprehensive Plan, as updated for 1991. OH has three floor plans for entry-level homes with attached garages that can be built on a developer's building site in the \$45,000 to \$48,000 price range.

- 4B. What prompted these actions and how were they organized?

While it is everyone's dream to become a homeowner, not everyone is ready to take on that responsibility. Opportunity Housing is thus targeting families, who at this point in their lives, need to rent and not own a home.

The typical OH family is headed by a single parent with several small children. These working "moms" and their children are this decade's "working poor," with little left for rent after child care, medical services, food and basic clothing expenses are subtracted from the one wage-earner's paycheck.

The Greencastle area, according to 1980 census figures, has one of the state's highest low- to moderate-income segments, listed at 59.67 percent of all residents. Opportunity Housing is one reaction to that staggering figure.

Opportunity Housing's two-parent families, meanwhile, often are rebounding from a major financial crisis, such as major illness or sudden drop in income. They are often just starting a new job at entry-level pay, which also limits their ability to pay market rate rents. Opportunity Housing, working with the Greencastle Housing Authority's (GHA) rental assistance program, can provide safe housing for these working families. The family pays 28 percent of its salary for rent and utilities and GHA's Section 8 HUD program covers the remaining portion.

- 4C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

Opportunity Housing is providing safe, affordable housing so the family can stabilize its finances, achieve some success at work, and if needed, have time to stabilize a family relationship without worrying about where they are going to live next.

In step II, OH will provide resource training to assist families in becoming totally self-sufficient. When a family qualifies for Step II, and requests to enter the program, it will be awarded bonus points for each month they attend home-ownership classes, pay their rent on time and keep the home in good condition, both housekeeping and maintenance-wise.

Funding of the first 10 homes came from businesses, community organizations and individual residents' cash contributions, a donation of land and in-kind gift services from seven attorneys, two appraisers, 11 land survey firms, three title insurance companies, one accountant, one property-management firm and an individual who does the bookkeeping.

A \$188,000 Federal Home Loan Bank grant was secured and the three full-service Greencastle financial institutions provided a \$500,000 below-market mortgage loan pool and waived all mortgage loan origination fees.

At present, there are no paid employees, although OH will be hiring a part-time property manager later this year as it gets closer to having its first 30 units occupied. An all-volunteer board of directors supervises the operational committees of the corporation.

5A. For Project A, 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
Greencastle Development Center (GDC)	16 board members and several ex-officio members, personal contact with industrial prospects, economic development expertise.	
Greencastle 2001	Strategic planning group of approximately 125 community leaders — created list of community needs and priorities that resulted in the birth of the GDC.	
Citizens Advisory Commission for Industrial Development	five board members and three ex-officio members — decision-making on Industrial Development funds.	
Greencastle City Council	five elected officials — decision-making on disposition of Industrial Development funds, tax-abatement concerns and other issues relative to locating new industry.	
Putnam County United Way	community-wide contributions from numerous volunteers — partial funding source for creation of GDC.	
Greencastle Chamber of Commerce	100-plus members — space, equipment and personnel from its membership to help make GDC possible; membership also serves as partial funding source.	
Greencastle Developments Inc.	numerous local shareholders — monetary contribution to original funding of the GDC.	

5B. For Project A, identify three individuals who were active leaders. (Include leaders from the public, private, and nonprofit sectors.)

Name/Title	Organization/Address	Phone
David Murray: DePauw University Admissions director and president of GDC board of directors, 514 E. Seminary St., Greencastle 46135; home — (317) 658-9687; office— (317) 653-4116.		
Robert Hutchings: PSI Energy economic development specialist and president of Citizens Advisory Commission for Industrial Development, 2072 Fairway Drive, Greencastle 46135; home — (317) 653-9065.		
Greencastle Mayors (1987-91): The late Gerald E. Warren, Bobby G. Albright and Michael Harmless, City Hall, 4 E. Walnut St., Greencastle 46135; (317) 653-3100.		

5C. For Project A, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

Maintaining the spirit and morale within the community after the IBM announcement and the departure of friends and family from a small-town community. Quick actions by the GDC with the announcement of its first industrial prospect within 72 days of the IBM announcement, helped quell stories of a dying town. National media — CBS-TV, CNN, NPR, the New York Times, Chicago Tribune, Wall Street Journal and USA Today — all covered the Greencastle story, many arriving with a preconceived notion about writing the “company town loses company” story, only to find that the spirit and enthusiasm of citizens and civic leaders alike were the real story.

Dealing with the effects of 200-plus homes suddenly put on the housing market in a town of 8,403 people. Virtual everyone — possible home buyer to home seller — was affected by the number of available homes resulting from the IBM pullout. Creative sales approaches, utilizing local realtors, Merrill Lynch (provided by IBM) and a “Greencastle, Welcome Home” campaign turned a negative into a positive. The efforts were so successful that the 1990 census showed not a decline in local population, but actually an increase.

Funding of the GDC, once its original EDA grant ran out, has been a continuing challenge met with contributions from the local industries the GDC helped bring to Greencastle, as well as existing companies that also benefit from its services. GDC services also benefit the City of Greencastle, as well as the State of Indiana.

Marketing a 350,000-square-foot logistics management and automated distribution center that IBM Corp. had called home since 1953 was an obstacle community leaders, especially the GDC, CACFID and City Council had to deal with as entrepreneurs ranged from those wanting something for nothing to legitimate industrial prospects. Unrelenting questioning, hours and hours of volunteer research and interviews resulted in the marriage of Charming Shoppes (F.B. Distro) and Greencastle less than one year after the IBM announcement.

6A. For Project B, 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
DePauw University and former President Richard Rosser	— Initiating charter and member and contributor to \$33,000 Urban Design Plan that gave Main Street Greencastle vision and direction.	
IBM Corp. and former Greencastle Plant Manager Robert Holum	— Initiating charter and member and contributor to \$33,000 Urban Design Plan.	
Historic Landmarks Foundation, director Reid Williamson and local representative Charles Niehaus	— provided information and expertise in guiding creating of Main Street Greencastle as an accepted restoration/renovation project.	
Putnam County Heritage Preservation Society	— numerous members — provided support and leadership in restoration efforts and orchestrated renovation of the El Lilly Durgstore site.	
Greencastle Merchants Association	— 75 members — merchant base, especially three local banks — raised \$66,000 in 30 days to fund Main Street Greencastle originally.	
Greencastle Civic League	— 50 members — adopted downtown beautification as a community project and provided amenities like wooden trash containers, flowers and street trees, as well as conducting annual clean-up campaign.	

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

Name/Title	Organization/Address	Phone
William Dory — Original Main Street Greencastle project director and present coordinator of the Indiana Main Street Program, 1 N. Capitol, Suite 700, Indianapolis, Ind. 46204-2288;		office — (317) 232-8908; Greencastle home — (317) 653-8017.
Kenneth Eitel — Two-term president of Main Street Greencastle and downtown business owner (Eitel's Flowers and Gifts), 109 Hilltop Lane;		office — (317) 653-3171; home — (317) 653-3403.
F. Mace Aker — Member, Main Street Greencastle Board and chairman of the board, Central National Bank-Greencastle, 3 Bloomington St.;		office — (317) 653-4161; home — (317) 653-9521.

6C. For Project B, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

Obstacles included maintaining a normal downtown business climate while all downtown sidewalks were torn up simultaneously and the situation then compounded by 10 days of torrential rain. Individual store entrances amounted to walkboards or gang planks as shoppers had to navigate piles of brick, sand and broken concrete. Leaders were called upon to reassure and assist merchants and other businesspeople, who experienced not only frustration, but often a decrease in pedestrian traffic and business because of the inconvenience to their clientele.

Coordination of city and utility services couldn't have been better if it had been mapped out by Gen. Stormin' Norman Schwarzkopf. City water lines, PSI Energy utility lines and Indiana Gas Co. lines were all inspected, repaired or replaced prior to the installation of the new sidewalks so that utility work wouldn't necessitate ripping up the new sidewalks after the project was completed.

Removal of parking meters from city streets became a companion project that required ingenuity on behalf of those involved in the Main Street project. Before new decorative brick sidewalks were laid, Main Street and city officials forged an agreement to remove the parking meters forever rather than spoil the aesthetics of the new sidewalks with posts and meters. Funding from the private sector was solicited in a "Retire-a-Dinosaur" campaign in which funds raised went for early retirement of the city bond issue that paid for installation of the parking meters two decades earlier.

Another obstacle was the raising of the 10 percent local match portion of the Community Improvement Project (CIP) grant that funded the downtown restoration project. A commitment by the City of Greencastle helped motivate merchants and property owners to contribute their share to a project that has resulted in vacancies virtually disappearing from the downtown and new investments, such as a restaurant and tea room, occurring.

7A. For Project C, 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
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Greencastle Housing Task Force — Five-member, mayor-appointed committee representing realtor, builder and resident concerns. Its objective is to research all funding options via state and federal programs to ensure that Greencastle is receiving its per-capita share. Another goal is focusing on balanced, managed growth, ensured by not overbuilding one segment of the housing market.

Greencastle 2001 — Strategic planning group of approximately 125 members, providing a cross-section of the community, which created identified a list of community needs, including low-income housing. That planning session created a task force that served as the impetus in spawning Opportunity Housing.

Habitat for Humanity — Volunteer organization involving several local churches and numerous individuals who have helped in the creation of new homes for individuals who provide "sweat equity" and can afford monthly payments. Companion project to Operation Housing.

Greencastle Housing Authority — Mayor-appointed body which oversees housing issues within the community, including administering Section 8 housing programs.

7B. For Project C, identify three individuals who were active leaders. (Include leaders from the public, private, and nonprofit sectors.)

Name/Title	Organization/Address	Phone
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Charles "Chuck" Chandler, retired executive with MCL Cafeterias, and president, Opportunity Housing, P.O. Box 581, Greencastle. Home phone — (317) 386-7433.

Max Johnson, executive director, Greencastle Housing Authority, 620 Tennessee St., Greencastle. Office phone — (317) 653-8228.

William Marley, secretary-treasurer of Opportunity Housing and president, First United Savings Bank, 1 N. Locust St., Greencastle. Office phone (317) 653-9793. Home phone — (317) 653-6178.

7C. For Project C, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

Obstacles to Opportunity Housing's emergence were structured agency guidelines and the proverbial red tape that had to be hurdled as organizers gained momentum for the project.

Not only did they end up with approval from all agencies, but Opportunity Housing received a \$188,000 grant from the Federal Home Loan Program, whose officials were fascinated with the five focused goals of Opportunity Housing — 1) Rehabilitating existing housing for affordable rental housing; 2) Building new affordable single-family and multi-family rental housing units; 3) Seeking opportunities for income-disadvantaged families to be self-sufficient and eventually become homeowners; 4) Providing property-management services to maintain the homes; 5) Assisting local homeowners in establishing "Neighborhood Pride" organizations.

Costs of administering such a program seemed an obstacle, with closing costs and other fees required of any housing transaction. However, those were negated by the three Greencastle banks waiving all origination fees, along with voluntary contributions and in-kind services from seven attorneys, two appraisers, a land-survey firm, three title insurance companies, an accountant, a property-management firm and bookkeeper.

Cash-flowing the project and finding appropriate houses in the right price range without requiring major repair costs have been other continuing difficulties. However, watchful local realtors and members of the local banking community are assisting OH organizers by pointing out homes that might fit the project.

8. On the next two pages, assess how well your community is doing, based on each of the League's ten Civic Index components (Civic Index included with application).

A. Citizen Participation

Greencastle residents are actively involved as volunteers and activists in everything from the Complete Count Committee that helped Greencastle's population show the only 1990 census increase in west-central Indiana, to the 2,000 by 2000 Committee whose goal is to plant 2,000 trees along city thoroughfares by the turn of the century, to the Desert Storm Support Group that met weekly as some 60 members of the community were called to duty because of the Persian Gulf war.

Citizen involvement is obvious in municipal elections, as witness an 83 percent voter turnout during the 1987 city election. While regular sessions of city, school and other governmental organizations reflect a moderate public turnout, issues such as zoning, school funding and even cable TV routinely provoke large audiences, thoughtful letters to the editor and healthy discussion in our midst.

Some difficulty, however, is apparent in securing qualified people for city offices and boards because many community leaders reside outside the city's actual borders. Such persons, however, fill key volunteer roles.

B. Community Leadership

Strong leadership from City Hall, as well as businesses like Greencastle's three locals banks, the utility company (PSI Energy) and the local college (DePauw University) have been instrumental in making such entities and programs as Opportunity Housing, the Greencastle Development Center and Main Street Greencastle more than dreams in a can-do community.

A willingness to take risks can be evidenced by the banks' participation in a \$200,000-plus venture to restore the fire-damaged Opera House downtown.

Forward thinking is also a hallmark of the Quality of Life Forum which meets regularly and is responsible for pinpointing community needs. Among the projects it has helped spawn have been a nationally acclaimed 55-room country inn and a new twin cinema movie theater, which filled voids in the community.

C. Government Performance

When the late Mayor Gerald Warren took office in 1984, moving city government toward fulltime status, the community began to move from a no-growth community to a growth community.

City government has taken a more active leadership role in succeeding years and now offers a fulltime city engineer and fulltime building inspector where only a part-time engineer had existed previously. Discussions have begun about the need for a city planner and/or planning department with the completion of a revised comprehensive city plan this spring.

A unique highway project (the Southern Highway), utilizing an abandoned railroad right-of-way to form a bypass from the East Side industrial park, while solving problems with truck traffic through a West Side neighborhood was the brainchild of one former mayor and has been molded, guided and advanced to reality under two succeeding administrations.

D. Volunteerism & Philanthropy

The Senior Center/RSVP program on the square in Greencastle is the clearinghouse for volunteerism locally with its members coordinating the weekly Farmers' Market operation, operating the Putnam County Food Pantry and Storeroom (offering clothes to disadvantaged persons) and undertaking a myriad of volunteer activities from tutoring to ushering at the local community theater.

A Fourth of July celebration that culminates annually in one of Indiana's most-spectacular fireworks displays, is coordinated by all volunteers. Cost of putting on the celebration, which draws 12,000-15,000 persons annually, is in excess of \$10,000. The celebration, however, is funded entirely without tax dollars or other municipal sources of money.

The Putnam County Foundation, a countywide philanthropy begun three years ago with volunteer city and country board members, is still in its infancy.

E. Intergroup Relations

As with almost all university communities, town-and-gown issues are an ongoing concern. However, DePauw University requires living units that house its 2,300 students to participate in philanthropy projects, including the local Habitat for Humanity program, an endeavor that has resulted in the creation of a campus chapter of Habitat. Meanwhile, the university administration, sympathetic to community needs and aware it does not pay taxes to support city services, spearheaded a \$325,000 community fundraising effort for an aerial ladder fire truck by donating \$100,000.

The arrival of three Japanese industries or joint-venture projects in the city necessitated discussions between city officials, Japanese company officials and local VFW/American Legion members. All agreed that it is more important for our children and grandchildren to have good jobs than it is to revisit the prejudices of World War II.

The Japanese industries...

F. Civic Education

Greencastle High School routinely requires students in its civics classes to attend city governmental meetings, especially monthly City Council sessions. Students also take part in trips to the state legislature in Indianapolis as both pages and student visitors.

The Greencastle Civic League, working with the schools, annually undertakes a litter education program as a companion project to its Spring Clean-up Campaign.

Both political parties are active in voter-registration programs, while mock trials annually introduce local students into the operation of the American court system.

An appreciation of the business world is also offered through Business Partners and Junior Achievements programs.

G. Community Information Sharing

Neighborhood meetings, aimed at taking the issues to the residents are scheduled periodically by the City Council.

Extensive coverage of governmental actions is included in the community's daily newspaper, *The Banner-Graphic*, which commits its front page entirely to local news. Channel 19, the cable TV access channel, provides information about when and where meetings and activities take place, while local FM radio stations WGRE (De-Pauw) and WJNZ (privately owned) also staff major governmental meetings and activities.

The Putnam Partnership Center offers "one-stop shopping" in the dissemination of information as its houses the offices of the Chamber of Commerce, Greencastle Development Center, Main Street Greencastle, United Way, Putnam County Foundation and local convention and visitor bureau.

The Chamber of Commerce also sponsors Legislative Update sessions to keep residents aware of action in the state legislature, while the League of Women Voters conducts candidate forums in which office seekers annually debate opponents prior to both city and county general elections.

H. Capacity of Cooperation and Consensus Building

Because of the small-town nature of the community, accessibility to community leaders is certainly no problem. Residents have no problem communicating their concerns over local issues one-on-one with the mayor or City Council members whom they encounter on a day-to-day basis. Greencastle is still the type of city where residents in talk to the mayor personally and find he often answers his own telephone at City Hall.

In regard to larger projects, community involvement is actively encouraged. An estimated 125 persons were involved in the Greencastle 2001 retreat that spawned a community consensus of our standing and our future needs that is still being used as a local road map.

I. Community Vision & Pride

Greencastle thinks of itself as a community that looks to the future, while treasuring its past and embracing its rural background.

Because of that, groups like the Quality of Life Forum, Greencastle 2001, the GDC and Main Street Greencastle and community members involved in updating the comprehensive city plan are able to focus on a community vision and assist city government in seeing it carried out. They operate virtually outside city government, yet because the mayor and other city leaders are actively involved, an integrated approach to a common vision is created. The community offers a shared sense of being because it looked disaster in the face after the IBM closing and rebounded to thrive on solid, secure ground.

Pride is apparent in such annual activities as the Christmas Canopy of Lights and Lights of Love tree program, Putnam County Fair Parade and the annual Civic League clean-up campaign.

J. Intercommunity Cooperation

The difference between urban and rural issues doesn't always yield 100 percent cooperation, however, major strides have been made in recent years. City government is run by a fulltime mayor, while the board of commissioners running the county is a part-time entity.

The economic development board includes members of the County Council and representatives from towns out in the county, as well as a nucleus of city leaders.

The local tourism office is one case in which head won out over heart. Out-in-county interests initially were against locating the office in Greencastle, but set aside petty past differences to deal with the convention and visitor bureau in a rational manner, locating it in the Partnership Center in downtown Greencastle (the county seat).

K. Overall, which of the ten components is the strongest? B.

Which is the weakest? J.

9. What lessons were learned through the implementation of the initiatives presented in the application that would prove valuable to other communities facing similar challenges? For each of the three projects, describe these lessons. Be certain to include any unique aspects of the execution of the projects, as well as suggestions of actions to be taken, and actions not to be taken.

Project A

The most valuable lesson learned through the evolution of the Greencastle Development Center and the City of Greencastle's economic recovery in the aftermath of the IBM Corp. pullout is that long-term planning is an outright necessity if a community is to have a thriving, organized future. A cross-section of the community, not just business and government leaders, is essential in the planning process. Establishing priorities and following through on them are vital to long-term growth.

The strategic planning process that was born out of Greencastle 2001 was nothing short of a lifesaver when the IBM announcement came. If nothing else, its presence provided a rallying point and central focus for community leaders who might otherwise have pulled in several different directions in creating the recovery story that today is a nationally-heralded success. The expertise and experience of its personnel were responsible for creating headlines proclaiming the arrival of seven major new industries in less than four years.

Another important lesson is that politics and economic development do not mix. The economic development accomplishments of the City of Greencastle have spanned three mayors (one now deceased) and a city election, but community well being was never sacrificed for political or personal gain. Members of the GDC and CACFID, for example, were non-partisan volunteers who led with their faith in the community rather than their political party affiliation.

Project B

Lessons learned in confronting the massive downtown restoration/revitalization project that comprised the Main Street Greencastle program included taking an honest look at ourselves in the mirror. Business and civic leaders were able to avoid a tunnel-vision approach and looked long and hard at the total downtown picture, and not only what it meant for each individual store owner or businessman, but its reflection on the community as a whole.

The downtown — our living room — was a mess, company was on its way and the only way to clean things up was for "family members" to pitch in themselves. And through both fiscal and physical means the public-private partnership made it happen.

The sum of their individual commitments, they soon learned, was greater than those individual parts. Small triumphs served the greater good.

A sidewalk project in which the City of Greencastle had shown not only faith but financial support proved to be the springboard for greater investment in individual buildings and businesses downtown. The city's willingness to invest in the downtown spurred a greater willingness on the part of the private sector to do the same.

Project C

The unprecedented success of Opportunity Housing is literally the story of a man (Chuck Chandler) and his dream. The growing project is the brainchild of a Putnam County man whose patience and perseverance helped build a community consensus in a unique housing program. Civic leaders had targeted housing, especially the low- to moderate-income variety, as a major local concern. Affordable housing was even a minor campaign issue in 1987. However, despite recognizing the problem, civic leaders did not have the answers.

The lesson here is perhaps that one man can make a difference; that you can fight city hall and it is possible to cut through red tape. In this case, it wasn't his money as much as his time and tireless energy that proved to civic leaders that a unique solution to low-income housing needs in the community could indeed work. He and his growing group of volunteers won over not only civic leaders but state agencies who recognized that Opportunity Housing had found a niche in the community that was not being served by other programs already in place.

The addition of 50 homes may not be a major impact in a town the size of Indianapolis or Chicago, but in a community of 8,984 (1990 census), it certainly is.

All-America City Award Official Entry 1991

I hereby nominate BALTIMORE CITY, MARYLAND
 (Community) (City, if different) (County) (State)

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

NAME Baltimore City
 TITLE N/A
 ORGANIZATION N/A
 ADDRESS c/o Baltimore Office of Promotion, 200 West Lombard Street
 CITY/STATE/ZIP Baltimore, Maryland 21201
 TELEPHONE 301-752-8632
 SIGNED _____ DATE April 9, 1991

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

NAME William Gilmore
 TITLE Acting Director
 ORGANIZATION Baltimore Office of Promotion
 ADDRESS 200 West Lombard Street
 CITY/STATE/ZIP Baltimore, Maryland 21201
 TELEPHONE 301-752-8632
 SIGNED *William Gilmore* DATE April 9, 1991

COMMUNITY STATISTICS

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

FORM of GOVERNMENT Mayor & City Council

source: City Charter

POPULATION

(1990 or most recent) 736,014

source: 1990 census

POPULATION PERCENTAGE CHANGE (+ or -),

(1970-1990) 18.7% minus 6.5% since 1980

POPULATION DENSITY

(1990 or most recent) 8,500 per square mile

source: 1990 census

PERCENTAGE MINORITY 61.9%

MINORITY PERCENTAGE BREAKDOWN

Black 59.2

Hispanic 1.0

Asian 1.1

Other .6

source: 1990 census

MEDIAN FAMILY INCOME \$21,500

source: Regional Planning Council

PERCENTAGE of FAMILIES

BELOW POVERTY LEVEL 23%

source: Regional Planning Council

UNEMPLOYMENT RATE 7.98%

source: Dept. of Economic Development

POPULATION BREAKDOWN by AGE GROUP

(if available)

below 18 years 25.9

18-25 9.9

26-35 18.1

36-50 18.6

51-65 12.7

Over 65 14.8

source: State Planning Office

WORKFORCE DISTRIBUTION by INDUSTRY

(percentage of total employed in each)

Manufacturing 13.2

Trade (retail/wholesale) 17.0

Agriculture .1

Services 69.7

source: Regional Planning Council

AGE OF HOUSING STOCK

(percentage pre-WW II) 67.8

source: 1980 census

NUMBER of VOLUNTARY ORGANIZATIONS +750

source: Regional Planning Council

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Services 69.7

source: Regional Planning Council

AGE OF HOUSING STOCK

(percentage pre-WW II) 67.8

source: 1980 census

NUMBER of VOLUNTARY ORGANIZATIONS

source: Regional Planning Council

1. Set the background for your community's story. Summarize your community situation, not necessarily the three specific projects described in subsequent application questions, but events which contributed to and/or resulted from these undertakings.
- 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 1988.

Baltimore has been transformed from its historically industrial, working class roots into a renewed regional center that caters to the service and manufacturing industries. Over the past two decades, this city has successfully achieved a second growth as evidenced by the development of its Inner Harbor, now a major tourist attraction; the steady construction of new high rise office and apartment complexes and hotels; plans to expand a Convention Center solidly booked throughout the year; the construction of a new baseball stadium downtown; and an extension to the subway and 20 miles of light rail.

Change, however, has not eliminated factors traditionally associated with aging, formerly industrial cities; namely, caring for its less fortunate citizens and serving as a magnet for the homeless, jobless, aged and downtrodden. Over half of Baltimore's population is under 18 or over 50 years of age. A majority of the remaining population is either low-income or dependant upon social services funded by a shrinking middle and working class. There is a high rate of teenage pregnancy, single parent households and high unemployment among the minority population.

The economic strain on the city as a result of these conditions increases as Baltimore continues to lose federal and state revenue. However, the city has found invaluable resources within neighborhoods and committed community leadership. There are more than 700 neighborhood associations registered with the Department of Planning. In addition, there are over 30 city-wide or umbrella organizations which combine, coordinate and reinforce efforts of the smaller groups.

The city has made substantial progress since 1988 in spreading the success of the Inner Harbor to the city's neighborhoods and people. Two full service adult literacy centers have been opened as well as smaller reading labs. The city is now the largest single recipient of federal housing money. That money, with support from state and non-profit organizations, enables Baltimore to build or rebuild hundreds of homes for low and moderate income households. The city is also making inroads against the persistent problems of homelessness, poverty and disease.

In sum, the story of Baltimore in 1990 is the story of a city fully committed to building minds as well as development projects. Baltimoreans recognize the importance of education and literacy to the city's future. They have joined with Mayor Kurt L. Schmoke, local officials and the business and spiritual communities in working for a city where human infrastructure is built up right along with physical infrastructure.

2A. Briefly describe the first of the three main projects (Project A) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

Project RAISE (Raising Ambition Instills Self-Esteem) is a public-private partnership designed to dramatically decrease the high school drop-out rate and improve the life chances of very low-income, inner-city public school students. It is a seven year commitment to provide groups of approximately 60 children, selected from the poorest performing schools in the city, with paid school-based program coordinators and volunteer one-on-one mentors, recruited by community-based sponsoring organizations such as churches and businesses. The initial RAISE program had seven sponsors and groups. It began in May, 1988 with children entering the 6th grade and it will continue to follow them through high school. A second round of programs, RAISE II, began in September, 1990 with six sponsors and groups of students, including three groups starting in the 2nd grade.

Basic RAISE strategy views the child as a member of the family, the school and the community and creates sustained caring connections. Each RAISE student who graduates high school is guaranteed the opportunity to attend college or career school or to obtain a job. Some programs across the country involve aspects similar to RAISE, however, none provides such intensive, comprehensive and sustained interventions. The message to children is high expectations, hope and self-reliance. Despite obstacles, low-income children can succeed in school and life if they believe in themselves, try hard and get a helping hand.

2B. What prompted these actions and how were they organized?

Baltimore has one of the highest drop-out rates in the nation. In brainstorming possible solutions, an informal group of private citizens and school officials developed the belief that sustained mentoring, primarily one-on-one, could change a child's life chances and that mentors could be recruited from among community-based sponsors. Such a model would expand upon the Eugene Lang "I Have A Dream" success story, involving the community more broadly and with the potential of relatively low-cost national replication.

The planning group included the head of a large, local foundation which put up the seed money. The planning group then recruited the first sponsoring organizations: two churches, two universities (equally African-American and Caucasian), an African-American fraternity and two large financial businesses.

An advisory board was created with broad representation from community groups, government, corporations and foundations. Two years later, with additional private foundation funding, six sponsors were added: racially mixed churches, Baltimore City government and a large corporation. Each sponsor recruits mentors and other volunteers. There are extra-curricular and other academic, recreational and cultural activities. The paid program coordinator provides essential support to the students, parents and mentors/volunteers.

2C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

Citizens are directly affected and involved in many ways. Student participation is voluntary and requires parental permission. Students are regularly consulted and their input guides program development. Youth leadership training is provided and a pilot Youth Council is being formed. Parent participation and support is also critical for success. Program coordinators and mentors keep in close contact with parents, special events are held for them and they volunteer as helpers in after-school and other group activities. Parents often call upon program coordinators for advice and assistance. A basic principle of the mentoring program is that mentors respect, and not usurp, the role of parents. Mentors maintain good communication with parents and must have their permission for activities.

Sponsors each have working committees and average about 60 mentors/volunteers. The commitment is rather time-consuming; mentors meet one-to-one with students at least bi-weekly. Mentors/volunteers serve students and their families and their involvement raises community consciousness and mobilizes a significant and often influential new constituency for the children and the public schools.

3A. Briefly describe the second main project (Project B) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

Southeast Community Organization/Southeast Development Incorporation (SECO/SDI) serves neighborhoods in southeast Baltimore. Its mission is to empower the individuals, neighborhoods and institutions in that area, thus enabling them to identify and solve community problems. A major problem has been affordable and comprehensive senior housing options. Five southeast non-profit organizations came together in 1989 to share resources and address the lack of affordable housing options for older people in southeast Baltimore. They named themselves the SESH (Southeast Senior Housing Initiative). SESH talked with hundreds of seniors, housing professionals and health-care providers to develop a plan for older people to remain in their homes while having access to quality services. SESH is currently working on a plan to renovate a model rowhouse that will be used to educate older persons about how they can renovate their homes.

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

At the SECO/SDI annual meetings, with community leaders in attendance, issues and concerns are ranked in a priority order. Board and staff then tailor programs or plans for those priority issues. SESH, five southeast non-profit organizations united since 1989, shares resources and addresses the lack of affordable senior housing options for older people in the area. It conducts its ranking and reflects the fact that, in many southeast neighborhoods, more than 45% of the homeowners are older persons. Beyond issue identification, SECO staff empower neighborhood groups by helping individuals establish a local neighborhood organization if one does not already exist. SECO helps organize coalitions of community groups and local institutions to address their common concerns. SESH is one such coalition, developed to address the needs of its senior neighbors.

3C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

Groups of SESH seniors are involved in the planning process and are also on the staff of SECO which services and coordinates SESH. It is a model of grass-roots participation and an unprecedented example of non-profit organizations sharing resources and staff expertise.

4A. Briefly describe the third main project (Project C) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

The People's Homesteading Group (PHG) got its start in 1983 when 12 families engaged in non-violent, civil disobedience and notified the Mayor of their intent to take over and renovate a vacant, city-owned house, abandoned for more than seven years. Work commenced with just \$281 and a desire to break the cycle of poverty. Ten families were headed by women with no previous construction skills.

Today, the PEOPLE'S HOMESTEADING GROUP consists of 83 very low-income families. Seventy-five percent of the membership is made up of African-American women. Over half of these women live below the poverty line; all are eligible for federal housing assistance. But, motivated by the desire to be homeowners, they have worked together restoring two-story rowhomes that had long been removed from the city's tax rolls.

PHG families as construction teams contributed over 30,000 hours of labor, thus earning the right to homeownership. As a result, more than \$50,000 has been generated in new property tax revenue for the city. In addition, some 500 community volunteers contributed 10,000 hours of construction work. Today, a computerized system facilitates accountability for individual labor contributions, enabling families earning as little as \$6,000 annually to become owners of homes restored for as low as \$10,000.

4B. What prompted these actions and how were they organized?

Inflation pushed the price of housing beyond the reach of low-income Baltimoreans during the 1970's. The economic recession of the early 1980's only compounded the problem. The economic recovery of the late 1980's did little to improve the lot of over 100,000 low-income Baltimore families. As a result, multiple family units crammed into dwellings designed for single families.

Social status and the exodus of the middle class created a pool of 6,000 vacant abandoned houses in Baltimore City. The PHG seized the opportunity to recycle these vacant dwellings into affordable homes for low-income families, with support from its members, and the generosity of sub-contractors and volunteers from the community.

PHG emerged from two diverse groups: 12 low-income families from the Pillar of Truth Apostolic Church of South Baltimore and activists from the Baltimore Housing Alliance. The goal was to form an alliance of community improvement organizations, home improvement companies, mortgage brokers and housing policy advocacy groups.

4C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

PHG formalized the desire of low-income families who wanted a better life and who were willing to assume the task of home renovation as their primary approach. The interaction of these citizens with a group of activists resulted in the presentation of different models to rehabilitate vacant houses for home ownership opportunities.

PHG members are involved at all levels of the renovation process. Homesteaders work as crew leaders, committee chairpersons, phone-a-thon volunteers, skilled and unskilled construction workers, lobbyists and public speakers. Better than ten members have utilized the skills learned to secure jobs in construction or community development work. Additionally, PHG includes volunteers from high schools, churches and other organizations who work alongside PHG members.

5A. For Project A, 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	Project RAISE	Active Membership	Contribution
Alpha Phi Alpha		40	Each has contributed mentors, other volunteers and funds.
Baltimore City Government		35*	
Bethel A.M.E. Church		45*	*These sponsors are in the early stages of recruiting mentors/volunteers.
Church of the Redeemer		90	
Goucher College		70	
Harambee Presbyterian Churches		40*	
Johns Hopkins Medical Institutions		50*	
Maryland National Bank		50	
Morgan State University		60	
New Shiloh Baptist Church		75	
Union Baptist Church		45*	
Zion Baptist Church		35*	

5B. For Project A, identify three individuals who were active leaders. (Include leaders from the public, private, and nonprofit sectors.)

Name/Title	Organization/Address	Phone
Robert Embrey, Jr., President	Abell Foundation 210 N. Charles St., 21201	301-547-1300
Richard Rowe, Director	Project RAISE 605 N. Eutaw St., 21201	301-685-8316
Michael Johnson, Program Coord. Charles Carroll of Carrollton Elementary School	Project RAISE 200 N. Central Ave., 21201	301-558-0785

5C. For Project A, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

One obstacle was the lengthy, seven-year commitment asked of sponsors and funders. This was overcome by the strength of the model, the commitment and hard work of the founding group and, in the case of the RAISE II set of sponsors, the promise and progress shown in the original groups. Particularly newsworthy is the engagement of churches and the potential for replication. All funding is private, with local foundation and sponsor pledges exceeding \$5 million for the 13 groups over seven years.

A second major obstacle was posed by the decision to work with very low-income, low-achieving students. Mentoring is not easy; it takes time, patience and persistence to build a relationship and there is cultural diversity to overcome. Mentors encounter frustration and disappointment. Yet RAISE is learning to provide mentors with the training and support which can overcome these hurdles and has become nationally recognized for its development of the "art of mentoring".

Another possible obstacle was parent resistance to mentors, borne of insecurity and apprehension. However, RAISE has extensively involved and assured parents, thereby gaining their support. Finally, it is sometimes difficult to ensure responsive school system cooperation. RAISE, however, has been a sturdy collaboration from the onset and good communication has avoided bureaucratic pitfalls. Several top school administrators serve on the RAISE board.

6A. For Project B 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	SECO/SDI-SESHI	Active Membership	Contribution
Coalitions of 100+ neighborhood associations, schools, social agencies, businesses and community institutions provide volunteers, grassroots fundraising, space, materials, community outreach and policy making wisdom. A sampling:			
Nazareth Lutheran Church, Messiah Lutheran, Trinity Lutheran			
Spanish Apostolate, Spanish Christian Church			
Banner Neighborhoods, CHICA (Canton, Highlandtown Community Assoc.)			
Baltimore American Indian Center			
New Refuge Deliverance Church, Holy Evangelists Church			
Jubilee Baltimore, Inc.			
Francis Scott Key Medical Center			
Southeast Linkage Group, Waterfront Coalition			
Upper Fell's Point Community Organization			
City of Baltimore			

6B. For Project C, identify three individuals who were active leaders. (Include leaders from the public, private, and nonprofit sectors.)

Name/Title	Organization/Address	Phone
Robert Giloth, Executive Director	SECO/SDI Ten South Wolfe St., 21231	301-327-1626
David Casey, Past President of the Board	Jubilee Baltimore, Inc. 2000 E. Lombard St., 21231	301-327-7373
Kate Finston, President of Board	SECO/SDI Ten South Wolfe St., 21231	301-327-1626

6C. For Project C, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

The groups which formed SESH I initially had a good grasp of housing issues for the elderly but needed to broaden their perspective. They consulted with senior citizens about their needs and preferences. This interaction was the key factor in resolving to help remain in their own homes.

7A. For Project C, 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
The list represents groups/individuals who contributed towards providing grants, advisement on business development, technical training and assistance, operating assistance, grassroots fund-raising and many, many volunteers.		
Pillar of Truth Apostolic Church	150 families	
Homewood Friends Meeting	145 individuals	
Enterprise Foundation	50 staff	
Middle East Partnership	120 members	MECO
St. Ambrose Housing Aid Center	45 individuals	
Reservoir Hill Housing Committee	15 individuals	
Oliver Community Association	200+ members	
Maryland National Bank	branch staff	
Chase Bank of Maryland	branch staff	
Baltimore Regional Community Development Corp.	10 board/2 staff	
Neighborhood Housing Services of Coppin Heights	new and developing	
Baltimore City Housing & Community Development	30 +	

7B. For Project C, identify three individuals who were active leaders. (Include leaders from the public, private, and nonprofit sectors.)

Name/Title	Organization/Address	Phone
Mary Harvin, President PHG Board	People's Homesteading Group 410 E. North Ave., 21202	301-889-0071
Robert Green, Board Member	Friendly's Restaurant 700 E. Pratt St., 21202	301-752-5320
Barbara Ellison, Board Member	Union Baptist Church Head Start Program 1219 Druid Hill Ave., 21217	301-523-6880

7C. For Project C, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

PHG members were gravely concerned about the consequences of their decision to trespass on city-owned property after notifying the mayor of their intentions. That was short-lived, however, after they stepped forward to squat a vacant dwelling and then proceeded to the next one without incident. PHG has developed a healthy partnership with the city since proving the viability of the "sweat equity" concept. PHG has good financial accountability and an excellent track record.

The biggest obstacle in this endeavor is, of course, the impoverished circumstances of PHG members, most of whom are barely surviving, but must generate an income while building up "sweat equity". To encourage families to become homeowners through homesteading, PHG provides a babysitting service when construction is under way, a training program for skills development and a homesteader support committee which works on a buddy system to identify and assess the needs of homesteaders. Many members have problems with credit or job stability. PHG counselors work with both private and public lending institutions to secure financing for construction. This service has grown since grants have become scarce. Lending institutions and PHG counselors have established a credit analysis committee which screens families in order to identify and address potential problems before the homes are occupied.

8. On the next two pages, assess how well your community is doing, based on each of the League's ten Civic Index components (Civic Index included with application).

A. Citizen Participation

Voter turnout in Baltimore reflects national trends but there is a high level of citizen participation in local affairs. The 1990 Census is an excellent case in point. Mayor Schموke organized a 350 member Complete Count Committee which represented every segment of Baltimore. The Committee, in turn, encouraged the community to participate fully in the census, which it did. There is also active participation at public hearings, community forums and neighborhood associations and civic groups are all very strong in Baltimore City. Finally, elective office is very competitive on both the district level and for city-wide races.

B. Community Leadership

Baltimore has long recognized the need to develop leaders. For example, the non-profit Greater Baltimore Committee runs an intensive leadership training program in which many city employees have participated. In Baltimore, community leaders in and out of government follow long term strategies, even if they involve risk. One example is the decentralization of the public schools, where power is being passed from the central bureaucracy to teachers, principals and parents. City leaders represent most every interest: 20/20 Vision is a group of younger leaders from every sector of community life; B.U.I.L.D. is a large organization of neighborhood and religious leaders. Similarly, community associations represent people on the neighborhood level.

C. Government Performance

Baltimore City government was named one of the 10 best managed cities by at least two business magazines in 1990. The city follows a policy of "progressive development:" major community groups are given a chance to present their views and concerns before a project is built. Local government is also entrepreneurial, and the city has made minority participation a key component of its economic development strategy. Also, there are Mayor's Stations throughout the city which help deliver services to the community; each police district has a community relations council; the Planning Department and other agencies assign staff and resources to each councilmanic district. Finally, there has been no impropriety or appearance of impropriety.

D. Volunteerism & Philanthropy

Baltimore has an extremely strong and vocal non-profit sector attracting a large volume of volunteers. There are non-profit organizations for almost every conceivable social need, including addiction, AIDS and child abuse. The United Way and the Combined Charities Campaign collect and distribute donations from individuals, businesses and government. Corporations also sponsor charitable events. Foundations work together on many community problems. For example, the Enterprise Foundation works to build low-income housing and the CollegeBound Foundation and Abell Foundation are working together to improve education.

E. Intergroup Relations

The Baltimore Community Relations Commission enhances relationships between various ethnic groups. The Commission operates a rumor control center to stop the spread of misinformation about intergroup incidents. In November, 1990, the Mayor's Office sponsored a two day race relations summit at which 2,000 people participated. The summit consisted of workshops aimed primarily at bettering intergroup relations and there have been follow-up meetings. The Baltimore City Public Schools teach courses on ethnic diversity and racial justice and employ experts at defining potentially explosive racial situations.

F. Civic Education

Civic responsibility is pervasive throughout the Baltimore City Public Schools curriculum in social studies, in preparation for the state citizenship test and during in-school voter registration programs. BCPS projects include the Mock Youth City Council and YWCA's Youth in Government. City youth serve the community through programs that involve peer counseling, crime prevention and visiting the elderly. Baltimore's religious community oversees a number of active, civic-minded youth groups and also local chapters of the NAACP and Urban League conduct youth voter registration drives.

G. Community Information Sharing

In addition to major media with public affairs programming, Baltimore has a number of specialized publications including those community based or for audiences defined by race, parenthood, ethnicity, interests and sexuality. Umbrella organizations as well as city established networks facilitate information sharing. Information about city affairs is disseminated via the city's cable channel, agency newsletters, a City Hall newsletter, monthly Mayor's television program, weekly Mayor's lunches in municipal markets and radio call-in shows on four stations. There are many citizen hotlines addressing every issue, over 20 major community/neighborhood newspapers and an overwhelming percentage of approximately 700 neighborhood associations has a local newsletter.

H. Capacity for Cooperation and Consensus Building

In Baltimore, a wide range of public-private mechanisms solve problems and build consensus for future actions. A recent example is the formation of partnerships between nearly every public school and a business, government or institutional sponsor. Community forums include a Mayor's Forum on Crime, a Summit Race Relations Council, and public forums in each neighborhood. Police-Community Relations Councils mediate community conflicts as do the Planning Board, Liquor Board and Zoning Board, thus bypassing the courts. Planned Unit Developments help neighborhoods and developers agree on final zoning plans before enabling legislation is passed. Also, Baltimore's large umbrella organizations help the city reach common goals.

I. Community Vision & Pride

Long term planning begins at the top, with the Mayor and City Council, significant input from departments and business organizations. Planning activities are ongoing and subject to revision and improvement. The community gets involved through public hearings and by serving on advisory committees for major development projects. All of this leads to Baltimoreans feeling that this is a special city where progress is balanced against the need to preserve history. That pride is seen in the city's innumerable ethnic festivals and in its many neighborhoods, religious centers and community organizations.

J. Intercommunity Cooperation

The mayor participates in a regularly scheduled series of meetings with the Chief Executives of the six counties closest to Baltimore city. The city has regularly made joint proposals with its neighboring counties in order to bring development to the region. Baltimore has also signed a cooperation agreement with the City of Rockville, Maryland. Staffs from the two cities work on joint projects. The city likewise has an agreement with Baltimore County for exchanging information on employment opportunities and to expand enrollment at the Community College of Baltimore. Finally, since 1947, the city has belonged to the Regional Council of Governments, now the Regional Planning Council, which focuses on regional planning issues.

K. Overall, which of the ten components is the strongest? #2, Community Leadership

Which is the weakest? #10, Intercommunity Cooperation

9. What lessons were learned through the implementation of the initiatives presented in the application that would prove valuable to other communities facing similar challenges? For each of the three projects, describe these lessons. Be certain to include any unique aspects of the execution of the projects, as well as suggestions of actions to be taken, and actions not to be taken.

Project A A major lesson is the importance of sustained, intensive and collaborative efforts to decrease the drop-out rate. RAISE is seven years of several levels of intensive, sustained intervention particularly targeted at building student self-esteem through caring connections. A related lesson is the need to channel school partnerships into more discrete models that maximize private sector and volunteer involvement.

A fundamental lesson of national significance is that effective mentoring of inner-city students requires a strong program infrastructure, a program coordinator to link students and mentors, considerable training and consultative support for mentors. RAISE mentors receive orientation sessions, a mentor handbook, monthly mentor support sessions, group mentor/mentee activities, special training workshops and close support from program staff. With this support, mentoring can work across racial, income and age barriers. Also of national impact is the diversity of available sponsoring organizations. RAISE has attracted a variety of sponsors, with the pool of African-American churches being especially promising. The structure of RAISE helps to instruct other communities to draw upon youth programs in the metropolitan area. RAISE is the hub of a metropolitan mentoring network and shares information and provides technical assistance to other programs in Maryland and across the nation.

Project B

SECO is entering its third decade and has learned the following from its experiences: 1. There must be a strong commitment to permit the power of local grassroots people to overcome their problems. 2. SECO must be able to adapt to changes that occur with time. To bring about change, issues must be identified and needs assessed. 3. There must be grassroots input from senior citizens in establishing priorities, planning, development and implementation.

The development of SESH I was a response to the grassroots issues of an aging population. Senior citizens helped create the program. The cooperation and sharing of resources by five non-profits is a model for non-profit groups in a time of scarce resources.

Project C

The founding families of the People's Homesteading Group believed in their cause and their concept, realizing they would have to work with established institutions to bring the program to fruition. The experiment grew through trial and error. The homesteading process is rigorous and stressful but problems were addressed as a group through meetings, informal conversations and rap sessions. Over time, PHG developed the capacity to take those risks essential to the growth of the organization. Potential benefits, costs, consequences, successes and failures are analyzed and debated by all active members who contribute to decision making, in addition to advice from internal and external influences.

All-America City Award Official Entry 1991

I hereby nominate GOTHENBURG DAWSON NEBRASKA
 (Community) (City, if different) (County) (State)

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

NAME Richard L. Blase
 TITLE Mayor
 ORGANIZATION City Government
 ADDRESS 409 9th Street
 CITY/STATE/ZIP Gothenburg, NE 69138
 TELEPHONE 308-537-3677
 SIGNED Richard L. Blase DATE 4/9/91

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

NAME Matthew Williams
 TITLE Past President
 ORGANIZATION Gothenburg Area Chamber of Commerce
 ADDRESS Drawer A
 CITY/STATE/ZIP Gothenburg, NE 69138
 TELEPHONE 308-537-7181 (Gothenburg State Bank number)
 SIGNED Matthew Williams DATE 4-9-91

COMMUNITY STATISTICS

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
 source: City Office
 POPULATION 3232
 (1990 or most recent)
 source: 1990 Census
 POPULATION PERCENTAGE CHANGE (+ or -),
 (1970-1990) 2.29% +
 POPULATION DENSITY 1292.8 (2.55 sq. mi.)
 (1990 or most recent)
 source: 1985 City Comprehensive Plan
 PERCENTAGE MINORITY 1.08%
 MINORITY PERCENTAGE BREAKDOWN
 Black 5 (.0001%)
 Hispanic 43 (.01%)
 Asian 8 (.0002%)
 Other 33 (.010%)
 source: 1990 Census
 MEDIAN FAMILY INCOME 20,706
 source: CACI, 1988
 PERCENTAGE of FAMILIES
 BELOW POVERTY LEVEL 7.2
 source: 1980 Census Table 168

UNEMPLOYMENT RATE 2.2% (County rate)
 source: 1990 - 4th Qtr. NE Dept. Labor
 POPULATION BREAKDOWN by AGE GROUP
 (if available)
 below 18 years 882.34 (27.3%)
 18-25 271.49 (8.4%)
 26-35 530.05 (16.4%)
 36-50 620.54 (19.2%)
 51-65 436.32 (13.5%)
 Over 65 491.26 (15.2%)
 source: 1988 Sales & Marketing Management
 WORKFORCE DISTRIBUTION by INDUSTRY
 (percentage of total employed in each)
 Manufacturing 22.1
 Trade (retail/wholesale) 28.9
 Agriculture 21.3
 Services 13.4
 source: 1990 - 4th Qtr. NE Dept. Labor
 AGE OF HOUSING STOCK
 (percentage pre-WW II) 40.2%
 source: 1980 Census
 NUMBER of VOLUNTARY ORGANIZATIONS 65
 source: City Chamber of Commerce

1. Set the background for your community's story. Summarize your community situation, not necessarily the three specific projects described in subsequent application questions, but events which contributed to and/or resulted from these undertakings.

- 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 1988.

Gothenburg is a town of 3200 located in the heart of Nebraska. Gothenburg people have kept the pioneer spirit that brought their Swedish forefathers to build a new town in the middle of prairie land. This legacy is kept alive with values that include a strong work ethic, and equal time to play, grow and appreciate life. The community experienced several "booms and busts" in its early history, and had settled into a dependence on agriculture for its economic mainstay. Pioneer spirit sagged during the agricultural depression that hit rural America in the 1980's. The average age of residents was increasing at a dramatic rate, few high school graduates wanted to remain in the community, empty storefronts haunted passersby, and the town's traditional leadership group was struggling to keep their own businesses afloat. The overriding issue became "Would Gothenburg survive, with its full range of lifestyle, health, education, and community services in tact?"

True to their heritage, Gothenburg residents were unwilling to let their community die. New leadership emerged to infuse and redefine a little used economic development process already in place. Gothenburg became the only community in the State to pass a 1/2 cent sales tax to provide a financial base for its activities. Traditional leadership was energized and the search for broadening the economic base began. Town hall meetings were held to gain citizen participation in a badly needed comprehensive plan update, which included "Visioning Gothenburg" into the next century. The community grabbed hold and made the quote "Vision is the art of seeing things invisible" a reality. A long awaited and seriously needed railroad overpass became a reality in November, 1988 when State, Federal and local monies were expended. The comprehensive planning process included an economic development plan, which set in motion much needed community task forces and citizen participation groups. Leadership cohesiveness and community coordination efforts escalated in 1989-90 to acquire a prized manufacturing plant that will employ 150 people. More importantly, it created a strong vehicle for continued expansion efforts. Gothenburg is keenly aware that resting on its laurels is deadly.

Much of Gothenburg's success in making things happen is due to a strong Nebraska Community Improvement Program (NCIP), which has won more than 50 awards in the past nine years. They often are the motivators for improvements needed in the community and work as a bonding agent between City government, community organizations, and the public. Recent results include a five-year program to rehabilitate the man-made Lake Helen tailrace, which will include a linear park envisioned by NCIP volunteers years ago. The local Women's Club has raised \$8,000 to be supplemented by a \$13,000 grant to pave an exercise trail - a seven year dream that will be completed by August, 1991. A tree board and City-owned tree farm created in 1989 will ensure perpetuation of the community's well known tree-lined avenues and park areas.

Gothenburg's drive to stay alive has included forging a leadership position in the State with the highly successful model national program for youth development. Dedicated to developing a strong volunteerism and leadership population among its youth reminds the community of its commitment to serve and bring back its trained leaders. This fully self-supported youth group successfully created public awareness about recycling during the closing of the local landfill and provided several options for County-wide citizen participation in recycling efforts. Since 1988, they have trained other Communities in Nebraska and in surrounding States who want to develop youth leadership programs. Gothenburg's commitment to this youth program reflects the desire to intimately engage its future generations in long-range planning and participatory citizen action. The commitment of its young people to Gothenburg proves the community is turning its "vision and community pride" into reality.

2A. Briefly describe the first of the three main projects (Project A) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

The elected officials, community leaders and residents of Gothenburg ascertained the economic future of the community would be determined by their own commitment, will and actions. The community met this challenge in November of 1988 by establishing viable economic development objectives for the business, industrial and agricultural sectors and by initiating activities, plans and strategies to achieve these objectives. In order to broaden the economic development base, the Gothenburg Improvement Company (GIC), a volunteer organization devoted to economic development, and the Chamber of Commerce (COC) decided to fund a Community Development Coordinator position which would provide better communication between both organizations, citizens of Gothenburg, and City, County and State Governments. A joint agreement between the City, the GIC and the COC was obtained to fund this position. In 1989 the GIC collected industrial recruitment models from cities and State agencies that had been successful. Since July, 1989, over 10,000 volunteer hours dedicated to economic and industrial development were obtained from a number of private citizens. This resulted in the creation of an outstanding "Quality of Life" book to be used in industry recruitment. A Redevelopment Authority and Site Selection Committee were formed. A labor survey was taken of the City and surrounding area. In this period the COC membership grew from 120 in 1988 to 218 in 1991. Over \$300,000 was available from the sales tax at the end of 1989. Through the renewed joint efforts, Gothenburg was successful in recruiting Baldwin Filters that will create 150 jobs.

2B. What prompted these actions and how were they organized?

Gothenburg was suffering from the devastating farm economy and a dwindling population. The downtown area was becoming dotted with empty store fronts. It became apparent to the citizens of Gothenburg that the focus must be on business retention and expansion. A task force was created to redirect the Gothenburg Improvement Company and Chamber of Commerce. This renewed effort provided leadership development opportunities and created a network with City, County and State agencies.

Information is disseminated through a combined Gothenburg Improvement Company and Chamber of Commerce newsletter sent to each member monthly. In addition, the local newspaper cooperates extensively to inform and educate the citizens about development activities. Every phase of economic development is given 100% effort creating a "Gothenburg is open for business" atmosphere.

2C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

Limited funds and a paid staff of one full-time and one part-time person resulted in a total reliance upon a volunteer effort. The creation of task forces geared for industrial expansion involved additional citizen participation. Community groups made up of volunteers planned and distributed Community Attitude Surveys to every household in Gothenburg - over 50% were returned. The results were used to generate projects that the majority of the community deemed as priorities.

When Baldwin officials expressed interest in Gothenburg, thirty to forty volunteers worked on the telephones to generate a labor survey. Others cleaned areas of town, some sprayed weeds in alleys, City workers scanned the town to pick up unsightly debris. Citizens were calling and asking to help. The success of every facet of Gothenburg's economic development is dependent upon citizen participation.

3A. Briefly describe the second main project (Project B) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

The Youth Community Improvement Program (YCIP) volunteers have initiated numerous service projects for the betterment of Gothenburg. In response to the closing of the town's landfill in 1989, they drew on the popularity of the old time movie favorites, "The Little Rascals", to develop an all-out effort for citizen recycling education. Other activities included presenting programs to local churches and organizations on recycling and household hazardous wastes, and an Ecology column by a YCIP Board member in the local newspaper.

Using area radio, television, newspapers and posters in 1990, the YCIP publicized and held a paint exchange for the County and surrounding area dealing with about 300 gallons of paint on the day of the exchange. This activity earned them the "1990 Youth Group of the Year" award from the Nebraska State Recycling Association. Currently they are promoting the "Don't Bag It Lawn Care" program (mulch mowing), continuance of their Recycling newspaper column, and Recycling education programs to elementary school classes and to various organizations.

They developed an economic development plan called "Why Gothenburg?" in 1988 that encouraged citizens to shop in and use local businesses. This project was partially responsible for twenty-eight percent increase in taxable sales. In addition to the eight projects identified and initiated by this Youth group aged 12-18 annually, they help various community groups carry out some twenty-five to thirty projects a year.

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

YCIP's 260 Junior and Senior High School student membership is unique. Self governed and supported, YCIP is separate from school, but acts in concert with School, City, Chamber of Commerce, and many non-profit organizations. A fourteen member Board of peers and one non-voting adult advisor directs each year's activities. Each Fall the Board designs and distributes a project interest survey to all Junior and Senior High students. Eight pre-identified projects with suggestion space is included for students to check interest areas. In the past year, sixty-two percent of the student body participated in this volunteer service group. Project chairs come from the full Board and the general membership.

The two projects mentioned specifically (recycling education and shopping locally) were carried out with coordinated needs assessment meetings with local and County organizations, followed with monthly meetings for ongoing coordination. YCIP members attended City and County meetings, reviewed films and literature, and creatively designed promotions that involved citizens of varied ages across the County.

3C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

YCIP projects are publicized actively to involve the whole citizenry of Gothenburg and its surrounding area. Contests, posters, fliers, news articles and columns, and radio announcements are regular vehicles for educating the public and opening forums for citizen feedback.

Results of the group's promotional efforts for their projects included: a continuing rise in net taxable sales and people making a concerted effort to keep the dollars local; a well-informed public that accepted the closing of the landfill more positively because they had alternatives that were positive and participatory in nature; and a County-wide citizenry able to cooperate with ways to reduce hazardous waste and better use of their recycling centers.

4A. Briefly describe the third main project (Project C) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

The project that probably had the most impact on the daily personal and business life of the residents of Gothenburg and its surrounding trade territory, was the completion of a viaduct connecting the southern fourth of the city, the rural area south and the traffic exiting Interstate 80 to the northern area of Gothenburg where the majority of businesses, the hospital, fire department and schools are located. A busy four-way stop at the intersections of State Highway 47 and U.S. Highway 30, complicated by the Union Pacific Railroad tracks intersecting Highway 47, the North-South thoroughfare for commerce coming into the main business area of the town, became a "nightmare" of the past, with the opening of the viaduct November 28, 1988, culminating a 24-year dream of citizens and City planners. Heavy train traffic resulted not only in a safety factor, but was responsible for car, truck and emergency vehicle delays which are inherent with rail service that serves the needs of the local community, particularly during harvest season when fifty-car grain trains are the norm for this particular agriculture region. Fire equipment once sat at a crossing while a house on the south side of town burned, and insurance coverage for "southside" residents and business became an issue. After an intensive planning phase, construction of the viaduct was finished ahead of schedule, and under budget. Encompassing the spirit of Gothenburg's continuing quest for "Quality of Life", the Gardenaires initiated in June, 1990, a viaduct beautification program. City employees prepared the area which was planted with wild flowers by the YCIP, Boy Scouts and 4-H groups and kept watered by the volunteer fire department.

4B. What prompted these actions and how were they organized?

One of the most propelling arguments for a viaduct was safety. In twelve years there had been twenty-one crossing accidents with five fatalities. The Grade, Junior High and High School facilities are located north of the railroad tracks but there are students coming from both City and rural areas south necessitating at least twice daily crossings of the Union Pacific tracks. A large nursing home, several businesses and many residences are located south and the Hospital and emergency vehicles and equipment are north. Both car and train traffic were projected, by the State Department of Roads, to increase at least twenty-five percent, and heavy truck traffic comprised ten percent of total vehicle traffic. Other considerations were improved local service to Union Pacific customers, better emergency service for Interstate 80 needs and community image - Gothenburg was the only Nebraska City its size on Union Pacific tracks without either an over or underpass. The Nebraska Department of Roads was asked for a study of alternatives and February 19, 1980 the City Council passed a Resolution, stating a desire for the project. After preliminary study work was completed, the steps followed in "Concept to Construction" were the public hearing activity, determination of funding methods and the right of way and acquisition stage.

4C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

A number of public information meetings were held during the two and one-half year planning period. Ninety-two persons from the Gothenburg area attended the first meeting along with representatives from the State Department of Roads, the Union Pacific Railroad and Gothenburg City officials. State officials noted that this was indicative of Gothenburg's interest and concern for the project. Local citizens were encouraged, and from two to twenty persons did attend City Council meetings whenever discussions concerning the viaduct were on the agenda. The local newspaper kept citizens informed of developments and up-coming meetings relative to the project. Attendees at the public meetings received handouts relating to all aspects of the project and any area citizen was able to make a statement or present evidence up to a week following the public meetings. Their input was then entered into the transcript of these meetings. When the general obligation bonds were issued, Gothenburg citizens were given the opportunity to make an investment in their community by purchasing a portion of the municipals.

5A. For Project A, 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
Gothenburg Improvement Company	200	Reorganized economic development process and created means to use sales tax.
City Government	67	Provided infrastructure support, aesthetic improvements, and vehicle for use of sales tax.
Chamber of Commerce	218	Provided ways to facilitate and implement interagency and community cooperation and development.

5B. For Project A, identify three individuals who were active leaders. (Include leaders from the public, private, and nonprofit sectors.)

Name/Title	Organization/Address	Phone
Mike Bacon, President	Gothenburg Improvement Co.	513 10th St. Gothenburg, Ne 69138 308-537-3505
Jon Morrison, City Administrator until 1989		5614 S. 31st St. Lincoln, Ne 68850 402-421-7761
Matthew Williams, President	Chamber of Commerce until 1990	P.O. Box 81 Gothenburg, Ne 69138 305-537-7181

5C. For Project A, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

The major obstacle for implementing Gothenburg's community development process was the funding of the Community Development Coordinator position. The City government had to be convinced that a professional needed to be hired in order to coordinate the goals and objectives. With the principle groups working jointly, an agreement was satisfactorily obtained to allow the funding.

The knowledge of the process of economic development had to be brought to the community. A lack of community awareness of this process was addressed by bringing professionals from the private and public sector to train and inform individual task forces in areas of sites, utilities, transportation and financing as well as available State programs.

The passage of the sales tax again in 1991 became a problem as there were rumblings from citizens as to why we need to keep the tax if we already have money for economic development. Efforts were made by the Gothenburg Improvement Company and Chamber of Commerce members to educate citizens again on the need for the tax by visiting different organizations for question and answer sessions. Pro-tax articles were published by the local newspaper and on the nights preceding the election, 40 volunteers contacted citizens by phone to answer any questions and to urge them to get out and vote. The sales tax earmarked exclusively for economic development passed by 83% in 1991.

6A. For Project B, 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
YCIP Board Members	14	Organization and Leadership responsibilities.
YCIP Membership	246	Helped with one or more of organization projects.

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

Name/Title	Organization/Address	Phone
Jon Morrison	Former Gothenburg City Administrator - 5614 S. 31st St. Lincoln, Ne 68850	402-421-7761
Rita Parris	"Recycling Sentinel", Editor - P.O. Box 80729 Lincoln, Ne 68501	1-800-248-7328
Nathy Healey	YCIP Advisor - 1205 20th St., Gothenburg, Ne 69138	308-537-2106

6C. For Project B, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

The landfill issue was hotly contested in City Council and Town Hall meetings and in the newspaper. YCIP was able to put a positive light on a negative situation through their "Little Rascals" recycling project. Since a competitive spirit flavors many activities in small communities, YCIP worked hard to gain cooperation and support from City administrators in all towns in the County before proceeding with project plans. They used their wit and creativity to tackle a serious issue.

In addition, YCIP members find adults sometimes unwilling to relinquish authority to young people. The group attempts to gain trust by working side by side with other organizations' leadership until goals and needs are clearly established.

Strong leadership, community role modeling, award winning results and extensive publicity have helped YCIP members overcome what could be a considerable obstacle for volunteers of this age.

7A. For Project C, 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
City Council	4 members and Mayor	Submitted and accepted arranged Gothenburg's of financing, and arranged for the upgrading of utilities.
Zoning and Planning Commission	7 members	Reviewed documentation concerning comprehensive plan and subdivision regulations.
City Employees	30 Employees	Did utility and street work
Gothenburg Public School		Provided facilities for public meetings.

7B. For Project C, identify three individuals who were active leaders. (Include leaders from the public, private, and nonprofit sectors.)

Name/Title	Organization/Address	Phone
Eldon Lepp, Mayor during planning and construction phase.	506 16th Street Gothenburg, Ne 69138	308-537-3586
Arlond Garratt, City Council member	917 19th Street Gothenburg, Ne 69138	308-537-3581
Jonnie Stull, City Clerk	409 9th St., Gothenburg, Ne 69138	308-537-7

7C. For Project C, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

Money - a lack of it - was first and foremost, not only at the local level, but at the State and Federal level. The original projected cost at several million, kept the viaduct in the "dream stages" for years. After the preliminary plans were formulated, Gothenburg's share of the cost according to State policy, was not to exceed twice their annual allocation of State Highway funds, approximately \$323,000. The City utilized a financing system unique to municipal projects, that enabled them to purchase Treasury bonds from the accumulated monies received from the State allocation funds. These bonds are being held to guarantee final payment of nine-year general obligation bonds issued by the City to pay for the viaduct. The resulting gain from the interest rate spread is deposited in the City street fund. Gothenburg's only other funding obligation, about \$300,000, was the relocation of some utilities, including a 60-year old water main, which enhanced the economic development site when Baldwin Filters chose in 1990 to locate a new industrial plant in Gothenburg. A second obstacle, almost equally insurmountable as the funding issue, was the route location. This was complicated by the personal impact of either business or home relocation. Other considerations were increased traffic, noise, environmental impact, difficulty in servicing businesses that utilize semi-truck delivery of commodities, length and cost of route, fragmentation of business district and a possible devaluation of property, both home and business. A total of six different route possibilities were considered, and finally, Department of Roads Environmental Impact Study was completed and reaffirmed the route which was eventually chosen. The third obstacle, after the final route decision, was the homes and businesses appropriated. Ten homes and two businesses were relocated in an extremely positive manner to all. The Fire Department was relocated to a new, larger building and their old building was moved to the State yards.

8. On the next two pages, assess how well your community is doing, based on each of the League's ten Civic Index components (Civic Index included with application).

A. Citizen Participation

There is a cohesiveness and responsiveness that comes to the forefront when needed. Gothenburg consistently has more than enough candidates to fill public offices and citizens turn out in high numbers to vote for their representative. Each year the Gothenburg Community Improvement Program committee hosts a town hall meeting to set community goals for the year. In 1991 over 20 organizations were represented showing the pride they have in their community. Volunteerism is the only way to accomplish goals in a small community. Strong participation in community projects is shown by civic groups. The Youth demonstrate superior citizenship with the Youth Community Improvement Program, Say No to Drugs groups, 4H, Boy and Girl Scouts, Church youth groups and school related projects.

B. Community Leadership

Community involvement through communication has fostered a leadership development atmosphere from all organizations. The YCIP group has taken lead roles in educating the public on matters in recycling and shopping at home themes. Organizations such as Volunteer Firemen, Lions, JC's, Rotary, Gardenaires, Senior citizens - all show leadership in projects that benefit the community as a whole. City leadership has been visionary and innovative in initiating the 1/2 cent sales tax for economic development; a 20 year profile plan; funding participation in Dawson County Area Development; and yearly application for grants that improve the lifestyle of the citizens of Gothenburg.

C. Government Performance

The City government has a very open and participatory environment. They are continually searching for opportunities that will provide community services at minimal costs. Semi-annual retreats for City officials are held to address needs and priorities. Computerization in City offices, automated electric load management reduction of electric rates, over 90% success in applying for CDBG funds, an innovative neighborhood revitalization program, construction of new railroad overpass completed, new/existing streets, roads and State highways under resurfacing/widening, plans for construction of a new waste treatment plant underway, future expanded recreation facilities, composting station, city-owned tree farm - all bring testimony to the City's enterprising track record and motivated leaders.

D. Volunteerism & Philanthropy

Because the human net is spread so thin in the heartland of America, you realize you must help make and sustain it. Volunteerism is the core of Gothenburg's accomplishments. The Hospital has an aggressive foundation that provides monetary support to equip the medical facility with up to date equipment so vital to community growth. The 44 member Volunteer Fire Department with over half with EMT credentials has a waiting list of potential members to join. Chamber of Commerce members, Gothenburg Improvement Company, Gothenburg and Youth Community Improvement Program members, Lions, Rotary, Ministerial Alliance, Food Pantry, and more, are made up of volunteers that create leaders that work together for the good of the community.

E. Intergroup Relations

Much of Gothenburg's 3200 residents are of the same race and background. However, since the announcement and opening of the Iowa Beef Processing facility in a town 25 miles in distance, organizations have presented programs to prepare the community for the influx of the diverse racial groups indicative of the labor force of IBP. Classes to provide Spanish skills, a combined effort by Community Ministerial Associations to provide social services are several examples of dealing with intergroup relations.

F. Civic Education

The Youth of Gothenburg are exceptional in their participation in the Community Improvement Program which has gained the respect and cooperation of local government and civic groups. The Chamber of Commerce Board of Directors voted to have a YCIP person sit as an ex-officio member of their Board, while the City Council has made a conscious effort to consider the youth in their planning process. Our School system is working hard in creating programs for all ages that add to the student awareness of State, County and City matters. A few of the programs include writing to State Senators, observing the Unicameral and State Supreme Court, attending civic workshops, Boys State and Girls State, County Government Day - all geared to create leadership qualities in our future leaders.

G. Community Information Sharing

Communication and keeping citizens informed is always a difficulty as there always seems to be someone that has not been reached. Efforts are made with a combined monthly newsletter sent to members of the Chamber of Commerce and Gothenburg Improvement Company. The Public School system and a local bank each send an information letter to each home in the community. City Council proceedings and public meeting announcements are published by the local newspaper. The newspaper makes every effort to cover local issues that are of concern to citizens. A planned relocation of the Community Development Coordinator office to the City office building will improve the flow of communication between the City, the CDC and the community.

H. Capacity for Cooperation and Consensus Building

In a small community there is an informal network set up that automatically comes into play when disputes arise, which includes City government, School, Chamber of Commerce, and Churches as well as individual community leaders. The Gothenburg Community Improvement Program's annual town hall meeting is an excellent tool for citizens to air their ideas and goals that they would like to see accomplished in the community, and to receive assistance in accomplishing these goals if possible. The Community Development Coordinator's office provides annually an opportunity for Chamber members to critique Chamber activities for the year. This information is used by the Board of Directors at their annual retreat.

I. Community Vision & Pride

Gothenburg's tradition of citizen participation in long-range planning is shown with their on-going annual retreats and town hall meetings. Example: 205 residents attending a two-day planning process guided by a futurist. This "Do-It-Yourself" spirit is reflected in: \$125,000 raised in nine days for a new Senior Center; the only Nebraska community to approve a 1/2 cent sales tax for economic development; active community theatre restored to show weekend movies and five annual stage productions; a community task force implemented to build a new library; a tree board and tree farm for on-going City beautification; and fifty-five acres of community parks for citizen recreation.

J. Intercommunity Cooperation

Dawson Area Development is a County economic development organization which was organized by a cooperative effort among the communities of the County. In 1989, the first executive director was hired. Gothenburg provides a share of the funding and also assists in the implementations of DAD's work. All communities work together in the community development process as well as assistance in industrial recruitment. A panel discussion sponsored by the Gothenburg Chamber of Commerce and County Ministerial Association was held to address community concerns on the social and economic impact of the opening of IBP. Gothenburg's City Council took the lead role in 1990 successfully instituting an annual tri-city retreat attended by City and County officials.

1. Overall, which of the ten components is the strongest? COMMUNITY VISION AND PRIDE

Which is the weakest? INTERGROUP RELATIONS

9. What lessons were learned through the implementation of the initiatives presented in the application that would prove valuable to other communities facing similar challenges? For each of the three projects, describe these lessons. Be certain to include any unique aspects of the execution of the projects, as well as suggestions of actions to be taken, and actions not to be taken.

Project A

The level and type of economic activity required must maintain an open line of communication to all of the community.

A broad base of support is necessary to provide a creative and visionary atmosphere.

The earlier citizens are involved in the process the better the results achieved by everyone working together toward the same goals. Thus, a duplication of efforts is avoided, which is important in any community where people and money resources are limited.

The community must allow survival and success of businesses, farmers and ranchers at a sufficient rate to maintain or increase the population.

Project B

In their preparation to educate the public about recycling and hazardous wastes, YCIP educated itself. Knowledge about recycling and environmental care is valuable to these teenagers and future generations.

Leadership training never goes to waste. Leadership skills such as careful planning, how to use available resources, delegating responsibilities, public speaking, etc. will be of life-long assistance to these young people. They become as comfortable sharing project ideas with the Mayor as with the junk yard dealer. Self confidence is a by-product of completing a project.

To quote former Gothenburg City Administrator, Jon Morrison, "The secret to YCIP's success has been adult involvement that is wise enough to know that they should be there as resources -- not as bosses. The kids know they are running the show and they're proud of it."

Project C

Don't give up the "dream". Almost always cost is a determining factor in the projects a city can accomplish to aid the quality of life for its citizens. But perseverance and a determined quest for funds and utilization of funds is essential toward successful fruition of the "dream".

Secondly, make every opportunity to involve a community's citizens in open forum. It seems basic to our natures to have a distrust of Government and tax expenditures; therefore, it is important to engage whatever available local media there is to inform citizens of public meetings and the opportunity for them to express themselves.

Lastly, particularly for "Public Projects", do the necessary research to find out what programs are available to help ease any transitions some citizens may have to make. An example of this was the relocation assistance program in our State which was explained in detail at one of the early public meetings for the viaduct.

All-America City Award Official Entry 1991

I hereby nominate City of Newark Essex New Jersey
 (Community) (City, if different) (County) (State)

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

NAME Richard Monteilh
 TITLE Business Administrator
 ORGANIZATION City of Newark
 ADDRESS 920 Broad Street
 CITY/STATE/ZIP Newark, New Jersey 07102
 TELEPHONE (201) 733-3780
 SIGNED [Signature] DATE 4/10/91

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

NAME William F. Chouinard
 TITLE Group Vice President
 ORGANIZATION Metro Newark Chamber of Commerce
 ADDRESS 40 Clinton Street
 CITY/STATE/ZIP Newark, New Jersey 07102
 TELEPHONE (201) 242-6237
 SIGNED [Signature] DATE 4/10/91

COMMUNITY STATISTICS

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

source:

POPULATION
 (1990 or most recent) 275,221

source: U.S. Census, 1990

POPULATION PERCENTAGE CHANGE (+ or -),
 (1970-1990) -28%

POPULATION DENSITY
 (1990 or most recent) 11,558

source: U.S. Census, 1990

PERCENTAGE MINORITY 84%

MINORITY PERCENTAGE BREAKDOWN
 Black 56.0%
 Hispanic 26.0%
 Asian 1.0%
 Other .6%

source: U.S. Census, 1990

MEDIAN FAMILY INCOME \$10,118

source: U.S. Census, 1980

PERCENTAGE of FAMILIES 23,677 Families
 BELOW POVERTY LEVEL 32.8% of Total Pop.

source: U.S. Census, 1980

UNEMPLOYMENT RATE 10.3%

source: N.J. Dept. of Labor, 1990

POPULATION BREAKDOWN by AGE GROUP
 (if available)

below 18 years 78,493

18-25 _____

26-35 _____

36-50 Over 18 years: 196,728

51-65 _____

Over 65 _____

source: U.S. Census, 1990

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

Manufacturing 19%

Trade (retail/wholesale) 15%

Agriculture (Transportation) 15%

Services 39%

source: N.J. Dept. of Labor, 1990

AGE OF HOUSING STOCK
 (percentage pre-WW II) 73%

source: U.S. Census, 1980

NUMBER of VOLUNTARY ORGANIZATIONS 85

source: N.J. Office of Volunteerism, 1988

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 source: N.J. Dept. of Labor, 1990

AGE OF HOUSING STOCK
 (percentage pre-WW II) 73%
 source: U.S. Census, 1980

NUMBER of VOLUNTARY ORGANIZATIONS 3
 source: N.J. Office of Volunteerism, 1988

1. Set the background for your community's story. Summarize your community situation, not necessarily the three specific projects described in subsequent application questions, but events which contributed to and/or resulted from these undertakings.

- 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 1988.

In 1991 Newark celebrates the 325th anniversary of its founding as a Puritan settlement on the bank of the Passaic River. The latest chapter in its history is perhaps the most important: the change from decaying city to renaissance city.

In 1967, race riots ripped apart cities across the nation and burned through Newark's Central Ward destroying dozens of blocks. The fallout from Newark's riots lingered because they tarnished our image. Many businesses fled, with only a handful of major companies remaining to "tough it out."

Newark's scars lasted for many years. Burned-out buildings, littered vacant lots, and empty streets became a symbol of urban ills. The city lacked affordable housing, jobs, businesses, and in the Central Ward, hope.

During the 1980's the private sector began investing in the city's business district. Proximity to Manhattan and an expanded airport and seaport sparked ideas, some of which came to fruition. Prudential built Gateways I, II and III adjacent to Newark's Pennsylvania Railroad Station. Despite the downtown successes, the city still needed a catalyst for large-scale changes.

In 1986, a former city councilman, Sharpe James, was elected Mayor promising it was time for a "Sharpe Change." He instilled a spirit of cooperation between municipal government, community and business groups. This approach is epitomized by the Newark Collaboration Group (NCG) -- a city-wide group committed to neighborhood redevelopment, employment and education that is comprised of business, community and government leaders. Even the Mayor has served as chairman.

Today a downtown revitalization is centered around the Gateway Complex. In 1989 Prudential's Gateway IV was topped off. In 1990 the Newark Legal and Communication Center was opened, and then Newark's attention turned to renovating three vacant historic buildings to house N.J. state offices. Later this year phase one of Hartz Tower will be completed as will phase one of the Newark Center for Commerce and Education.

Neighborhood renaissance is beginning to take hold. In 1968, Monsignor William Linder founded New Community Corporation (NCC) in the neighborhood offering social services and housing programs. Today NCC sponsors housing, health care and other services. Most importantly, they've breathed life into the Central Ward by opening a new shopping center in 1990 -- the community's first in 20 years.

New Community's success spurred on others. The Mayor and City Council courted a large developer of affordable housing to make "University Heights" a reality. Now a 650-home K. Hovnanian community forms the nucleus for a restored Central Ward.

The spirit of cooperation is credited with Newark's progress in cleaning up its appearance. The city launched a massive recycling campaign in 1990. Now recycling at nearly 60 percent, the program's success depends on citizen compliance and volunteer activity. Another program Love Newark, a joint project of the Chamber of Commerce and the city, enlists businesses and residents to clean up their property and their neighborhoods. In 1988 they launched a program which lines major streets with banners celebrating pride in the city. In 1990 they initiated a campaign where businesses "adopt" main streets, cleaning and maintaining them.

Today, Newark's story is a positive one.

2A. Briefly describe the first of the three main projects (Project A) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

Revitalizing Newark's central business district became a major priority in 1980 after years of declining business, cultural and retail activity. Since the James administration took the reigns to the city, \$6 billion has been invested in development projects. Downtown development has surged and the city is enjoying a widely acclaimed renaissance.

Today approximately 50 developments including \$1.8 billion in office and commercial projects and \$450 million in industrial projects are underway or about to start in Newark.

All sectors are vital. Prudential's Gateway Center IV was topped off in 1989 with plans for Gateways V and VI by 1994. The Port Authority of NY/NJ built a Newark Legal and Communication Center. Blue Cross and Blue Shield of N.J. (moving back its suburban workforce) and NJ Transit will move into Hartz Towers beginning in 1991 and Seton Hall University's School of Law is staying in Newark at the new Newark Center of Commerce and Education opening this year. Newark's six hospitals are in the midst of more than one-quarter of billion dollars in capital projects led the way by University Hospitals' new \$80 million Children's Hospital and St. Michael's \$100 million redevelopment. And even the state is buying into Newark. Recently, three of Newark's most historic buildings were refurbished to house state employees.

The crowning jewel in Newark's downtown renaissance is the \$200 million New Jersey Center for the Performing Arts. A master plan has been completed and an architect hired. The first building -- a multi-purpose theater/hall will break ground in 1992. By 1995 the center will boast that hall, two mixed-use complexes with residential, office and retail space, and a concert hall.

2B. What prompted these actions and how were they organized?

While downtown Newark attracted some attention during the early 1980s, the city was more focused internally and any development was initiated by long-time corporate residents.

But in 1986 a new mayor promised a "Sharpe Change," knowing that downtown development could be a standard for neighborhood initiatives and change the riot-strifed image the city still had. Since 1988 Mayor James and the City Council have diligently worked with all the players -- from federal and state agencies to nonprofits, the business community, and private developers -- to secure commitments and make projects succeed. The city administration has worked hard to improve the city's credit rating and in 1990 the city received the highest ratings from Standard and Poors and Moody's Investors.

2C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

The mayor began working more closely with the Chamber of Commerce and Renaissance Newark, a private economic development organization. In 1987 he instituted a deputy mayor position for economic development. And he began offering packages of incentives from tax abatements to helping secure low-cost financing without "giving away the store."

Newark's downtown renaissance has involved all sectors -- private, public and quasi-private -- often collaborating on individual projects. Newark's Legal Center was built by a bi-state transportation authority but flourished when the largest private N.J. law firms leased space. Privately developed Hartz Towers will house both the state's health insurer and transportation authority. The lead tenant for the Newark Center for Commerce and Education is a university law school. Newark's six hospitals are in the midst of more than one-quarter of billion dollars in capital projects. A U.S. Postal Facility will be built in the city. And the state has refurbished three historic buildings into offices. In a shining example, the New Jersey Center for the Performing Arts in Newark is supported by state funding, city property and tax abatement, private sector initiatives and philanthropic organizations -- this center represents the finest in public/private partnership.

3A. Briefly describe the second main project (Project B) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

In the Central Ward - a neighborhood sharing the urban decay endemic to America's cities - a transformation is making a difference in the lives of those less fortunate. A grassroots organization of local citizens - New Community Corporation (NCC) - which sprouted up in response to the city's riots in 1967 to rebuild the social and economic fabric of the area - is driving this neighborhood renaissance. NCC, founded and led by Monsignor William J. Linder, a Catholic priest from a neighborhood parish is today the largest non-profit corporation in New Jersey. NCC's mission is to break the cycle of despair among the poor and powerless. New Community Corp. has been revitalizing the Ward on a broad scale through housing (for 6,000 residents), homeless housing, health services, child care, special care for AIDS children, nursing care, education (after-school classes, job training, day care), and employment services (1,000 people placed in each of the last several years). A unique collaborative effort by NCC with business and government culminated on July 27, 1990 with the opening of NCC's Pathmark Shopping Center on Bergen Street. This \$19 million project with 4 satellite stores brings the area its first supermarket in twenty years and serves 50,000 shoppers each week. Under an agreement with Supermarkets General Corp., the operator of Pathmark stores, NCC developed the shopping center and acts as landlord. Under a creative financial management strategy, NCC retains 2/3's of the shopping center's profits to channel back into further community-based services.

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

This project is successful for a number of reasons - - perhaps most importantly NCC's holistic approach to community revitalization. Paralleling Newark's downtown growth, NCC's project brings jobs, dollars, and a crucial anchor to the neighborhood. A second factor was NCC's foresight in identifying community needs and implementing ideas to address them by involving the people. No large-scale food shopping facility existed in the area. A "market" survey was conducted by NCC to determine the community's shopping needs and if such a facility was feasible. The response was overwhelming with over 12,000 people indicating their concerns with present cost and availability, having to travel miles by bus to obtain basic food items. The survey also identified the type of foods desired and other shopping services. These responses initiated NCC's reaching out to Supermarkets General Corp. about building a shopping center in the area. While previous urban developments were financed mostly with federal assistance, this project's financing was provided through a private-public partnership. Of the \$18.6 million, \$8.5 million was financed by First Fidelity, \$7.2 million was financed by Prudential Insurance Co., \$1.4 million was provided by the state's Local Development Finance Corp., \$1.8 million from federal development grants earmarked by the city to the project. In addition, tax incentives were given to the project by the city and urban enterprise zone benefits allowed for a 50% reduction in sales taxes. Further, considerable city-owned properties were made available for acquisition at nominal cost.

3C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

NCC is founded and relies on community involvement. By employing over 1,000 local people with a broad comprised of neighborhood citizens, NCC has built-in community input and support and focus its efforts on the core of urban problems. In this regard, the city of Newark shares this same philosophy of citizen involvement through its openness and reaching out to the people in participatory government. This commonality of purpose has fostered a close collaborative relationship between the city and NCC that has facilitated such projects as NCC's shopping center. Most important was citizen input. Their survey responses were proof that the project had merit and would benefit the area. So when the project ran into zoning problems, NCC was able to mobilize community response and encourage the necessary variances.

4A. Briefly describe the third main project (Project C) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

The city of Newark has built a comprehensive recycling program that is among the most successful in the nation. Nearly 60 percent of Newark's garbage is currently recycled. Municipal crews collect bottles, cans, and newspapers and magazines set out at curbside by residents, and cardboard set out by businesses. A depot set up by the city is also open for residents to drop off used motor oil, tires, and batteries. Also recycled are white goods discarded by residents, motor vehicles abandoned on city streets and lots, demolition debris, and Christmas trees picked up in special city collections. When municipal offices discard paper, cans, bottles, used anti-freeze and freon from motor pool air conditioners, these materials are also recycled. Leaves collected from residents and in local parks are composted, or recycled, into a rich mulch which is then donated as fertilizer to participants in the local urban gardening program. In 1990, over 56,000 tons of garbage was recycled in Newark. City government collected nearly \$33,000 from the sale of these recyclables and, more importantly, avoided \$4.75 million in disposal costs.

4B. What prompted these actions and how were they organized?

Newark's recycling program, the largest such city-wide effort in the Eastern U.S., was established by ordinance in 1988 to fight the high cost garbage disposal. Increasingly scarce landfill space forced the city's disposal costs to skyrocket by \$20 million in the mid-1980s. The recycling program also meets the need to protect the environment and conserve resources in an era where our 'throwaway society' has reached new heights in consumer waste. Under Newark's recycling law, residents are required to separate bottles, cans and newspapers from their trash and set them out at curbside for municipal collection. The city was divided into nine recycling zones, each of which was assigned a regular collection day, to facilitate pickups. Although they do not receive city collection services, businesses and large multi-tenant dwellings are also required to recycle under Newark's ordinance.

4C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

To be successful, Newark's recycling program requires a high level of public participation. To accomplish this, the city of Newark lets residents know how to recycle through frequent news features and advertisements in local English and ethnic media. Direct mail calendars outlining pickup days are also sent to each home in the city. Special events, including educational presentations in schools, are also held to get the recycling message across. Newark's Blue Ribbon Recycling Advisory Committee, which is made up of local environmental leaders, members of the business community, and recycling industry experts, was created to serve as the recycling program's link to the community. The effectiveness of these efforts is reflected by a participation rate study, conducted after the program's first year, showing that 36% of the city's residents participated in the program. Although it has not been quantified, this rate is higher today.

5A. For Project A, 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
Metro Newark Chamber of Commerce	2500	As representative of small businesses and large corporations total support of economic development activities, partnership with city, small business loans, and identification of city policy that could spur on investment and growth.
City of Newark	N/A	Planning and development programs, offered tax abatements, marketing city to developers.
Newark Economic Development Corp.	N/A	Market city and facilitate new business residents, provide loans, aid in site selection.
Renaissance Newark, Inc.	N/A	Promotional and marketing efforts for city with outside developers, promoted change in city policies to aid and accelerate development.

5B. For Project A, identify three individuals who were active leaders. (Include leaders from the public, private, and nonprofit sectors.)

Name/Title	Organization/Address	Phone
Sharpe James, Mayor	City of Newark, 920 Broad St., Newark, NJ 07102	201-733-6400
Henry E. Kates, President & CEO	Mutual Benefit Life, 520 Broad St., Newark, NJ 07101	201-481-8000
Alfred Faiella, Exec. Director	Newark Economic Development Corporation 744 Broad St., Newark, NJ 07102	201-643-2790

5C. For Project A, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

There were two main obstacles to promoting a downtown renaissance. First -- the reluctance of outsiders to consider projects in Newark mainly caused by its image problem. The city worked diligently to alter its image through the Love Newark clean-up campaign. Alongside city representatives, Newark corporate leaders met with developers who considered projects in the city to tell them the "real story" and assure them of a bright future. The city's credit ratings were upgraded and this was widely publicized. And mass media were actively approached to talk about the new Newark. Second -- there was outcry from some neighborhood leaders against the focus on downtown development and the tax abatements to foster this development because of the implied increased burden on individual taxpayers. Through the dedicated efforts of the Mayor and a unified City Council the Ward-elected councilmen and women carefully monitored the renaissance on a project-by-project basis. Compromises were negotiated whereby developers would provide services to the city and residents and commitments secured to provide jobs to Newark residents first. Project proposals were carefully calculated to determine the financial impact on the city. Further, projects were initiated in the city's neighborhoods to demonstrate city-wide change and efforts.

6A. For Project B, 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
New Community Corp.	1100 employees representing 6000 community people	Project concept, unique ownership, community organization.
Supermarkets General Corp.	N/A	Project construction anchor store.
Prudential Insurance Co./ First Fidelity Bank	N/A	Financing, community involvement.
City of Newark	N/A	Funding, tax incentives, land availability, zoning variance.
State of New Jersey	N/A	Funding.

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

Name/Title	Organization/Address	Phone
Msgr. William Linder	New Community Corp. (NCC) 233 W. Market St., Newark, NJ	201-623-2800
Mayor Sharpe James	City of Newark 920 Broad St., Newark, NJ	201-733-6400
Robert Paton, Vice Pres.	Supermarkets General Corp. 301 Blair Rd., Woodbridge, NJ	201-499-3248

6C. For Project B, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

Any project with the impact of NCC Pathmark Shopping Center, and as innovative, is bound to encounter some difficulties. The problems centered around zoning, local acquisition and relocation. Yet throughout, broad-based community support for the project overcame obstacles and everyone benefitted. When zoning requirements for on-site parking and frontage requirements became an issue, NCC rallied the community and 500 people packed the zoning board meeting rooms to press their cause. The zoning variance was granted by a unanimous vote. When several property-owners refused to accept market-rate offers by the project and jeopardized construction, the state, on behalf of the project, petitioned the courts. The N.J. Superior Court ruled in favor of the state's authority to condemn private property and transfer it to another property owner to serve a public purpose; even the courts recognized the greater need for a shopping center to the community. When about 20 residents had to be relocated to allow for site clearance, market value for properties was given and incentives for relocation were offered such as bonuses for living expenses; these residents ended up in better housing. The project proceeded -- its value boosted by former Gov. Thomas Kean in its planning stages, its cause hailed by Jack Kemp, Secretary of Housing and Urban Development at groundbreaking, its completion celebrated by Gov. Jim Florio at its ribbon-cutting, its purpose extolled on ABC's World News Tonight (8/3/90 with Monsignor Linder named "Person of the Week"), the New Community Corporation's Pathmark Shopping Center is one of the cornerstones in the revitalization of the City of Newark.

7A. For Project C, 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
City of Newark (Office of the Mayor, Municipal Council, Dept. of Engineering, Div. of Sanitation, Office of Recycling)	approx. 100 staff involved	Oversees management of program, collection of materials, management of depot, and disposition of materials. Manages public information program designed to motivate residents to recycle.
Blue Ribbon Recycling Advisory Committee (BRAC)	15	Comprised of local environmental leaders, members of the business community, and recycling industry experts, the committee meets regularly with Newark's recycling coordinator to assess the program's strength and make recommendations for improvement.

7B. For Project C, identify three individuals who were active leaders. (Include leaders from the public, private, and nonprofit sectors.)

Name/Title	Organization/Address	Phone
Sharpe James, Mayor	City of Newark, 920 Broad St., Newark, NJ 07102	201-733-6400
Alvin L. Zach, Director	Newark Dept. of Engineering, 920 Broad St. Newark, NJ 07102	201-733-8520
Steve Bostic, Chairman	Blue Ribbon Recycling Advisory Committee c/o Newark Office of Recycling 62 Frelinghuysen Ave., Newark, NJ 07114	201-733-6683

7C. For Project C, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

In kicking off its recycling program, Newark was fortunate to have a great deal of community support for recycling. Since the program began, however, the biggest obstacle to building a higher recycling rate had been a lack of participation in some circles. The participation rate study conducted after the program's first year indicated that a majority of residents wanted to recycle, but often did not know what should be separated from their garbage and when it should be set out at curbside. Constant public education efforts have helped ameliorate this problem. Still other residents have chosen to ignore the recycling messages targeted at them. Recently, about 2½ years after the program began, the city began issuing warnings to individuals who discard recyclables with regular garbage. After receiving two warnings, which are accompanied by information on how to get information on recycling, individuals are then issued summonses for up to \$100 per violation.

8. On the next two pages, assess how well your community is doing, based on each of the League's ten Civic Index components (Civic Index included with application).

A. Citizen Participation

Newark has a surprisingly strong base of neighborhood groups and organizations that engender extensive citizen participation in community affairs and public hearings, even though many of these neighborhoods have experienced dramatic changes in the racial and ethnic mix of the population. Candidates for public office are plentiful (19 candidates for 3 seats on school committee in 1991). Voter turnout varies from election to election but was significant in the last Mayoral race.

B. Community Leadership

A large, urban setting such as Newark, has a diverse mix of people, issues, concerns and proposed solutions - often unique from one community to the next. Effective leadership is one that is able to harmonize these elements into a unified agenda for progress and positive change. From the chambers of City Hall and the Mayor's neighborhood town meetings, to the rooms of the Newark Collaboration Group or the corporate community relations group, Newark has establishing mechanisms to forge broad-based support through openness, citizen involvement, representation, and opportunity for leaders to exert influence.

C. Government Performance

The hallmark of the city's government is its commitment to delivering quality services to its people through its various agencies headed by a management team working together to achieve a common purpose of full-scale revitalization. This philosophy has guided the city under Mayor Sharpe James who initiated an era of new urban management in 1986 to introduce professionalism and private sector management techniques - most notably evidenced by Newark's recently improved credit rating. Through collaboration with the community and government to provide improved services.

D. Volunteerism & Philanthropy

One vital element in Newark's renaissance has been the remarkable response of its communities and corporations to the financial needs of the many social, educational, and health initiatives and to cooperate on issues of concern. In addition to NCC, there are multiple examples of other community-based organizations striving to improve their neighborhoods. Contributions of time and money are common among Newark's corporations, government, citizens and workforce through support volunteer efforts such as the United Way campaign, the city's Volunteers in Public Service, its corporate and government mentoring program for children, and its Love Newark program for community appearance.

E. Intergroup Relations

The city's government is very open and reaches out to Newark's multi-cultural and multi-ethnic population for representation in the Mayor's Administration, in affirmative action programs, in the celebration of ethnic events such as Black Heritage Month, the Festival of People, and the Columbus, Portuguese and Puerto Rican Day parades. The school system is reflecting ethnic diversity by introducing multi-cultural courses.

F. Civic Education

Newark's school system makes every attempt to broaden their civic education efforts through collaboration with the city, corporations, and nonprofits for sponsorship of events such as Newark Government Day and other similar programs through the School Partnership Program.

G. Community Information Sharing

City news is publicized each Monday in the Newark section of the Star-Ledger. Regular press releases are issued by the Mayor's Public Information Office. The Mayor hosts a radio talk show on a local station. The city's cable system devotes a cable station exclusively to Newark news including the televising of City Council meetings. The Chamber of Commerce publishes a monthly business newspaper that focuses on issues that affect the economy.

H. Capacity for Cooperation and Consensus Building

In 1985, a unique coalition of corporate, city government, neighborhood and non-profit interests were brought together as the Newark Collaboration Group. NCG gains consensus on major issues affecting the city and develops initiatives on important housing, education and employment problems. Other examples of Newark's spirit of cooperation are: School Partnership Program, Community Affairs Group, and Newark Arts Council.

I. Community Vision & Pride

Planning ensures success in areas such as economic development and growth, health, transportation, public safety, recreation and others, through collaboration of government, community, and business. Task forces guide the city through policy formulation and specific recommendations, from the city master plans, neighborhood cleanup campaigns, education reforms, or a new rail-link. Pride is instilled through awards like Love Newark's Gold Broom awards that go to private and corporate citizens who've done outstanding clean up efforts.

J. Intercommunity Cooperation

Mayor regularly interacts with Essex County delegation of Mayors from neighboring towns, with League of Municipalities of the State, with the U.S. Conference of Mayors, IQMA, and National League of Cities for information sharing and policy development. The Newark Business Administrator served on the Essex County Executive's transition team. And, the Master plan for Newark is coordinated with Essex County and other regions.

K. Overall, which of the ten components is the strongest? Volunteerism and Philanthropy.

Which is the weakest? Intercommunity Cooperation

9. What lessons were learned through the implementation of the initiatives presented in the application that would prove valuable to other communities facing similar challenges? For each of the three projects, describe these lessons. Be certain to include any unique aspects of the execution of the projects, as well as suggestions of actions to be taken, and actions not to be taken.

Project A

If one lesson was learned from Newark's downtown renaissance it's that no single sector of the economy can carry a city. The James administration recognized this early on and made it known that Newark would work diligently to assist developers. Corporate commitment to the city sparked new construction, but a nationwide recession in 1990 and 1991 curtailed the investment corporations could make. But private developers were able to continue projects because of the commitment of quasi-private and service sector lead tenants with stable incomes. In addition the state and federal governments stepped in to continue the renaissance by renovating buildings and planning a new postal facility. So ingrained is the philosophy of partnership in Newark that new arts center is totally reliant on the concept.

Project B

- 0 Despite cuts in federal aid, community revitalization can occur if innovative approaches are found to overcome lack of funding through traditional mechanisms.
- 0 Grassroots community involvement ensures the success and the faster implementation of projects than by "outside" decree.
- 0 A coalition of business, government and citizens can work and may be the only sure way to revitalize communities. Given economic problems, down-sized government, smaller economic base in urban areas, corporate-social responsibility combined with compassionate government leadership and concerned local citizenry can result in a mutually-beneficial outcome.
- 0 No one group has all the answers.
- 0 Community based organizations should be encouraged by government.
- 0 Openness of government for access of CEO's in synergistics.
- 0 Must raise collaborative philosophy. Humanistic development is required in all areas of a city, not merely focusing on downtown.

Project C

- 0 Constantly communicate with the groups that you are involving in a recycling program. When asking the public to make a change in their garbage disposal habits it is important to remember that they need plenty of information to adequately participate and motivation on why they must do so.
- 0 Seek feedback from the public you are working with. When Newark began its recycling program, it provided free 6-gallon buckets for residents to use to store recyclable bottles and cans. Collective crews soon residents were placing recyclables out at curbside in plastic bags and other undesirable containers instead of the buckets. Through community forums, the Office of Recycling learned that residents found the 6-gallon containers too small for their needs. The Office of Recycling then moved to provide larger buckets so that residents could set their recyclables out in standard containers.
- 0 Avoid adversarial stances when dealing with the public. Because recycling involves a change in habit, many residents are slow to get involved in the program. Newark chose to motivate the public with appeals to participate rather than immediately enforce the recycling ordinance through fines. This helped to avoid community backlash.

All-America City Award Official Entry 1991

I hereby nominate _____ City of Albany Albany New York
 (Community) (City, if different) (County) (State)

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

NAME Mr. Wallace Altes
 TITLE President
 ORGANIZATION Albany-Colonie Regional Chamber of Commerce
 ADDRESS 518 Broadway
 CITY/STATE/ZIP Albany, NY 12207
 TELEPHONE (518) 434-1214
 SIGNED Wallace Altes DATE 4/10/91

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

NAME Mr. Daniel Klepak
 TITLE Budget Director
 ORGANIZATION Budget Office - City of Albany
 ADDRESS City Hall
 CITY/STATE/ZIP Albany, NY 12207
 TELEPHONE (518) 434-5077
 SIGNED Daniel Klepak DATE 4.10.91

COMMUNITY STATISTICS

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

FORM of GOVERNMENT Mayor - Common Council UNEMPLOYMENT RATE 3.8% - 1989
 source: _____ source: _____

POPULATION
 (1990 or most recent) 101,082
 source: 1990 U.S. Census
 POPULATION PERCENTAGE CHANGE (+ or -),
 (1970-1990) -13%

POPULATION DENSITY
 (1990 or most recent) 4721.91 per sq. mile
 source: 1990 U.S. Census
 PERCENTAGE MINORITY 30.6%

MINORITY PERCENTAGE BREAKDOWN
 Black 77%
 Hispanic 10%
 Asian 7.5%
 Other 5.0%
 source: 1990 U.S. Census

MEDIAN FAMILY INCOME \$17,608
 source: 1980 U.S. Census
 PERCENTAGE of FAMILIES
 BELOW POVERTY LEVEL 11.2%
 source: 1980 U.S. Census

POPULATION BREAKDOWN by AGE GROUP
 (if available)
 below 18 years 18,029
 18-25 N/A
 26-35 N/A
 36-50 N/A
 51-65 N/A
 Over 65 N/A
 source: 1990 U.S. Census

WORKFORCE DISTRIBUTION by INDUSTRY
 (percentage of total employed in each)
 Manufacturing 6.9%
 Trade (retail/wholesale) 32.2%
 Agriculture .4%
 Services 60.5%
 source: 1980 U.S. Census

AGE OF HOUSING STOCK
 (percentage pre-WW II) 62% 1939 or older
 source: 1980 U.S. Census
 NUMBER of VOLUNTARY ORGANIZATIONS 250
 source: Volunteer Center of Albany, Inc

1. Set the background for your community's story. Summarize your community situation, not necessarily the three specific projects described in subsequent application questions, but events which contributed to and/or resulted from these undertakings.

- 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 1988.

Throughout the 1980's Albany was a city on the rise, enjoying an unprecedented period of economic growth after years of stagnation. A new and responsive administration overhauled City government, cutting costs, improving services and inviting community participation in City policy making.

Taking its cue from government, businesses expanded, as well. Cuts in property taxes and new office developments brought businesses back to downtown, particularly in the financial service industries. By 1988 this economic growth dropped unemployment rates to below 3% and downtown office vacancy rates to 5%, among the nation's lowest.

Yet the economic downturn which gripped the Northeast U.S. in the late 1980's slowed growth in Albany as well. This downturn, coupled with significant cuts in Federal and State aid, forced the City to reevaluate its progress and take steps to meet new challenges and create new opportunities for growth. Programs were implemented to stem the spread of drug abuse and to expand opportunities for affordable housing to low and moderate income Albanians, initiatives we address in this application. Continued fiscal prudence allows the City to maintain a fund surplus in excess of \$30 million and a bond rating of "A". A new focus on international initiatives in 1990, including a sister city relationship and trade mission to Gent, Belgium, the location of a major Canadian paper recovery facility in Albany, increased shipments through the port of Albany and a visit to Albany by over 30 foreign consuls based in NYC all demonstrate the region's concerted efforts to forge business and cultural ties outside the U.S.

Expansion of the City's volunteer force, through the efforts of the City's Office of Volunteers and the Volunteer Center of Albany, Inc., has led to greater public awareness of the need for extensive cooperation between government, the private sector and the community to meet the City's needs. Increased reliance on public/private partnerships to address pressing issues such as affordable housing and drug abuse have helped to involve all of Albany's citizens in effecting change.

Throughout 1990 Mayor Thomas Whalen's Strategic Planning Committee on the Arts explored the resources and support needed to further strengthen Albany's arts and cultural activity. The 60-member committee, representing a broad spectrum of Albany's artists, community and business leaders, and government officials, issued a report in December making nine specific recommendations to expand Albany's role as a cultural hub. The Mayor has already adopted the Committee's first recommendation by establishing a permanent Albany Arts Commission to assist in the growth of the arts in Albany.

1990 also saw the opening of downtown's Knickerbocker Arena, a 17,000 seat facility which hosted over 1,000,000 visitors for concerts, sports and trade shows throughout the year. The "Knick" arena has expanded the City's entertainment opportunities while boosting downtown restaurants and night spots. In addition, the City hosted the largest attended stage of the 1990 Tour de Trump, as well as the National Cycling Championships, positioning Albany as an emerging regional sports center.

Albany continues to make great strides in its efforts to improve life in the Capital City. These efforts center on the spirit of cooperation and citizen participation currently being fostered in Albany, a spirit which serves as a springboard for the City to flourish in the coming years.

2A. Briefly describe the first of the three main projects (Project A) that citizens have accomplished in the community since 1988 to merit an All-America City Award. The Albany Plan

Nearly two dozen community groups, businesses, and social service agencies have joined forces with the City to institute the "Albany Plan", a comprehensive program to combat drug abuse, involving prevention, education, treatment and enforcement.

Since 1988 the City has invested \$1 million annually to guarantee jobs for young people vulnerable to drug dealers and to help them acquire job skills. In 1990 some 350 young people were placed in summer jobs with over 130 businesses as part of the employment program, the first wide scale involvement of the private sector. And due to the success of the Albany Plan, Albany was selected as one of 17 cities nationwide to operate a three year, \$2 million Urban Corps job program for low income young adults.

Police/community efforts play a key role in the Albany Plan: drug arrests increased 350% since 1987, due in part to a new drug tip line, over 30 "neighborhood watches" and an augmented strike force. Over 100 volunteers join with Albany Police to present the Police Athletic League to 5th-8th grade students in a non-confrontational setting. And 22 Albany schools have teamed with the police to present the Drug Abuse Resistance Education program to over 3,000 5th and 6th graders since 1988.

The Albany Plan also addresses drug treatment and intervention. A new 28-bed long-term rehabilitation center is under construction in Albany as a joint venture between New York State, Albany Medical Center, Hope House (a local treatment facility), and the City. In addition, Hospitality House, a residential treatment center, has doubled its size as part of this program.

2B. What prompted these actions and how were they organized?

Albany, like many cities across the nation, experienced an alarming increase in drug use in the mid 1980's, prompting a call to action by the community to fight this growing problem. In 1988 local schools, colleges, community groups, police, treatment professionals and the business community teamed with the City administration to develop a program to attack drug use through education, prevention, enforcement and treatment.

Community and neighborhood groups organized committees to undertake several initiatives, including "Substance Abuse Awareness Week", a week long community outreach campaign combining the resources of the business, religious, medical and government sectors. The Chamber of Commerce, the City and over 100 local employers worked together to place over 1,000 young people in meaningful summer and permanent jobs. The 35-member Arbor Hill Drug Task Force, working in cooperation with a local T.V. station, produced an award winning PSA with an anti-drug message as part of its substance abuse program. The City worked with the Albany County Cooperative Extension to present a six week summer program for children ages 7-12 at two City parks. Local media joined the Plan by covering events, producing and broadcasting PSA's and distributing information.

2C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

The success of the Albany Plan is based on reaching those most vulnerable to drug abuse; the City's youth. In that regard the Plan has been successful. In its first three years over 3,000 of Albany's young people have received jobs through the summer employment program, including 350 with the private sector. Since 1988 an additional 3,000 young Albanians received the D.A.R.E. core lessons in Albany's grade schools. And with local television affiliates like WRGB donating approximately \$1 million in air time to the Albany Plan since its inception, thousands more have heard the message, as well. Widespread community support and attendance of Police Athletic League events indicates that P.A.L.'s message of understanding between Police and the community is proceeding as well. And the thousands who annually attend neighborhood block parties during drug awareness week, where the message is that the citizens, not the drug dealers, own the streets, is another indication of the success of the Albany Plan.

3A. Briefly describe the second main project (Project B) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

Affordable Housing

The second major project involves affordable housing initiatives in Albany. With Federal housing assistance programs slashed through the 1980's, and the need for affordable housing growing, the community and the City joined forces with local banks, developers and non-profits to address housing issues in Albany. Sources of funding, development and assistance have come from all sectors of the community. Over 1,400 affordable housing units, with a total value of about \$86 million, have been developed in recent years. These units, serving over 4,700 people, include new construction, rehabilitation of existing housing and conversion of buildings for housing. Unit sizes range from single resident to five-bedroom family housing.

A prime example of community initiative in developing affordable housing involves the efforts of Barn Raisers, Inc. Working with a New York State grant on land provided by the City, Barn Raisers is currently completing construction of eight units of homeless housing in Albany's South End with additional units planned for the future. The project, designated for developmentally disabled mothers and children, will be operated by Catholic Charities upon completion.

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

Several factors precipitated the need for a concerted effort to develop Albany's affordable housing stock, including dramatic cuts in Federal programs for housing development, a rise in homelessness, an extremely tight residential vacancy rate of 1%, three-year waiting lists for public housing, and rapidly rising average home prices through the 1980's.

Affordable housing initiatives are organized by the City Department of Housing and Community Development, the Albany Housing Authority and local non-profits such as the Capital Hill Improvement Corp. and Barn Raisers Inc. City agencies work with local developers and non-profits to initiate and operate housing projects. Local banks formed a consortium to provide low rate mortgage financing, with over \$8 million committed to date through the Capital Affordable Housing Funding Corporation. Neighborhood improvement groups bring the programs directly to the public by providing vital intake and referral services.

3C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

Creating affordable housing opportunities is only one aspect of Albany's affordable housing initiatives. Making those in need aware of the opportunities and assisting them in securing housing are the vital next steps in the process.

To that end, the City hosts an annual Affordable Housing Fair, where information on units, mortgages and assistance is provided to potential homebuyers. In addition, the City's neighborhood improvement groups and City-wide housing groups provide direct assistance in recruiting potential buyers and other intake services. Other local non-profits, such as Catholic Charities, work on developing housing from acquisition to construction to operation.

In 1990 some 500 housing units were rehabilitated or painted through the City's Housing and Community Development programs, and nearly 400 units of affordable housing were completed or are under construction. In addition, the City's Home Ownership Savings Plan has helped 42 local families save towards the down payment for homes.

4A. Briefly describe the third main project (Project C) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

Arts Enhancement

Citizens in the City of Albany have an ongoing process of developing artistic and cultural opportunities in Albany. From festivals to free theater to First Night, Albany has emerged as the cultural hub of the Capital Region. Over 200 events, drawing about 400,000 people, take place annually.

This strong community support generated increased public and private funding of fledgling arts groups throughout Albany. Combined corporate, individual and municipal funding has helped organizations like the Berkshire Ballet, Actor's Shakespeare, the Capital Repertory Company and the Park Playhouse find a receptive home in Albany. In fact, more than a dozen new arts groups have relocated to Albany in recent years and the tremendous popularity of the free Park Playhouse productions in Washington Park has resulted in construction of permanent amphitheater seating for performances in the Park. In only two seasons Park Playhouse has become the second largest outdoor theater group on the East Coast, a testament to the tremendous corporate and community support for quality musical theater accessible to all.

4B. What prompted these actions and how were they organized?

In an effort to improve Albany's entertainment and cultural alternatives, the community undertook several initiatives to foster arts growth since 1988.

City sponsored events are organized through the Mayor's Office of Special Events which handles the booking and logistics for events such as the "Alive at Five" concert series (new in 1990), First Night and the City's summer block parties. Volunteers for these events are recruited and coordinated by the Office of Volunteers, which has a volunteer force exceeding 1,000 local citizens.

Corporate funding and in-kind contributions play vital roles in many cooperative arts programs. The Come Sunday series showcasing African American dance and music enjoys support from local financial institutions, the Albany League of Arts, and the City. Corporate support for the Park Playhouse in Washington Park is also considerable. The Park Playhouse Board of Directors is comprised of representatives from the business, arts, community and government sectors, with major production underwriting coming from local businesses.

4C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

Community involvement in Albany's art projects remains very high. Close to 1,000 individuals donated time and talent at First Night and another 400 volunteered for Park Playhouse. And hundreds of people worked at the Empire State Regatta, the Tour de Trump, Alive at Five, Come Sunday and a host of other arts events held in Albany in 1990.

Even in difficult economic times corporate and City funding of arts groups has continued. A corporate sponsorship program of the Albany City Trolley Company, a noontime downtown shuttle service, providing tours of historic districts, had 46 sponsors in its first year, while local businesses provided underwriting for each of the six "Alive at Five" downtown concerts held last summer. As a result, most of the City's arts programs remain free to the public, certainly a draw in these tight economic times.

Audiences for Albany's arts program continue to grow. For example, 12-15,000 attended First Night, while Park Playhouse drew record crowds of over 100,000 in 1990.

5A. For Project A, 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
Albany Athletic League	150	volunteers, programs, outreach
City of Albany	250	funding, staff programs, support
Albany Colonie Regional Chamber of Commerce	100	corp. sponsors, programs, outreach
local media	50	outreach, production, in-kind services
Norstar Bank	10	corp. sponsors, volunteers
Key Bank N.A.	10	corp. sponsors, volunteers
First American	15	corp. sponsors, volunteers
University at Albany	50	volunteers, facilities
Telephone Pioneers	30	volunteers
Albany Medical Center	20	treatment, funding
Hope House	12	treatment, input
Hospitality House	8	treatment, input
Urban League of Albany	15	input, sponsors, volunteers
Arbor Hill Drug Task Force	35	input, outreach, volunteers
Arbor Hill Community Center	12	input, outreach, volunteers

5B. For Project A, identify three individuals who were active leaders. (Include leaders from the public, private, and nonprofit sectors.)

Name/Title	Organization/Address	Phone
Samuel Ciccio, M.D. Reg. Affairs Coordinator	Albany Medical Center 47 New Scotland Ave. Albany, NY	445-5739
Betty Barnette Director	Arbor Hill Community Center 50 N. Lark Drive Albany, NY	463-1516
George Nealon Commissioner	City of Albany-Dept. of Public Works	432-1144

5C. For Project A, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

Reaching the target group of young people most vulnerable to drug abuse proved to be the major obstacle confronting the Albany Plan. While support from City government and community organizations was strong, active citizen involvement and participation from Albany's at risk youth was essential to the success of the Plan.

Another difficult obstacle confronting the Albany Plan was securing private sector support for the summer employment program. Many private sector businesses had little contact with at risk individuals or utilized other placement programs.

To address these obstacles, the City mounted extensive community outreach programs with the local media geared at showing the benefits of the Plan. Local media sponsored events, produced and aired public service announcements and devoted significant air time to Albany Plan stories. Media involvement, coupled with extensive outreach through community organizations, block parties, church groups and word of mouth, resulted in outstanding participation in the Plan by target youth in Albany.

The assistance of the Albany-Colonie Regional Chamber of Commerce and the City Human Resources Dept. was vital in placing potential employees with private sector employers during the 1990 summer employment program. Extensive screening by the Human Resources Department to ensure a match of job skills and active recruitment of employers by the Chamber helped overcome this obstacle.

6A. For Project B, 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.

me	Active Membership	Contribution
1) Department of Housing and Community Development	26	development, funding
2) Neighborhood Utilization and Housing Task Force	13	policy, community input
3) Advisory Task Force on Homeless Housing	16	policy, community input
4) Capital Affordable Housing Funding Corp. (local banks)	15	funding, mortgage financing
5) Vulcan Affordable Housing Corp.	10	development, construction
6) South End Improvement Corp.	3	neighborhood/community assistance
7) West Hill Improvement Corp.	5	neighborhood/community assistance
8) St. Joseph's Housing Corp	5	neighborhood/community assistance
9) Capitol Hill Improvement Corp.	7	neighborhood/community assistance
10) Barn Raisers, Inc.	30	construction, volunteers

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

Name/Title	Organization/Address	Phone
Joseph Pennisi Commissioner	Dept. of Housing and Community Development 155 Washington Ave., Albany	434-2010
Mark Simmons Developer	Vulcan Development & Mgmt Corp. 9 Thurlow Terrace, Albany	462-9629
Albert DeSalvo Consultant	Barn Raisers, Inc. Tobin Bldg., Exchange St., Albany	489-0487

6C. For Project B, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

Two main obstacles present difficulties in the success of Albany's affordable housing initiatives. The first involves securing financing and the necessary down payments for low-income buyers who are not able to receive traditional mortgage financing. The second obstacle involves finding housing developers willing to build and sell affordable housing at marginal profits.

To assist low/moderate income people in financing homes, a consortium of 15 local banks was created to pool funds through the Capital Affordable Housing Funding Corporation. This consortium has committed over \$8 million to lend at below market rates with low down payments for eligible buyers.

In addition, the City has created a Home Ownership Savings Plan which matches City loan funds with potential homeowner funds saved toward down payments. Successful participants then repay the matching loan at zero percent financing. Already 42 families are participating in this program.

By creating a non-profit housing development corporation to act as developer, the City removed the obstacle of locating developers willing to build affordable housing. In addition, some local developers have committed to creating affordable housing with limited profit margins and have agreed to donate materials and services or work at a reduced fee, as illustrated by Barn Raisers, Inc.

7A. For Project C, 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
City of Albany	30 + 1,000 volunteers	sponsor, space, volunteers
Park Playhouse Inc.	150 + 400 volunteers	free performances, outreach
Volunteer Center of Albany Inc.	2,000 volunteers	volunteers, coordination
L'Ensemble Inc.	5	free performances, outreach
Albany League of Arts	5	outreach, sponsor
Berkshire Ballet	20	free performances, outreach
Actors Shakespeare	21	free performances, outreach
Albany Symphony Orchestra	15	free performances, leadership
Albany Center Galleries	5	free showings
UKW	5	volunteers, sponsorship, in-kind services
Norstar	10	volunteers, sponsorship, in-kind services
Key Bank N.A.	10	corp. sponsor, volunteer

7B. For Project C, identify three individuals who were active leaders. (Include leaders from the public, private, and nonprofit sectors.)

Name/Title	Organization/Address	Phone
Dr. Mimi Scott Executive Producer	Park Playhouse Inc. 36 Willett St. Albany, NY	434-3198
Peter Kermani President	Albany Symphony Orchestra 19 Clinton Avenue Albany, NY	449-4169
Thomas M. Whalen, III Mayor	City of Albany City Hall, Albany NY	434-5100

7C. For Project C, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

Obstacles confronting the success of Albany's arts and cultural programs include securing operating capital and performance space, as well as reaching a community wide audience with performances.

A combination of corporate and City funding has been vital to the continued growth of the arts in Albany. The City, in addition to basic funding, explored new uses of existing buildings for performance space and also increased the number of City festivals to give broader exposure to local arts groups through events like First Night and Alive at Five. The private sector has permitted expanded uses of its facilities as performance space and has continued generous corporate funding even in these difficult economic times. And the arts groups have donated their time through performances at neighborhood community centers, churches and hospitals to reach audiences not likely to experience performing arts elsewhere.

8. On the next two pages, assess how well your community is doing, based on each of the League's ten Civic Index components (Civic Index included with application).

Citizen Participation

Currently over 30 neighborhood associations in Albany provide a unified organization for citizens to address important City issues.

Cooperative planning initiatives further reinforce the ability of private citizens to shape the City's direction. A prime example of this effort was the Strategic Planning Committee, a 42-member community based panel which assessed Albany's quality of life and recommended changes to guide the City's growth. The strategic planning process has since been used for review of the City's education and arts environment.

Political participation has improved as evidenced by the increased number of candidates for school board and municipal offices.

B. Community Leadership

The City adopted several programs in conjunction with private and non-profit leaders to create improvements in the City. These programs include Project Pride, a community beautification and anti-litter campaign, and the Albany Plan, a comprehensive plan to cut drug abuse. Private sector leadership is vital in pursuing international trade initiatives and in funding and participating in the Capital Cities project, a study of the effects and benefits of cities which serve as state capitals. Albany has also looked to the non-profit sector for leadership through partnerships in affordable housing, as well as other pressing social issues.

The Capital Leadership Program, sponsored by the regional chamber of commerce, brings together individuals from the three sectors to explore regional issues.

C. Government Performance

Government performance is one of Albany's strongest civic indices. Mayor Whalen has placed an emphasis on hiring qualified individuals rather than patronage appointments, and has increased salaries making them more competitive with State government and the private sector.

The Mayor holds several State of the City addresses at public forums each year. Common Council holds special open meetings to review the annual budget. The budget process is open and sound fiscal management has led to an "A" bond rating. And the strategic planning process involved a community based committee.

Albany City government is open and accountable, leaving no room for corruption. In fact several awards from national organizations attest to this fact.

D. Volunteerism & Philanthropy

The City has two clearing houses for volunteers, the Volunteer Center of Albany, Inc. and the City Office of Volunteers. The Volunteer Center places volunteers in 350 organizations each year, while the City Office annually uses thousands of volunteers.

The level of giving in Albany is outstanding, considering the existing economic downturn. The United Way goal for 1990 was exceeded by more than \$130,000. The Mohawk-Hudson Community Foundation endowment increased from \$700,000 to \$2,000,000 during the same year. And the region's banks joined together to establish the Bank Charitable Clearinghouse to consider philanthropic support for critical areas. In this same cooperative spirit, some 200 non-profits were brought together by the Community Foundation to develop a pooled income, planned giving partnership.

E. Intergroup Relations

Albany's population includes significant Hispanic and African-American communities, as well as Vietnamese, Chinese, Afghani and Jamaican populations. Because of this diversity, a number of culturally sensitive programs are presented annually, including the Festival of Nations, Come Sunday, the Greek Festival; the Black Arts and Cultural Festival; Pinksterfest; and A World of Difference, a year long anti-discrimination campaign.

The Albany School Board, in response to recommendations from the City's Strategic Planning Committee for Education, is revising the curriculum to ensure that multi-cultural aspects are incorporated. For example, the African-American History course is scheduled to be expanded from a half year to a full year of study next year.

F. Civic Education

Albany schools address civic education in a number of areas: Students receive instruction through their K-12 social studies programs, take a required civics course, "Participation in Government", and engage in extra curricular activities such as Model Congress. In addition, during the "Participation in Government" course students are encouraged to become involved in a practicum on issues of social importance.

While voter registration drives are typically held at Albany's high schools, several organizations such as the League of Women Voters also sponsor drives to help encourage young adults to involve themselves in the political process. Other outlets for civic involvement outside the schools include the Law, Youth and Citizenship program, the Voice of Democracy contests, and internships at all government levels.

G. Community Information Sharing

Local media is the primary source for information sharing in Albany. In 1990 the media, led by four T.V. stations, sponsored over 30 public awareness programs on issues ranging from drug education to the environment. For example, WTEN sponsored a year long "For the Next Generation" environment campaign, including one special based on student video pieces on the environment. Of the 120 tapes submitted, 22 were used in the program. And the local PBS affiliate sponsored 14 League of Women Voter Debates.

Albany has two neighborhood newspapers as well as several newsletters published by associations and groups. The region's largest paper, the Albany Times Union, prints a supplement based on an annual forum of community leaders. And city government prints newsletters on pressing issues such as recycling.

H. Capacity for Cooperation and Consensus Building

Albany has undertaken several steps to improve cooperation and consensus building. The emergence of the Council of Albany Neighborhood Associations (CANAs) as a City-wide federation of neighborhood associations has proved to be an effective tool in conveying cooperation among City neighborhoods. The Albany Mediation Dispute Board gives residents an opportunity to air grievances and seek solutions. The newly reformed Community/Police Relations Board affords the community a mechanism to participate in police matters directly affecting the neighborhoods. And the Albany Roundtable hosts monthly forums to discuss issues impacting the City.

I. Community Vision & Pride

The City's Strategic Planning process formed the framework for community involvement in City policy making.

The Historic Albany Foundation and the City's Historic Resources Commission are directly involved in the City's review process for property development or renovation. These organizations include private citizens not employed by City government.

Pride and vision in Albany are demonstrated through downtown beautification efforts, and community support for the City's many ethnic and cultural festivals.

The Capital Cities Project, sponsored by the University Foundation of SUNY and Norstar Bank, gave Albany's leaders an opportunity to meet with peers from other state capitals to discuss the benefits and challenges of this unique role.

J. Intercommunity Cooperation

The Center for Economic Growth is a non-profit planning and business recruitment corporation established to foster regional economic growth. Funded primarily by private industry, the CEG addresses issues such as airport development, industrial office park development, education, training, labor and integrated marketing.

The Capital District Regional Planning Commission is a regional planning entity funded by the counties comprising the Capital Region. The CDRPC tracks industry trends, compiles demographic information, and offers planning assistance.

Regarding regional service-delivery, the best example of this is through the efforts of the ANSWERS program. This program involves the solid waste management from 14 area communities.

K. Overall, which of the ten components is the strongest? VOLUNTEERISM and PHILANTHROPY

Which is the weakest? CIVIC EDUCATION

9. What lessons were learned through the implementation of the initiatives presented in the application that would prove valuable to other communities facing similar challenges? For each of the three projects, describe these lessons. Be certain to include any unique aspects of the execution of the projects, as well as suggestions of actions to be taken, and actions not to be taken.

Project A

Albany Plan

The summer employment program continues to be the most unique aspect of the Albany Plan and one which has provided many lessons for the community. By design, the program gives at risk youth meaningful employment, teaches job responsibility, provides extra income, and allows the City and the private sector to complete projects or continue operations normally stalled in the summer time. The Program also instills a sense of civic pride and offers young people a sense of the requirements of the everyday work environment. At an annual cost of \$1 million to the City, plus additional support from the private sector, the program is expensive, yet the benefits to the community, both preventative and educational in nature, far outweigh its costs.

Project B

Affordable Housing Initiatives

Among the most important lessons learned through implementation of City affordable housing initiatives is the need to explore alternate sources to create housing opportunities. When few developers expressed interest in increasing the City's affordable housing stock, the City established a non-profit developer. Neighborhood improvements corporations worked with City government to assist potential buyers through the maze of ownership.

Moreover, local banks banded together to develop a pool of funds to assist with mortgages for low-income applicants. Again, it is the combined and concerted efforts of government, business and the community that ensure the success of many civic projects.

Project C

Arts Enhancement

In developing Albany's arts/cultural enhancement projects, the community experienced many lessons of potential value to other communities. For instance, the producers of Park Playhouse recognize that in order to reach a broad audience, they would have to produce plays which appealed to a wide variety of city residents, but particularly children. As a result, the Park Playhouse has produced "Annie", "The Sound of Music", and "The Wiz", in the last two years. Each musical has strong children's appeal, increasing their appreciation for theatre and also introducing theater to an inner-city population that might not have experienced it otherwise.

All-America City Award Official Entry 1991

I hereby nominate Greensboro Guilford North Carolina
 (Community) (City, if different) (County) (State)

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

NAME Gary Davis
 TITLE Community Affairs Director
 ORGANIZATION Station WFMY-TV
 ADDRESS PO Box TV-2
 CITY/STATE/ZIP Greensboro, North Carolina 27420
 TELEPHONE (919)379-9369
 SIGNED Gary E. Davis DATE 4/8/91

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

NAME Richard Harriman
 TITLE Acting Director, Public Information Department
 ORGANIZATION City of Greensboro
 ADDRESS Box 3136
 CITY/STATE/ZIP Greensboro, North Carolina 27402-3136
 TELEPHONE (919) 373-2065
 SIGNED Richard J. Harriman DATE 4-8-91

COMMUNITY STATISTICS

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

FORM of GOVERNMENT Council - Manager

source: City Clerk's Office

POPULATION

(1990 or most recent) 183,521

source: 1990 U.S. Census

POPULATION PERCENTAGE CHANGE(+ or -),

(1970-1990) +27.4%

POPULATION DENSITY

(1990 or most recent) 2,291 per sq.mi.

source: 1970 & 1990 U.S. Census

PERCENTAGE MINORITY 36.1

MINORITY PERCENTAGE BREAKDOWN:

Black 33.9

Hispanic 1.0 (Black & White)

Asian 1.4

Other .8

source: 1990 U.S. Census

MEDIAN FAMILY INCOME \$19,556

source: 1980 U.S. Census

PERCENTAGE of FAMILIES

BELOW POVERTY LEVEL 12.8

source: 1980 U.S. Census

UNEMPLOYMENT RATE 4.1%

source: 1990 NC Employment Security Commission

POPULATION BREAKDOWN by AGE GROUP

(if available)

below 18 years 22.8

18-25 14.3

26-35 18.9

36-50 19.7

51-65

Over 65 } 24.3

source: 1990 Survey of Buying Power

WORKFORCE DISTRIBUTION by INDUSTRY

(percentage of total employed in each)

Manufacturing 25.4

Trade (retail/wholesale) 22.6

Agriculture .7

Services 30.7

source: 1980 U.S. Census

AGE OF HOUSING STOCK

(percentage pre-WW 11) 13.1

source: 1980 U.S. Census

NUMBER of VOLUNTARY ORGANIZATIONS 150

source: 1990 Directory of Clubs & Organizations

All-America City Award Official Entry 1991

I hereby nominate Greensboro Guilford North Carolina
 (Community) (City, if different) (County) (State)

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

NAME Gary Davis
 TITLE Community Affairs Director
 ORGANIZATION Station WFMY-TV
 ADDRESS PO Box TV-2
 CITY/STATE/ZIP Greensboro, North Carolina 27420
 TELEPHONE (919)379-9369
 SIGNED Gary E. Davis DATE 7/8/91

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

NAME Richard Hariman
 TITLE Acting Director, Public Information Department
 ORGANIZATION City of Greensboro
 ADDRESS Box 3136
 CITY/STATE/ZIP Greensboro, North Carolina 27402-3136
 TELEPHONE (919) 373-2065
 SIGNED Richard J. Hariman DATE 4-8-91

COMMUNITY STATISTICS

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

FORM of GOVERNMENT Council - Manager

source: City Clerk's Office

POPULATION

(1990 or most recent) 183,521

source: 1990 U.S. Census

POPULATION PERCENTAGE CHANGE(+ or -),

(1970-1990) +27.4%

POPULATION DENSITY

(1990 or most recent) 2,291 per sq.mi.

source: 1970 & 1990 U.S. Census

PERCENTAGE MINORITY 36.1

MINORITY PERCENTAGE BREAKDOWN

Black 33.9

Hispanic 1.0 (Black & White)

Asian 1.4

Other .8

source: 1990 U.S. Census

MEDIAN FAMILY INCOME \$19,556

source: 1980 U.S. Census

PERCENTAGE of FAMILIES

BELOW POVERTY LEVEL 12.8

source: 1980 U.S. Census

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POPULATION BREAKDOWN by AGE GROUP

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below 18 years 22.8

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WORKFORCE DISTRIBUTION by INDUSTRY

(percentage of total employed in each)

Manufacturing 25.4

Trade (retail/wholesale) 22.6

Agriculture .7

Services 30.7

source: 1980 U.S. Census

AGE OF HOUSING STOCK

(percentage pre-WW 11) 13.1

source: 1980 U.S. Census

NUMBER of VOLUNTARY ORGANIZATIONS 50

source: 1990 Directory of Clubs & Organizations

1. Set the background for your community's story. Summarize your community situation, not necessarily the three specific projects described in subsequent application questions, but events which contributed to and/or resulted from these undertakings.

- 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 1988.

A) Greensboro is a city charting a new path into a new century. Major economic and social change enveloped Greensboro and many other cities in the 1980s. Rather than fight change, Greensboro reacted positively. The city embraced broad-based strategic planning, increased public-private efforts, more diverse leadership development and greater regional cooperation. Today, Greensboro is a vital city in transition, moving from its past toward a new future.

A city of 183,521 in a metropolitan area of more than one million people, Greensboro for decades enjoyed moderate growth, a high quality of life, strong volunteerism, a reputation as a bellwether for race relations in the South, a stable industry base centered in textiles and apparel, and leadership from one segment: white male business executives.

Then, change swept the city. First, the economy altered. Worldwide economic events, from the increase in textile imports to the takeover and buyout fever of the 1980s, caused traditional industries to decline. Second, diverse citizens not in leadership roles began clamoring to be involved, to help chart a new path for the city. Third, pressing local issues emerged. Federal and state dollars were shrinking. The once-vibrant center city was in decline. Public transportation and affordable housing became issues. A regional industry center began developing on the city's outskirts, and the need for more regional cooperation became apparent.

In the end, the change that rocked the city awakened a sleeping giant: the leaders of tomorrow. These leaders, working through a series of broad-based partnerships, have begun blazing a new trail into the 21st century for a changing Greensboro.

B) Citizens -- representing all sectors, races and genders -- are now involved in one of the most diversified partnerships ever created locally, working to chart a future for a changing Greensboro. The engine powering much of the change is a long-range strategic planning program, VISIONS, one of the projects outlined later. It involved hundreds of people in analyzing their city today and directing where it goes tomorrow. Greensboro has always enjoyed heavy citizen interest and involvement, but VISIONS was a catalyst for more broad-based citizen participation. Committees and organizations involving broad-based groups of citizens have formed since 1988 to address major issues: low-income housing assistance, regional cooperation, public transit, human relations and minority leadership development.

C) Major successes include: citizen approval of \$75 million for thoroughfares, \$26 million to improve the local coliseum in a public-private partnership, and \$5 million to address the housing needs of low-income and moderate-income people; creation of a regional planning and marketing group, Piedmont Triad Horizons; development of a public transit authority to improve bus service; creation of an economic development network to coordinate efforts; and formation of an innovative public-private partnership that set the stage for the biggest change on downtown's skyline since the Roaring '20s.

D) Most action outlined above in (C) occurred since 1988. VISIONS completed its strategic plan, "Creating our Future, A Plan to Move Us Forward" in June 1988, and major public-private efforts addressing key issues were begun. Even more important, the city's attention in the late 1980s became focused clearly on its most pressing issue: its future.

2A. Briefly describe the first of the three main projects (Project A) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

Greensboro VISIONS is among the first public-private strategic planning efforts to be taken full circle on behalf of a city in the U.S. VISIONS began in 1986 with community assessment, then planning, followed by recommendations and finally implementation. After a lengthy monitoring and advocacy period, VISIONS completed a second, follow-up community assessment in 1991.

The impact of VISIONS has been significant. First, it has proven that diverse groups -- working together in a disciplined process -- can build a future for Greensboro that truly reflects the community as a whole. Second, VISIONS fulfilled its mission: identifying and generating innovative solutions to address key issues. Five issues were identified and addressed: economic development, education, housing, land use and transportation.

A key example of success is in low- and moderate-income housing. VISIONS resulted in: passage of \$3 million in housing bonds; hiring of a city housing coordinator to link public and private housing efforts; annual allocation of one cent of city property tax to housing; formation of a broad-based housing coalition; and development of a \$250,000 revolving fund for construction that is a true public/private/nonprofit partnership. The city provides free lots, builders offer below-market prices, banks give low-interest loans and the Foundation of Greater Greensboro provides management, collateral and subsidies for buyers.

2B. What prompted these actions and how were they organized?

The need for long-term strategic planning became evident in the 1980s, as some longtime employers downsized or were taken over, federal and state allocations shrank and bond referendums on a critical project failed. There was a perception, right or wrong, that decision-making was in the grasp of only a few. Citizens here -- as in many cities -- sensed a loss of control over their city's future.

VISIONS was organized to place the destiny of the city firmly in the hands of all the people who live in Greensboro. A public-private partnership agreed to sponsor the project: the city and the county, Greensboro Area Chamber of Commerce and a private executive group, the Greensboro Development Corporation. VISIONS was steered by a broad-based, 16-member executive committee. A technical advisory committee completed an environmental scan, or assessment, of the city. Volunteer task forces studied issues that emerged from the scan, made recommendations, then oversaw implementation. Those involved in the process became committed to strategic planning because it focused attention on key issues, recognized resource constraints and encouraged action.

2C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

An organization plotting the future of a city affects every corner of it -- and should involve citizens as diverse as the city itself. That was the goal of VISIONS. Hence, VISIONS became the meeting ground for a new generation of leaders. The 200 citizens serving on VISIONS' committees were volunteers representing nonprofit organizations, government, business, the university community, neighborhood associations and more. Representatives ranged from heads of corporations to residents of public housing projects. Minorities constituted 25 percent of members; women represented 31 percent. Task force appointments were carefully and purposefully balanced by race, geographical quadrant, gender and interests. The opinions of more than 100,000 families were solicited in surveys distributed with monthly bank statements. Hundreds more citizens were involved in public dialogue at geographically dispersed public forums, and thousands learned of VISIONS' efforts through local TV broadcasts of a town meeting and other media coverage.

3A. Briefly describe the second main project (Project B) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

Downtown Greensboro has undergone its largest transformation in more than a half century since 1988, thanks to a joint public-private effort that has injected a \$180 million shot of energy into an ailing center city. Three new office towers opened in 1990. Two new parking garages, built by the city and financed through a novel public-private partnership, provided 1600 new parking spaces. A county health campus, including a new mental health building, is in development. Private money restored the Carolina Theatre, built in 1927. A new cultural arts center opened, financed by a combination of city bond money and private contributions. Three other city bond projects -- streetscape improvements, an historical museum expansion and a human services center -- added to downtown's new vigor.

More improvements are on the horizon for the 1990s in the Center City Development Plan, a downtown plan that is the product of nearly two years of work by a diverse 100-member committee with public, private, non-profit and neighborhood membership. It calls for major improvements: from a downtown park to a retail Galleria to a multi-modal transportation center. The plan is calculated to capitalize on the initiative already underway, generating more center city investment and public-private cooperation. Already, projects are moving from plan into action: a \$15 million central library won voter approval and will begin construction soon. For the first time in years, downtown's future seems bright.

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

Greensboro's downtown, like many across America, began a downturn after the 1970s retail flight to the malls. When a rival city successfully used pictures of more dilapidated areas of Greensboro's downtown to win a relocating apparel mart, citizens realized just how serious the problem had become. The future of downtown -- the heart of the city -- was called into question.

Though many efforts were underway, downtown revival efforts lacked coordination and a central direction. At the city manager's urging, a broad-based Center City Committee was appointed by city council in 1987 to draft a plan to revive downtown. The committee used wide citizen involvement to meld myriad ideas into a shared picture of tomorrow's downtown.

An innovative public-private partnership, the Center City Corporation, was formed by city council in 1988 after two developers said they would build office towers downtown if more parking was available. Recognizing the catalytic effect the towers would have, city officials created the nonprofit corporation to finance two parking garages with certificates of participation -- in effect, paying for the garages with parking receipts and increased tax revenue that would be generated by the new towers. In the process, the city leveraged a multi-million-dollar downtown investment.

3C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

Downtown development affects all residents of the city -- from those who simply recognize the importance of a vital center city to those who live, work or own businesses in the downtown area.

The Center City Committee was formulated specifically to represent those varied segments, with its members representing 24 groups from neighborhood associations to civic clubs to nonprofit organizations. City staff worked directly with the committee and an outside consultant to prepare the plan in public meetings. All citizens of the city were invited to a series of forums where the plan was presented, and comments were encouraged at all stages. A video and a slide show were used in taking downtown's "show" on the road to dozens of organizations. Council on Center City breakfast meetings provided a monthly forum for information exchange for downtown business owners. Existing downtown groups developed marketing programs (Keep Up with Downtown and Metromania) to focus attention on downtown, bringing people to the center city for concerts, shopping and other events. The result: a genuine "up" feeling about downtown's future.

4A. Briefly describe the third main project (Project C) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

Greensboro is a diverse community, where minorities comprise a full third of the population, and where increased numbers of new residents and international corporations made their homes in the 1980s. Major inroads have been made in bringing together the city's diverse elements and in developing leaders for the future who represent that diversity -- in race, geography, gender and interests.

Working to develop more minority leaders is Challenge Greensboro, formed in 1988 as a result of a study by a multiracial committee with representatives from the public, private and nonprofit sectors. It has graduated more than 70 minorities from two programs: a basic management program for grassroots leaders and a leadership development program for untapped professionals with potential for greater roles in business and on government and nonprofit boards. About 85 percent of leadership graduates are now involved on at least one community board.

In addition, traditional leadership development organizations have encouraged more diversity. The local Jaycees, largest chapter in the world, experienced two firsts in the last three years: an African-American president and a woman president. Leadership Greensboro, a chamber program, had its greatest diversity ever in 1990-91 with a Native American, an Hispanic and five African-Americans among 29 participants.

4B. What prompted these actions and how were they organized?

As Greensboro's corporate landscape became more varied in the 1980s, momentum built for more diverse leadership in the community. Traditionally, most leaders had been white, male and from northern Greensboro. Change began in the early 1980s when city government moved to a district system of election, providing greater opportunities for minorities and residents of all parts of the city to be elected.

Later, as the community embraced diverse partnerships, it became clear that local boards and committees had only a limited pool of highly trained minorities to call on for service. The same individuals being asked again and again to serve, in effect playing musical chairs to the point of exhaustion.

Challenge Greensboro grew out of the initiative of the United Way as a way of providing leadership training to untapped African-Americans, Native Americans and other minorities. Recognition of the city's diversity also led to the formation of other groups, including the Committee of 100, a broad-based, multiracial committee, appointed by city council to improve human relations through better communication.

4C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

The concept of Challenge Greensboro was developed by a broad-based, multiracial committee with representatives from leading nonprofit, business and public groups. The contacts and credibility of the organization's all-minority steering committee -- representing fields from education to the ministry to small business -- have been key to the program's success in reaching untapped minorities. This year, Challenge Greensboro had more applicants than it could serve for the first time, an encouraging indication that it's doing its job: reaching untapped minorities.

Both the Jaycees and Leadership Greensboro have found that a key to involving more diverse people in leadership is involving more diverse people, who then use their contacts and leadership roles to involve their peers. In addition, Southern Bell annually funds scholarships for two minorities to attend Leadership Greensboro. The Jaycees have an active minority recruiting program. Both groups have increased the sizes of their programs in an effort to reach greater numbers of diverse citizens.

5A. For Project A, 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
1. Greensboro Development Corporation	80 members	Funding, Executive Committee and task force membership
2. City of Greensboro	2270 employees	Staff support, funding, membership
3. Guilford County	2100 employees	Staff support, funding, membership
4. Chamber of Commerce	2200 members	Funding, membership
5. Citizens for Responsible Government	50 members	Task force membership, endorsed bonds
6. Public Housing Residents' Councils	6000 residents	Task force membership, endorsed bonds
7. Pulpit Forum	73 Ministers	Communication assistance in minority community
8. Greensboro Housing Coalition	70 members	Broad-based group working to improve housing; direct result of VISIONS
9. Greensboro Transit Authority	9 members	Manages public transit; Result of VISIONS.

More than 40 additional organizations and businesses provided in kind and financial support, as well as volunteer participation.

5B. For Project A, identify three individuals who were active leaders. (Include leaders from the public, private, and nonprofit sectors.)

Name/Title	Organization/Address	Phone
1. Ronald L. Page, Senior Vice President, American Express (VISIONS Chairman)	6500 Airport Parkway, Greensboro, NC 27409	(919) 668-5195
2. Ed Kitchen, Asst. City Manager, City of Greensboro	P.O. Box 3136, Greensboro, NC 27402	(919) 373-2002
3. Joyce Johnson, Administration Officer, N.C. A&T Transportation Institute, (VISIONS Executive Committee member)	2115 Murray Hill Road, Greensboro, NC 27403	(919) 334-7748

5C. For Project A, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

The first obstacle, as VISIONS began, was a fear among some segments that a small group of traditional leaders would control the process and the decision-making. This obstacle was dealt with in three ways. One, by specifically assigning all task forces balanced memberships (representing all geographic quadrants of the city, all races, different ages, both genders). Two, by holding public forums on the VISIONS' plan in all quadrants of the city. Three, by genuinely listening to what people at the forums had to say. Each person who wished to speak was given time to do so, remarks were written down and responses given.

Another obstacle came after task forces finished their studies of the five issues and made suggestions to the executive committee for report recommendations. Task force members were anxious to have all of their recommendations used and balked at leaving final decision-making to the executive committee. That was overcome through meetings at the time the report was finalized with task force chairs, one-on-one meetings later and continued updates throughout the implementation stage.

Finally, the last obstacle was the after-publication letdown. The report was completed, its recommendations published, and people worried it would become simply another report on a shelf. That was overcome by appointing monitoring committees that not only reported on whether progress was made but were encouraged to be proactive advocates for VISIONS' recommendations.

6A. For Project B, 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
1. Center City Committee	100	Developed downtown plan.
2. Center City Corporation	12	Financed parking garages.
3. Chamber of Commerce's Downtown Development Council	40	Produced downtown video; bimonthly downtown information meetings.
4. Greensboro Merchants Association Council on Center City	35	"Keep up with Downtown" marketing campaign; monthly downtown forums
5. Old Greensborough Preservation Society	500	Promotion of downtown historical area; sponsor Fun Fourth and other events
6. Metromania Committee	25	"Metromania" campaign for grand opening of downtown
7. Visionaries	20	Coordinating organization for all downtown groups.
8. Greensboro City Council	9	Created committee to develop downtown plan, nonprofit corp. to finance parking garages.
9. Greensboro City Planning Department	25	Staff support to all efforts.

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

Name/Title	Organization/Address	Phone
1. William H. Carstarphen, City Manager;	City of Greensboro; P.O. Box 3136, Greensboro, NC 27402;	(919)373-2002
2. John W. Forbis, President, Forbis & Dick Funeral Services and Forbis Enterprises, (Chairman; Center City Committee)	118 N. Elm Street, Greensboro, NC 27401	(919) 275-8408
3. Elizabeth W. "Betty" Cone, Founder;	Old Greensborough Preservation Society 1901 Lafayette Avenue, Greensboro, NC 27408;	(919) 272-5530.

6C. For Project B, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

A key obstacle to downtown development efforts for years had been a perception that downtown was not a viable location for new office tower construction because of a serious shortage of parking. When two tower developers presented an either-or proposition, city leaders overcame that obstacle with a spark of creativity -- the innovative financing mechanism, Greensboro Center City Corporation. They didn't want to lose the towers. So they used their ingenuity.

A spin-off effect of knocking down the first obstacle was overcoming another obstacle: a perception that downtown was dead, that private investors weren't willing to invest large sums in development. Today, it's not hard to hear the heartbeat of the center city, pumped up from a \$110 million-plus infusion of private money.

In developing the plan to build on downtown's momentum, the Center City Committee faced an obstacle when a first, preliminary plan was completed by the consultant. Some committee members and other interested groups felt the consultant was not sensitive to issues unique to the community. The Old Greensborough Preservation Society took the lead in overcoming this, holding a series of meetings of its members. Later, city planners held small forums with a variety of interested groups. Breaking the large group down into small groups helped elicit more comments, because people found it less intimidating to voice ideas and comments in the smaller groups. The results of the meetings were sent to the consultants, and the next draft addressed those concerns. Painstaking feedback and revision continued through every stage of development, leading finally to a plan that met the city's true needs.

7A. For Project C, 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
1. Greensboro Education & Development Council's Challenge Greensboro	70 alumni	Providing new opportunities for minority leadership training at grassroots and professional levels
2. Chamber of Commerce's Leadership Greensboro	350 alumni	Increased size of program to train greater numbers of diverse leaders; minority scholarships
3. Committee of 100	100 members	Created to improve human relations through better communication among diverse elements of city
4. Greensboro Jaycees	1,000 members	Conducts membership drives aimed at attracting minorities; had African-American and female leaders in late 1980s.
5. United Way	38 agencies	Created Challenge Greensboro and its parent, Greensboro Education & Development Council.

7B. For Project C, identify three individuals who were active leaders. (Include leaders from the public, private, and nonprofit sectors.)

Name/Title	Organization/Address	Phone
1. Kenneth T. Alston, Exec. Director; Greensboro Education & Development Council	P.O. Box 21906, Greensboro, NC 27420	(919) 271-8124
2. John Shaw, Director; Greensboro Human Relations Commission	P.O. Box 3136, Greensboro, NC 27402	(919) 373-2038
3. Mary Schott, Credit Administrator, Soabar Graphics, (Chairman of the Board, Greensboro Jaycees)	2305 Soabar Drive, Greensboro, NC 27406	(919) 275-8675

7C. For Project C, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

Several obstacles presented themselves. First, some in the community did not believe or did not want to recognize that there might be a lack of true representation on boards and committees. Second, some not represented in leadership roles distrusted the possibility that true diversity would be accepted and become a reality. For both groups, the VISIONS process helped lay the groundwork for change, showing that it is possible for a truly representative system to work. More communication, through numerous human relations groups, also has aided in overcoming that obstacle.

Another obstacle surfaced in setting up Challenge Greensboro. The organizers found a perception that their program would duplicate the Leadership Greensboro program already operated by the Chamber of Commerce. That was overcome by explaining that the Chamber's program is limited by sheer size in its ability to help the many untapped minorities develop leadership abilities. In addition, the Challenge program was explained as a different type of program. Its classes focus on the community -- its problems, its strengths and its leadership needs -- from a minority perspective. Leadership Greensboro takes a much broader view. Challenge Greensboro is expected to serve as a feeder to the Leadership program, because it will identify talented minorities who may later be candidates for that more broad program.

8. On the next two pages, assess how well your community is doing, based on each of the League's ten Civic Index components (Civic Index included with application).

A. Citizen Participation

Issues such as transportation, housing and zoning often bring standing-room-only crowds to public hearings. Several hundred people are on waiting lists for appointment to city boards. Hundreds of people volunteered for VISIONS, twice as many as needed. More than 250 neighborhoods -- from historic districts to public housing -- have neighborhood watch programs or associations. Recently, a neighborhood collected thousands of petition signatures and stopped a shopping center developers had planned near a school. County voter turnout was 61 percent in the 1990 general election. A recent smoking ordinance drew 27 percent of voters for a single-issue election and mobilized armies of volunteers on both sides of the issue.

B. Community Leadership

In all sectors -- public, private and nonprofit -- leadership in Greensboro has grown more diverse in recent years. A major turning point came with the 1980s move from an at-large to a district system of election for city council. Aided by leadership development programs -- including one aimed specifically at minorities -- new leaders of both genders are taking increasingly higher-profile roles. Organizations from the school PTAs to the Jaycees to the Junior League also provide valuable training grounds. Young people with potential are encouraged through the Greensboro Youth Council's Youth Leadership Forum, which includes a mentoring program that pairs top teens with community leaders.

C. Government Performance

More than half of Greensboro's residents rated city government excellent or good in 1990, and 86 percent said Greensboro is an excellent or good place to live. City government rated highest in: fire and police protection, trash collection, parks and libraries. City and county government are steered by professional managers, government bodies hold public meetings. City government has a history of strong, innovative management of developing public-private partnerships. VISIONS originated as a recommendation of the city manager. Public housing residents' concern about crime prompted city creation of police neighborhood resource centers, combining enforcement with role-model programs for young people. Homicides have dropped 87 percent.

D. Volunteerism & Philanthropy

Greensboro has the second highest per capita giving rate to United Way for U.S. communities of similar size. Its community foundation, begun in 1983 with no assets, has \$9 million now and is actively involved in community problem solving. A recent blood drive set a national record. Last year, local students organized the nation's first high school blood marrow drive. Habitat for Humanity built 21 houses in its first three years. The Junior League runs a nationally-recognized program using profits from recycling to fund day care scholarships. Two clearinghouses help place thousands of volunteers. The local Jaycees' Kmart Greater Greensboro Open golf tournament -- one of only two PGA events run entirely by volunteers -- returns \$500,000 annually to the community.

E. Intergroup Relations

Five groups have formed since 1988 to improve understanding among different races and ethnic groups, including the Committee of 100, charged with improving human relations by 2000. The recent 30th Anniversary of the local lunch counter sit-ins, which launched a national movement, was planned by a multiracial group and commemorated in community wide events including the opening of an historical museum exhibit. One of the top three U.S. cities in resettling Southeast Asian refugees, Greensboro won the President's Citation for its 1986 resettlement of Montagnards. The annual NCCJ "Anytown" human relations camp helps break down barriers among culturally diverse teens.

F. Civic Education

Students learn the value of citizen participation in the classroom and meaningful real-world ventures. High school leaders meet monthly to review school board policies and make recommendations. Mock elections are held paralleling actual races. Private and public programs give students the chance to develop confidence and skills shooting TV coverage of public meetings. The city's Youth Leadership Program takes 45 teenagers each summer into city hall to observe and role play, learning about government and leadership. The Summer Economics Institute, winner of the President's C-Flag Award, combines seminars and a business internship to give teens an understanding of the free enterprise system.

G. Community Information Sharing

Citizens can learn the issues facing city council, school boards or the county commission without leaving their easy chairs. Public meetings of government bodies are televised on a local cable channel. A public affairs program produced by the local CBS affiliate provides live coverage of candidate forums, town meetings for VISIONS and the Chamber's monthly breakfast briefings, which cover topics of interest from transportation to recycling. The city sends mailings to voters explaining major bond issues. The community supports and enjoys newspapers that key in on special issues. *The Carolina Peacemaker* has an African-American orientation; and *the Hamburger Square Post* is a downtown newspaper.

H. Capacity for Cooperation and Consensus Building

A good example of local success in building consensus among diverse groups is the aging local coliseum. After two bond issues failed, past coliseum opponents and proponents came together on a committee to decide its future. They took no votes, instead working through to consensus on each issue, and developed a public-private plan for expansion. The plan won approval at the polls. The internationally known, nonprofit Center for Creative Leadership, which is based locally, assisted that committee and has aided in other public-private efforts in consensus building. A nonprofit dispute resolution center, One Step Further, helps resolve disputes from neighborhood disagreements to public policy debates.

I. Community Vision & Pride

VISIONS, the public-private strategic planning effort, provided a true communitywide picture of where Greensboro is and where it is going. Studies show that Greensboro residents value the area's natural beauty and high quality of life. Greensboro Beautiful Inc., a public-private partnership, works to keep green areas and parks in the city. People demonstrate their city pride in events such as City Stage and Fun Fourth, downtown street festivals linking the arts, business, nonprofits and volunteers. The Kmart GGO Golf Tournament, a PGA event put on by hundreds of local Jaycees and other volunteers and televised nationally, is another rallying point.

J. Intercommunity Cooperation

Regional cooperation and planning became vital issues in the 1980s, resulting in the formation of Piedmont Triad Horizons, funded by government and foundations to serve an emerging 11-county region. Horizons is examining cooperative efforts on issues from a regional police training center to economic development marketing. The two cities in the county actively work together in many areas, such as planning roads, land use, annexation boundaries and water and sewer service. The Chambers of Commerce and the United Ways from the region meet regularly, as do city planners, economic developers and a group of chief executive officers. A regional phone system is being studied.

K. Overall, which of the ten components is the strongest? Volunteerism and Philanthropy

Which is the weakest? Community Information Sharing

9. What lessons were learned through the implementation of the initiatives presented in the application that would prove valuable to other communities facing similar challenges? For each of the three projects, describe these lessons. Be certain to include any unique aspects of the execution of the projects, as well as suggestions of actions to be taken, and actions not to be taken.

Project A

1) The melding of diverse groups of citizens makes for difficult consensus building. But once consensus is achieved, implementation of a strategic plan becomes likely because all segments of the community have been involved in meaningful activity -- research, analysis and strategy development -- which promotes ownership and commitment.

2) Monitoring committees are essential to assure implementation of a strategic plan.

3) Extensive communication (nearly to the point of overcommunication) is imperative between the task forces that study issues and the executive committee that makes the final recommendations. This avoids misunderstandings and offers opportunities for a healthy exchange of ideas and points of view.

4) True community wide involvement must be nurtured. Break down barriers by holding meetings at night to accommodate working people. Limit the time one person can monopolize the discussion. Encourage participation by all, including those with no vested interest.

5) Don't shelve the plan; enact it.

Project B

1) In developing a downtown plan, one of the first steps should be defining goals and objectives. The public should be heavily involved in generating these. The consultants brushed by this part of the plan, and as a result, an early draft of our plan met with opposition from our own committee members. We had to stop and spend time determining our goals and objectives. Working out those central questions, though, gave the committee a new unity of purpose, and it began functioning as a unit.

2) Downtown has a broad-based constituency composed of many interest groups. Until the Center City Committee began developing a downtown plan, the different groups had not had many opportunities to come together to discuss common concerns. Opportunities should be provided for this to happen on a regular basis.

3) Don't go into downtown planning assuming that the geographic boundaries end at the central business district. In developing our plan, we found that people in contiguous neighborhoods considered themselves part of downtown. Those surrounding neighborhoods should be included in downtown planning and can play an important role in center city activities if the relationship is cultivated.

Project C

1) A minority leadership development program must originate and have a strong base in the minority community. If it doesn't come from within, it will be questioned.

2) To successfully diversify leadership, a community must have a broad-based group of its citizens agree that more representative leadership is necessary and possible. Here, major corporate changes resulted in losses of jobs and stability for residents of all races, from all geographic areas and at all levels of employment. Citizens of all types bonded and felt a need for more diversity in leadership.

3) Existing business leaders must buy into the need for more diversity and be involved in stimulating it. Challenge Greensboro asks businesses and nonprofits to nominate participants. It also arranged a mentoring program between its graduates and members of the Greensboro Development Corporation, the city's elite business executive group. Talented minorities have an opportunity to develop a relationship with decision-makers; executives get a chance to discover future leaders.

All-America City Award Official Entry 1991

I hereby nominate _____ Dayton Montgomery Ohio
 (Community) (City, if different) (County) (State)

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

NAME Richard B. Helwig
 TITLE City Manager
 ORGANIZATION City of Dayton
 ADDRESS 101 West Third Street
 CITY/STATE/ZIP Dayton, Ohio 45402
 TELEPHONE (513) 443-3600
 SIGNED [Signature] DATE 4/10/91

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

NAME Theodore J. Staton
 TITLE Assistant City Manager for Strategic Planning
 ORGANIZATION City of Dayton
 ADDRESS 101 West Third Street
 CITY/STATE/ZIP Dayton, Ohio 45402
 TELEPHONE (513) 443-3600
 SIGNED [Signature] DATE 4-10-91

COMMUNITY STATISTICS

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

FORM of GOVERNMENT City Manager

source:

POPULATION (1990 or most recent) 182,044 (1990)

source: 1990 Census

POPULATION PERCENTAGE CHANGE (+ or -), (1970-1990) -25%

POPULATION DENSITY (1990 or most recent) 3,250 people/sq. mile

source: 1990 Census

PERCENTAGE MINORITY 42%

MINORITY PERCENTAGE BREAKDOWN

Black 40.5%
 Hispanic less than 1%
 Asian less than 1%
 Other less than 1%

source: 1990 Census information

MEDIAN FAMILY INCOME \$15,202

source: 1980 Census

PERCENTAGE of FAMILIES BELOW POVERTY LEVEL 17.6%

source: 1980 Census

(1990 Average Un-
 UNEMPLOYMENT RATE 7.9% employment rate)

source: Ohio Bureau of Employment Services
 POPULATION BREAKDOWN by AGE GROUP

(if available)

below 18 years	Below 20 yrs.	63,136
18-25	20-24	22,959
26-35	25-34	32,122
36-50	35-54	36,763
51-65	55-64	20,303
Over 65	over 65	24,038

source: 1980 Census

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

Manufacturing 23%
 Trade (retail/wholesale) 20%
 Agriculture less than 1%
 Services 20%

source: 1980 Census

AGE OF HOUSING STOCK (percentage pre-WW II) 40%

source: 1980 Census

NUMBER of VOLUNTARY ORGANIZATIONS 200

source:

1. Set the background for your community's story. Summarize your community situation, not necessarily the three specific projects described in subsequent application questions, but events which contributed to and/or resulted from these undertakings.
- 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 1988.

Dayton has most of the same problems as other midwestern center cities. Middle-class population loss, both white and black, has left the city older and poorer. An aging infrastructure, limited land for development and a loss of employment base to suburban office and industrial parks all have left the center city economic base seriously eroded. Human problems afflict Dayton too. The proliferation of illegal drug activity and the lack of affordable housing are two at the top of the list. Finally, threats to the urban environment - the air our residents breathe and the water they drink - round out Dayton's list of problems.

To inventory Dayton's problems without also enumerating its strengths would not be fair, nor would it tell the whole story. Dayton has an abundant supply of high quality drinking water, diverse neighborhood and housing choices, a variety of educational, recreational and cultural opportunities, and a citizen participation system we believe is equalled by only a few communities nationally.

For nearly 20 years, Dayton has been refining a citizen participation system we call priority boards. Nearly 200 separately elected citizens represent the interest of their neighbors by helping to identify capital and service priorities in their neighborhoods. This legion of activists form the foundation for citizen task forces that address issues from water quality to police ammunition. In 1990, the partnership between citizens and City Hall resulted in an unprecedented 77.4% affirmative vote on the city earnings tax referendum.

Our 1991 All America City Award Application focuses on successes citizens of Dayton have achieved in three critical areas: protecting precious groundwater resources; combatting illegal drug activity; and providing affordable housing for Dayton residents.

Dayton's wellfield protection program will help preserve Dayton's high quality drinking water for future generations. It is a product of citizen groups, environmentalists and business leaders working together with city government. The program restricts industrial activity that can take place near Dayton's water resources. This action was taken despite the potential economic loss to the community and to the individual businesses affected. Six neighboring communities, working with Dayton, have recently adopted similar protection legislation.

At the same time citizen action was being taken to protect the environment, another group was taking direct action to rid neighborhoods of the debilitating effect of drug sales and abuse. A group called Concerned Christian Men, Inc., with funding from the state and city governments, trained citizens on how to use state and local nuisance statutes to close houses where illegal drug sales take place.

The final project is a public-private partnership created to stimulate investment and revitalize Dayton's neighborhoods. Established in 1988, the Neighborhood Lending Program involves three entities working together to meet the housing challenge in Dayton. They include the City of Dayton, the Ohio Housing Finance Agency and seven local lending institutions. Since its creation, the Neighborhood Lending Program has invested \$11.4 million through loan program home buyers and homeowners. Hundreds of families have been assisted and millions of dollars have been leveraged through project initiatives.

2A. Briefly describe the first of the three main projects (Project A) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

The City of Dayton recently completed a multi-year project which has, at its foundation, the protection of our environment, specifically our public drinking water. The project began as a result of national exposure of Dayton drinking water contamination. The project was completed through many years of hard work and has resulted in a politically and economically acceptable Well Field Protection Program which regulates industrial development in geologically sensitive areas. This "risk management" program included three key efforts:

- the establishment of an Environmental Advisory Board, a committee of professionals who provide technical environmental advice to policy makers;
- the development of a Well Field Protection Ordinance which prevents new risk and reduces existing risk to the water supply by regulating the storage, use and/or manufacture of substances which pose a threat of groundwater or public water supply contamination; and
- a Well Field Protection Fund which will generate approximately 2.5 million dollars annually to provide grants or loans for private sector risk management projects.

2B. What prompted these actions and how were they organized?

The City of Dayton has benefitted throughout its history from its plentiful water supply. Its hidden resource, a trillion gallon "underground river" was a major attraction to iron, automobile and rubber manufacturers. In 1961, faint warnings of water contamination began to emerge. Over the next two decades, factory after factory closed. As industries left town, many left behind hazardous wastes which even now threaten a regional water supply serving more than three million people. Exposure of this problem began by the media in 1985, and engendered an environmentally sensitive public. Citizen groups, concerned about "bureaucratic limbo" and the lack of progress, began to work with governments who had limited expertise and an unclear vision of where or how to proceed. An understanding began to develop that the need for action did not stop at political boundaries; it would take a comprehensive, region-wide approach to protect groundwater in the Miami Valley.

2C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

Extensive efforts were made to enable informed citizen participation in policy development. The Priority Boards, Dayton's citizen participation network, formed sub-committees active in the evolution of the Well Field Protection Program. The local Regional Planning Commission's Policy Issues Committee formed councils at the community level. The Chamber of Commerce's Water Resources Committee provided a mechanism for business sector input. Citizens Against Pollution, a community group, sponsored numerous neighborhood meetings. The Toxic Action Project and the Sierra Club disseminated educational materials. Each organization provided testimony at the many public hearings related to well field protection. The greatest success was that the high level of citizen participation resulted in broad-based action and continuous momentum toward solving the problem.

3A. Briefly describe the second main project (Project B) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

In 1989, a Dayton Citizen's group called Concerned Christian Men launched a program called Project Dunamis. The project's name "Dunamis" comes from the Bible and means "power" or "to be able to." The program involves having crack houses and other dwellings where drugs are sold declared nuisances and ordering their owners to shut down the activity. Under the new program, Concerned Christian Men organize the residents of each community where alleged drug houses exist, and, with the cooperation of the police department, file a civil suit that the drug house is a nuisance and must be abated. If the court fails to act on the motion within 10 days, citizens can seek a preliminary injunction that could result in shutting down the house and possible loss of property. The organization has been actively educating neighborhood leaders and interested citizens throughout Montgomery County, making it more difficult for illegal activities to move from one community to another. This is the first successful use of nuisance abatement laws to impact the drug problem.

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

Project Dunamis is an outstanding example of the difference one individual can make in a community. A local attorney, concerned about drug trafficking in residential properties, organized the innovative effort now taking place. Illegal activities were taking place in rental properties with landlords unaware, unconcerned or afraid of taking action against tenants. To make matters worse, residents, concerned about their safety, were afraid to report illegal neighborhood activities to authorities. The attorney developed a course of action and solicited support of Concerned Christian Men, a grass roots organization dedicated to community improvement through citizen action and spiritual guidance. Concerned Christian Men helped educate political organizations and public officials (law enforcement personnel, judges, prosecutors) how they could assist citizen initiatives. With the backing of public officials, community groups were encouraged to learn about Dunamis and they, in turn, help educate individual citizens how to safely combat the drug problem in their neighborhoods.

3C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

A course was developed about how nuisance abatement laws can be used to curb illegal drug activities. To date, more than 525 people have been trained. Through Dunamis, Concerned Christian Men works with resident families of a neighborhood directly affected by illegal drug activities. In April, 1989, Concerned Christian Men put Project Dunamis into effect and filed Ohio's first "civil drug case". In April, approximately five pounds of illegal drugs were recovered from a residence. Later that same month, a hearing was held that resulted in an Order from the court ordering the property owner and all tenants to abate any and all illegal drug sales at the residence. In June, 1989, a final Order was issued from the court permanently closing the house for one year. On February 8, 1991, the Montgomery County Court of Appeals, 2nd District affirmed the trial court's Order. The house and immediate neighborhood remains drug free today!

4A. Briefly describe the third main project (Project C) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

The City of Dayton is experiencing problems that older core cities are experiencing: a decline in the quality of housing stock, an increasing proportion of lower income residents and little new housing development within its boundaries. Over the past three years, the community has come together to address these problems through a creative partnership, the goal of which is to provide alternative housing opportunities and increase private investment in city neighborhoods. The three major initiatives implemented by this partnership are:

- The creation of loan programs for purchase rehabilitation, home improvement and new construction;
- The establishment of a Special Project Committee, whose purpose is to review and fund major development projects; and
- The establishment of a resource center to provide technical assistance and finance packaging for non-profit development corporations.

The Neighborhood Lending Partnership, created in 1988, was designed to meet the affordable housing challenge through loan programs and financing for large housing developments. In addition, the establishment of a resource center for non-profit development corporations grew out of this effort.

4B. What prompted these actions and how were they organized?

To meet the challenge of neighborhood revitalization, an Office of Housing Development was created in 1987. Recognizing that the small office must mobilize the financial community for major reinvestment activities, the office set about working with local lenders and realtors to identify citizen needs and design programs which directly meet those needs. The most outstanding feature of the Neighborhood Lending Program was the creation of the Partnership. Through this Partnership, the City and private lenders have been able to provide a standardized approach to housing development in Dayton. Their approach sets up a framework that is flexible enough to address a wide range of housing needs—from low to upper income—while providing an opportunity for economic mix in community development. A relationship exists which continually permits the partnership to evaluate its current programs, work together to provide new programs, and administer State and Federal programs as they are offered.

4C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

Involved in the development of the project were the Dayton real estate community, Priority Boards and non-profit development corporations. A residential marketing survey was conducted in which over 500 community residents were contacted. Input received via personal interviews, was used to tailor program guidelines to meet the needs of potential program users. Since the creation of the Neighborhood Lending Program, \$11.4 million has been invested through loan programs to home buyers and homeowners. This investment is funded significantly by local lending institutions and state programs.

5A. For Project A, 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
Environmental Advisory Board	11 members	Provided professional technical guidance to the City on environmental concerns.
Tecumseh Group of the Ohio Chapter of the Sierra Club	75 members	Researched sources and extent of groundwater contamination, provided community education on current environmental actions, and co-sponsored a rally with the 200 member Toxic Action Project.
Dayton Area Chamber of Commerce Water Resources Committee	25 members	Encouraged informed and active participation of the business community.

5B. For Project A, identify three individuals who were active leaders. (Include leaders from the public, private, and nonprofit sectors.)

Name/Title	Organization/Address	Phone
Joe Bockelman Vice Chairman	Sierra Club 222 Corona Ave., Dayton, Ohio 45419	(513) 293-8020
Ann Shafor Environmental Programs Mgr.	Miami Valley Regional Planning Com. 117 South Main St., Dayton, Ohio 45402	(513) 223-6323
Wayne Nelson, (Citizen) Southeast Priority Board	Nelson's Photographic Studio 1701 Huffman Ave., Dayton, Ohio 45403	(513) 252-5112

5C. For Project A, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

Complexity - The technical language and terminology, coupled with a natural resource that cannot be seen, created problems in presenting this issue to the general population.

Economic Impact - The business community and local elected officials feared the price of water protection would have serious, negative economic impacts.

Jurisdiction- Obstacles to groundwater protection are inherent because the issue crosses many political boundaries. In addition, there are authority and control issues for water suppliers legally responsible for water quality.

To overcome these obstacles, citizen groups worked with the media to keep timely and accurate information in front of the general population. Citizens were appointed to an Environmental Advisory Board to help sort through the issues and provide recommendations to local elected officials. The Regional Planning Commission helped carry the message of well field protection to jurisdictions surrounding Dayton.

6A. For Project B, 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
Concerned Christian Men	150	
Progressive Southern Dayton View Assn.	30	
City of Dayton Police Department	10	
Montgomery County Sheriff's Department	5	
City Commission and City Staff	20	
County Commission and County Staff	10	
County Prosecutor's Office	5	
Training Participants	525	

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

Name/Title	Organization/Address	Phone
James Greene, III Project Dunamis Coordinator	Concerned Christian Men First Vice-Chairman and Legal Counsel	(513) 259-7114
Alvin Freeman, Chairman	Concerned Christian Men P.O. Box 385, Dayton, Ohio 45417	(513) 278-7180
Charles Meadows, Director Community Affairs	City of Dayton 101 W. Third St., Dayton, Ohio 45401	(513) 443-3600

6C. For Project B, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

The single obstacle to overcome was the lack of individuals' knowledge about how they could directly and safely impact the war on drugs. Project Dunamis was the notion of a single individual. However, it became successful because:

- the idea was transferred into a workable format for others, and
- other organizations (police, courts etc.) encouraged and supported community efforts to safely initiate drug eradication efforts in neighborhoods.

After funding was secured from the Governor's Office of Criminal Justice Services and the City of Dayton, a manual detailing action steps was developed, neighborhood training sessions were held, and Ohio's first "civil drug case" was successful.

7A. For Project C, 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
Dayton Area Board of Realtors Committee	30	Needs identification, program CRA marketing
Seven Local Lenders	25	Program development, underwriting
Priority Boards	200	Needs identification, grass-roots marketing
Non-Profit Development Corporations	60	Resource center development

7B. For Project C, identify three individuals who were active leaders. (Include leaders from the public, private, and nonprofit sectors.)

Name/Title	Organization/Address	Phone
Thomas Hoaglin President and CEO	Bank One, Texas P.O. Box 655415, Dallas, Texas 75265-5415	(214) 290-5155
Joseph Kanak President	Old North Dayton Development Corp. 1301 Lamar St., Dayton, Ohio 45404	(513) 228-8695
Deborah Williams-Bentley Director	Ofc. of Housing Dev., City of Dayton 101 W. Third St., Dayton, Ohio 45401	(513) 443-3815

7C. For Project C, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

- Getting seven competing lenders to cooperatively work together on developing generic loan programs was the first hurdle to overcome. Working relationships and trust developed between competitors only over a period of time. Relationships have improved to a point where now, when an opportunity presents itself, the community can take advantage of new funding. No longer do individual institutions hesitate to work collaboratively for the benefit of the whole community.

- Getting low to moderate income borrowers, often intimidated by the lending environment, to use the programs was the second major obstacle to success. To help overcome this obstacle, an outreach program was developed. Over 160 employees of lending institutions, most of whom are suburban residents, went door-to-door throughout Dayton's low income neighborhoods providing information about new housing program opportunities. Face-to-face contact in a non-threatening environment where explanations could be given and questions answered helped generate interest in the variety of programs offered.

F. Civic Education

Dayton's eight-year-old Neighborhood Leadership Program has graduated more than 200 citizens, many of which have assumed key leadership positions in private and public organizations (e.g. City Plan Board, Environmental Advisory Board etc.). The Chamber of Commerce and the Dayton Urban League also provide leadership programs in an effort to produce a well-informed constituency. City management and safety personnel regularly visit neighborhood schools to talk about community and government issues, and every Dayton school conducts voter education drives; and selected courses require students to attend commission and/or community meetings.

G. Community Information Sharing

A community newspaper, distributed quarterly, has been printed for more than a decade. More recently, Dayton city government and the Dayton Public School system began operating their own informational programs on cable television. In addition, local media outlets focus regularly on neighborhood issues and activities. For example, the Dayton Daily News prints a special "Neighbors" section once a week, and local television stations feature weekly programs highlighting grass-roots community activists. Thousands of Dayton area residents recently participated in planning efforts which provided an opportunity to review vital information about the city and the region.

H. Capacity for Cooperation and Consensus Building

Dayton is working to become less reactive and more pro-active in its problem solving approaches. Recently, a seminar attended by nearly a hundred people representing all segments of the community, brain-stormed different solutions to eliminate a long-time neighborhood nuisance and environmental hazard. In addition, Dayton's new six-year strategic plan, developed by more than 1,000 individuals, was made possible by our strong foundation of citizen input. An innovative program of regional tax sharing, spearheaded by County government, is hoped to encourage communities to work together, share economic growth and plan for the future of the entire region.

I. Community Vision & Pride

Over the past 18 months, our community has participated in at least six major planning efforts. One monumental effort took a regional approach in identifying initiatives which would ultimately enhance the entire region's quality of life. Another was a planning effort that identified ways to improve the economic, educational and social conditions of blacks. Finally, Dayton Tomorrow, the name given to the process which developed the City of Dayton's six-year strategic plan, involved over 1,000 members of the community and thousands of hours of time. As a result, today there is a shared vision about where our community is "going".

J. Intercommunity Cooperation

The Miami Valley region has taken giant steps toward regional cooperation. In 1986, Dayton began supplying water to the suburbs. In 1989, further strides were made as cooperative agreements were signed for protection of the regional water supply. Sharing costs of prison facilities, a new criminal justice complex, and regional efforts at drug enforcement/education are just a few of the ways Dayton, Montgomery County and other jurisdictions have worked together. The latest effort, spearheaded by Montgomery County, involves an innovative economic development/tax sharing program which will benefit the entire county.

Overall, which of the ten components is the strongest? Citizen Participation

Which is the weakest? Intergroup Relations

9. What lessons were learned through the implementation of the initiatives presented in the application that would prove valuable to other communities facing similar challenges? For each of the three projects, describe these lessons. Be certain to include any unique aspects of the execution of the projects, as well as suggestions of actions to be taken, and actions not to be taken.

Project A

Through environmental education, the active involvement of the business community and general public in an entirely open process, acceptance of controversial projects can be facilitated. The fact that we spent considerable time with the business community, the group which would be most severely impacted, also helped tremendously in the final approval stages. In retrospect, the development of this program went surprisingly well. If there was one change we would make it would be the manner in which we met with environmental and business groups. Instead of holding separate meetings for these groups, we would favor joint meetings in which opinions and suggestions from both sectors could be reviewed simultaneously.

Project B

Grass-roots efforts work better when those involved in the effort take the time to inform public officials (judges, prosecutors, commissioners, etc.) and their staffs of the nature and extent of their efforts. By doing this, success was almost guaranteed, for when individuals began to assert themselves, public servants were knowledgeable about how they could be instrumental in and supportive of the process.

Project C

The key to success in the Neighborhood Lending Program was to get the support and commitment of people within the lending institution who would be directly dealing with the project. We found that including those individuals who would be part of the direct service provision to consumers was the most critical element of the project. Attitudes about and actions starting new programs sometimes take a long time to be initiated partly because directives become less clear as they filter down through the ranks. Having the input from direct service staff greatly increased the interest and commitment it took to make the project work.

All-America City Award Official Entry 1991

I hereby nominate _____ Austin Travis Texas
 (Community) (City, if different) (County) (State)

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

NAME Alicia Perez
 TITLE Assistant City Manager
 ORGANIZATION City of Austin, Texas
 ADDRESS P.O. Box 1088
 CITY/STATE/ZIP Austin, Texas 78767
 TELEPHONE (512) 499-2207
 SIGNED *Alicia Perez* DATE _____

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

NAME Carolyn D. Nelson
 TITLE Deputy Director
 ORGANIZATION City of Austin Parks and Recreation Department
 ADDRESS 1500 W. Riverside Drive
 CITY/STATE/ZIP Austin, Texas 78704
 TELEPHONE (512) 499-6718
 SIGNED *Carolyn D. Nelson* DATE _____

COMMUNITY STATISTICS

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

FORM of GOVERNMENT Council-Manager
source: 1988 Data Book (Census Bureau)
 POPULATION
 (1990 or most recent) 465,622
source: 1990 Census
 POPULATION PERCENTAGE CHANGE (+ or -),
 (1970-1990) +85%
 POPULATION DENSITY
 (1990 or most recent) 2073 Persons/Sq. Mile
source: 1990 Census
 PERCENTAGE MINORITY 38.3%
 MINORITY PERCENTAGE BREAKDOWN
 Black 12.0%
 Hispanic 22.9%
 Asian 2.9%
 Other 5%
source: 1990 Census
 MEDIAN FAMILY INCOME \$22,455
source: 1980 Census
 PERCENTAGE of FAMILIES
 BELOW POVERTY LEVEL 9.8%
source: 1980 Census

UNEMPLOYMENT RATE 4.6% (1990 Travis Co.)
source: Texas Employment Commission
 POPULATION BREAKDOWN by AGE GROUP
 (if available) (1988 Travis County)
 below 18 years 152,353
 18-25 99,911
 26-35 117,788
 36-50 93,016
 51-65 56,872
 Over 65 41,513
source: State Data Ctr., Tx. A & M University
 WORKFORCE DISTRIBUTION by INDUSTRY
 (percentage of total employed in each) (1990 SMSA)
 Manufacturing 11.8%
 Trade (retail/wholesale) 18.7%
 Agriculture 8.5%
 Services 23.2%
source: Texas Employment Commission
 AGE OF HOUSING STOCK
 (percentage pre-WW II) 8.1% (1939 or before)
source: 1988 Data Book (Census Bureau)
 NUMBER of VOLUNTARY ORGANIZATIONS 333-400
source: Capital Area Volunteer Center

1. Set the background for your community's story. Summarize your community situation, not necessarily the three specific projects described in subsequent application questions, but events which contributed to and/or resulted from these undertakings.

- 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 1988.

Austin is the capital of Texas, the seat of Travis County, home to over 40,000 University of Texas students, and finally, a typical American community of private citizens who call Austin home. This community of communities has a nationally recognized high "quality of life" and a spirit of individualism to occasionally baffle the consensus-builder. The most basic problems and concerns of the community include drugs and crime, economic stability and growth, and environmental degradation.

Like most major Texas cities in the 1980's, Austin enjoyed tremendous economic and population growth, from 1982 to 1986. However, due to overbuilding and other factors, the economy took a dramatic turn beginning in late 1985. Although the economy has since leveled off and even shown recent signs of recovery, the aftermath of such dramatic changes has surfaced in increased crime, drug activity and homelessness.

Citizen response to these social problems has been great and continuous. In addition to traditional service providers such as the Salvation Army and YWCA, new organizations have emerged. Examples include HOBO (Helping Our Brothers Out) which provides shelter, food and referrals, and Middle Earth which provides shelter for youth runaways. Fund-raisers for the homeless are frequent. Project B, discussed in this application, details the community's response to distressed youth.

Economic stability and growth have been of particular concern in the late 1980's. Historically, Austin's economy has depended on state government and the University. While attempts to diversify were begun in the early 1980's, they have recently become a necessity. The business community joined forces with the City, County and the University to actively encourage new clean and high-tech businesses to Austin to take advantage of the University's trained graduates. These community efforts have met with success in that the high-tech consortium Sematech, the Dallas Cowboys football team's summer training camp, and the high-tech manufacturer US Memories have all moved to Austin since 1988. Community confidence in the economy has been demonstrated by recent votes in favor of a school district building program, new convention center, and a new airport.

Concern over environmental degradation is related to Austin's renown "quality of life", due in part to its location on the edge on the state's rolling hill country, its nearby rivers, lakes and streams. Central to this natural system and to the hearts of many residents and visitors is Barton Springs which emits 30 to 40 million gallons of clear spring water a day, at a constant 68 degrees, into a gigantic public pool built into the stream bed to temporarily impound the water before it joins Town Lake a quarter mile downstream.

Austinites' love of their environment is best illustrated by the June 7, 1990 City Council when over 500 citizens signed up to speak against a major land development project located upstream on Barton Creek. Overwhelmingly, the speakers talked about their love of Austin because of the environment and of Barton Springs pool, and of their fears that the development would irreversibly destroy these special features. The hearing lasted until 5:00 the next morning when Council members unanimously rejected the development. On a less dramatic scale, two of the projects discussed in this application also attest to the love Austinites have for their local environment.

2A. Briefly describe the first of the three main projects (Project A) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

The Town Lake Task Force was established by community leaders in March 1990 to develop a public awareness campaign on pollution problems in Town Lake. Town Lake and adjacent parkland which runs through the heart of town serves as a focal point of downtown Austin. Daily, thousands of citizens utilize the lake in some manner aesthetically, recreationally or as a potable water source. The Task Force concluded that an effective program would need to graphically illustrate the problems, to educate the public on the solutions and to bring about a change in behavior. The program would also need to be designed to involve citizens and businesses.

With this in mind, the Task Force developed a joint environmental educational program designed to involve the Austin community in improving the appearance and water quality of Town Lake. The program encourages the public to use Tender Loving Care (TLC) to keep Town Lake Clean (TLC). Major components of the TLC effort are lake and creek cleanup activities, public education and regulatory actions.

2B. What prompted these actions and how were they organized?

Town Lake serves as a catch basin for Austin's creeks. Litter and pollutants find their way to the creeks via storm sewers and then are washed along the creeks into Town Lake. This urban run-off periodically causes an accumulation of litter along the shores, and over time, has resulted in dangerous pesticide levels in some fish. By the late 1980's, because of budget cutbacks and the scope of the problem, the City alone could no longer adequately fund cleanup efforts. The Task Force stepped in and successfully mobilized the efforts of the City of Austin, the Lower Colorado River Authority, the State General Land Office and numerous citizens to focus on issues related to non-point source pollution.

2C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

The Task Force members realized from the beginning that citizen participation was the key to the success of their efforts. Since implementation of the program in March 1990, the Task Force has conducted 13 cleanups, involving over 8,000 hours of citizen time and resulting in removal of over 400 cubic yards of debris from Town Lake. Numerous businesses in Austin provided not only person power but also food, cleanup supplies and advertising. Local schools were encouraged to "adopt" the parkland, resulting in participation by school age children during cleanup activities. Also, the Task Force held a poster contest for school children to advertise the cleanups, and developed an education module for use in the schools. Involvement of local television stations resulted in special programs focused on environmental issues and public cleanup efforts, to help raise public awareness of these pervasive problems.

3A. Briefly describe the second main project (Project B) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

The alarming increase in youth violence and gang activities in the Austin area over the past half decade gave rise in late 1989 to the City of Austin's Youth at Risk program. The program has been spearheaded by City officials but includes a series of efforts by community volunteers, City staff, concerned parents and the youth themselves to understand and effectively address the complex underlying problems. To date, the program has focused on three areas: (1) providing numerous open forums within affected neighborhoods for both youth and adults to be heard by one another and by individuals who can effect change, (2) in-depth studies of the complex underlying causes of youth violence and gang activities to be followed by recommendations for City and community action, and (3) initiation of new programs at key times and locations to offer youth alternatives to negative behavior. The program is currently still in its formative stages with growing momentum and positive results.

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

In the fall of 1989, City of Austin Mayor Lee Cooke appointed community leaders and activists to the Task Force on Gangs, Drugs and Alcohol to address the growing problems of youth violence. The Task Force has since held almost weekly forums in affected neighborhoods to hear the frustrations, explanations and ideas of the adults and youths. By the fall of 1990, a City staff Youth at Risk Task Force was appointed to conduct an in-depth study of the youth violence issue and to make recommendations for City actions given staff and budgetary limitations.

Also in 1990, staff at the City's South Austin Recreation Center began forums similar to those of the Mayor's Task Force for the immediate neighborhood to learn what programs were desired that were not being offered. In the fall of 1990, the City provided an additional \$100,000 to the Parks and Recreation Department (PAR) to provide programs for youth at risk. Besides numerous sports leagues, innovative programs such as Graffiti Art, Dare to Dance and physical challenge courses have been offered to targeted youth age groups. Also, several new after school programs were introduced in areas where recreation centers are not nearby. This summer, PAR will be specifically hiring youth at risk.

3C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

Citizen involvement has been the absolute key to the progress and success of the Youth at Risk program. The Mayor's Task Force invited gang members to the forums, where they have openly participated, providing a wealth of information and ideas. The Task Force is scheduled to translate this information into recommendations to the Mayor for community-wide action. The Youth at Risk Task Force drew upon experience and community contacts for their research. Their issue paper rallies around the belief that "Austin's children are Austin's future," and identifies the following major areas for action to address youth problems: family, health, child care, education, employment, youth and crimes, and recreation and leisure. The recommendations are being studied by the Mayor and City Council for inclusion in the current budget process.

Staff efforts at the recreation center set the model for other centers in affected neighborhoods. Pre-teens initially responded to the center's open forums, followed by teens, telling staff what kinds of programs they wanted. These efforts led to revival of a boxing program taught by Police Department volunteers, and to a series of chaperoned dances at the center.

4A. Briefly describe the third main project (Project C) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

The Umlauf Sculpture Garden project was initiated by a private citizen in 1985, when world renown sculptor and Austin resident Charles Umlauf, and his wife Angeline, offered as a gift to the City their home, with studio and sculpture garden, and over 200 of his sculptures. The Umlauf's intentions were two-fold: to deed the gift immediately but to retain a life estate as long as either should live, and to keep the estate and extensive sculpture collection together ultimately to be used as a museum open to the public.

The Umlauf's approached the City during a time of economic decline, budget shortfalls and tremendous uncertainty about the City's budgetary future. Consequently, the City encouraged the gift with the stipulation that it be accompanied by a maintenance endowment. That challenge was answered by the community, and in the process, the original concept was broadened to include additional land for an adjacent visitor's center and garden to enable public viewing of the sculptures sooner than originally anticipated. Construction of this unique private-public project began in the spring of 1990.

4B. What prompted these actions and how were they organized?

Mrs. Roberta Crenshaw, long time Austin environmentalist, advocate for parks and friend of the Umlauf's, stepped in to accept the City's challenge. She immediately formed a Steering Committee to raise major funding for the endowment, and an Awareness Committee to develop grass roots interest in the project. Mrs. Crenshaw then encouraged the City to acquire 7 acres adjacent to the Umlauf estate for the new visitor's center and sculpture garden. These various groups worked together to establish two funds, one for the endowment and one for construction, with the Austin Community Foundation, an existing non-profit organization which manages funds for a number of community groups in the Austin area.

Mrs. Crenshaw formed the non-profit Umlauf Sculpture Garden, Inc. in order to properly apply for and receive a matching grant from the Meadows Foundation in late 1989 for construction of the new center. The Awareness Committee evolved into the Friends of the Umlauf Sculpture Garden (FUSG) for marketing, grass roots fund-raising, advisory and docent purposes. FUSG received its formal non-profit status in 1990.

4C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

These organizations have been successful in obtaining citizen support. Mrs. Crenshaw and the Steering Committee members made and solicited significant donations for the construction and endowment funds. The endowment fund is currently at \$750,000. They also successfully called upon citizens and businesses to donate consulting services and building materials for the construction project. These donations were used to help secure a \$300,000 matching grant from the Meadows Foundation.

FUSG got the Umlauf estate on several tour circuits, and began creating a growing demand to see the artworks. Upon opening of the new facility, FUSG members will operate and manage it, and will share maintenance responsibilities with the City. The City has provided staff assistance and coordination, \$180,000 worth of utility site work to the project, and has budgeted \$31,000 for annual shared maintenance of the new visitor center grounds. The City also drafted the legal agreements to allow private construction on parkland and to detail maintenance and operations responsibilities. The construction agreement was executed in the spring of 1990, and the maintenance agreement will be negotiated prior to the opening of the new facility, currently scheduled for June 1991.

5A. For Project A, 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
Clean Clear Colorado	100	Volunteers
Clear Water Action	30	Volunteers
HEB Grocery	100	Supplies, Funding, Volunteers
West End Properties	30	Funding, Volunteers
Streets of Texas	70	Funding, Volunteers
Keep Austin Beautiful	250	Volunteers
Austin ISD	500	Volunteers
Ruth Chris Steak House	100	Funding, Volunteers
City of Austin	150	Supplies, Volunteers, Staff Coordination
Lower Colorado River Authority	150	Supplies, Funding, Volunteers, Staff Coordination
State General Land Office	100	Supplies, Funding, Volunteers, Staff Coordination

5B. For Project A, identify three individuals who were active leaders. (Include leaders from the public, private, and nonprofit sectors.)

Name/Title	Organization/Address	Phone
Roya Johnson/Realtor	West End Properties 2630 Exposition Blvd. Austin, TX 78703	346-1000
Alicia Perez/Assistant City Manager & Chair	Town Lake Task Force P.O. Box 1088, Austin, TX 78767	499-2428
Mark Weiland/Representative	Clean Clear Colorado 3116 S. Congress Ave. Austin, TX 78704	462-1588

5C. For Project A, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

The main obstacle challenging the goals of the Town Lake Task Force was, and continues to be, the enormity of and recurring need for the cleanups themselves. Maintaining enthusiasm among the volunteers for repeated cleanups takes tremendous energy and ingenuity because cleaning the lake and its tributary creeks is a dirty and tiring job. The Task Force has combated this problem by offering rewards such as t-shirts, scarfs and free meals. Also, the cleanup periods have been kept to 3 or 4 hours to avoid overtaxing the volunteers.

One potential obstacle likely to be encountered in this sort of cooperative effort is different or conflicting agendas of the various groups. Luckily, conflicting agendas have not created a problem for the Task Force as these groups and the citizens of Austin have continued to rally enthusiastically behind the program's united efforts.

6A. For Project B, 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
Mayor's Task Force on Gangs, Drugs & Alcohol	12	Volunteers, Community Needs Assessment, Project Recommendations
Youth at Risk Task Force	28	Staff Coordination, Issue Paper, Project Recommendations
Greater East Austin Youth Sports Leagues	20	Volunteers, Athletics
PARD Programs Umbrella	15	Community Volunteer Advisory Group
Police Activities League	10	Staff Coordination, Volunteers, Support Group
Private Industry Council	23	Youth Jobs Funding Source

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

Name/Title	Organization/Address	Phone
Lee Cooke/Mayor	City of Austin P.O. Box 1088 Austin, TX 78767	499-2250
Robert Mendoza/Educator, Community Activist	1407 E. 2nd Street Austin, TX 78702	474-2180
Mona Gonzales/Executive Director	South Austin Youth Services 2304-A S. 1st Street Austin, TX 78704	440-1111

6C. For Project B, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

The Youth at Risk program has encountered two main obstacles. Suspicion and gang loyalties on the part of the youth themselves initially made the forums slow-going. Their suspicions have in large part been overcome by the commitments of the Task Forces and City staff to providing non-threatening forums, by listening and by allowing them to set their own procedures. Somewhat surprisingly, the youth rejected the common practice of appointing officers in deference to equality and cooperation.

The other primary obstacle to the success of the programs has been fears on the part of both the parents and the youth, primarily of gang disruption where people could get hurt. Members of the community, including a City Council member, have acted as chaperons along with volunteers from the Police Department. Fears were greatly reduced following several activities with no disruptions. An additional benefit has been the development of a new sense of respect between the community parents and the police volunteers. A new sense of appreciation was felt by all who participated in the activities, and consequently, demand for similar activities has begun to grow.

7A. For Project C, 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
Steering Committee	47	Volunteers, Funding, Fund-raising
Umlauf Sculpture Garden, Inc. (USGI)	4	Volunteers, Funding, Project Management, Fund-raising
Friends of the Umlauf Sculpture Garden (FUSG)	225	Volunteers, Fund-raising, Docent Services, Marketing, Membership
Meadows Foundation	5	Construction Grant
Austin Community Foundation	3	Management of Funds
City of Austin	35	Project Management, Site Utility Improvements, Maintenance

7B. For Project C, identify three individuals who were active leaders. (Include leaders from the public, private, and nonprofit sectors.)

Name/Title	Organization/Address	Phone
Roberta Crenshaw/President	USGI 1181 W. 35th Street Austin, TX 78703	454-4872
Sara May Meriwether/ Founder & First President	FUSG, Inc. 1624 Northumberland Rd. Austin, TX 78703	472-8857
Robert Barnstone/City Council Member	City of Austin P.O. Box 1088, Austin, TX 78767	499-2264

7C. For Project C, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

One obstacle with the Umlauf Sculpture Garden project was raising adequate funds for such an ambitious project during a period of economic uncertainty. The involved groups confronted the problem in part by successfully soliciting donated services and materials in lieu of funds, and by using these donations to help match their grant from the Meadows Foundation. Otherwise, Mrs. Crenshaw herself is largely responsible for garnering financial donations.

A second problem was a lack of foresight on the part of the City to initially appoint a staff project manager with adequate time to assist USGI through the City's development and regulatory processes. A staff person was later appointed the City's single point of contact to assume this role.

A third obstacle was presented by members of the immediate neighborhood who were concerned about the environmental and traffic impacts of the project. The site of new construction had long acted as a holding pond for storm run-off, and over time, a wetlands-type environment had evolved. The issue was resolved jointly by the City and USGI. The City's site work created a better sedimentation and filtration system than previously existed, and USGI incorporated into the garden design a pond in approximately the same location as the previous lowland.

To resolve the traffic issue, a small drive-through parking lot was built to accommodate both a limited number of automobiles and buses dropping off and picking up patrons. The buses will park away from the immediate area. Also, the hours of operation will be set not to coincide with peak traffic times.

8. On the next two pages, assess how well your community is doing, based on each of the League's ten Civic Index components (Civic Index included with application).

A. Citizen Participation

High citizen participation in the political process is one of Austin's unique characteristics. General elections average a 32% turnout. Participation at public hearings, particularly on school, environmental, recreation and health issues is often very heavy, evidenced by the numerous City Council meetings which last past midnight. The City is divided into 22 planning sectors, each headed by a council. The sectors are subdivided into 375 neighborhood organizations registered with the City, many of which are well-informed, influential and regularly vocal. Austin has over 350 nonprofit organizations. It is not difficult to find people to run for public office. For example, there are 31 candidates for 4 City Council seats, including the Mayor's.

B. Community Leadership

Community leadership at various levels unites behind major issues, can be risk-taking and can take the long term approach. Recently, these leaders brought a R/UDAT (Regional/Urban Design Assistance Team - a team of expert urban designers, planners and architects) to suggest ways of making downtown a more vibrant place. Leaders also convinced the community to vote in favor of both a new convention center and airport during times of economic decline. Leadership training is the focus of numerous youth programs in the City. The Chamber of Commerce conducts Leadership Austin training for high performers in the community. All interests are represented primarily through the ongoing public hearings process offered by City Council, the school district and over 50 City Council appointed boards and commissions.

C. Government Performance

Austin's high degree of citizen participation in the political process demands professionalism, accountability, competence and openness from local government. The City has an office of Economic Development which works with other agencies and jurisdictions to attract new business to the area. Equitable service provision is a critical determinant of the City's budget every year, and is ensured by Austin's numerous vocal neighborhood organizations. Local government works closely with the County in many public service areas, with the Chamber of Commerce on economic development ventures and civic promotions, and with numerous nonprofits for an array of activities, events and social service purposes.

D. Volunteerism & Philanthropy

Austin is home to over 350 nonprofit organizations, according to the Capital Area Volunteer Center which is funded by the City, County and several grants to act as a clearinghouse. Volunteerism can be measured in part by the three projects described in this application. The Austin area has a corporate giving program which operates on an informal level wherein executives meet monthly to ensure an equitable distribution of contributions. The Funders Council was organized two years ago by United Way to better coordinate local charitable funding, both public and private. The Austin Community Foundation is 14 years old and has an endowment of \$7 million. The Foundation administers 115 dedicated local funds, 18 of which are permanent endowments for programs run by government or nonprofit agencies.

E. Intergroup Relations

The Austin community has formed Interfaith, a group composed of different religious affiliates who work together to stimulate communication among different community factions. Austin also has four major Chambers of Commerce, including a women's chamber and two which serve the minority communities. All four work together primarily through the traditional Greater Austin Chamber. The strong Hispanic and Black cultures are otherwise integrated into the whole community by such widely attended annual celebrations like Juneteenth and Cinco de Mayo. The Austin Independent School District has established goals for ethnic and income mixes in middle and high schools, and is presently going through redistricting options to meet these goals, with tremendous community input.

F. Civic Education

The Austin ISD requires citizenship education at all levels. The schools and business community cooperate on the Adopt A School and mentor programs, whereby the kids are visited by business people, to provide good role models for adult life. Youth participation in community activities and other education support include the Rotary Club's sponsorship of a mock mayoral campaign and election, the YMCA Youth and Government Program, and the State Bar Mock Trial Competition. Keep Austin Beautiful hosts a clean campus campaign and competition in the schools. Voter registration drives are held at shopping malls to target youth of voting age.

G. Community Information Sharing

The high degree of citizen participation in the political process indicates a well-informed community, and ensures that local government makes information available to the community. Austin has 1 major daily newspaper, 2 alternative weeklies, several neighborhood and ethnic newspapers, 4 local TV stations, 4 public access TV stations, and numerous radio stations, 2 of which are public. One public access station is exclusively for coverage of City activities such as meetings of the City Council and Planning and Landmark Commissions. Besides the media, one of Austin's the best vehicles for community discussion are its numerous public hearings on all major issues. Also, during times of political campaigns, candidate forums and debates are sponsored by various groups and usually televised.

H. Capacity for Cooperation and Consensus Building

Proactive approaches to problem solving are used throughout the community, most visibly in the social services area. The community has joined hands to understand and address Youth at Risk, creating many open forums for mediating community conflicts. Other mediation is offered through the public hearings process, the Interfaith group, and by nonprofit groups trained specifically in conflict resolution. In the 1980's, the City conducted a comprehensive planning process. The City was divided into 22 large planning sectors, each encompassing many pre-existing neighborhood groups. The sector planning process provided forums for inter-neighborhood discussion and cooperation which continues to the present.

I. Community Vision & Pride

Outside of local government, long-term planning is conducted primarily by special task forces, nonprofits and the private sector. The Youth at Risk program discussed in this application is being developed by task forces, with long-term community health its primary goal. Long-term issues such as transportation, airport and regional economic growth are tackled by task forces. The R/UDAT project came about through private business working with local government and the interested community, to address the issue of downtown viability from both short and long-term perspectives. There is unity among these groups in their sense of pride in Austin's "quality of life," defined primarily by its relaxed lifestyle and location in a pretty part of Texas.

J. Intercommunity Cooperation

Austin dominates and is physically located in the center of a 3-county MSA. As it grows, the City works with smaller municipalities and county governments on boundary, transportation, environmental, water and wastewater, and economic growth issues. The City and County work closely on emerging issues of regional government and economic development. Transportation, hospital trauma, health, helicopter rescue, and airport services are currently delivered on a regional basis, and City and County parks and recreation services are being considered for consolidation. The Capital Area Planning Council, of which Austin is a member, provides planning services for a 10-county region in Central Texas.

K. Overall, which of the ten components is the strongest? Citizen Participation

Which is the weakest? Capacity for Cooperation and Consensus Building

9. What lessons were learned through the implementation of the initiatives presented in the application that would prove valuable to other communities facing similar challenges? For each of the three projects, describe these lessons. Be certain to include any unique aspects of the execution of the projects, as well as suggestions of actions to be taken, and actions not to be taken.

Project A

A number of valuable lessons were learned by the Town Lake Task Force for capturing and maintaining citizen interest in the programs, particularly in the lake cleanups. One important lesson was to involve politicians, the Chamber of Commerce and local businesses because of their influence, fund-raising capabilities and desire for advertising. Another lesson learned was to develop some sort of easy identification with the project, such as a slogan, a jingle, a mascot or a phrase. The Task Force used Tender Loving Care (TLC) to keep Town Lake Clean (TLC).

The Task Force learned the importance of setting goals which can be measured and achieved, such as the goal of removing a certain amount of garbage from the lake within a certain time, or the goal of cleaning a specific stretch of the lake. Perhaps the most important lesson learned was to fully explore the size of the problem prior to implementing a program. As mentioned earlier, the need for lake cleanups recurs on a regular basis, and volunteer enthusiasm must be maintained.

Project B

The most important lessons learned in dealing with Youth at Risk have to do with commitment and communication. The success of the program to date is largely due to the creation of open, non-threatening lines of communications, to encouraging honest and serious dialogue, to listening, and to following through with commitments. The youths involved in dialogues were considered the future leaders of the community, and they were assured support. What worked was to ask them direct questions, get their input on projects, and then ask for their assistance in planning and implementing their suggestions.

The Task Force and staff members also found that the opportunity of a wide variety of activities served to stimulate the youth to come up with more ideas on their own for other activities. Perhaps the most interesting lesson learned was that in organizing these youth groups, they preferred equality of all to the selection of officers, or in effect, to giving any of their peers more power than others. Once comfortable and able to operate by their own rules, these youth tended to have great ideas when brainstorming and to be very creative as a group.

Project C

The primary lesson learned with the Umlauf Sculpture Garden project was the advisability of advance planning on the part of both partners, the City and USGI. The City could have been more thoughtful about the financial and staff obligations it inherently made in accepting the original gift, and in clarifying roles and responsibilities from the beginning. USGI, on the other hand, could have been more thorough in investigating City procedures in order to incorporate review periods and fees into fund raising and construction plans. This lack of foresight has made the project longer and somewhat more costly than originally anticipated, but the partnership has become more sound as a result.

All-America City Award Official Entry 1991

I hereby nominate Winchester-Frederick County, Virginia
(Community) (City, if different) (County) (State)

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

NAME Mr. William "Bill" Shendow
 TITLE Executive Director
 ORGANIZATION Winchester-Frederick County Chamber of Commerce
 ADDRESS 1360 South Pleasant Valley Road
 CITY/STATE/ZIP Winchester, VA 22601
 TELEPHONE (703) 662-4118
 SIGNED William Shendow DATE April 2, 1991

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

NAME Same as Above
 TITLE _____
 ORGANIZATION _____
 ADDRESS _____
 CITY/STATE/ZIP _____
 TELEPHONE _____
 SIGNED _____ DATE _____

COMMUNITY STATISTICS

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

<p style="text-align: center;">County-Board of Supervisors</p> <p>FORM of GOVERNMENT <u>City- Common Council</u> <small>source: Chamber of Commerce</small></p> <p>POPULATION <u>67,670</u> <small>(1990 or most recent)</small> <small>source: Lord Fairfax Planning District Commission</small></p> <p>POPULATION PERCENTAGE CHANGE (+ or -), <small>(1970-1990)</small> <u>+55.43%</u></p> <p>POPULATION DENSITY <small>(1990 or most recent)</small> <u>155 people/square mile</u> <small>source: Lord Fairfax Planning District Commission</small></p> <p>PERCENTAGE MINORITY <u>6%</u></p> <p>MINORITY PERCENTAGE BREAKDOWN</p> <p>Black <u>4%</u> Hispanic <u>1%</u> Asian <u>1%</u> Other <u>2%</u> <small>source: Lord Fairfax Planning District Commission</small></p> <p>MEDIAN FAMILY INCOME <u>\$35,841</u> <small>source: Center for Public Service</small></p> <p>PERCENTAGE of FAMILIES BELOW POVERTY LEVEL <u>8.9%</u> <small>source: 1980 Census</small></p>	<p>UNEMPLOYMENT RATE <u>5.7%</u> <small>source: Virginia Employment Commission</small></p> <p>POPULATION BREAKDOWN by AGE GROUP <small>(if available)</small></p> <table border="0" style="width: 100%;"> <tr><td>below 18 years</td><td><u>18,847</u></td></tr> <tr><td>18-25</td><td><u>4,751</u></td></tr> <tr><td>26-35</td><td><u>12,079</u></td></tr> <tr><td>36-50</td><td><u>14,809</u></td></tr> <tr><td>51-65</td><td><u>9,466</u></td></tr> <tr><td>Over 65</td><td><u>7,718</u></td></tr> </table> <p><small>source: U.S. Bureau of Census, 1990</small></p> <p>WORKFORCE DISTRIBUTION by INDUSTRY <small>(percentage of total employed in each)</small></p> <table border="0" style="width: 100%;"> <tr><td>Manufacturing</td><td><u>26.0%</u></td></tr> <tr><td>Trade (retail/wholesale)</td><td><u>28.8%</u></td></tr> <tr><td>Agriculture</td><td><u>1.1%</u></td></tr> <tr><td>Services</td><td><u>19.7%</u></td></tr> </table> <p><small>source: Lord Fairfax Planning District Commission</small></p> <p>AGE OF HOUSING STOCK <small>(percentage pre-WW II)</small> <u>25%</u> <small>source: Center for Public Service</small></p> <p>NUMBER of VOLUNTARY ORGANIZATIONS _____ <small>source: Winchester-Frederick County Chamber</small></p>	below 18 years	<u>18,847</u>	18-25	<u>4,751</u>	26-35	<u>12,079</u>	36-50	<u>14,809</u>	51-65	<u>9,466</u>	Over 65	<u>7,718</u>	Manufacturing	<u>26.0%</u>	Trade (retail/wholesale)	<u>28.8%</u>	Agriculture	<u>1.1%</u>	Services	<u>19.7%</u>
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1. Set the background for your community's story. Summarize your community situation, not necessarily the three specific projects described in subsequent application questions, but events which contributed to and/or resulted from these undertakings.

- 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 1988.

Located at the northern tip of the Shenandoah Valley of Virginia, Winchester is the oldest colonial city west of the Blue Ridge Mountains. Because it is located at a major crossroads in close proximity to Washington, D.C., Winchester-Frederick County has played a role in the development of our nation. Two hundred years after George Washington began his surveying career in this community, new frontiers began to demand our attention. Along some of the same streets he planned, drugs were being peddled freely, run-down homes were unfit for occupancy and a lack of structured community activity had left the teen population few options for social interaction. Compounding the issue was the fact that few opportunities for preventive and primary health care were available for those without employment or adequate insurance coverage.

Because of its strategic location, Winchester-Frederick County has always been a hub of economic activity. In the last 3-4 years, the community has grown at a record rate. While growth has generally benefited the community, not all residents have benefited equally. Indeed growth has contributed to an increasing disparity between those of middle and upper incomes and the community's poor. This has been most noticeable in two areas, housing and health care. While those of middle and upper incomes enjoy a full range of excellent health care and abundant housing, the community's working poor and indigent population have few options when it comes to these necessities.

The lack of available housing and health care for the community's poor has been exacerbated by drug trafficking. Growth and the community's proximity to major metropolitan areas have made Winchester-Frederick County an attractive area not only for legitimate businesses, but also for illegal business activities. Winchester has the dubious distinction of having been labeled by the Washington Post as the "crack distribution capital of the east coast." The drug trafficking problem has served to exhaust community resources that might otherwise be used to address the housing and health care needs of the poor. Drug addiction and trafficking are largely perceived by the community as problems associated with the poor, further dividing residents along class lines.

Facing the prospects of two communities, one rich and one poor, citizen volunteers have joined forces in cooperative efforts to address those issues which have served to divide the community. These efforts have included innovative approaches to providing free medical care to the community's lower-income population through the Free Medical Clinic. In addition, City Light Development Corporation has been formed to provide affordable housing. Finally, a sweeping program designed to address the problem of drug trafficking and substance abuse has been initiated. Not only is this program aimed at law enforcement and rehabilitation, but an important component aims to unite the youth of the community through a Teen Center providing social interaction and positive reinforcement.

These three unique, non-government solutions have not only helped to close the gap in health care and housing, but have solidified the socio-psychological ties which bond the community. The effort is on-going. Much remains to be accomplished.

2A. Briefly describe the first of the three main projects (Project A) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

The mission of the Free Medical Clinic of the Northern Shenandoah Valley is to provide free, confidential medical services, screening and referrals for persons who are unable to pay. The Clinic provides on-the-spot acute primary care for non-emergency problems and supplies medications without charge. The Clinic offers physical exams for work permits, camp and school, as well as eye and hearing exams. Chronic clinics for diabetes and hypertension provide patient education. Volunteer physicians make referrals to area specialists and to area hospitals for diagnostic testing. The Free Medical Clinic relies on non-government sources of financing, private contributions and donated medicines and supplies. Individuals, religious and civic groups and local businesses have responded generously. In 1988 the Board launched a campaign to raise \$180,000 to renovate space in an old fire hall, leased from the First Presbyterian Church for a dollar a year. In July of 1989 the clinic moved into this permanent space, accommodating a growing number of patients and expanding services. All professional services are volunteered by 29 doctors, 25 nurses and 8 pharmacists. Forty lay volunteers serve as screeners to determine eligibility of patients. An additional 50 doctors and 8 dentists furnish backup support. In 1990, over 2,000 volunteer hours were donated by physicians, pharmacists, nurses, screeners and others. The 1990 operating budget was \$105,000.

2B. What prompted these actions and how were they organized?

Nationwide, millions of employed people are without health insurance and cannot afford coverage or medical services. Winchester's Free Medical Clinic is a unique local solution to this problem, serving the working poor who are below the poverty level but have fallen through the social safety nets and are ineligible for Medicaid. Their incomes are too limited or their health is already too poor to get health insurance at any price, mostly because they have foregone or delayed medical attention. In 1985 a task force of the Winchester/Frederick County Community Services Council, an organization of 35 local social services agencies, became convinced that better access to medical care should be available to low-income members of the community not covered by private or governmental medical insurance. A supportive group organized a board of directors, and in 1986 the Clinic began operating in makeshift quarters in a church basement, using donated equipment and building a staff of volunteers. The community is fortunate to have a new 356-bed medical facility which provides free diagnostic testing. Many physicians donate their time for the clinic and take referrals. A working board of 19 directors operates the clinic. There is a paid Executive Director and a Medical Case Manager who is a registered nurse. Volunteers are the backbone of the Free Medical Clinic.

2C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

The Free Medical Clinic has an impact on all citizens of this community, since health maintenance keeps people on the job or in school, and preventive medicine reduces the burden on social service agencies and on other medical facilities. In 1990, the Free Medical Clinic held 51 weekly acute clinics serving 1,986 patients and 24 chronic clinics serving 662 patients. Medicine was provided in over 500 cases, referrals were made to 135 physicians and 60 dentists, and 150 referrals were made to the Winchester Medical Center for diagnostic testing. The Free Medical Clinic has received broad support from the local medical community and private fundraising efforts have attracted seed money and challenge grants to pave the way for future expansion. Several local pharmacies fill prescriptions and bill the Clinic at a reduced rate. Area pediatricians on duty at night accept immediate referrals and serve as important back-up support. When surgery is needed, the Winchester Radiologists and Anesthesiologists provide their services without charge. Almost all medical supplies have been donated, and the Clinic's pharmacy is stocked primarily by donations. Patient involvement in operating the clinic is limited, but patients do make donations if possible and have volunteered to make in-kind contributions for work such as painting. A patient who is a photographer has provided photographs for a fundraising brochure.

3A. Briefly describe the second main project (Project B) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

City Light Development Corporation was formed in late 1988 as a non-stock, non-profit housing development corporation with the goal of providing decent, safe and affordable housing for low to moderate income residents of Winchester and Frederick County. With a board of directors of 13 community members and a staff of two full-time professionals, the corporation seeks to address the critical housing shortage for low and moderate income families in three ways: one, to rehabilitate existing but substandard housing that is both occupied and unoccupied, in order to increase the stock of available units and to stabilize deteriorating neighborhoods; two, to build new housing units from which families can choose; and three, to provide training in homeownership, repair and maintenance skills to low and moderate income persons so that they can make repairs (and ultimately additions) to their own homes and be better equipped to handle the difficulties inherent in the long-term care of a dwelling. Since 1988 the corporation has rehabilitated an unoccupied four-unit apartment house through the Low Income Housing Tax Credit program, completed a newly constructed three-bedroom house equipped for handicapped accessibility, and rehabilitated a two-bedroom single-family house. All six of the units are occupied by low income families, paying an average rent of \$167 per month. Under construction are nine single-family units (four of which will be handicapped accessible), the rehabilitation of a duplex apartment and the rehabilitation of a single-family house.

3B: What prompted these actions and how were they organized?

The corporation was formed after a comprehensive housing analysis was completed of the Winchester and Frederick County areas. The analysis found a critical shortage of affordable housing generally and deplorable housing conditions in several pockets of poverty throughout the community. For example, in a very low-income minority neighborhood, at least 24 dwelling units were found to have no or incomplete plumbing. In a survey of that neighborhood, single parent households made up a very high percentage of total households (24%) and a relatively high percentage of residents (11%) were over age 65. Over 85% of the residents had incomes at or below 80% of the area's median income. The corporation was designed as a private sector response to the needs of the community, recognizing that government-sponsored efforts do not fully address the problem. The corporation seeks grants and loans from various sources in combination with private capital market funds as a means to lower debt costs for projects. Donations of land or bargain sales of properties are encouraged to lower acquisition costs, and volunteers are utilized on many construction components to lower costs. Further, government-sponsored tax incentives, as opposed to direct government involvement, are utilized to encourage private investors to invest in the corporation's development projects.

3C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

The corporation has a 10 member advisory committee comprised of residents of the first target area, the North Kent Street neighborhood. This advisory committee provides insights into the community's real problems by identifying particular families in need or particular areas of concern. For example, the North Kent Court subdivision was originally designed as a townhouse project. The Advisory Committee directed the corporation to reconfigure the project as single-family detached homes instead, as that type of project would better suit the residents of the community. Consistent communication with the Advisory Committee, as well as with the board of directors, some of whom are from the minority community, keeps the corporation attuned to the actual, rather than perceived, needs of the community.

4A. Briefly describe the third main project (Project C) that citizens have accomplished in the community since 1988 to merit an All-America City Award.

Rhythms Teen Center, a multi-purpose facility, opened in September, 1989, offering a drug- and alcohol-free environment for youth in the community. In the first year, young people made 19,311 visits to the Center. The number of visits continues to rise. Dances are held on Friday evenings for middle school youth and on Saturday evenings for high school teenagers. In addition to the dances, the center offers video games, pool tables, a large snack bar, sports events on a large-screen television and an opportunity to socialize in a relaxed atmosphere. After-school activities are being planned, particularly for at-risk students. The center also offers a meeting place for various community and school youth organizations. Volunteers, both youth and adult, founded the facility and worked together to turn it into a place where young people could gather and enjoy themselves in a wholesome environment. Donations of money and equipment amounting to \$15,500 have been made by the community, individuals and community groups. An initial \$10,000 was donated by CLEAN, Inc. (Community and Law Enforcement Against Narcotics) for start-up. There is a paid director and there are 3 part-time employees. Citizens volunteer about 4,000 chaperone-hours per year, representing over 100 volunteers per month. The committee responsible for the center is comprised of 18 adult volunteers and a teen board of 22 members.

4B. What prompted these actions and how were they organized?

For years, the community has battled the growing problem of substance abuse among our young people. A youth committee was established by an organization called CLEAN, Inc. This committee focused on providing drug and alcohol-free activities for youngsters. It was concluded that there was a real community need for a teen facility to provide positive on-going activities. The committee was comprised of youth leaders, educators, church leaders, members of the business community, service club members, park and recreation directors and law enforcement officers. An interest survey was conducted in the community's two high schools. Members of the committee visited teen facilities in other cities and states and invited representatives to speak to our committee.

4C. What attempts were made to involve the citizens directly affected by the projects and to what extent were they successful?

From the beginning, the area youth were involved in the planning stages and decision making of every phase of the project. The youth were surveyed to give them an opportunity to say what they would like in a teen center and to see if they would support such an idea. A teen board, comprised of 22 members was established. The members played a vital role in developing the programs and in establishing the rules of the center. A \$3 per student admission fee helps support the operations of the center. With adult supervision, teens help chaperone, work in the snack bar and help in the coat check room. Special event nights are planned by the teen board. They help decorate. The involvement of the teens has been paramount to the success of the teen center and is evident in the capacity crowds, which, unfortunately, often necessitates turning some students away.

5A. For Project A, 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.

ame	Active Membership	Contribution
Family of Dr. Monford D. Custer	Various Family Members	Founder & financial
W/FC Community Services Council	35 social organizations	
Board of Free Medical Clinic	19	
First Presbyterian Church	Members of Congregation	Space, volunteer youth
Gallagher Foundation		Financial -Challenge
American Cancer Society (Local)		Grant for Endowment
VA Tech Extension		Cancer Screening & Smok-
Shenandoah University School		ing Cessation Workshops
of Nursing		Educational Programs
Child and Parent Center		Clinical practice
		Workshops for parents &
		children who are at risk
		for abuse

5B: For Project A, identify three individuals who were active leaders. (Include leaders from the public, private, and nonprofit sectors.)

Name/Title	Organization/Address	Phone
John C. Miller, President	HC 34, Box 3981 Winchester, VA 22601	703-877-1856
Terry L. Sinclair, M.D., Vice-President	P. O. Box 2698 Winchester, VA 22601	703-667-2955
Jean Lee, Executive Director	Free Medical Clinic 12 East Cork Street Winchester, VA 22601	703-662-2130

5C. For Project A, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

One of the first obstacles to overcome was the need to secure space at no charge, since no funds were available. The Clinic won approval from the governing board of the First Presbyterian Church, where space normally used for a preschool could be shared by the clinic one evening a week. However, there was a faction within the church who were concerned about the potential for passing diseases to the preschoolers who used the same space. A member of the church, who was also a leader in the development of the clinic and a medical person, reassured church members so that approval was granted. The clinic met the challenge of being good stewards of the church's space, and later the church made available an entire building which has allowed improved and expanded operations. The rent is \$1.00 per year.

Another obstacle was in the public sector. The Board of Pharmacy was not going to approve the space at the church designated for a pharmacy, as it did not meet size and other requirements. The clinic finally contacted our delegate to the Virginia General Assembly and asked for his intervention. He immediately contacted the Board of Health Commissioners, who in turn directed the Board of Pharmacy to send an inspector. Within weeks, the Clinic had a special use permit from the Board of Pharmacy.

Obtaining funding is an ongoing challenge, but the Clinic has succeeded in developing a support core who believe strongly in the clinic's mission and who have the influence and reputation to see that it succeeds. A major drive is underway to develop an endowment fund to provide the Clinic with a steady source of income to cover operational expenses.

6A. For Project B, 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
North End Citizens Association	50-75 Residents of N. Kent Neighborhood Design	Assistance in Program
Winchester-Frederick County Board of Realtors	15-20 Professional Members	Cash & Technical Assist.
First Presbyterian Church	20-30 Members	Cash, General Construction Assistance
Calvary Baptist Church	15 Youth Members	Painting & Landscaping
Handley High School Key Club	10 Youth Members	Landscaping & General Clean-up

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

Name/Title	Organization/Address	Phone
David W. Bland	Bland, Roos & Assoc. 202 Amherst Street Winchester, Virginia 22601	(703)667-6606
Judith M. Slaughter	Frederick County Planning Department	(703)665-5610
Deanne C. Lentz	DCE-First Presbyterian Church	(703)662-3824

6C. For Project B, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

The major obstacle was financial. Housing construction is no less costly for low-income families than it is for higher income families. All housing must meet expensive building codes, with land costs a major determinant of total housing costs. A means to overcome the financial burden was sought and the community responded. First, as a 501(c)(3) tax exempt corporation, City Light has offered property owners tax deductions for donations or bargain sales of land and buildings. Utilizing a Virginia state program known as the Neighborhood Assistance Act, donors can take 50% tax credits for donations to offset Virginia tax liability.

The Corporation received one of only thirteen competitive Affordable Housing Program loans provided by the Atlanta Federal Home Loan Bank in an eight-state region. The loan is for \$245,000, at a 4% rate of interest and is being used for the North Kent Court project.

Also, through an innovative partnership with a local minority church, the corporation won a grant from the Commonwealth of Virginia to build a single-family house for a handicapped person. The program, known as the Check Off for Housing Program, seeks to publicize a tax refund program whereby taxpayers can designate some portion of their Virginia tax refund for low-income housing. Utilizing many community volunteers, the house was completed within 30 days and is now occupied. The state grant paid for the materials for the house and the corporation borrowed from a local bank for labor costs. The land was sold for \$100 by St. Paul's AME Church, who will assume ownership of the house after ten years for use as a parsonage, with the understanding that the church will maintain an outreach in the community and continue to be a force for change in the neighborhood.

7A. For Project C, 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
CLEAN, Inc.	50	Leadership, Financial
Kiwanis Club	50	Financial, Volunteer
Ruritan Club	20	Financial, Volunteer
Rotary and Lions Clubs	18	Financial
Area Churches	40	Volunteer
Kids Are Our Concern	20	Volunteer
Newton Shingleton Trust Fund	5	Financial, Volunteer
Business and Industry	10	Financial
Eagles, Elks, VEW, Moose	20	Financial
Girl Scouts, Campus Life, 4-H		
School Clubs, Parks & Rec.	45	Volunteers
Individual Community Members	25	Volunteers
U.S. Army Corps of Engineers	5	Volunteers

7B. For Project C, identify three individuals who were active leaders. (Include leaders from the public, private, and nonprofit sectors.)

Name/Title	Organization/Address	Phone
Shelda Longerbeam Youth Committee Chairman	CLEAN, Inc. 918 Amherst Street Winchester, VA 22601	703-667-6971
Lil McQueen Treasurer, CLEAN	315 S. Washington St. Winchester, VA 22601	703-662-6595
Jim Longerbeam Chairman, CLEAN	CLEAN, Inc. address above	703-667-6971

7C. For Project C, what was the nature of any obstacles to the efforts and from what segments of the community did obstacles originate? How were the specific obstacles overcome?

The major obstacle was finding land to build a teen facility or finding a building that met the space requirements, in a good location with plenty of parking and affordable rent. After months of searching such building was located. However, it was in poor shape. Funds needed to be raised for rent and to get the facility in operational shape before opening the doors. A lot of musical equipment was needed. The initial start-up costs were provided by CLEAN, Inc. Various businesses donated funds, furniture, snack bar equipment and other needs. Service groups helped financially and provided volunteers to help get the building ready for opening. The school systems also provided generous support.

8. On the next two pages, assess how well your community is doing, based on each of the League's ten Civic Index components (Civic Index included with application).

- A. Citizen Participation** Indicators of citizen involvement in local affairs are mixed. The turnout of voters for local elections ranges between 50% and 65%. Getting people to run for local office is difficult. However, elections for full-time administrative positions attract sufficient candidates to ensure competitive elections. The extent of citizen involvement is dependent upon the issue being considered and the state of the local economy. With a declining economy requiring either an increase in taxes or a cut in services, public hearings have been well attended. Individual issues have spawned numerous civic groups who network for purposes of insuring that their views are appropriately represented before local government.
- B. Community Leadership** Citizen involvement in local projects and organizations is the primary way the community develops leaders. The local chapter of the U.S. Jaycees has a specific program to develop community leaders. Other organizations like the Chamber of Commerce, with a membership in excess of 1200, provide an ongoing forum for the discussion of community issues. Population growth coupled with a sagging economy have focused the attention of community leaders on immediate needs. However, some visionary steps have been taken. Public sector initiatives include a new wastewater treatment center, a regional jail, a regional airport and a joint judicial center. Private/public sector partnerships include a visitor center, a cultural center and the development of a historic district.
- C. Government Performance** Local government prides itself on professionalism. Entrepreneurial techniques aimed at efficiency, cost-effectiveness, quality control and employee participation have been incorporated into local government. The county has used volunteers from the business sector to critique county departments. Budgets are required by statute to be balanced. Meetings are conducted openly with all petitioners given an opportunity to be heard. Local government has been free of corruption. Local government works cooperatively with other sectors of the community by providing "seed" money for deserving projects such as First Night Winchester, Project Youth Recycling and the Kurtz Cultural Center.
- D. Volunteerism & Philanthropy** Volunteerism and philanthropy abound in the Winchester-Frederick County community. The Chamber of Commerce lists 300 organizations which are either of a charitable or civic nature. Whenever there appears to be a need in the community, invariably volunteers will form an organization to address that need. Even though there is a high number of non-profit charitable and civic organizations in the community, most seem able to meet their fund-raising goals. The local United Way supports 13 charitable agencies with a budget in excess of \$500,000. Philanthropy has always played a large role in the development of the community. Benefactors provided a privately endowed public high school, a library, a city hall, a fire hall and most of the recreation resources available in the community.
- E. Intergroup Relations** The state of intergroup relations is mixed. The community's minority population is not large, approximately 5% for Winchester-Frederick County. All public and most private organizations are integrated. There are few incidents of outright discrimination. Representatives of minorities have held elected positions in local government and there is a conscientious attempt to see that minorities are represented on local boards and commissions. However, neighborhoods are generally not integrated. The community does not have a strong minority middle class. Until just recently, there has been no organized effort in the community to foster improved race relations. The Coalition for Racial Unity, formed in 1990, is the first group organized specifically to promote intergroup relations. Other organizations, such as the North End Citizens Association, promote intergroup relations.

F. Civic Education

The local school systems provide a number of courses to promote civic responsibility. Civics is a required subject taught in grades 8 or 9. Community leaders are used as resources to enhance the classroom presentation of this topic. In addition, students are encouraged to participate in the political process. There are active Young Democratic and Young Republican clubs at the two high schools. Civic education is also encouraged by organizations in the community. The Chamber of Commerce annually co-sponsors an essay contest for juniors and seniors in the local high schools, the topic of which relates to an issue of local, state or national concern.

G. Community Information Sharing

The local news media provide the primary means of informing the citizenry about issues of concern to the community. Local issues receive extensive coverage by the two local newspapers and radio stations. In addition to the local news media, many organizations keep their membership apprised of local issues through newsletters. When warranted, these groups sponsor forums for purposes of obtaining the views of members on given issues. Local government is cooperative in making information available to the public. Whenever there is an issue that the citizens need to be informed about, local government is prompt to schedule a public hearing. These hearings provide a forum for constructive community discussion and debate.

H. Capacity for Cooperation and Consensus Building There is no permanent vehicle for resolving community conflicts. Most attempts to resolve community differences are the result of individual or group initiatives. Community issues such as zoning where the process is governed by statute, public hearings provide the instrument for the resolution of conflict. Pro-active approaches to community problem solving are the result of state law and local government initiatives. The Comprehensive Plan process mandates citizen input every five years into the development of the community plan. The Vision 20/20 Task Force was initiated by the Mayor of Winchester and the Chairman of the Frederick County Board of Supervisors in the spring of 1990 to assess community needs in various sectors over three timeframes leading up to the year 2020. Approximately 150 citizen volunteers participated in this project.

I. Community Vision & Pride The best example of community vision is the recently completed work of the Vision 20/20 Task Force involving volunteers serving on seven committees. The focus of the task force was on probable future scenarios and their effect on the community. The community's sense of identity is strengthened in a number of ways. The Chamber of Commerce and Historical Society provide materials which detail the founding and history of the community. Preservation groups provide volunteers and funding in support of projects designed to preserve the community's past. A focal point for the expression of community pride is the Shenandoah Apple Blossom Festival. This event, which is held during the first weekend in May, attracts approximately 250,000 visitors to the community. The festival involves hundreds of community volunteers.

J. Intercommunity Cooperation Unlike other states, Virginia cities are completely independent of the county which surrounds them. Cooperation between Winchester and Frederick County results through the efforts of each independent jurisdiction and is extensive. Examples of cooperative efforts include a Joint Judicial Center, a wastewater treatment plant, a joint Economic Development Commission and a landfill. The socio-psychological ties which unite Winchester-Frederick County are stronger than those that exist with neighboring jurisdictions. Regional cooperation, beyond the boundaries of Winchester-Frederick County does, however, exist as exemplified by the Winchester Regional Airport, Regional Jail, Lord Fairfax Community College and the Lord Fairfax Planning District.

Volunteerism and Philanthropy

Overall, which of the ten components is the strongest? _____

Intergroup Relations

Which is the weakest? _____

9. What lessons were learned through the implementation of the initiatives presented in the application that would prove valuable to other communities facing similar challenges? For each of the three projects, describe these lessons. Be certain to include any unique aspects of the execution of the projects, as well as suggestions of actions to be taken and actions not to be taken.

Project A

The primary lesson learned in developing the Free Medical Clinic from the ground up is that it is essential to have a supportive core of people who have a vested interest in the success of the project. The founders of the Free Medical Clinic developed this core of people who believed strongly in the mission of the organization, and their influence and reputation among their peers became the major recruiting and fundraising tools. The Free Medical Clinic is unique because it does not rely on any public funding or United Way support, giving the organization independence and flexibility which have helped in its growth. Developing private financing has required the cooperation of individuals, religious and civic groups and of course the medical community. It is important that the governing body is a closely-involved, working board. Grants from private foundations have been important for use as seed money and for attracting matching gifts. Another important key to success is having access to an enthusiastic pool of physicians and nurses. A nearby Virginia community, Harrisonburg, is now establishing a Free Medical Clinic modeled on Winchester's successful efforts.

Project B

Perhaps the greatest lesson learned through the initiation of City Light's housing programs is that volunteer efforts alone, laudable though they are, cannot overcome the intractable problems inherent in creating affordable housing. A professional staff with an adequate administrative budget is essential. Throughout the first 2 years of City Light's life, an inordinate amount of time was spent raising administrative funds and coordinating with volunteers, to the detriment of the housing production effort. If sufficient funds had been identified and earmarked earlier in the organization's life specifically for administrative expenses, more desperately needed housing units would have been created far sooner and the organization would have had a stream of income from those units far earlier in order to offset future administrative expenses.

While volunteers are essential ingredients that ultimately provide significant cost savings and generate and perpetuate profound community support, their inclusion in the housing equation should come after a professional staff, with an adequate and self-perpetuating budget, has been established.

Project C

In establishing a teen center, the founders learned that it was vitally important to include the teens in every aspect of the project so that they could experience ownership.

They felt it was important, also, to learn from others. They found that few volunteer centers existed. Most centers are run for profit and do not have a strong volunteer base. The founders felt that volunteer support was vitally important to the success the center. They found that many of the "for profit" centers have gone out of business.

It was also felt that a strong community awareness was important. Organizers of the teen center had excellent cooperation from the schools, the local news media local government and the business community.

Security was also deemed to be very important to the success of the centers. Security is provided by a paid, uniformed police officer on duty on Friday and Saturday nights when the center is open.