



Neighborhoods: A Self-Help Sampler



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Foreword

In the work of revitalizing our Nation's cities and towns, neighborhood-based organizations can and must play a strong role.

In a democratic society, neighborhood organizations can help shape and carry out local programs, and to the maximum extent possible, should be able to plan and implement programs that they have originated. One of the major goals of HUD is to increase the capacity of the neighborhood and nonprofit sector to participate in the revitalization of our communities. This book contributes to that process by describing the experiences and techniques of effective self-help organizations throughout the Nation.

Many of the programs in which these groups participate are HUD programs, while others are programs administered by other Federal agencies, as well as by State and local governments. In many cases presented in this book, it is shown that the self-help group generated private support for its project. This interweaving and leveraging of resources demonstrates the unique opportunities self-help groups offer in understanding and meeting our Nation's neighborhood needs.

The self-help organizations portrayed in this book represent the grassroots of our country, the many communities in which we all live. The sampler vividly demonstrates the strength and abilities citizens bring to our effort to build our Nation.

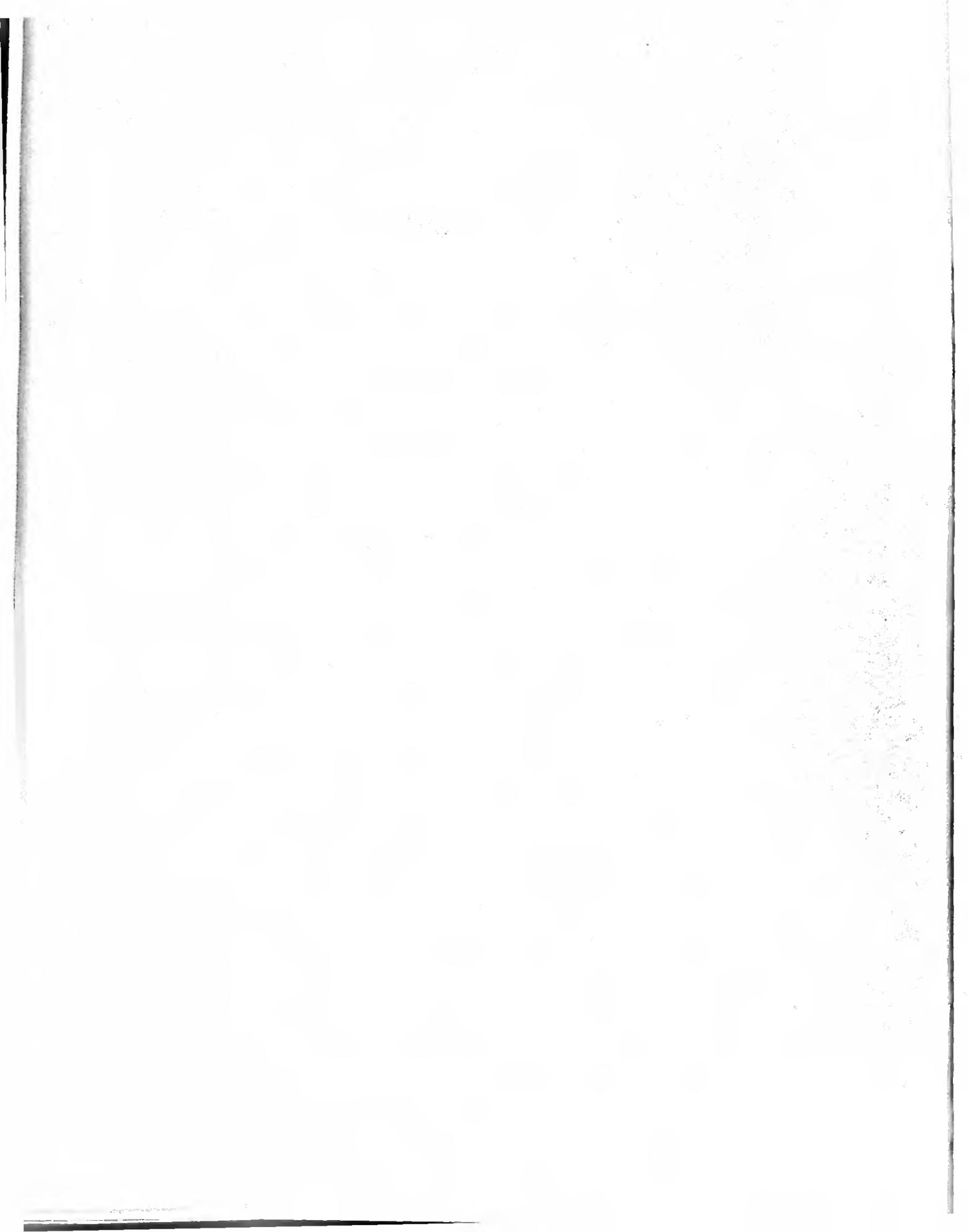
Moon Landrieu

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Secretary

Neighborhoods: A Self-Help Sampler

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Introduction

NEIGHBORHOODS: A SELF-HELP SAMPLER tells the story of what people across the country have done to revitalize their communities. The book demonstrates that it is through their energies, skills and caring that the towns and cities of our nation will be rebuilt and maintained.

The major part of the book presents interviews with members of self-help groups, who describe in their own words what they have done, why and how. These stories are clear examples of the partnership stressed in President Carter's urban policy, a partnership of government, private business and citizens, "drawing on the sense of community and voluntary effort that is alive in America, and on the loyalty that Americans feel for their neighborhoods."

The book includes nineteen projects, representing the economic, geographic, racial and demographic variety of our nation and of neighborhood self-help efforts.

Self-help is self-determination and self-reliance. Self-help brings together the energies and commitment of people to focus on the needs of their neighbors and their community. Self-help means people doing for themselves, controlling and shaping their own lives. It calls for creativity and cooperation. Through self-help, people are able to generate support for their work from local and Federal resources.

The narratives are intended to bring real people and places alive. The projects were selected to demonstrate the different types of self-help, and the

different levels of complexity self-help efforts involve.

Following each narrative is a step-by-step section which can help readers replicate the same kind of project in their communities.

At the end of the book, there are appendices that offer back-up information, including mini fact sheets on the neighborhood-oriented programs of the Federal Government, a resource directory of organizations that can provide technical assistance, and an annotated bibliography.

We wish you success in your own self-help work and hope this book will be a useful companion along the way.



Geno C. Baroni
Assistant Secretary

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How To Use This Book

This book was prepared by the Office of Neighborhood Development to assist people and groups to become actively involved in improving their neighborhoods and helping their neighbors.

The Office of Neighborhood Development is a part of the Office of Father Geno Baroni, Assistant Secretary for Neighborhoods, Voluntary Associations and Consumer Protection (NVACP). NVACP's unique mission within HUD is to advocate the interests of and increase the participation by neighborhood and consumer groups, the voluntary association sector and other grassroots organizations in HUD programs and policy decisions.

NVACP helps to open doors for people to speak for themselves within HUD, and helps to create tools that citizens can use to improve their living conditions. This book is a tool for neighborhood revitalization through self-help, by people, for people, at the local level.

Purpose of the Book. This book can offer some first steps. It will give readers some new ideas, some inspiration, and some guidance on how to start. The groups selected for this book are only meant to be illustrative examples. They do not cover every kind of self-help work going on in America today, nor are they representative of all the usual self-help examples. But they do show the extraordinary range of what can be accomplished through self-help by people who started from scratch, as most readers will.

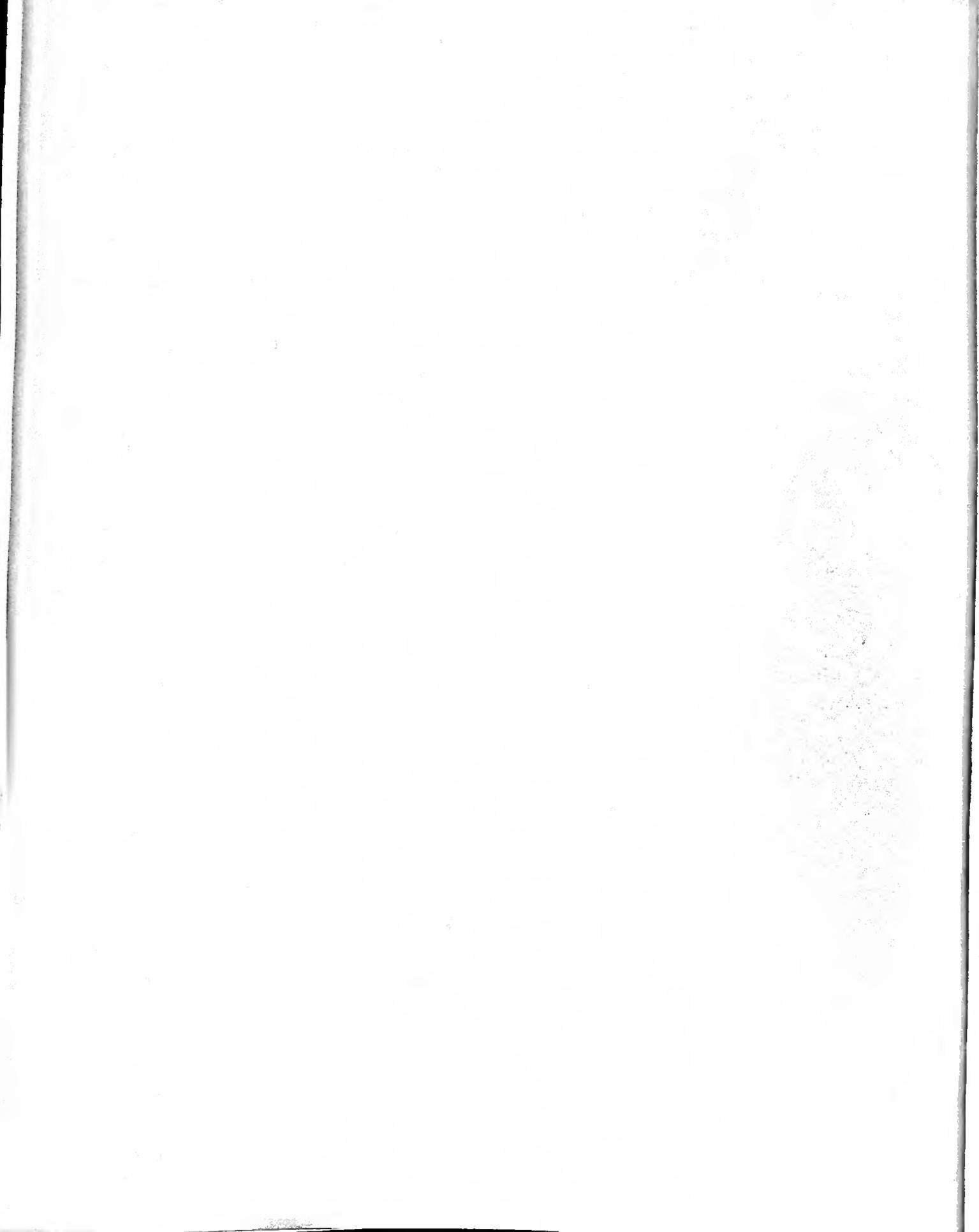
How This Book Was Written. The heart of the book is a series of narratives, edited down from long interviews held by a researcher with people active in self-help projects across the country. The researcher travelled to every location and was accompanied by a photographer, who uses photographs to reveal the community and its residents.

The how-to sections following each narrative were written by experts in each subject area.

How to Use This Book. The first chapter of the book offers guidance on how to get started—organizing, fundraising, and planning.

The other chapters cover housing rehabilitation, economic development, arts and culture, neighborhood improvement and social services. These are the areas that this Office receives the most information requests on from neighborhood organizations and/or concerned residents.

Combining the information in each narrative with the how-to materials in each section will give readers a sense of how to achieve a similar self-help project. The appendices lead to other sources of guidance and assistance.

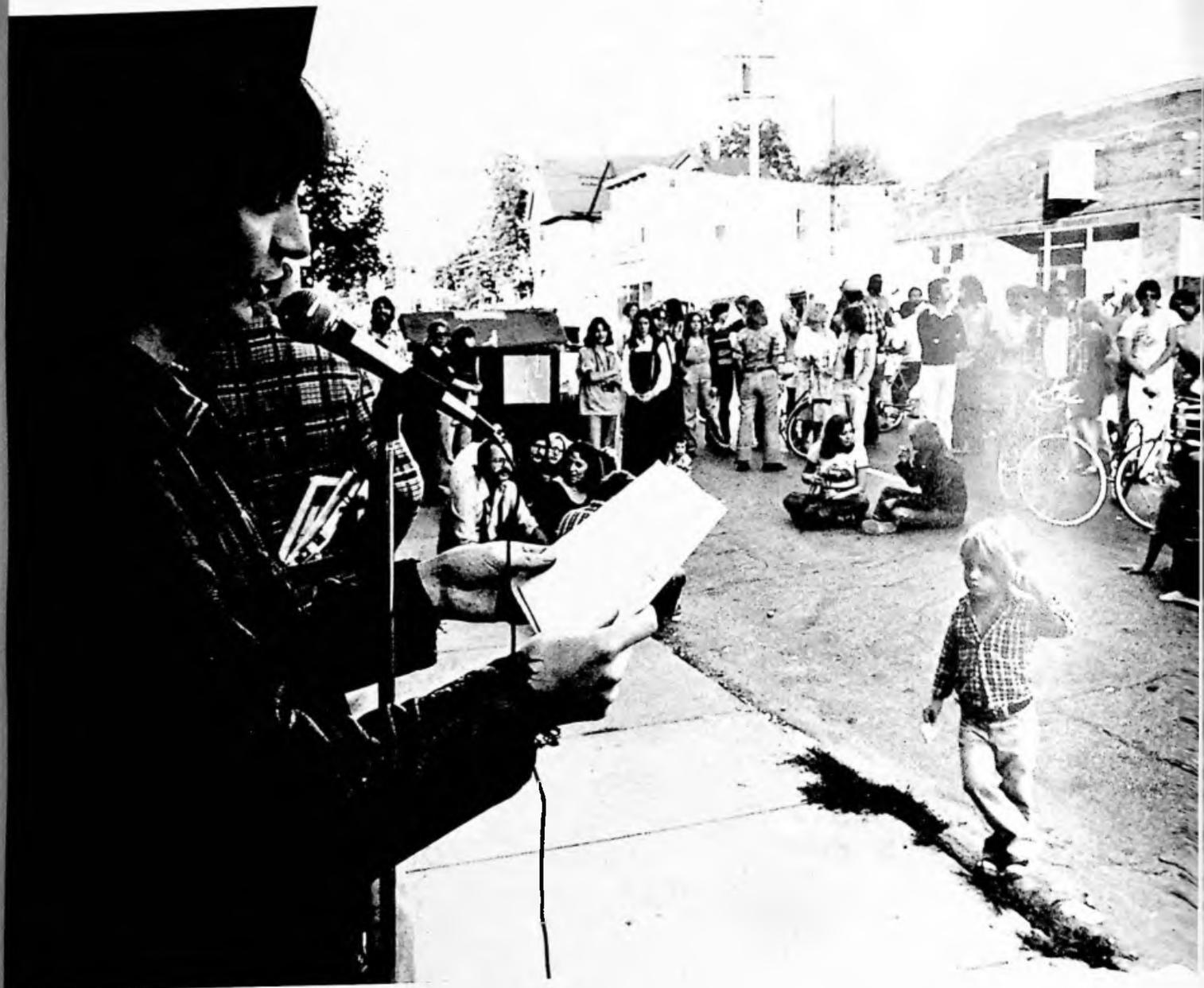


Chapter I

Getting Started

This chapter offers a look into the different ways four groups got started in their work to help their neighborhoods. The narratives show that progress does not come smoothly or easily; things do not move in a straight line from start to accomplishment. There are ups and downs, and usually more times of difficulty than of success. But these narratives and the others in this book, and the thousands of examples of equal significance not presented in this book, will tell you that self-help does work, in small and large ways.

Organizing, fundraising and planning—these are the basic steps in getting started. Adapt the guidance offered in this chapter to your own community's conditions and needs.



The Williamson Street Fair

Community Organizing

Madison, Wisconsin



Williamson Street in Madison, Wisconsin, was for many years a 10 block long, nondescript thoroughfare, a commuter corridor of faded wood-frame houses and neglected storefronts. The neighborhood was mixed with whites, blacks, poor, and even a millionaire or two. During the summer of 1978 The Madison Development Corporation, a local non-profit economic development organization saw that the street could, with help, be turned into a thriving area again. The group obtained city funding for a study of the possibility of revitalizing the local businesses. It took the feasibility study coupled with community organizing to bring the area back to life. Buck Trawicky, a neighborhood carpenter and activist, explains how it came about:

“One day people on Williamson Street walked out of their front doors and found a big hole in the ground where a gas station had been. Some men showed up and poured a foundation. All of us who were builders knew what that meant. And several days later, after the concrete had cured, a truck with a crane appeared, lifted a taco stand off the back of the truck, set it on this foundation, bolted it down and drove away. Everybody went crazy. This paranoia was justified by events.

“Taco stands and other fast-food delivery systems are based on heavy traffic flow. They prosper where lots of cars go by. We saw this taco stand as the first step in transforming our street into a commercial strip, and most of us didn't like that at all. Williamson Street is our front yard. People live here and raise families here. The shops on the

street are just that—shops. Most of them serve the neighborhood. It is a down-and-out street, but it isn't a commercial strip, and we didn't want it to become one. So we reacted. A handful of real dissidents protested immediately. They even broke a window on the taco stand. But others called a meeting and over fifty concerned neighborhood people, our alderman and the developer responsible for the taco stand attended. The developer wouldn't budge. We then took the matter before the City Council which upheld the neighborhood's position. The taco stand disappeared and the lot where the stand had been was bought by the owner of the motorcycle shop next door. He likes flowers, so he planted it with dahlias and marigolds and hollyhocks.

"Now we have a core group of thirty to fifty people along the street who immediately become active when an issue surfaces. Behind them stand a much larger group who show up when we need a bigger showing. Everyone of them can be relied upon. It's been that way for two years.

"So that's how our neighborhood development corporation emerged—an issue, some people, and the support of the city. To celebrate we're going to hold a street fair. We'll start with a parade.

"Our neighborhood motorcycle gang will block off the streets, and we'll have musicians and dancers and life-size puppets. The mayor will dedicate a mural. Every street around here is named after a signer of the Constitution, so we'll sell buttons with faces of the streets' namesakes. We will sell Williamson Street Fair tee shirts, too, designed and signed by a neighborhood artist. The proceeds from these will pay for the fair.





“There will be booths, and neighborhood merchants will sell things, and we’ll have food, juices, and beer. People representing the different change organizations like the Madison Development Corporation and our local development corporation will stand up and speak briefly, so people will know who they are and can talk to them. The local development corporation’s booth will have huge maps, six-foot maps, of the street for people to fill in with things they like on the street and want kept, things they want improved, and things they want added. I mean, you’ve always wanted a garden? A park? A tool library? A sauna? This is the time to put it down. And all the suggestions and fantasies will be collected and saved and used as a plan for the local development corporation to draw good ideas out of.”

For further information contact:

Williamson Street Local Development
Corporation
c/o Madison Development Corporation
304 East Wilson Street
Madison, Wisconsin
(608) 266-2232



Banana Kelly Community Improvement Association

Community Organizing

Bronx, New York

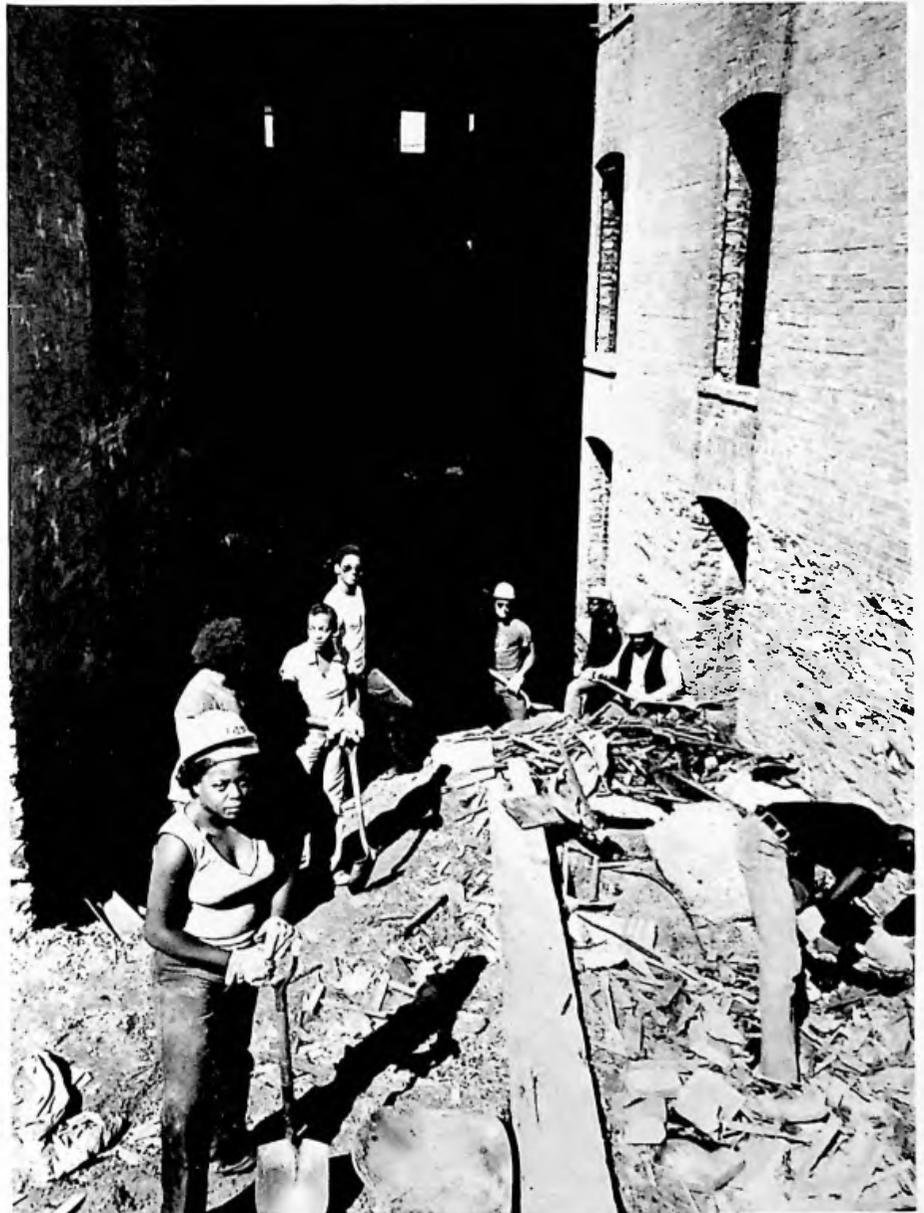
The Banana Kelly Community Improvement Association evolved out of a critical need to keep their immediate surroundings from falling victim to the massive deterioration overtaking the South Bronx in New York City. They hope to develop their community into one where low-income people can live, work and grow together.

The residents, predominantly Black and Hispanic, realized that they had to take action immediately to convert garbage-strewn lots and abandoned buildings into useful community resources. The five-block long Kelly Street, curved like a banana, presented a challenge and their hope for the future. "Don't move, Improve," became their motto.

Harry Derienzo, a homesteader and Executive Director of Banana Kelly, recalls the first time the residents considered uniting:

"It was a little over two years ago that I first heard of the sweat equity concept. At the time I was still working at The Community Center and was looking to work with some of the older residents of the area in housing. On Wednesday nights I ran an after-hours basketball club for community members 18 and over. After each session we would stay in the office, have a few beers, and discuss the neighborhood and what was happening to it. It was at one such meeting that I was introduced to Leon Potts and a few other Kelly Street people. This was the beginning of a fruitful relationship.

"When we started as a group, this neighborhood, known as Hunts Point-Longwood, was reaching the end of a



long process of decline. This area had the highest unsolved homicide rate, the highest high school drop-out rate, and the highest drug addiction rate in the city, in some places, the Nation. The unemployment rate fluctuates between 30 and 40 percent.

Even with these problems, this area had one thing, a very strong sense of community. Banana Kelly's area was one of those pockets of strength in the community that seemed most likely to survive.

"From the very beginning our direction was clear: improve the housing stock of the area immediately surrounding Banana Kelly, utilize the rehabilitation process to train community resident homesteaders, who would own the properties as co-ops, and prevent the demolition of any of the buildings in our immediate area. We wanted to prevent the city from demolishing the properties so that we wouldn't be forced out of the community. We wanted to train people in job development through rehab work as a way of building the foundation of a self-sufficient community.

"We refused to allow the city to tear down any buildings on our block. But the city did not think rehabilitation was feasible. Our answer was that in August, 1977 we entered the buildings and, with no resources other than our own determination, we began the gutting process. But this is jumping ahead just a little.

"In the winter of 1977 our direction took focus. A group of us made several visits to People's Development Corporation, a group experienced in rehabilitating housing and turning it into co-op ownership. We were encouraged by this visit, and by the assistance we began to receive from U-HAB, a center that gives training and technical assistance, and from Cornell University Extension. In the spring of that year, we decided that it would be best to organize around very visible



projects whose rewards were fairly immediate. Thus, our first organizing attempts centered on block parties, street clean-ups, lot clean-ups, and the preparation, maintenance, and harvesting of a community garden. The next step was obvious.

"The decision to actually go into the buildings was a difficult one to make. There was still no program in the City of New York for urban homesteading. We realized that we were in a Catch-22 position. If we went ahead in the planning of the project and waited until approval *before* we went into the buildings, it would never happen because we had no track record. If we went into the buildings and started the process, we were doing it without experience, with absolutely no funds, and illegally. So the decision was ours to make and we decided to go into the buildings.

"People's Development Corporation sent a couple of homesteaders to us to instruct us on the demolition process. We then called Pest Control and told them that we had a rat infested area which we wanted to clear by ourselves but needed trucks to cart the garbage. They gave us bags and came regularly to pick them up. At that time I also wrote up an application for a self-help grant from the New York Citizens Committee, to get containers for our plaster. Fortunately, President Carter came to the South Bronx around this time, and the Citizens Committee gave us \$900, the highest amount awarded to a group at that time.

"That winter proved to be a difficult one for our group. It was a time when we had to decide whether we would be strong and survive or give up and all go our separate ways. Many of our members left thinking that the time would never come when we would

receive mortgage money. Many more stayed but became discouraged and stopped helping. At this time, our group was reduced to a nucleus of about eight. We had entirely gutted all of 940 Kelly Street and part of 936 and 944.

"My attentions turned to proposal writing and planning, which proved fruitful by the spring when we were awarded a CETA contract from the Department of Labor to employ youth in our work, and a Neighborhood Preservation grant from New York State to support the administrative cost of our organization. This, as well as the prospect of developing a bigger garden harvest, brought back some of those who had lost faith. Our homesteading efforts began again, we finished the other two buildings, and another group, Bronx Frontier Development Corporation, began giving us more assistance with our garden and requested our participation in their Open Space Development. We were awarded a solar grant from HUD. We became intricately involved in the New York's program to deal with abandoned buildings and were awarded a Handyman Contract from the Housing Preservation Office. We began finalizing plans for co-ops (consumer and producer), waste recycling, greenhouses, and alternate technology for differing aspects of community development.

"Presently, things are going well. The fruits of our efforts are finally coming about. We anticipate the closing on our first loan within four to six weeks. Based on this and a commitment from Chemical Bank, we hope to get seed money in the next week or two. We have active organizational committees on open space and the development of a food co-op, and the weight of responsibilities for our group's development is no longer falling exclusively on the shoulders of a handful of people."

For further information on Banana Kelly CIA, contact:

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Banana Kelly
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(212) 328-1064

Organizing

"Community organizing is the broad participation side of democracy," one neighborhood leader says. But organizing is not a science. It is simply a way of getting people out to find and implement their own solutions to problems. Here are some basic steps for organizing your community; not all need to be followed, nor do you need to take them necessarily in this order. Since each neighborhood is unique, you will have the best idea of how to get people together around common issues.

- **Get To Know Your Neighborhood And Its Needs.** Canvass your neighborhood, talk to people, find out what problems annoy them. As you walk through the neighborhood, keep your eyes out for problems: Are the streets littered? Are they adequately lit? Are they passable? Are there many abandoned buildings? Unused vacant lots? What are the needs of the small business owners in your area? You can make a survey of everyone's concerns, using a questionnaire. Keep a list, and at the end of the day, make a master list. If you are canvassing with others, see if different sections of the neighborhood have differing problems, and make note of that. But for your purpose of organizing, look for neighborhoodwide problems. As you canvass, look for neighborhood leaders, people who are especially outspoken, concerned or articulate about neighborhood problems. Take down their names, addresses the telephone numbers. After you canvass the neighborhood and have collected all your information, you will know your neighborhood intimately.
- **Define Your Neighborhood.** Define the boundaries of your neighborhood, where it ends and adjacent sections of town begin. This may be determined by ethnicity, barriers (highways or major streets) or a shift from one kind of area to another, residential to industrial for instance. Try to keep the size of the neighborhood manageable, around five hundred people, if possible.

- **Build Coalitions.** Find out about the existing neighborhood organizations within that area and what functions they serve. Be sure that the organization you wish to form does not duplicate the services of any of these groups, and be sure to enlist their support in your organizing efforts. This will provide you the broad base of neighborhood political support you will need to be successful.

- **Identify Action Issues.** Contact the leaders you identified in your survey, and set up an organizational meeting with them alone. Share the information you gathered with them, and decide together which problems are the most pressing, the most extensive, the most easily solved. Choose an issue you want to tackle first. Because you are organizing, and not established, select an issue that plagues or affects the entire neighborhood—and one that is easily solved. This issue will become your top priority.

- **Get People Involved.**

- a. Set a date about a week away for a general neighborhood-wide meeting. Select a site for that meeting which is large enough for the group you expect, but not so large that it can accommodate them and still seem empty. Try a church basement, a large schoolroom, a community hall or center, a library,

- b. Publicize your meeting. If you have a neighborhood newspaper, announce the meeting in that. Put Public Service Announcements on local radio shows, and circulate flyers. Reach as many people in your neighborhood as you can, so you can have a good turnout. You cannot publicize enough.

- c. Hold the general meeting. Be sure it has a lively pace and keeps people involved. Let your neighbors know what you learned when you were canvassing; announce the kinds of things an

organized neighborhood can do; identify the top priority issue. You must keep people involved in the meeting; solicit their opinions, get their names, addresses and telephone numbers. This will be your initial membership list.

- d. Define the approach your group will use in dealing with the issue or problem. Conclude the meeting by taking concrete action, so participants can see that they did accomplish something. It would also be a good idea to set up a tentative date for your next meeting, so people can mentally commit that time to the next meeting.

- e. Be sure you set up regular meeting times. Try to keep meetings interesting; be sure something is always happening, and keep the issues you identified in your survey active.

- **Build Partnerships with the Public and Private Sectors.** Form alliances with the small business owners in your neighborhood and with the local financial institutions. Use the Community Reinvestment Act (see Appendix I) as one vehicle for working with community lending institutions. Get to know the structure, statutes and the people that make up your local government. Attend public meetings on issues such as revenue sharing and Community Development Block Grant allocations. Ask for guidance on joint City Hall/neighborhood proposals.

- **Tackle the priority problem.** The more community involvement you have in its resolution, the more enthusiasm you will have in your organization. Are littered streets a problem? Get neighborhood residents out to clean up a designated street and draw attention to your issue. If you want, call in the media for coverage. This may well solve your problem; it will certainly boost morale in your neighborhood and participation in your organization.

- **Status:** Come up with a name for your neighborhood organization, set an organizational structure. Identify committees or task forces that will have to be set up. You may want to collect a small membership fee, to help meet expenses and as a token of the people's commitment. Your group should decide if you wish to become a legal entity. If so, you should look into your State's laws and regulations on incorporating and initiate the process, for it may be a lengthy one.

- **Planning:** Your organization should develop a detailed plan which will specify how you propose to reach your goals and objectives.

- **Mobilize Resource People.** Self-help means that people get involved in solving their own problems. Organizing means finding people to take the leadership of projects and others to participate. It also entails locating resource people who can help with carpentry, accounting, planning, education, publicity and other aspects of your effort. Don't forget resources such as local churches and universities.

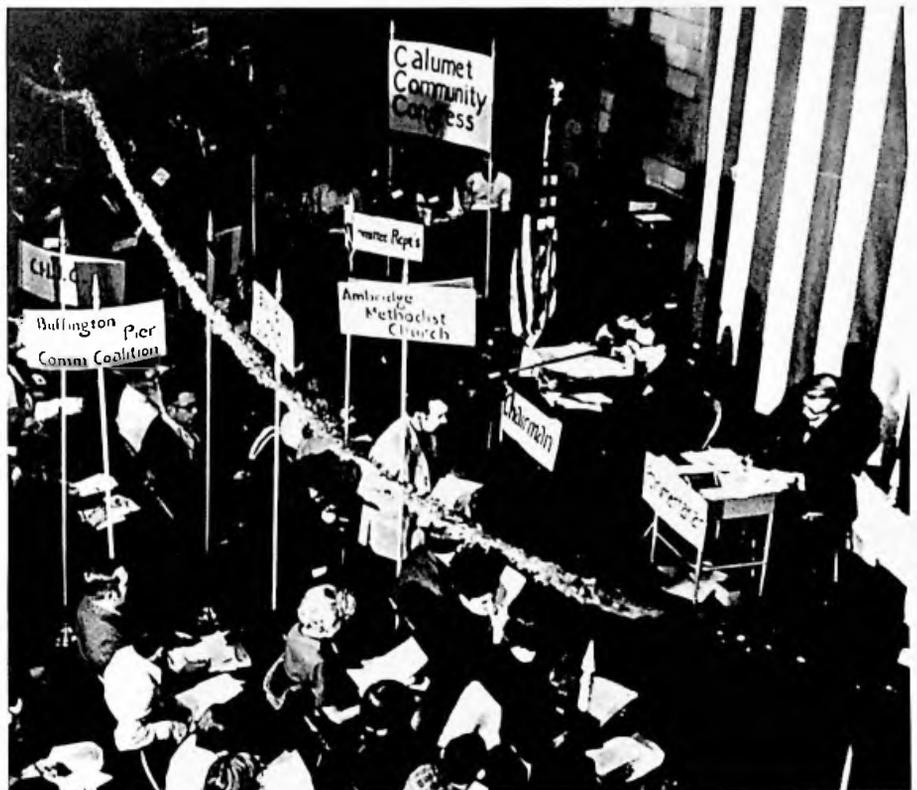
- **Do your Homework:** Seek facts which support your case and also seek information on how your organization can reach its goals: Find out what the local government has planned for your neighborhood. What Federal, State, and local programs could be tapped to fund your projects? What are the zoning laws? What statutes are already on the books?

- **Fund-raising:** in all probability your organization will need money to operate; i.e., cost for mailings, printing, xeroxing, typewriters, etc. You should determine how much money you will need to function, and then proceed to identify sources of money and try to tap them. Charities, churches, foundations, local, State, regional, and Federal governments are sources of funding that you should definitely look into. Another alternative is that of

generating your own funds. You can host a dinner, have a street fair, rummage sale, car wash or any other such activity which will produce the funds you need for operating expenses.

- **Publicity:** Develop a publicity strategy which will build a positive image for your organization. There are several avenues open to your organization. If you don't already have one, you should consider a neighborhood newspaper or newsletter. This will assure communication with the neighborhood about association activities and accomplishments. You can also distribute flyers describing your group. Try public service announcements on radio and television. If all of these resources are at your disposal, you should use all; if not, you can start by developing a newsletter, and expand into other areas as your group grows.

- **Take the Offensive.** Once you have accomplished the short-term goals the group has set for itself, you should then start to work on the long term objectives, while the members are still basking in the success of its first or first few projects. Don't only fight *against* things; fight *for* objects. Have a positive alternative to offer in place of what you oppose. Do not let the momentum and the motivation of the organization die down once you have accomplished the simple tasks you have set for yourselves. As you acquire experience, your group can then undertake more difficult problems. Remember that your neighborhood has control of its own future; if it does nothing, nothing will get done. You must choose your projects and strategies carefully in order to be effective, and you must target your requests of city government with care, respect, and shrewdness.





Forrest Avenue Consortium

Fundraising

Atlanta, Georgia

The Forrest Avenue Consortium is a collective of artists who turned an old school building into a cultural center. They gravitated to the Forrest Avenue neighborhood of light industry factories and lower income Black families with the commitment to reverse the deterioration that had been taking place over the past decades. The Consortium works with its neighbors, many of whom have been residents for more than 40 years, to turn the area into a healthy economy and a pleasant place to create and to live in. Assistant Director Kay Leigh Hagan explains the ways in which a cultural center can serve as the forefront of neighborhood revitalization.

"We are an industrial park of small art 'businesses.' Our purpose here is to provide facilities for artists and to set up an environment for creativity. We see production as our first priority. Our second priority is to provide facilities for the performances and exhibitions that are the natural result of artistic production. Our third priority is instruction. Members of the Consortium will teach other qualified artists as well as community people. Our immediate goal is to survive. Our intermediate goal is to become economically self-sufficient by 1980. Our long-range goal is to foster and participate in the economic development of this neighborhood.

"Culture is a magnet for economic investment. In our first seven months of operation, and without full facilities, over 12,000 people passed through our doors. If there had been some shops, a restaurant, some places for people to spend their money around here during

those seven months, a lot of those 12,000 people would have spent money in the neighborhood. We're located in the inner city, in a residential, ghetto corner of Atlanta, but we've already become an economic magnet, just by virtue of the fact that we are doing our own creative things.

"I wouldn't have put things that way when we started up over a year ago. Then we just knew the kinds of conflicts professional artists face when they get out of school. They have to take menial jobs to earn money so they can work on their art, or else they have to go commercial to gain access to the facilities they need, whether it's a printing press, a darkroom, foundry, whatever. But we didn't want strings or compromises. We just wanted to be able to do what we do best.

"So we found an abandoned school building with its burst water pipes and no heat and all wiring pulled out. We rented it from the City of Atlanta for a dollar a year. Then we got in touch with some art organizations. Today there are five groups: the Composer's Alliance, Pynyon Press and Foundry, Contemporary Art/Southeast which is a magazine, Nexus Press Gallery and photographic workshop and the Dance Unit. We got a Community Development grant for construction materials, and each group was responsible for renovating its area of the building to suit its needs. So now we have a hand press, full offset press operation, a foundry, a darkroom, exhibition space, and a 300-seat theater. The theater will be rented to local performing groups for \$100 a night. Any comparable space in town



Funding Your Project

costs about a thousand dollars a night.

"It's important to understand that we are not what funding agencies call a neighborhood development corporation. We can't tap into CDC monies, and we've had to scramble. I have learned how to make this place sound like a factory in one proposal, a statistical phenomenon in another proposal and Valhalla in a third proposal. And all three proposals may be for the same amount of money in order to do the same thing. But the funding sources are different, and the proposals have to be tailored to each one individually. I never lied, of course; we are a factory, we are a statistical phenomenon, and you could say we are Valhalla. But when you have a funding source in mind, you figure out what interests them and highlight that aspect of your organization. If they like statistics, give them statistics; if they like economic impact, give them economic impact. Don't be vague or diffused or idealistic. Know your funding source. Know their funding history. Know who they are and what sorts of projects they fund, then give them what interests them.

"A year ago if you asked me what the Forrest Avenue Consortium is, I'd have said something about space for professional artists to work and produce and exhibit or perform. Now I'd check you out, see what you are looking for, and depending on what I decided, I would say, 'We are an economic magnet' or 'We are an industrial park'...."

For more information, contact:

Kay-Leigh Hagan
Forrest Avenue Consortium
608 Forrest Avenue, N.E.
Atlanta, Georgia 30312

All neighborhood projects begin—and many sustain themselves—solely on outside funding. As Kay Leigh Hagan points out, the search for funding sources is a constant activity of neighborhood organizations, particularly before they are firmly established. It is a complex, frustrating and sometimes discouraging activity, but one that is obviously necessary if the organization is to survive. You cannot possibly avoid all the frustration and discouragement, but you can minimize them by being prepared for the task. This means that you cannot regard fundraising as a hit-or-miss proposition. You must treat it as a process to be carried out continually and systematically. This process can be divided into five components: ideas, contact, grantsmanship, and follow-up.

- **Ideas.** Government agencies, foundations, and other private sources look for creative, specific ideas and proposals that relate to the mandates of their agency. "Creative" does not mean pie-in-the-sky; it means proposals and ideas that are innovative and can be implemented by pairing your resources with those of the funding source. The ideas should be consistent with your internal goals and should benefit the residents of your area. Formulate the goals and objectives of the project, with the support of your group's members.

- **Check out Foundations.** Your local library or nearest Foundation Center library has copies of *Foundation Directory*, *Foundation Grant Index*, state foundation directories and state attorney guides to foundations. Individuals familiar with the city's civic affairs also can be a valuable source of information on local foundations. Select 15-20 target foundations for checking the makeup of boards, assets, patterns of giving and rules or restrictions. The key is matching the right proposal with the right foundation.

- **Letters of Inquiry** should be sent to the most promising foundations. Briefly outline the proposed project, stressing those facets that will be of most interest to the foundation. Develop a brief capability statement about your group, and enclose that.

- **Contact.** After you have a firm concept for your project, request literature from the funding source on its goals, scope, types of projects funded, and guidelines. Study this material until you are familiar and comfortable with it. Be sure the funding source is appropriate for your idea and organization, then establish personal contact with someone at the funding agency. If you don't know someone personally, contact friends or colleagues who might. Once you have located someone, set up a meeting with him or her, so you can present your idea and/or proposal in person. Prepare for this first meeting. Have a written profile of your organization (whether a substantial brochure with all necessary names, phone numbers, accomplishments and so on; or a fact sheet containing a brief narrative history and current description, prepared especially for this meeting). Either use this material during the meeting (and send another copy, marked up with discussion points, in your follow-up letter later) or leave it behind with your interviewer.

Be able to quote actual figures about the cost of your project. Don't be afraid to state an amount; you won't be held to it, but the contact can use this figure to determine what general level of project you represent (\$1,000 or \$100,000 or points in between).

After the meeting, follow up. Write a letter thanking your contact for his or her time, and summarizing the meeting. Ask for constructive criticism on the proposal you are about to submit. This will ensure a continuing dialogue.

- **Grantsmanship.** If encouraged by a foundation, prepare a formal proposal.

Other Sources of Funding

You can hire a proposal writer with a proven record to assist you; or you can strengthen your own capabilities through reading or training provided by the Grantsmanship Center (training sessions are offered around the country; headquarters is 1015 West Olympic Blvd., Los Angeles, CA 90015; telephone (213) 485-9094.)

Obtain a copy of a proposal that was funded by the agency you are applying to. Use it as a model. Follow the foundation's instructions to a tee. Don't just ask for money; state specifically how the project will use it, what it will accomplish and why your organization is qualified to undertake it. Be clear and concise; assume the reader knows nothing about your organization or project.

A typical proposal contains: a title page, table of contents, a brief program summary, statement of the problem, project objectives (how they address the problems), neighborhood participation, organization management and capabilities, and budget.

Photographs (a dramatic support device), resumes, letters of endorsement and technical supplements can be attached. But do not submit too much information.

Call your contact person at the foundation with any question you might have. This is a good opportunity to establish a closer relationship with this person.

• **Follow-up.** Whether your proposal is funded or rejected, follow up on it. Make an appointment with your contact to find out the full response. If you were funded, what impressed the evaluators? Were there any weaknesses? If not funded, why? How could your presentation be strengthened? Frequently a losing proposal can be reinforced, re-submitted and successful. Use your rejection as a learning experience for a better proposal next time.

• **The Government.** The first appendix in this book provides mini fact sheets on many of the neighborhood oriented programs of the Federal Government that can be tapped to fund community-based self-help projects.

Many States also run programs that can support neighborhood self-help. For a compendium of these State programs, write to: Council of State Community Affairs Agencies, 444 North Capitol Street, Suite 312, Washington, D.C. 20001; telephone (202) 624-5850.

• **Religious Organizations.** Several national religious organizations have programs to fund self-help community development projects. These are usually offered on a competitive, nondiscriminational basis. We list a few here:

Campaign for Human Development
1312 Massachusetts Avenue N.W.
Washington, D.C. 20005
(202) 659-6694

National Conference of Catholic Charities
1346 Connecticut Ave., Suite 307
Washington, D.C. 20036
(202) 785-2757

Coalition for Human Needs
Executive Council of the Episcopal Church
815 Second Avenue
New York, New York 10017
(212) 867-8400

Minority Group Self-Determination Fund
United Methodist Commission on Religion and Race
110 Maryland Avenue
Box 48-49
Washington, D.C. 20002
(202) 547-2271

National Committee on the Self-Development of People
United Presbyterian Church
475 Riverside Dr., Room 1260
New York, New York 10027
(212) 870-2564

• **Local Resources.** Residents are a neighborhood group's best source of support. They can give volunteer work, membership dues and contributions, and by doing so strengthen their commitment to the project. In developing local resources, a group establishes the membership base, leadership, experience and independence necessary to make a group successful. Additional projects, if properly selected, can encourage donations of money or materials from area merchants or business leaders, or even from a city's larger corporations and industries.

This book contains an annotated bibliography including some of the publications which describe effective fund-raising/membership-raising techniques.

PATCH INC.



The Patch

Neighborhood Planning

Atlanta, Georgia

"There is a song that goes:
*In 1913 we heard it said
Move to cotton country and get
ahead
Hard times, cotton mill girls, hard
times everywhere."*

They came around the turn of the century, mountain people from Tennessee, Kentucky, and north Georgia, and they transplanted their mountain culture into Atlanta. They had come to work in the cotton mill. Outsiders called their neighborhood Cabbagetown because it smelled of the greens they cooked at dinnertime. When the cotton mill closed in 1974 and the City threatened to clear portions of the neighborhood, a small volunteer organization called The Patch, Inc., saved the neighborhood. Esther Lefever, Executive Director of The Patch, Inc., was one of the volunteers.

"The people who moved here thought it would be better, but it wasn't really. You owe your life to the company store. Up to a point it's a good life, but you develop a dependency. Two thousand people are still here. Most of their families have been here for four generations.

"The Patch has been here only since 1971 when it opened in a tiny three-room building and focused on educational needs, tutoring, recreation, and community services. It was started as an after-school place for the kids, and the staff was volunteer. After a while, the parents started coming to us, needing services, and we realized we needed to expand the operation.

"In 1974 when the mill shut down, we panicked. Were we to let the bulldozers

just come in to clean us out? It would have meant displacing the people and breaking up a community. At that time, Atlanta had an overall, citywide, one-way planning process. The city did it all. And according to the plan, this area was to have medium-density high-rises built here.

"I called a meeting and offered to try to convince the city not to disperse the community. I also offered to try and find some industries for the area so the people could work.

"I went to the city and basically just talked to people, and they listened. And by 1974, the Mayor and the City Council of Atlanta adopted the Neighborhood Planning Unit approach, where the neighborhood comes up with a plan and submits that to the city. Self-determination was the issue, and we got it. Maybe our talking with the people in the City Planning Office encouraged the city to change its planning approach.

"First we went to our state Department of Natural Resources to apply to be on the National Register of Historic Places,* which would give us certain protection. The result was that the mill and the houses were declared historic areas. Now, anyone who wants to destroy anything, demolish anything, cannot use Federal funds to do it. They also have to notify the Urban Design Commission regarding their plan and why they want to do it. The Commission has to check with the neighborhood. If the neighborhood doesn't approve, it will not happen. Legally it can't. It's also good to be on

*Of the Department of Interior; it registers historic buildings, districts and places.

Neighborhood Planning

the Register because we can now leverage more funding.

"Part of my job as Director is fundraising. The Patch's funding comes from the Community Services Administration through their local office and from the National Endowment for the Arts in Washington, D.C. Both of these Federal grants require local matching funds. We generated them from foundations, corporations, and businesses. Local support is very important. Remember, up until 1974 our emphasis was on kids. But I realized that unless you deal with the total environment of the child, you're just using a band-aid approach, and I don't believe in band-aids. If you add the needs of the parents for employment, which obviously affect the kids too, you're talking about total, complete revitalization.

"That was the focus of the plan we submitted to the city in 1977. We wanted to bring in industry for semi-skilled and poorly skilled people. Now we want a cotton mill museum. We want a merchant vendor's area like a flea market that will be a tourist attraction and increase city revenues and provide employment. We want to rehabilitate the housing and want a music hall, cafeterias, and carpet manufacturing to supplement the pottery, furniture-making, and fabric industries we've developed in the past four years. The city accepted our plan, liked it, and has allocated \$70,000 in Community Development funds to conduct a feasibility study. I think there's a whole movement alive in this country. Exciting things can happen within a small area like Cabbagetown. If you link up with citizens, city government people, institutions, and foundations, you can do good things."

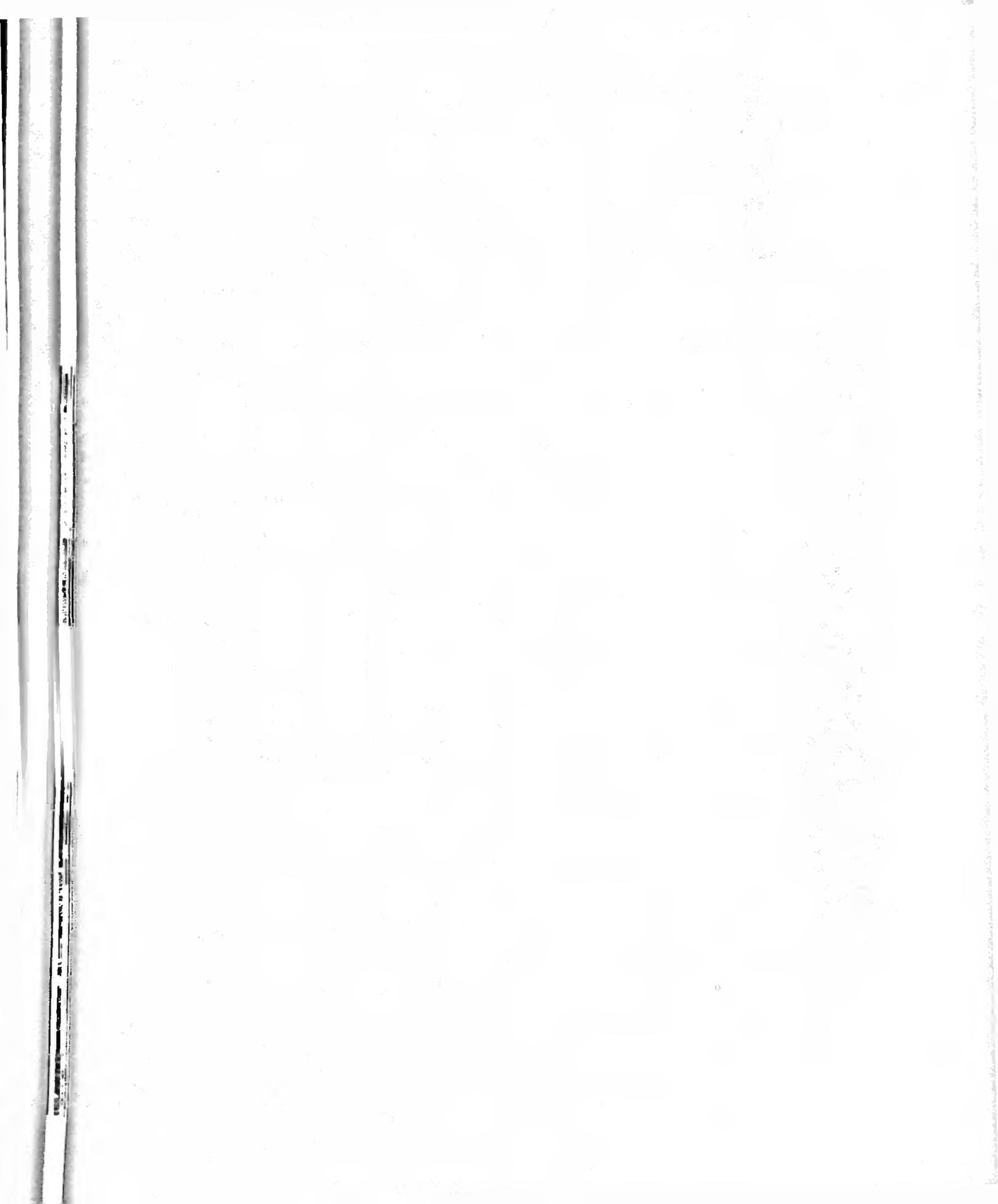
For further information, contact:

Ms. Esther Lefever
The Patch, Inc.
252 Boulevard, S.E.
Atlanta, Georgia 30307

Whether or not your city uses the Neighborhood Planning Unit approach, there are a number of steps which should be included in formulating a neighborhood plan. These can be summarized briefly as follows:

- **Organize a neighborhood planning committee.** The group should broadly represent the area which will be included in the plan. The committee should involve residents (both renters and homeowners), neighborhood business people, and representatives of neighborhood institutions (such as churches, schools and cultural centers).
- **Define the boundaries of the area** for which you intend to develop a plan.
- **Determine the scope of your planning effort.** Do you want to formulate a "comprehensive" neighborhood plan or focus on a specific problem area (such as inadequate recreational facilities or deteriorated housing)? Clearly defining the scope of your project will help you to organize and manage the planning process.
- **Determine the types of data and information you will need** as a basis for your plan. U.S. Census data on population, racial characteristics, employment, income and housing characteristics can generally be obtained from your city planning office. However, since the last U.S. Census was conducted in 1969, you should consult with local officials to identify sources of more current data.
- **Obtain base maps for your planning area.** Such maps show streets and lot lines and/or existing buildings. A good base map should be of sufficiently large scale to enable you to record basic information on land use, building conditions, etc.; base maps can generally be obtained from the local planning or tax assessor's office.
- **Undertake a land-use survey.** Using the appropriate base maps, survey your planning area and record the "use" of each parcel of land (i.e., single-family residential, high-rise residential, retail, industrial, park, school, etc). Using the same base maps, you can also record building conditions and environmental conditions and can begin to pinpoint particular problem areas. If your neighborhood has buildings of outstanding architectural character or historic significance or landmarks or places that are particularly meaningful to area residents, these should also be highlighted. You may be able to enlist the help of planners who work for the city, or of a near-by university's urban planning department, to work as volunteers on your plan.
- **Develop an inventory of neighborhood facilities.** Using data obtained from the city as well as information gathered from your field surveys, develop a 'neighborhood profile' which accurately describes the neighborhood in terms of population, land use, housing, transportation, employment, the number of community facilities such as schools, church centers, and the number of people they serve, etc. Highlight those conditions which you feel should be addressed by the neighborhood plan.
- **Analyze your neighborhood.** After completing your survey and inventory, you will need to analyze the information you have gathered. Such an analysis could include determining the percentage of age distribution of the population; the types and ownership of homes and businesses; the percentage and types of land usage; the services provided by community facilities, etc. Because of the technical nature of neighborhood analysis, you will need to coordinate this effort with your local planning office or secure assistance from a local college or university which offers courses in planning and urban affairs.





Housing Rehabilitation

Housing rehabilitation can be the most direct way for residents to improve their living conditions and their neighborhood. Since a home is the largest single investment most families make, renovations make good financial sense. Housing rehabilitation has an additional advantage because the condition of a neighborhood's housing influences the way residents, city officials, business people and others feel about the area and its future.

Housing rehabilitation can take on many forms: simple home improvements, such as a new paint job; weatherizing a home to save energy; renovating properties to bring them up to local code enforcement standards; renovating an apartment building using "sweat equity"—the investment of a resident's own labor—and turning tenants into owner/occupants through cooperative ownership.

This chapter introduces a few ways to rehabilitate housing through self-help efforts.



Home Maintenance Corporation

Tool Library

New Haven, Connecticut



The Hill section of New Haven, Connecticut is a low-income neighborhood suffering from urban blight; there are abandoned, boarded-up buildings, streets and backyards thick with weeds and debris. Its population of 17,000 includes a large number of minority and non-English speaking residents; median family income is a low \$6,978. But in this neighborhood, people banded together to form the Home Maintenance Corporation and reclaim some of the lost housing. The Corporation began as a tool lending library and developed into a total housing service organization. Harvey Edelstein, Director, explains its start and its growth:

"I'm not sure exactly what forces there were, but one day, about four years ago, a group of us got together, thought about our neighborhood and the seventeen abandoned houses on Ann Street. At about the same time, the Cooperative Parish Sharing Program, which is the local arm of the Campaign for Human Development, sent us a request for proposals. We decided to take it into the street, into the community, and ask people what they felt was needed.

"We had a meeting and decided to fix up those houses. But \$5,000—the maximum we could get, wouldn't go very far. Our answer was tools. With tools we could do the work on our own. We wrote the proposal and received a grant for \$4,800. And I was hired at \$80 a week, to develop a program, increase membership, and get our grassroots organization off the ground. That's basically the beginning of the Home Maintenance Corporation.

"The next move was to look into what other sources of funds were available. That's when we discovered Community Development funds. Seventeen million dollars of CD funds had been coming into New Haven, but the city was setting aside only \$250,000 for housing. In a number of other cities, 50 per cent of those funds went for housing. So about a hundred of us neighborhood people went downtown to bring the need for housing rehabilitation and preservation to the attention of the city. We did well. It was an election year and the successful candidate made neighborhood preservation an issue. We got that \$250,000 pushed up to \$3 million. And since our neighborhood was in the worst condition physically and otherwise, it got over a million dollars the first year.

"A scattered approach to revitalization had been tried and had failed. Our group recommended that the revitalization take place block-by-block. Ann Street would be our model.

"There were seven HUD-owned houses on Ann Street that had been vacant for two years. HUD had offered them to New Haven, but the city didn't want them. We convinced the city that lots of community people would love to have those houses, and through our Home Maintenance Corporation, we could provide the technical assistance the community people needed to do the rehabilitation.

"The city agreed to take the houses and turn them over, and while that was in process, we got in touch with the private owners of the other ten abandoned houses and negotiated sales to community people who wanted them. Fourteen houses changed hands the first year.

"In fact, the last abandoned house on Ann Street was turned over to its new owner a week ago. People are happy to have these houses, relieved to have a home, something of their own. There

was no sense in leaving those houses vacant."

"When the CD monies were allocated to this neighborhood, Home Maintenance Corporation got \$78,000 to hire four full-time staff members and seven CETA workers, and of course we bought tools, as we'd planned from the beginning. We opened our tool library, for people to come in, and check out a saw or some other tool, and use it for a few days. Most of the houses that have been fixed up were done by the owners, neighborhood people. That is what is called sweat equity rehabilitation.

"Sweat equity rehabilitation is complex, and tools were few in the beginning, but we expanded from there. Our Home Maintenance Corporation is composed of neighborhood people who own the houses. Naturally we expanded in relation to demands from the community. They need tools, we get them tools. They need redesign assistance, we develop a redesign consultation capability. They need help setting up a budget, we begin financial consultation. They need on-site supervision, we hired staff to go on-site and show people how to hang doors or lay floors. We stockpile old materials for recycling, and we arrange for cooperative purchasing so homeowners can buy things in bulk. From the time a person considers buying a home, the Home Maintenance Corporation provides services that cover every aspect of finding, identifying, acquiring, financing, redesigning, rehabilitating, and maintaining that home."

Dolly Wilson, a Hill neighborhood resident and new homeowner, tells us: "There isn't a night or morning goes by that I don't get on my knees and pray to God about how He blessed me with this house. Because I needed this house. I really needed it. My sons are married and gone. I'm alone, and my rent where I was living before went up every time a repair was done to the house. Believe me, I'm grateful for this

house, because now I don't have to worry about rent increases."

Margaret Sein, a Hill neighborhood resident and new homeowner, describes: "This house was a mess. It needed lots of work, and we did it all ourselves, my husband and I. I'm 25 and he's 26 and we both have full-time jobs, but we did it ourselves, with the exception of the electrical and plumbing work and laying the linoleum. Home Maintenance Corporation helped us find contractors for those jobs and for the design.

"The rest we did ourselves, nights and weekends. We tore down all the walls and replaced them. My husband would come home from work and see me with a hard hat on, and I would be slugging away at a wall, knocking plaster everywhere. We did the panelling, the walls, the ceilings; we stripped wood, sanded floors, painted, and took three layers of linoleum and carpeting off the floors. We did it all and it's all ours, our sweat and our home."

For further information on the Tool Library contact:

Harvey Edelstein, Executive Director
Home Maintenance Corp. of New Haven
212 Davenport Avenue
New Haven, Connecticut 06520
(203) 865-0114





Tool Lending Library

Tool lending libraries can branch out and offer support for housing rehabilitation work in different ways.

Project for Pride in Living, Inc., a neighborhood development organization working in the Phillips neighborhood of Minneapolis, Minnesota, supplements its tool lending library with interior design assistance and a free paint and wallpaper program. Design students from the University of Minnesota assist neighborhood residents with free interior design consultations and drawings. Free paint and wallpaper, donated by local manufacturers, is provided to low- and moderate-income households who do their own interior remodeling.

For more information, contact:

*Joe Selvaggio, Executive Director
Project for Pride in Living, Inc.
2516 Chicago Avenue
Minneapolis, Minnesota 55404
(612) 874-8511*

Anacostia Neighborhood Housing Services, Inc., in Washington, D.C., offers courses in self-help housing rehabilitation in addition to maintaining a tool lending library and operating a rehabilitation loan program. With instructors provided by the Local Cooperative Extension Office of the U.S. Department of Agriculture, NHS provides detailed information and guidance on all aspects of rehabilitation construction, including electrical, plumbing, roofing, weatherization and interior finishing.

For more information, contact:

*Jim Lowell, Executive Director
Neighborhood Housing Services of
Anacostia
1308 V Street, S.E.
Washington, D.C. 20020*

A tool lending library is an easy way to help neighbors repair and improve their homes and apartments. It can also serve as the first step in setting up a wide ranging revitalization organization such as the Home Maintenance Corporation has become.

- **Identify and establish the need for a tool lending library.** Canvass your neighborhood to find out which tools would be most useful to the residents. These can include: hand tools (planes, saws, squares, hammers, etc.), power tools, plumbing tools, electrical tools, tools for masonry and/or wall, floor, ceilings and windows, tools for lawn and garden.

- **Locate funds for the 3 elements of a tool library:** space, staff and tools. The Home Maintenance Corporation uses Community Development Block Grant funds. You can ask your city government for a CDBG grant, or gather contributions from neighborhood merchants, local industry, or your own fundraising activities.

- **Find a space.** You'll need about 500 square feet. Perhaps there is a church, community center or even unused garage with space available.

- **Set up procedures for the lending of tools.** In Minneapolis, Minnesota, Project for Pride in Living has developed the following procedures:

- *Membership.* People must become registered members in order to borrow tools (libraries have the same requirements for book borrowers). The cost is \$2.50 per year.

- *Fees and Fines.* The lending fee for various tools ranges from free to \$10 a day (fee is waived for people who cannot afford it). Most tools are on loan 3 days at the most. Fines are levied for late returns at triple the lending fee.

- Renewals and reservations are allowed by phone.

- Damages caused by the borrower are

charged to the borrower; but normal wear and tear is absorbed in the rental fee.

- *Sale items.* Disposable items, such as sandpaper, are available for sale.

- *Cash flow.* A simple bookkeeping system is established to keep track of the cash flow.

- Staff required to run a tool library includes a coordinator in charge, inventory control person, tool purchaser, tool repairer, paint and wallpaper buyer and distributor (if your group adds these items to the library), publicity person and bookkeeper. Staff may be VISTA volunteers or retired senior citizens (ideally, people who know home improvement trades) reimbursed through ACTION's senior program. CETA workers or unpaid volunteers can also staff the library.

- **Publicize your tool lending library.** Make a brochure or leaflet and drop it into neighbors' mailboxes. Write public service announcements. Bring the media in to see the library at work.

Project for Pride in Living has developed a policy and procedures manual, which includes job descriptions for the staff you'll need. For a copy, write to:

Project for Pride in Living
2516 Chicago Avenue
Minneapolis, Minnesota 55404
(612) 874-8511



Bishop Co-op

Housing Cooperative for the Elderly

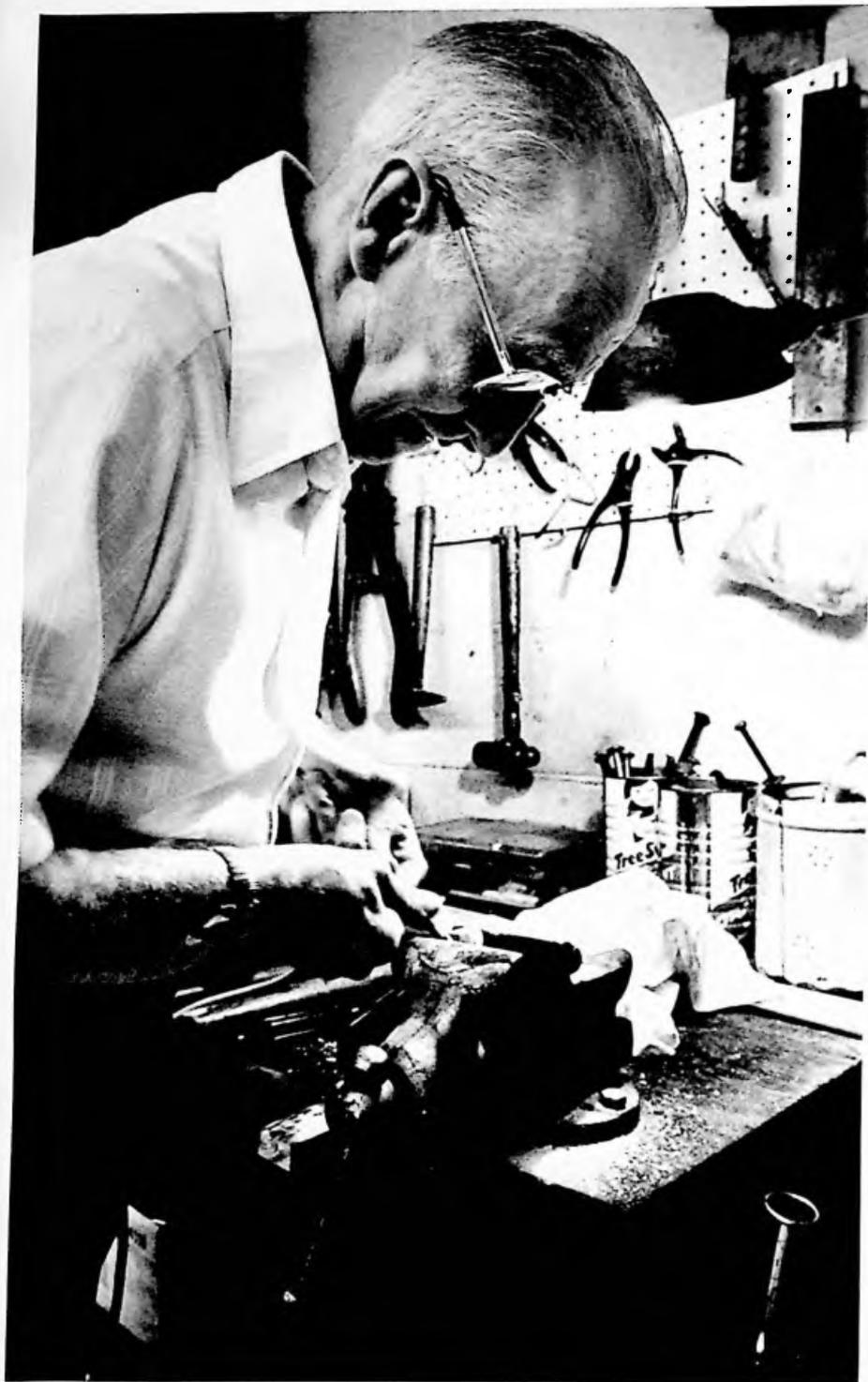
Wyandotte, Michigan

Housing for the elderly is a special problem in any community. Older people need a barrier-free environment, with security, stability, quiet and a reasonable rent—a place to belong. The 201-unit Bishop Cooperative in Wyandotte, Michigan operated by a Detroit-based non-profit corporation called Cooperative Services, Inc., offers its elderly residents comfortable apartments, a place for friendship and participation, resident management, and affordable monthly charges. Fred Thornthwaite, General Manager of Cooperative Services, tells how his organization got into co-ops for the elderly:

“Cooperative Services is a consumer cooperative with 4000 members now, but in 1942, we had only fifteen members and \$240. We used that money to make a downpayment on a milk truck. By the end of the war, the Co-op had the milk truck all paid for and \$5,000 in the bank. Then the board of directors said ‘We want to expand the milk business.’ So we bought a small creamery. By 1960 we phased out of the milk business and started a co-op eyeglass business where we have provided optical services worth almost \$5 million to our members.

“Our membership continued growing over the years, and by 1959, a number of members were getting older. It happens that Section 202, a HUD housing program for senior citizens, was passed around that time, so we applied to sponsor a housing project. It was built in 1969. Now we have seven high-rise senior citizens buildings containing from 150 to 247 apartments each; and we have one project in





Florida that rents one-third to senior citizens and the rest to predominantly low-income people. We also have prospective cooperatives in various stages of development in Maryland, Wisconsin, Florida, the District of Columbia, and California. Bishop Co-op in Wyandotte was our second building. We built it and got it started, but now of course it maintains itself.

"Our cooperatives are organized on the principle that democracy can and does work when people get together to help one another. Each member of Cooperative Services has one vote in running the business. But in order to develop really active cooperation on a local level we have set up each of our buildings in a decentralized way. For instance, members living on the same floor become somewhat like a large family, so we have a representative elected by the residents of each floor. The floor representatives and the officers are elected at an annual membership meeting. These people serve as a building council. All the problems in the building that can be handled on the floor—a broken floor tile, for example—are handled by the floor representatives. If the problem is too extensive to be handled that way—if the elevator fails to work—it is turned over to the building council.

"Every building runs itself, sets up its own rules, and enforces them. Each building has a charter with a set of by-laws, and as long as the building council produces a budget each year that will pay all of the costs the building incurs and sets aside the proper reserves, and as long as the council operates the building on a cooperative basis that fits the general principles of our cooperative, that building is entirely independent. All of their income is from the monthly charges, which they themselves collect. Of course, they are audited, but they do run their own building.

"Some students from Wayne State University came out and studied the



elderly people living in our co-ops, and they told us that our residents are much more mentally alert than other people their age who don't live in co-ops. I think that's because, in our co-op, everyone is responsible to everyone else. Responsibility keeps people active and alert." Every floor has its own lounge, opening out onto a large porch, a coin operated laundry, a rubbish room, and carpeted, well-lit halls. The first floor lounge contains a showcase for the display and sale of items made by the residents. The grass, trees and flowers of the co-op grounds are well tended by the volunteer efforts of the members.

Henry Smith, President of Bishop Cooperative, explains: "In a co-op, everyone is responsible for the building. If it is kept right, our monthly charges increase very little and everyone benefits. The maximum income for people who live here is \$9,850 for couples and \$7,000 for singles. We are all on fixed incomes, and it's crucial that charges increase very little.

"We are also careful about who we let live here. Anyone who is a retired member of Cooperative Services and meets our income and age criteria is eligible. But then our membership committee screens applicants. The committee looks for people who are alert and well kept, who seem to be the types that will take care of themselves, participate, and make friends here. That is important in a co-op. People who are dirty about their apartments, or who are inconsiderate and make a lot of noise or who can't take care of themselves, do not work out.

"Let me give you an example of one of our services. When our single residents go to bed at night, they put a piece of paper on their apartment door. If the paper is still there the next morning at 10 o'clock, the floor representative knocks on the person's door. If no one answers, I am called and I go into the apartment, accompanied by the floor

representative, to check.

"Of course, everyone cooperates. The custodian quit about six weeks ago, and all the men jumped in and helped keep this place clean for nothing, free.

"We also have activities for the residents: cards, bingo, adult education classes, exercises, religious worship, speakers like the fire chief and chief of police and the librarian. We also have a bus of our own now, a little van that can take residents shopping and even on daytime trips to places of interest. We also have a recreation room and an arts and crafts room, paneled by the men in the building. We've also put in smoke alarms and insulated our hot water tanks, and many other things.

Heddy Girad, resident of Bishop Co-op, says: "My husband and I are on Social Security. We get \$458 a month. My husband owned a small garage, and he made a good living, but we weren't able to save for a rainy day. But we live a happy life here.

"My husband is a handyman, even though he is 79. He does odd jobs for the people in the building, and he earns a dollar or two from that. He stores his tools in the hobby shop downstairs. I say his tools, and they are, but they're also everybody's tools; they are for the co-op. After all, what are we going to do with them? We might as well lend them to the co-op.

"My husband has just gone to fix a piece of carpet. That's his contribution for today. Our contributions are appreciated. We have the sociability of all these other people our age, our rents are very low, there is always something to do, we all look out for one another, and we are responsible for making our co-op work. That keeps us on our toes."

For further information contact:

Cooperative Services, Incorporated
7404 Woodward
Detroit, Michigan 48208
(313) 874-4000

A cooperative is a non-profit corporation in which people purchase memberships, then benefit mutually from the goods or services provided. A housing cooperative permits residents to create a comfortable environment and allows them to participate in the maintenance of that environment at prices lower than non-cooperative housing residents must pay.

Cooperatives are often formed by tenants getting together and buying the building from their former landlord. Sometimes the tenants provide "sweat equity"—putting their own labor into renovation of the building.

In Washington, D.C.'s Adams-Morgan neighborhood, Jubilee Housing, Inc., a church-sponsored neighborhood development organization, has purchased several large deteriorated apartment buildings and is working with low-and moderate-income tenants to rehabilitate the buildings and convert them to cooperative ownership. After securing ownership of a building, Jubilee organizes a tenants council, hires a resident manager and trains tenants in apartment operations and management. Rents are maintained at levels affordable by low-income families. Rehabilitation to acceptable standards is begun as soon as possible, with tenants continuing to live in their apartments whenever feasible. Jubilee has initiated a variety of social service programs, such as a pre-school, summer camp, a thrift store and health services, to raise the standard of living and build a sense of community and mutual self-help among the tenants. When the rehabilitation is completed and permanent financing is secured, the tenants associations will take ownership of the buildings.

For more information, contact:

*Prentice Bowsher
Jubilee Housing, Inc.
1740 Columbia Road, N.W.
Washington, D.C. 20009
(202) 332-4020*

Forming A Housing Co-op

Rosemary Village is a racially-mixed, 416-unit low- and moderate-income housing cooperative in Silver Spring, Maryland. The conversion from a rental building to a tenant owned and managed cooperative was initiated by the Rosemary Village Tenants Association, which used a rent strike as leverage to gain an option to buy the property. The Tenants Association secured Community Development Block Grant Funds from the county to cover front-end costs such as architectural studies and loan application fees. A 40-year below-market-interest-rate loan was obtained from the Maryland State Community Development Administration to purchase and rehabilitate the property. The Tenants Association also secured a commitment from HUD to provide Section 8 subsidies for 40% of the units to ensure that the project and neighborhood remain economically-mixed.

For more information, contact:

*Rosemary Village Management Office
1901 East-West Highway
Silver Spring, Maryland 20910
(301) 587-2761*

If you are interested in forming a housing co-op in your community, here are some first steps:

- **Organize the Tenants.** If you now live in an apartment building, you and other residents may be able to purchase the building from the current owner, and convert it to cooperative ownership. If you're interested in attempting this, first meet with other residents in the building and see if they agree. If there is a tenants' association, it should form a committee to check out the cooperative alternatives. If there's not such an association, you should organize one or a concerned residents committee. In addition to investigating co-op conversion, a tenants association can negotiate with the landlord to make improvements in the building or in management practices.

- **Consider Development Alternatives.** Some community organizations have sponsored the construction of new cooperatives, which is an even more complex process than converting one. Both processes involve the knowledge of Federal, state and local laws and regulations, architecture, construction, marketing, and accounting.

- **Secure Expert Consultant Services.** You will need to find a professional organization and/or individual with expertise and experience in co-op conversion or construction to serve as consultant to your group. The National Association of Housing Cooperatives (see the Appendix) can refer you to such experts. Your consultant can assist with feasibility analysis, financing information, and processing, and can represent your group before local government agencies. The consultant can also work with you in choosing architects and engineers, and work with a lawyer in developing the legal and organizational documents necessary. Finally, the consultant can help with marketing and management strategies, and even provide management services for a fixed price.

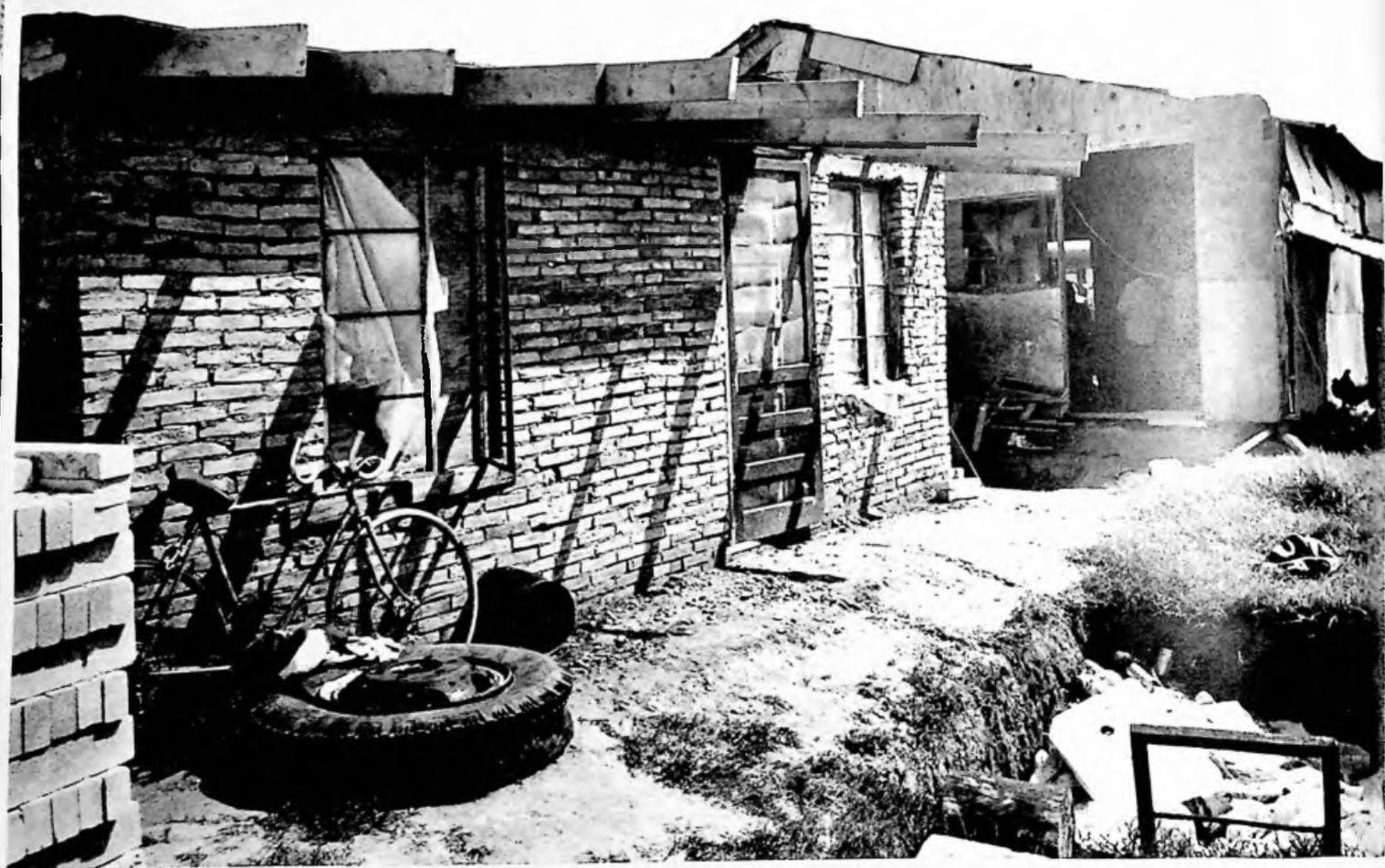
- **Conduct a Feasibility Study.** A feasibility analysis will probably be the consultant's first step, to find out (a) how much income the building now generates in rents, and what it costs to operate; (b) the condition of the building and what minor and major improvements may be necessary and (c) the projected incomes of the residents and whether they could bear projected increases (from improvements, utility, insurance and/or tax increases).

- **Identify and Explore Sources of Financing.** For financing, a major source of mortgage insurance for housing cooperatives is HUD's Federal Housing Administration. For further information on this office, write to: Mr George Browne, Special Assistant for Co-Op Housing, HUD, Room 6122, Washington, D.C. 20410.

In addition, people have financed their co-ops in a number of other ways—through union pension funds, local saving and loan associations, credit unions, funds from the city's Community Development Block Grant, and State Housing Finance Agencies. Subsidies for people who cannot afford to pay the whole rent may be available through HUD's Section 8 Rental Assistance Program; Office of Existing and Rehabilitation Housing, HUD Room 6232, Washington, D.C. 20410.

HUD also administers the Section 202 program, which provides direct, low-interest loans to non-profit organizations, to sponsor the construction or renovation of buildings for housing the elderly or handicapped. Write to: Direct Loan Branch, HUD, Room 6136, Washington, D.C. 20410.

- The National Consumer Cooperative Bank, a newly established independent agency, will soon begin to make low interest loans and technical assistance available to groups for co-op ventures, including housing. See the Appendix for further information.



VIDA

Housing Rehabilitation

Harlingen, Texas



The Rio Grande Valley, which forms the border between the United States and Mexico in south Texas, includes over a thousand square miles of lush semi-tropical citrus lands. The Chicano population of the valley is large, and many are immigrant workers who live in rural hamlets without adequate housing or social services. In order to meet their needs, the community-based organizations of the valley have formed a coalition called VIDA, Valley Investment Development Association. Francisco Brionnes, Director of the Church and Society Commission and one of the founders of VIDA, explains the origins and purposes of the organization:

“The whole question of principles is very important. Some years back when I was in college getting my master’s degree, I was working with a group of Chicanos who kept talking about the new Chicano. We tried to envision what the new Chicano would be. We determined he or she could be a professional or a non-professional, but he/she would have principles rooted in the people.

“In 1968 or ’69, I attended a conference in which many of the people who are now community leaders set a goal for themselves. We decided that we’d become whatever—educators, economic development specialists, political leaders—not just to break the personal cycle of poverty, but also to know how to play the game in order to survive and help our people survive. That was ten years ago. I try to remember how it was back in 1968, and it was really bad. All of the projects now in the Valley—housing rehabilitation, ambulance service, medical clinics, credit

unions, there are more than thirty of them—all of them have come about since 1968 and that conference, and all the projects have their roots in the people.

“But it is difficult in some ways, what we are trying to do. The Rio Grande Valley is huge and Chicanos make up 87% of the population in the Valley. There are about 350,000 Chicanos here. Most are migrant workers. They pick citrus crops for 25 cents a bushel and are very, very poor. Many live in little, unincorporated towns we call *colonias*—pieces of land which are bought by speculators who parcel them off, build poorly-constructed little houses on them, and sell them to Chicanos who need homes for their families.

The speculators make a good profit, but they do not provide for water, sewage, electricity, garbage collection, or basic services. The people buy because they need a home. In the towns and cities, just like on the *colonias*, our people live in small houses, sometimes without kitchens and indoor bathrooms. Oftentimes, whole families live in one- or two-room houses without water or anything else most people expect in a house. We hope that someday, maybe not too long from today, the Chicanos of the Rio Grande Valley can have the same things in their homes that everyone else does. But it is difficult: the Valley is so large, so many people, so much need, and so many kinds of needs.

“But the people who attended the conference I told you about, we have stayed here in the Valley. We have kept to our goal. And we have developed programs: Su Clinica Cafe Miller, a migrant health service for two counties; the Military Highway Water Supply Corporation, which supplies water to 2,400 families in *colonias* along the Military Highway; the Comité para el Mejoramiento de Salud de Brownsville, a health consumer organization; Centro del Pueblo, an advocate civil rights

organization. The list goes on and on.

“In October 1973, the Center for Community Change and the Catholic Diocese of Brownsville sponsored a conference to discuss the impact of revenue sharing. Twenty-five Chicano organizations from the Valley attended. Twenty-one of these groups decided to form a federation to monitor revenue sharing in the Valley, and essentially we called this coalition, La Federacion de Organizaciones del Valle. Well, after a while, La Federacion began to expand its scope of involvement, from revenue sharing into health, education, economic development, and communications. And as its scope expanded, committees were formed from the organizations with common interests in the various areas.

“What happened next is that loose sub-coalitions formed out of the committees and the groups, and in time some of these saw the need to coalesce and incorporate. That is how VIDA, which means Valley Investment Development Association, formed. Now we have five groups—Colonias del Valle, Organizaciones Unidas, Amigos Unidos Federal Credit Union, Union Y Dignidad, Amigos Unidos por el Mejoramiento—five groups with an interest in rural economic development. The general understanding reached was that I, by myself, cannot survive with all the changes in programs and funding sources. So it's in the best interest of your organization and mine to come together, exchange resources, and support one another. So VIDA became a reality and developed proposals which went to the Community Services Administration for a Title VII grant to form a community development corporation. That was in 1976.

“Being structured like a federation means that we approach the problems that exist here in the Valley as a team. For example, inadequate housing is one of our major problems, both in the *colonias* and in town. So housing rehabilitation is one of our major





strategies. Now Colonias del Valle, one of the organizations in this federation, concerns itself with housing rehabilitation in the *colonias*. It administers funds from the Community Services Administration and puts those funds into rehabilitation work.

"As I said, the Valley is big, there are many Chicanos, and many of the Chicano houses need rehabilitation, so Colonias del Valle has developed criteria for selecting which houses are to be rehabbed first. They have trained plumbers, carpenters, electricians—and they train unskilled Chicanos in these trades—who do the work on the houses and fix them up.

"All right now, say Colonias del Valle has money to fix up a certain house, but it isn't enough money. Well then, they go with the homeowner to Amigos Unidos Community Federal Credit Union where they can borrow the money to do the job and get terms that are good for the homeowner. Then they rehab the house. But what good is a rehabilitated house with no running water, or with garbage piled in the yard because the *colonia* doesn't have a garbage truck to pick it up? So they contact Union Y Dignidad, an organization which tries to bring services to *colonias*. Those three organizations work together as a team. In the past few years, we have probably rehabbed a thousand units here in the Valley. It is an effective approach for us.

"VIDA is bringing change to the Valley. In time. And I think it is right that an organization like VIDA should come out of that meeting, that conference of Chicanos ten years ago, when we made our commitment to our people. Because when you get together and make a commitment like that, you have to follow through. It is a matter of principles."

For further information on VIDA contact:

Manuel Lopez
VIDA
613 West Filmore
Harlingen, Texas 78550
(512) 425-1313





Housing Rehabilitation

VIDA combines housing rehabilitation with other community development activities in a small Texas town. In inner city neighborhoods of the nation's largest cities, you will find housing rehab as a major self-help activity.

In New York's South Bronx, the People's Development Corporation (PDC) is engaged in an innovative approach to housing rehabilitation called "multi-family urban homesteading." The City of New York has deeded several abandoned multi-family buildings to PDC. The buildings are being renovated by neighborhood residents who receive job training and employment through the CETA program. Experienced but unemployed union construction supervisors, also paid with CETA funds, train and supervise the homesteaders. PDC, organized in 1975, has already completed the rehabilitation of a 28-unit building, which is inhabited by many of the same people who rehabilitated it. PDC also operates a cabinet-making shop, a community credit union and a materials warehouse.

A vacant lot next door to PDC's first renovated building was strewn with bricks and rubble. PDC wanted to use it for summertime concerts and a play area for neighborhood children. They acquired the lot through a process called the urban land trust. Working with The Trust for Public Land, a group that gives expert guidance in this process, PDC negotiated with the church that owned the lot and finally, after 16 months, the church donated the land. The neighborhood residents incorporated themselves into a land trust called United Park, Inc. and received title to the land.

Other groups around the country have used the urban land trust to buy land or properties for the purpose of removing them from speculation which would drive up prices. See the appendices for more information about this process.

For more information, contact:

*Ramon Rueda, Executive Director
People's Development Corporation
1186 Washington Avenue
Bronx, New York 10466
(212) 292-8049*

Stop Wasting Abandoned Property (SWAP) is the name of a very active and successful neighborhood development organization which assists the rehabilitation of houses in South Providence, Rhode Island. As a non-profit community real estate broker, SWAP acts as a liaison between the owners of vacant houses and potential low and moderate income buyers. SWAP provides pre- and post-purchase counseling to buyers, helps arrange for financing and brings the parties together to complete the sale. SWAP provides technical assistance and helps secure financing for the rehabilitation of individual houses. In its 2½ years of existence, SWAP has saved over 120 houses and has secured over \$250,000 in HUD 312 rehabilitation loans and over \$500,000 in mortgages from private lenders.

For more information, contact:

*Getz Obstfeld, Executive Director
SWAP
434 Pine Street
Providence, Rhode Island 02903
(401) 274-0092*

If you are interested in initiating a housing rehabilitation program in your community, there are certain steps you should follow:

- **Form a team.** The first is to find a team of people who can choose houses, estimate costs, consistently oversee the progress of the project, and who can market the houses once they are completed. These people should also know the residents in the community, know how to obtain grant money and feel comfortable with and be successful at extracting money from churches, individual business people and philanthropists, as well as larger corporations. This money is most beneficial if it is used for acquisition of property. An important factor is to start small, be conservative in the scope of the project, follow through and establish a good track record. Part of the process of establishing a good track record is to choose a manageable house to rehab, where costs are not very high. Be realistic about the costs and the projected market price. Monitor the rehabilitation in such a way that the project is completed as planned. If this is not possible, changes should be known well in advance so that all interested parties are notified quickly. The process of developing plans for a fiscally tight project, with a realistic resale price, then carrying the plans out to completion, builds trust in the community. This trust acts as a personal credit rating does for an individual. The more projects completed according to plan, the easier it becomes to get financing and community support.
- **Acquisition.** If you need to acquire the property, you can use as sources for leads: neighborhood groups who might have a list of vacant houses, the housing rehabilitation office of the local Community Development Agency, and county land auctions for forfeit lands.

- **Plan Development.** Decide what the house needs to bring it up to code, as well as what changes might be necessary to make it liveable. Also think out the kind of financial package necessary to fund the project, and what grant monies, subsidies, and lending institutions might be solicited in order to get financing. You should have an architectural plan, a written scope of work and an estimate of costs to present to bankers or community people you would like to involve in the project.

- **Securing financing.** A clear, concise package of the project to be financed should include:

- Architectural plans

- Projected costs for project

- Projected re-sale price (based on current market)

- Any arguments that would show the positive and aesthetic and human aspects of rehab for this building in particular.

With this package in hand, community groups, churches, special grant people, corporations, and others can be approached, for seed money or a percentage of the total costs of the project to be underwritten. With 10% or more of the funds secured by private sources, banks become willing to talk about construction loans, or short-term mortgages.

When the group proves that it can complete a project as planned and pay back the loan, lending institutions may be more willing to extend a line of credit which can be used for acquisition as well as construction. The steps above involve only the private sector of the economy. When the Housing Rehabilitation Authority in your city buys run-down housing, they may be approached with the same plans. They may purchase the house and underwrite the rehab project. At times it is still necessary to obtain a construction mortgage from a bank.

the plans and scope, whoever is construction manager accepts bids for the work being subcontracted, hires tradespeople, shops for materials and makes sure the work is progressing in a timely, orderly fashion. This person also takes responsibility for the quality of work being done. During construction, proper permits must be taken out with the city to cover the work being done. City inspectors must be notified at the proper time to inspect the building, and all work must be done in compliance with city code. Very often banks will set up construction loans on draw basis, paying out money when the work is done. In this case, bank inspectors must also be called in order to inspect the construction site before money is released. During all phases of construction a strict accounting of all costs for material, labor, utilities, interest payments, insurance and overhead should be kept, as well as a weekly report on the financial progress.

- **Completion.** Once the construction is near completion, and costs are reasonably sure, the sale price can be set if the house is to be sold. In most instances it will be the same as the initial sale price projected for the building. Most often a change in sale price will be necessitated by a fluctuation in the market, or extensive changes in the construction plan affecting the cost and marketability of the house.

- **Actual Construction.** Working from

West
Harlem
PHONE
666-6782

COMMUNITY ORGANIZATION

"WORKING TO IMPROVE THE TOTAL COMMUNITY"

MARGARET McNEILL, Executive Director • LEO FITT, Chairman



West Harlem Community Organization

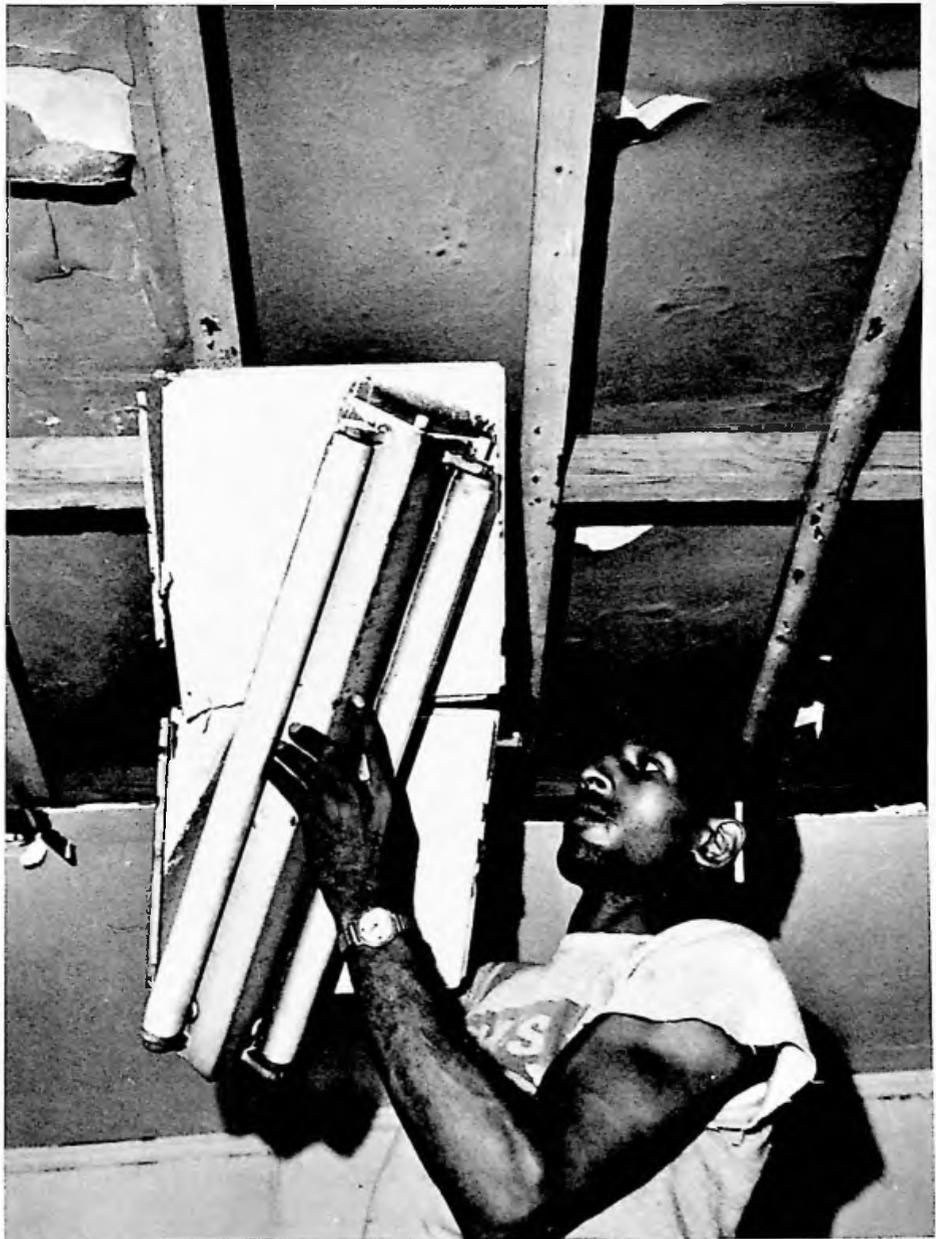
New York, New York

Apartment Repair and Management

The row upon row of abandoned apartment buildings were ruining the West Harlem community in New York City. Not only were basic services such as water, electricity, and heating hard to get, but residents of this low-income community were not safe from gangs of vandals. Landlords had abandoned the buildings for the City to manage, and the city did not have enough personnel to respond to tenants' needs. This community of five-and-six story tenements with 60% of its residents receiving public assistance found itself with inadequate housing and no services. To solve this problem, a neighborhood-based group, the West Harlem Community Organization, assumed management of local properties. Community Relations Director Donna Burns talks about how community management works.

"The West Harlem Community Organization is basically a neighborhood housing management organization. Core staff and management are funded by Community Development Block Grant funds and the Housing Preservation and Development Office of the City of New York. Our maintenance people and organizers are funded by CETA. We manage eight apartment buildings with 20 to 25 units in each. The city owns them now because the landlords abandoned them. When you think of an abandoned building, you usually see it as an empty building, but it isn't. It has people in it; lots of times these are people who have lived there for years and years, who married there and raised children and got old.

"Why did the landlords abandon the



buildings? When the taxes and the money it would take to fix up the buildings becomes more than the landlords can get in rents, they walk away."

Nellie Young, a resident of a community-managed apartment building, remembers: "It was hard with that landlord. He let the place go down.

"Mrs. Mays on the floor above me had a leak in her bathroom that went straight through to the basement. I could see up into her bathroom and right into Mrs. Baer's downstairs. The halls were nasty and drunks were always coming in. So the tenants, we just got together and got a lawyer and let him look into it for us. That is when we stopped paying rent. No hot water, and no heat in the winter. We all stayed here and stuck it out using the oven to keep warm.

"We made complaints to the city—phone calls, letters. Nothing did any good until my ten-year-old daughter got frostbitten hands and feet from this cold building. And that was when I wrote a letter to the mayor. Right away they were here. Yes. The city took over this building. I've been in this apartment thirty years now, through good times and bad. But those times were about the worst."

Donna Burns describes the situation:

"The City of New York has 65,000 tenanted buildings abandoned by landlords. The city can't possibly manage all of them, so whenever they can, they lease the management to organizations like ours. We approached the City with a proposal explaining how we planned to manage the building; they accepted and we signed a lease agreement with them. We then took management of the buildings—but in a different way.

"We're a neighborhood organization. The people who work here are from the neighborhood. We know the area, the people, the problems. So we know

what people need and want—because they tell us—and we are a resource to them so they can find what they need.

"Our approach is always the same. We canvass the neighborhood, distribute leaflets, talk to people. If a building is owned by an absentee landlord or has been abandoned or is city-managed, we talk with the tenants to see if they're having big problems. If that is the case and they're mad over it, they may come to us. That's step one.

"Step two is to explain the community management program to the tenants. In that program, after the community organization signs a lease with the City of New York to manage the building, we then get the tenants to form a union or an association which collects rents, with that responsibility rotating; or they may want a president and secretary and treasurer, or whatever. We advise them from our experience, but they structure it the way they want. They elect officers and they set times for meetings. They run their own building.

"We open an unincorporated tenant-association bank account for each building in community management, and the rent money is deposited in that account. Anything the building needs—any repairs or supplies—come from the rent monies in the account. This building's rent money is used solely for this building's repair and utility expenses, and nothing else. It does not go into another building, and it's not pooled with rent monies from the other buildings under West Harlem management.

"The officers of each association must sign off on all checks. We can't. Each tenant association gets a monthly accounting of what was spent, what is left, and we figure out what needs to be





done, what it will take, how long it will take. And these buildings are not paying for the workers. The staff of West Harlem does the work, a service staff of people on our payroll, CETA employees. We use vendors from this area if we buy materials. So that's the community management program, and they—the tenants—decide whether they want to join.

"Step three is to explain their rights—whether or not the tenants want to join. A lot of tenants don't know that they have as many rights as they do. They have a right to a decent apartment, hot water, services—the things they need to survive. The fourth step is to actually sign the lease and organize the tenants' association.

"Aside from community management, we provide lots of other services to tenants, whether we manage the buildings or not. We educate tenants in what you might call coping. A 59¢ drain insert helps keep drains from clogging. Closing curtains on winter nights—or even better, pulling shades—keeps in the warmth. These are small things but important. We're also putting together a manual of services that are so scattered all over the city that some people just don't know they're there—dental and health care at places other than a hospital, for instance.

"We're now trying to get the merchants to clean up the streets, the sidewalks, the storefronts, and to put up blood pressure mobile and polio vaccination notices, for example.

"Another thing we do is to train tenants, along with our staff in housing management and neighborhood development, by sending them to seminars sponsored by the Association of Neighborhood Housing Developers.* Aside from that, we give advice to

anyone who stops in and needs anything—from a birth certificate to false teeth. We tell them how and where to go about getting it. We canvassed most of West Harlem to determine what is needed.

"They used to be afraid to speak up. Now they aren't. They tell somebody, 'You get out of my hallway, you don't belong here.' They wouldn't do that before. They are very conscious about where they live now. They take interest and pride in what they're about and where they live."

For further information on this organization contact:

Donna Burns
West Harlem Community Organization
226 West 116 Street
New York, New York 10026
(212) 678-5660

Tenant management has evolved as one of the most effective ways to ensure that residents will have a stake in their living conditions. A number of buildings across the country are currently under successful tenant management programs.

In St. Louis, tenants of the Carr Square and Cochran Gardens low rent public housing projects organized themselves into a corporation to manage their own housing projects and apartment buildings, which the housing authority had been unsuccessful in managing. The Tenant Management Corporation (TMC) created plans to modernize and beautify the projects, to employ their youth and to create jobs for adult residents. The TMC has created a self-supporting day care center, a financially successful building maintenance corporation, and a commercial kitchen which contracts with the city to provide hot meals to senior citizens at a number of sites in the surrounding area. The kitchen is a joint venture with local private business. As part of a HUD demonstration program, the Carr Square TMC is now employing project youth to renovate community facilities and to provide skills training. The Cochran TMC has successfully bid to be the developer of a new apartment building for its area and has generated sophisticated plans for renovation of existing buildings. Both TMCs have worked closely with all city departments to create a variety of public improvements in their areas.

For more information, contact:

Loretta Hall
Carr Square Tenant Management Corporation
1521 Carr Drive
St. Louis, Missouri 63106
(314) 241-0880

*A New York City-based non-profit institute that provides technical assistance to neighborhood housing development corporations.

Community Management

In Brooklyn, New York's South Williamsburg neighborhood, the Southside United Housing Development Fund (Los Sures) uses public and private funds to rehabilitate large apartment buildings which have become city-owned through tax foreclosures. Los Sures uses the CETA program to train and employ neighborhood residents to rehabilitate these buildings and to manage and maintain them after rehabilitation. When feasible, the buildings are converted to cooperative ownership for the existing low and moderate income tenants.

For more information, contact:

*Wilfredo Vargas, Administrator
Southside United Housing Development Fund
255 South Second Street
Brooklyn, New York 11211
(212) 387-3600*

The West Harlem Community Organization did not begin as a community management enterprise, it evolved into one, and any incorporated neighborhood group—a neighborhood association, for example—could manage landlord-abandoned buildings. If abandoned or neglected buildings blight your neighborhood and your neighborhood organization is interested in community management, you may want to duplicate the steps West Harlem takes:

- **See if your city has a community management program.** If it doesn't you should lobby your alderman or city councilman to get one. You may want to request the lease agreement and community management guidelines from the City of New York, Department of Housing Preservation and Development, 100 Gold Street, New York, New York 10038. These could serve as model documents.
- **Review the capabilities of your organization.** Determine what additional staff, space, materials and funds you will require. Check into the resources—people and materials—available in your neighborhood and your city: Do you have skilled workmen who can repair or supervise repairs on neglected properties? Can the city or local people lend you the tools necessary to do the work? Could you initiate a training program similar to that of EXODUS in Atlanta (p. 62) for unemployed youths, neighborhood people, or tenants in the targeted building so that they can make repairs? Your needs will vary according to the number and size of neglected apartment buildings in your neighborhood, as well as the kind of organization you begin with.
- **Canvass tenants in neglected or abandoned buildings** to discover which services are deficient and what they need. Find out which of their problems are most pressing, then organize the tenants around these problems.
- **Seek expert legal advice.** Developing a community management capability involves complex legal steps, and you will need legal guidance. You will have to check with your local Legal Aid Society or find a neighborhood lawyer willing to donate time. A third option is to look into the Dean's office of a local or nearby law school. Often they can suggest law professors who are qualified and anxious to donate time in community service activities. For further technical assistance sources, see the appendices.
- **Assist tenants in forming a tenants association,** structuring it and electing officers.
- **Sign the lease agreement** and begin managing the buildings in accordance with city guidelines and the guidelines of your organization.



Chapter III

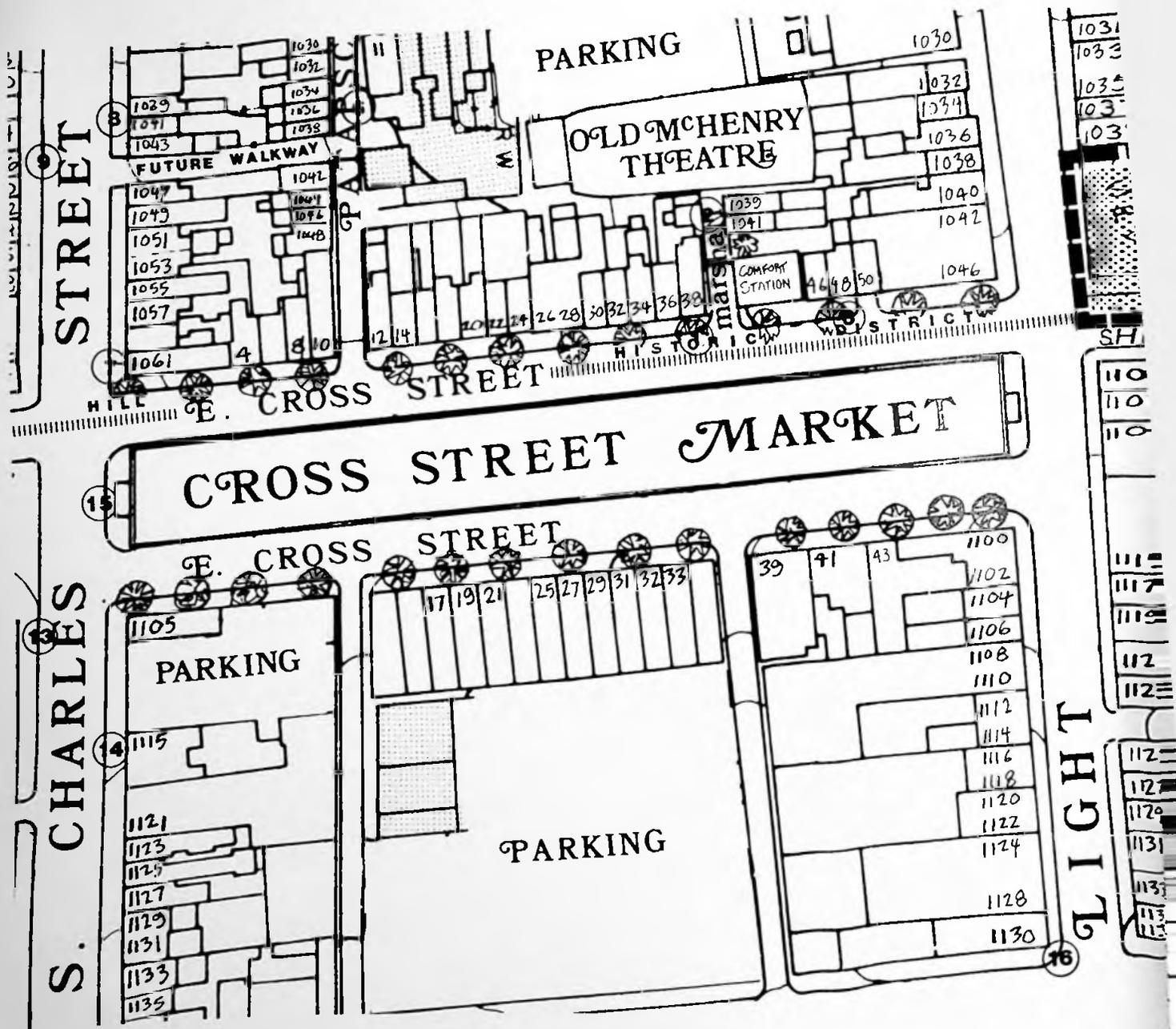
Economic Development

Economic development means improving the economic condition of an area. It is a major element in conserving and revitalizing a neighborhood.

Community economic development focuses on strategies to be planned and carried out at the neighborhood level; communities take the lead from within. It involves the active participation of local residents in solving their socio-economic problems, using public and private resources.

Community-based economic development involves local small business owners upgrading their commercial enterprises. It means improving the neighborhood's business strip. Jobs are created for neighborhood residents. The earnings of business owners and employees stay within the community, raising the standard of living.

This chapter shows how self-help groups can spur economic development, and bring financing from public and private sources to reinvest in the community.



Cross Street Marketplace

Business Street Revitalization

South Baltimore, Maryland



Block after block, clean white marble steps lead up to each front door of the rowhouses that line the streets of the Federal Hill neighborhood, which overlooks Baltimore Inner Harbor. These white stoops are the neighborhood's trademark. Families who live here often trace their homes back a number of generations. It is a working class neighborhood of many ethnic groups.

The Cross Street Market has been the focus of the area's trades and businesses since the mid-1800s, when it was the traditional shopping place for produce, meat, poultry, fish, and baked goods. With the growth of the suburbs and suburban shopping malls, Cross Street Marketplace lost its customers. But a strong commercial revitalization effort has successfully brought shoppers back again and has given fresh life to the entire community.

The key to this revitalization was the partnership among residents, local business owners, lending institutions and the City government. Through the Baltimore City Commercial Revitalization Program, the city has on its staff a specialist in putting together ("packaging") commercial revitalization loans; the funds may come from Baltimore's low-interest Rehabilitation Environmental Assistance Loan Program or the state's low-interest Maryland Rehabilitation Program or other sources.

Another ingredient was the city's commercial revitalization urban renewal ordinance, passed by the City Council, which put into law agreements reached earlier between the merchants and the city for a plan including a set of design standards to improve the

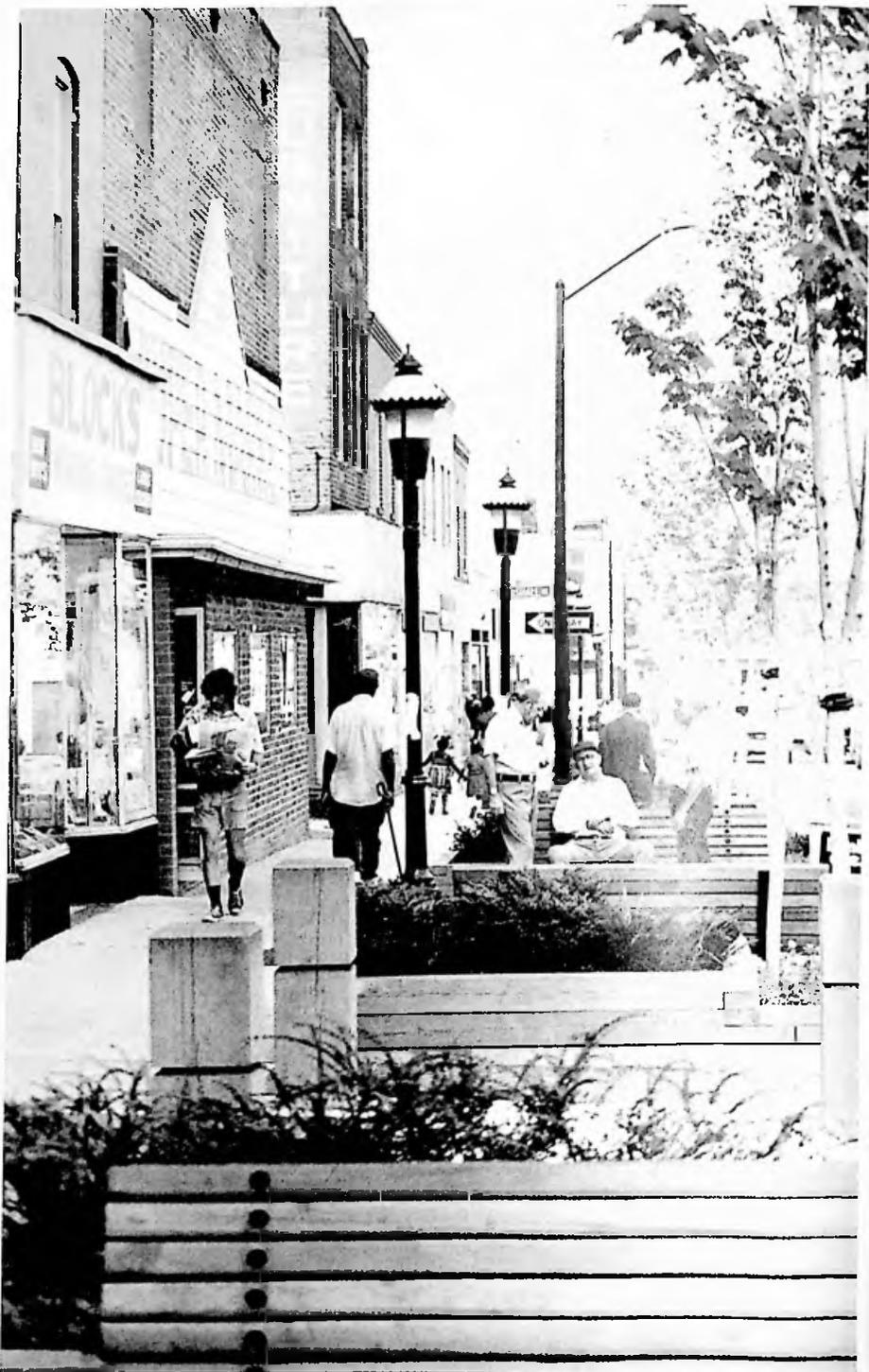
shop facades and a city commitment to provide public improvements to the area. The ordinance serves as a tool for compliance. The city also helps with market studies, architectural consulting assistance, and publicity for neighborhood business promotions.

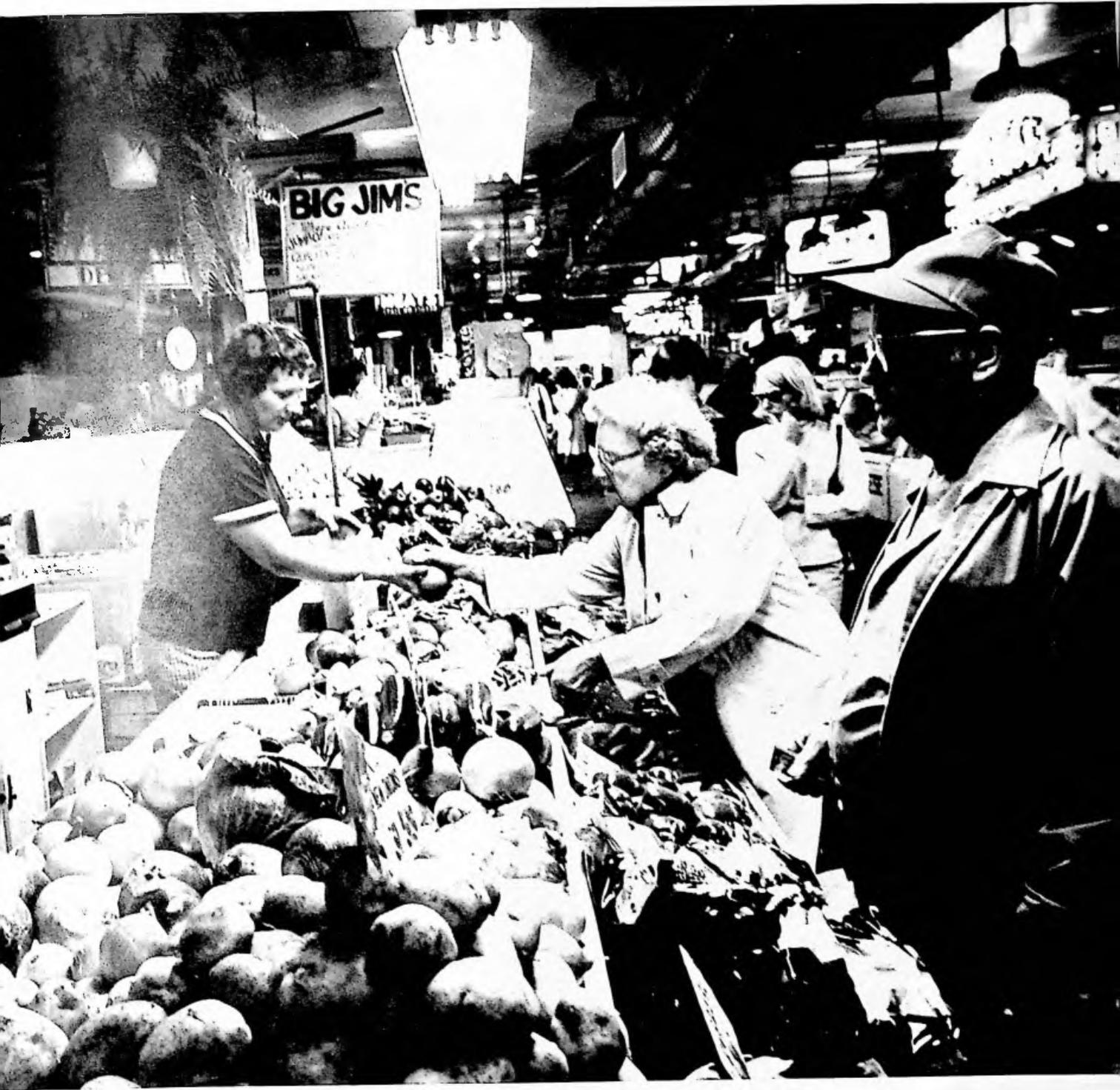
Irwin Dubois, the owner of a shoe store on Light Street, explains how the partnership worked:

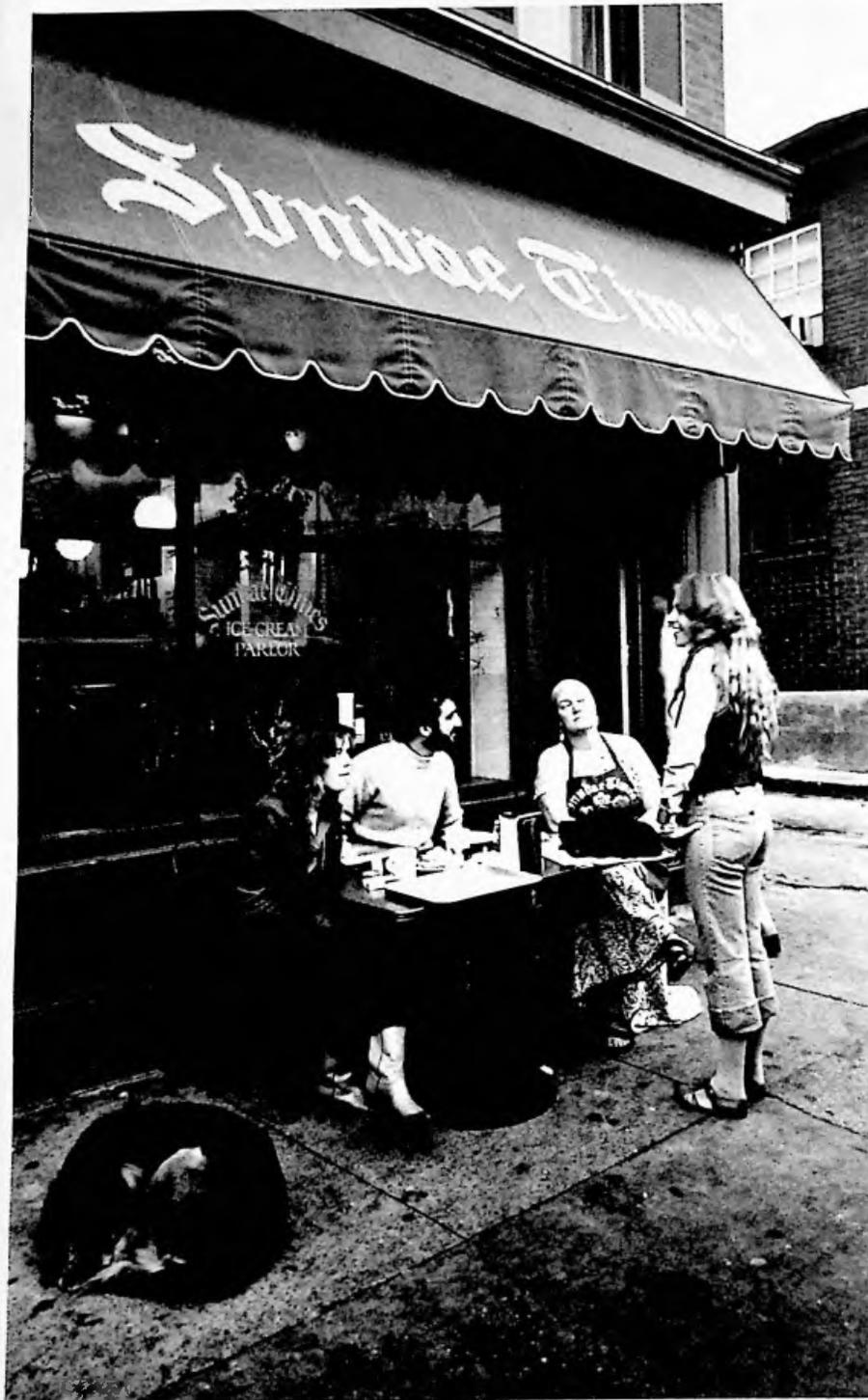
"Small scale retailing just might be the hardest thing in the world to do. You have to read the market and adjust, or else you'll get wiped out. This shoe store of mine has been here since 1902; I bought it in 1946. Back then, people almost always patronized their neighborhood shops. The years went by, and the suburbs became the place to live. And with the suburbs came the big shopping malls. People started going to them because they were convenient. The shift was gradual, but here along Light and Charles streets, you could see the difference. Little by little, shops began to close and the whole area started looking pretty run down. Shop owners who had been here for generations began thinking that when they reached retirement age they'd just board up their shops and forget it. The neighborhood commercial concept was dead, or dying, they thought.

"Sometime in 1975, we heard about the commercial revitalization concept. Baltimore has really been a pioneering city in the area of neighborhoods—because it is a city of neighborhoods, close-bound, ethnic, with their own traditions and generations of the same family living on the same block. Because there were already some positive changes in the neighborhoods around us, our Businessmen's Association decided that the potential for more growth was good. There might really be a return to the old neighborhood days.

"But Light and Charles Streets were in bad shape by then. If we were to







attract customers, we were going to have to look more appealing. The commercial area needed a facelift. We went to the city of Baltimore's Department of Housing and Community Development and they ran a market study to find out if revitalization was feasible. What they were trying to find out was whether, if we got our facelift, the adjacent neighborhoods, some of which were dilapidated or abandoned, would be occupied again. The answer was yes. The study proved that this area should definitely be revitalized. So the city said, 'Sure, we'll help you, but you merchants are going to have to stick together and help yourselves.'

"So we and the people from the city got together and devised a plan. First each of us would have to give our buildings a facelift. For its part, the city agreed to make public improvements along the street—street work, lighting, things like that. And they assigned three architects to redesign our storefronts. This happens to be an area of historic interest. Fort McHenry, where the "Star Spangled Banner" was written, is nearby and is a park. And Federal Hill over there has been designated as a historic district. We thought the business district could make use of that.

"Because we all own small shops, we decided our renewal should look something like Georgetown in Washington, D.C., small, quaint shops but a little less classy. We built into the plan that the fronts of all the buildings would have to be cleaned or painted. Neon lights and extending signs had to go. And the upper floor windows on all the storefronts had to be functional—no broken, boarded windows. And shutters should be added wherever possible. The original character of the building was to be kept. We agreed on specifications, and set a two-year timetable for the improvements, ours and the city's.

"When we and the Department of

Housing and Community Development presented this plan to the City Council, they passed it. It became law, a commercial revitalization urban renewal ordinance. This ordinance specified the revitalization area, the timetable, the roles and commitments of the City, the roles and commitments of the businessmen, and the kinds of improvements that could, should, and would be made. And both parties had to stick to it, because it was law.

"To build up momentum, a young private developer bought up four or five very dilapidated buildings and turned them into appealing storefronts. He figured that if he took some of the worst buildings in the worst shape and did a first class renovation, it would prove to people that it could all work. He was right. The city made loans available to us at 7% interest rates and 20-year terms. The work is now about 95% finished and the change is amazing—in the people as well as in the buildings.

"Nothing that's good happens in a vacuum, and the changes in this area are no exception. There really has been a partnership among the merchants in this area, the city, private lenders, and private development corporation. The city, of course, has kept up its end of the bargain. And it has also brought people back into the adjacent neighborhoods, the ones that were being abandoned, through urban homesteading programs and community development funds.

"As I said, the merchants have fixed up their stores, using city loans. And the private developers who bought up vacant storefronts would sell only to people who planned to open a business. No speculators. No one who would let the property stagnate.

Because of the developers' cooperation, we have an influx of new businesses, young blood to mix with the old. We have renamed the area Cross Street Marketplace and we even have a new

logo. What we are trying to do now is fill in this area with missing services to make it complete, so people won't have to go anywhere else.

"And why should they? We are as convenient as the shopping malls. But we are something more: neighborhood people. Many of us live here. We have close personal relationships with our customers. We want to get away from the slick, impersonal businessman image. People come in here and enjoy coming in here, and that's good. Because let's face it, you can buy shoes anywhere. I don't carry any shoes anybody else doesn't have. But if it's more enjoyable for my neighbors to come in here, then I have a competitive edge. The South Baltimore merchants are appealing because we're part of the neighborhood. Neighborhood—that's really what we sell."

For further information, contact:

Mr. Irwin Dubois
1206 Light Street
Baltimore, Maryland 21230
(301) 752-5569

Commercial revitalization can take many forms, to meet the needs of the neighborhood.

In Tucson, Arizona, the Center for Economic Development and Business Assistance Inc. (CEDBA) serves small businesses in its Mexican-American neighborhood with financing mechanisms to combat economic blight. They make loans, hold notes, form partnerships with private investors and participate in convertible debenture activities. CEDBA has also instituted a joint venture with a plastics manufacturer and is now setting up a holding corporation to create a ceramics manufacturing company.

For further information, contact:

*CEDBA
1635 East 18th Street
Tucson, Arizona 85719
(602) 884-7170*

The Asian-American Service Institute for Assistance to Neighborhoods, (Asian, Inc.) in San Francisco, California assists Asian-American communities, organizations, businesses and individuals in their economic, physical and social development. Over the last six years, Asian Inc., has assisted Asian-owned businesses to obtain financing, and construction, manufacturing and service contracts. In 1977, they packaged and secured approvals for 58 small business loans with a combined value of \$5,791,600.

For further information, contact:

*ASIAN, Inc.
1610 Bush Street
San Francisco, California
(415) 928-5910*

A local development corporation, the Providence Business Development Organization in Providence, Rhode Island, has also undertaken various commercial revitalization activities. Since its inception, the Providence Business Development Organization has attracted 25 new businesses to the

Neighborhood Commercial Revitalization

Federal Hill area and has expanded or renovated 14 stores. In the West End, six new businesses were opened and five existing establishments rehabilitated their facilities. Their efforts generated substantial private as well as public investment in the area.

For further information, contact:

*Providence Business Development Organization
410 Union Trust Building
Providence, Rhode Island 02903*

Neighborhood Commercial Revitalization programs must respond to the specific ethnic, social and economic needs in each community. However, several components are crucial to any successful program. First among these is the participation and support of local business persons. This support is most effectively mobilized by an active, committed businesspersons' organization. If such an organization does not exist in your neighborhood's commercial strip, one should be formed. Merchant associations that are now inactive can be used as a base to build a new coalition.

A commercial district can be organized by many of the same procedures used to organize other neighborhood organizations. (See "Organizing Your Neighborhood," p. 10). It takes strong, active leadership at the local level, backed by merchants who understand that their unified efforts are the best means to stimulate a return of private business.

With a strong merchants organization, you can take the following steps toward commercial revitalization.

- **Identify Available Resources.** Check with the Planning or Community Development Department of your city to determine what programs or assistance they can offer for revitalization. If, like Baltimore, they have a program, link up with it. If they have no program, determine what technical and financial assistance is available through other programs: Will the City Planning Department allocate a landscape architect or an architect to assist you in redesigning or restoring your area? Are low interest loans available to you? Will the City repair streets or change lighting and in general improve services to the area in support of your activities?

- **Create a Partnership.** Before you begin any program planning, a three-way partnership must be established:

representatives from the private, neighborhood and public sectors must be involved.

- a. Private—local business, and local lending institutions
- b. Neighborhood—community organizations, block associations, other civic associations and perhaps church groups. Local residents with professional skills such as lawyers, accountants, architects.
- c. Public Sector—local government officials, including the Planning and Community Development department, Police and elected officials.

Have you invited these people to past meetings? Are they aware of all your efforts? This kind of a three-way partnership ensures coordination and a mechanism to maximize resources at the local level.

- **Undertake Appropriate Market and Planning Studies.** Have studies already been conducted on your commercial strip that indicate the problems and advantages of the local business area? If not, which of the following studies does your organization think would be most helpful?

- a. **Market Study:** This indicates the actual and potential business market for the area, where the competition is and what new business opportunities are available. Usually an experienced consultant is needed to conduct a market study.
- b. **Land-Use Survey:** This shows, block by block, building by building, how each property is currently used, and identifies vacancies and abandoned properties.
- c. **Survey of Attitudes—**Both merchants and shoppers can be surveyed to find out what they think about their business area—present problems, advantages, deterrents to shoppers, and ways to increase business volume. Merchants can be surveyed at an association meeting. A neighborhood

organization may be willing to assist merchants with a shoppers survey.

Although these studies are very important to any careful planning process, do not let the studies drag on, or you will lose the momentum and interest in the organization.

- **Plan Action Strategies.** Next you will want to use your study results to help you plan both long-range and short-term projects. Short-term visible projects are important to develop confidence in the organization and increase the visibility of your group.

- **Analyze Actual and Potential Resources.** Your plans must be based upon a realistic assessment of actual and potential resources. Your organization should consider all possible resources for both funds and technical assistance. You will want to check public and private resources. A diverse and representative membership is a key to leveraging these resources. You must know about resources available from:

- a. Merchants—how much are they willing to commit to improve their own businesses? Often small pledges from individual merchants are crucial in leveraging other private and public dollars.

- b. Local lending institutions—are lending practices responsive to the needs of small business persons? Can special low interest loans for rehabilitation be provided? The Community Reinvestment Act requires local lenders to meet the credit needs of their communities. Check their Community Reinvestment Act Statements as a first step. (See Appendix for further information.)

- c. Other neighborhood-based organizations—can you learn from the experience of other groups in your area? Can you arrange an exchange of resources that benefits everyone?—(i.e., residents providing volunteer time and merchants providing discounts for community projects.)

- d. Government Sources—What kind of federal, state or local programs is your organization eligible for?

- When you are ready to develop your program, you will want to consider the following 3 program areas:

- a. Physical Improvements—Neighborhood Design

What kinds of physical improvements would most enhance the image and appearance of the business area?

- Storefront renovation?
- Tree Planting—street furniture?
- Is the City willing to conduct physical improvements such as street and sidewalk repair? New lighting?

- b. Business—Retail Development

How can you best increase business volume? • Collective activities such as sales and promotions? • Counseling for individual merchants on such topics as merchandising, accounting, advertising etc? • What kind of new stores would attract customers?

- c. Public Services and Community Programs

How can you most enhance the shopping environment so that it is a pleasant and safe place to shop? • Improve the delivery of social services such as sanitation and police service? • Programs to promote safety? • Clean-up programs? • Improve parking facilities? Commercial revitalization means new life for the neighborhood. See the appendices for other sources of information and suggested readings.



Mississippi Action For Community Education (MACE):

Greenville, Mississippi

Jobs for Adults

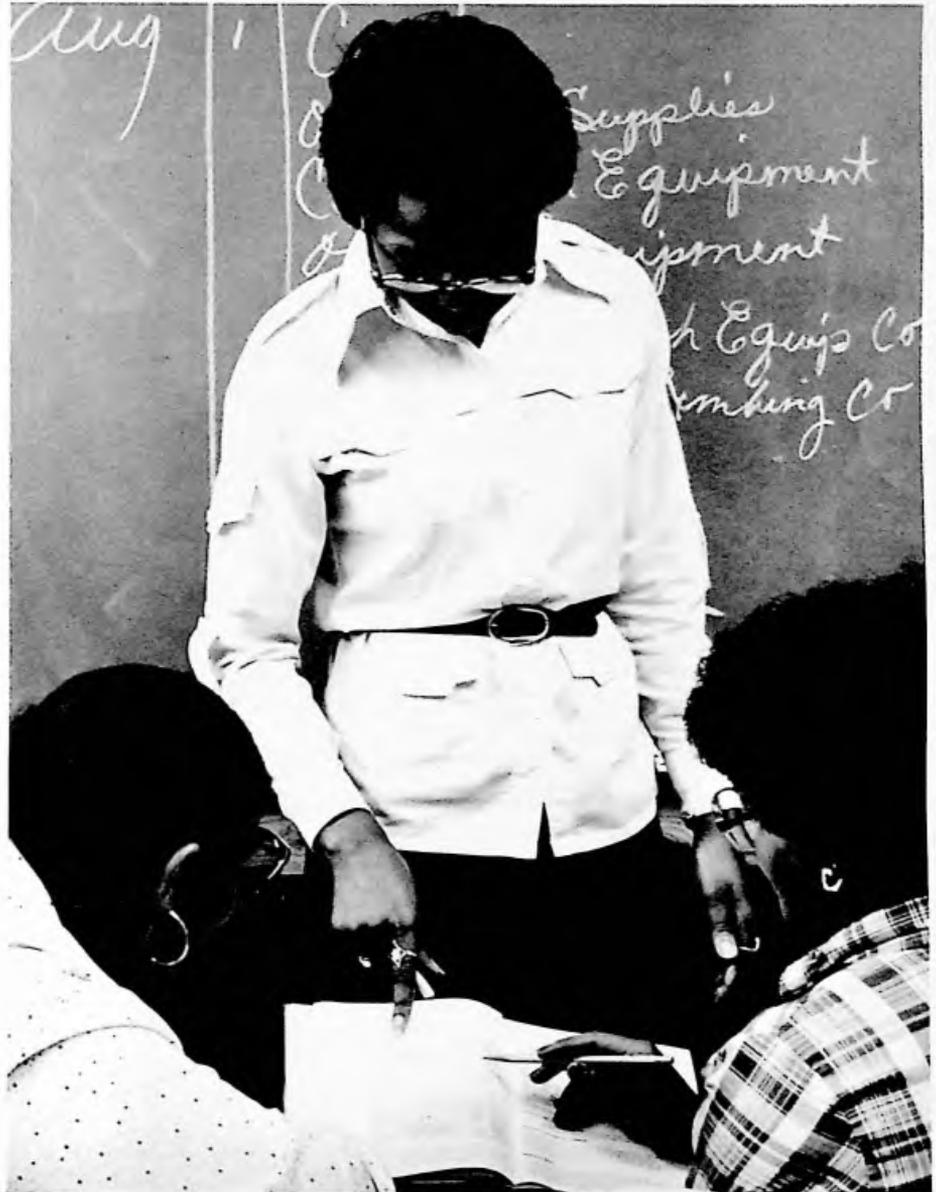
The Mississippi Delta covers 14 counties of cotton, soybean and rice fields, and small, unincorporated hamlets, in northwest Mississippi. It is the birthplace of the blues, and its largely black population carries on a rich cultural tradition in isolation and poverty. But the South is changing, becoming more industrialized, and in order to prepare black residents for a more profitable role in its development, a community development corporation called Mississippi Action for Community Education (MACE) headquartered in Greenville, Mississippi, is training people in marketable skills.

Ms. K. Shalong Morgan, Director of Public Affairs for MACE, explains:

"During the sixties, in the Civil Rights Movement, people were saying we needed power. Our people were starving, and we needed to do something about it. We talked and we marched and we prayed, and finally legislation was passed. We got the right to vote. We can go to school in an equal setting with white children. We cannot be barred from any public places. We can go to libraries and museums, anywhere. We have full rights as citizens of the United States. The only problem with it is that once we got all those rights it still took money, education, and awareness to exercise them. So you can go sit in a restaurant and eat. But you can't go sit in a restaurant and eat if you don't have any money.

"So MACE was started.

"As the name implies, Mississippi Action for Community Education is an institutional means to realize some of





the goals of the civil rights era.

"The Ford and Rockefeller Foundations made money available for leadership training, so MACE did its development work through leadership training. First people were taught to identify the needs in their communities, then, how to identify resources that were available to them to meet those needs on a local, regional, and national level. Once those leaders were trained, they would go back into the communities, get people throughout their county to become members of their grassroots organizations and start pulling themselves up by the bootstraps. After a certain constituency had been established, MACE began to apply for funding and to operate programs that would affect all of the Delta counties. The programs would be administered through those local grassroots organizations.

"Today, MACE exists in all fourteen counties, has 23,000 dues-paying members throughout the Mississippi Delta, and eight local affiliate organizations out in the counties. We are big and because of our private outside funding, we have become very firmly established.

"For example, we have a program to train seasonal farm workers to become secretaries, clerks, bookkeepers, accountants, or paralegals. We have a division called "New Girl" which trains women in jobs that are traditionally held by men, such as plumbing, carpentry, and painting. These programs are funded by the Employment and Manpower Training Act administered by the U.S. Department of Labor. Most of our funds come directly from the Federal Government as opposed to the state.

"We have a Youth Conservation and Community Improvement Project (YCCIP) that trains out-of-school youths between the ages of 16 and 19 in plumbing, carpentry, area beautification, horticulture, and things that will

improve the community. Our trainers come from the community and are paid, and so are the trainees, all of whom are out of school. We find employment for them too.

"MACE has just received funding for a new, Section 202 elderly housing project from HUD. We bought an old building, the Greenville Hotel, almost an historical site. It will be renovated, and the elderly will live there. We are going to use our YCCIP workers and our CETA trainees (we also have a CETA training program that provides training in the same skills) to work on the housing project.

"We also have a Right to Read program. Considering that there are over 600,000 illiterates in Mississippi and that this is the first Right to Read program ever established in the whole state, it is a landmark step.

"We have built things and created programs all over the Delta. We have a revolving loan fund with \$800,000 in capital. We founded a health maintenance organization, an Upward Bound Program, grocery stores, manufacturing enterprises, housing projects, a \$400,000 community education and recreation project, and more.

"We are also going into the area of cultural development because the people want it. We conducted a research study and found two basic things: first, our people lack a general consciousness of our own culture. For example, you ask them what culture is and they'll tell you ballet. You ask them if they have culture, and they'll say no. The other thing is that the blues is indigenous to this area. People walk, talk, sing the blues, day in, day out. So we decided to establish a living institute, a cultural resource center that will provide local cultural enrichment programming for all the counties. It will deal with the preservation of the blues. It will collect blues, set up archives, house all of the recordings.

It'll bring in educational specialists to design curricula for public school systems. We'll have artists-in-residence in the schools and send out mobile units to carry this living culture throughout the Delta. Phase I of that was this year's blues festival. It was very successful. Over 5,000 people came, and it was funded by the Ford Foundation and the National Endowment for the Arts, with some money from the Mississippi Arts Council.

"That's where we are now. But the whole thing about MACE is that we hope to go out of existence. We are only here to serve the needs of the local affiliate organizations. Once they get the know-how to operate these programs themselves, there will be no need for MACE. MACE is an umbrella corporation which exists because it's still needed. And as soon as we aren't needed, we'll go."

For further information on MACE contact:

Ms. Shalong Morgan
MACE
815 Main Street
Greenville, Miss. 38701
(601) 335-3523



Exodus

Jobs for Youth

Atlanta, Georgia

In May 1970, EXODUS opened its storefront center to teach job skills to some of Atlanta's high school dropouts. The Postal Street Academy tutored students during regular class hours and found employment for them in the Post Office during the evening. The original three academies are still in existence despite the fact that Postal Service funds ran out. For these students, the neighborhood provides a job and a learning setting. This led the staff of EXODUS to recognize the neighborhood blight which confronts residents, and to establish a new program to correct it. David Lewis, President of EXODUS, explains:

"Working in the communities as we do, we quickly began to notice the houses that were boarded up and needing repairs. There are also senior citizens who need repairs on their homes and don't know how to get it done or don't have the money to do it. We finally got underway with this through the Youth Community Conservation and Improvement Program.

"Most YCCIP's are under the Department of Labor, but ours is one of ten in the country administered through HUD's Office of Neighborhood Development. It is a demonstration project. We receive all of the city's best resources in terms of technical assistance. Atlanta's Department of Community and Human Development has advised us about rehabilitating houses, and its Housing Department lets us use their training facilities to train staff. A former head of the city's Economic Development Administration is our administrator, and the Atlanta Community Design

Center supervises the people who teach the kids to repair homes. We have top people running the program, and the seven people who directly supervise and teach the kids have expertise in various areas. Two are carpenters, one is a painter, one is a landscaper, one is a plasterer, one is a bricklayer, one is a roofer.

"Each one has a crew of approximately 12 kids working with him daily. The object is to repair houses and bring them up to living standards in the City of Atlanta. At the same time, we give young people jobs and deal with youth employment by teaching them marketable skills.

"Currently we are working on nine boarded-up houses that have been given to us by HUD. Some people probably felt that if we just tore them down we would be improving the community. But we maintain it will help the community more if we can repair them. We hope that in the next six months we can bring as many as 28 houses up to code. We are also working on 30 public housing apartments. We are going to do major repairs, weatherization, the whole bit.

"Of course the kids get paid for their work. They start at the minimum wage. The more motivated they are, the better they produce, and the more they earn. \$3.75 is our top wage.

"We have also been talking to some private businessmen and property owners in Atlanta about allowing a crew of our kids to do minor repairs on homes and on any new developments they are constructing. They could have our people put in the windows, or put

the hardware on the doors, some of the small things. Over the long range, some of our own kids—some of any YCCIP-trained group—could start their own company. We'd be doing something unique that the whole country can copy.

"I think we have already come a long way since last April. We have been able to negotiate with HUD locally for these houses, we got an agreement with the Atlanta Housing Authority to rehabilitate 30 apartments, and we have about 70 young people employed who are learning at the same time. Nor is ours dead-end training. We've had some positive turnovers with young people who have gone on to meaningful jobs. They really got excited about it. A couple of them here have talked to private contractors about hiring them. They hadn't been hiring the kids in the past, but we hope it will happen soon.

"It is remarkable to see kids who were unemployed in April and May now on top of houses putting down a roof—a damned-near perfect roof. In no time these kids have learned to do that, and the effect on the community is going to be phenomenal because the kids come from this community. The people see neighborhood youths doing something constructive. It just gives you hope."

For further information on EXODUS contact:

David Lewis
EXODUS
355 Georgia Avenue, S.E.
Atlanta, Ga. 30312
(404) 622-1056

How To Get CETA Grants

The following examples show some of the projects CETA trainees can undertake:

The North Ward Educational and Cultural Center in Newark, New Jersey started in 1970 with a college and career counseling program to assist students in this working class community to stay in school. Since then North Ward has moved into a historic building which was restored by CETA workers. In the Center, they hold adult education classes, operate a day care center and provide job and career planning services.

For further information, contact:

*North Ward Educational and Cultural Center
346 Mt. Prospect Avenue
Newark, New Jersey 07104
(201) 481-0415*

In Los Angeles, California, the Watts Labor Community Action Committee's Youth Conservation and Community Improvement program provides training and employment rehabilitation for 110 CETA trainees. The Youth are part of WLCAC's Move-on Housing Program, in which vacant houses are acquired from an area near the L.A. Airport and moved to Watts neighborhood. The CETA youth rehabilitate these homes which are later sold or rented to neighborhood residents.

For further information, contact:

*Watts Labor Community Action Committee
11401 Central Avenue
Los Angeles, California 90059
(213) 564-5945*

The Mexican-American Unity Council in San Antonio, Texas received CETA funds to train and employ 200 youths in the repair of community facilities, weatherization, home repairs, and the development of open spaces. The CETA workers also provide landscaping services for elderly residents in the

community. In the future, they hope to develop a number of housing units for the elderly.

For further information, contact:

*Mexican-American Unity Council
2314 W. Commerce Street
San Antonio, Texas 78207
(512) 225-4241*

In Roanoke, Virginia, the Southwest Virginia Community Development Fund received CETA funds to train and employ 120 youths to weatherize and repair homes in both urban and rural areas. This organization is also developing a small saw mill through which they will seek contracts and generate jobs for the youth. They also hope to start a small housing rehabilitation company.

For further information, contact:

*Southwest Virginia Community Development Fund
401 First Street, N.W.
Roanoke, Virginia 24016
(703) 345-4102*

The Spanish Speaking Unity Council of Oakland, California, is a community development corporation committed to improving the socio-economic conditions of the Mexican-American community and enhancing its cultural heritage. The council operates a manpower training institute, Educacion Para Adelantar, which places 60% of its graduates into full-time jobs. Their Supported Work Program gives one year of employment in neighborhood social service organizations to otherwise unemployed adults.

For more information, contact:

*Spanish Speaking Unity Council
1900 Fruitvale Avenue
Suite 2A
Oakland, California
(415) 534-7764*

The Comprehensive Employment and Training Act of 1973 is designed to aid the unemployed, underemployed and economically disadvantaged. The U.S. Department of Labor is the Federal agency responsible for CETA. The program is administered by local "prime sponsors." Cities with a population of over 100,000 are automatically eligible for prime sponsorship and may receive funds from the Department of Labor.

CETA funds a variety of programs, including training and support services for economically disadvantaged persons, transitional public service jobs, and youth employment and training programs.

The titles are as follows:

Title I: Training, Employment and Support Services. Replaces several of the separate categorical manpower programs of the 1960's by allocating funds in a block grant form to prime sponsors.

The bulk of Title I funds are reserved for prime sponsors. The remainder is handled by the Secretary of Labor.

Prime sponsors receive funding based on:

- past funding level of manpower programs
- rate of unemployment
- number of low income adults

Title II: Comprehensive Employment and Training Services. Authorizes public service jobs. Title II funds are distributed to areas with 6½% or higher unemployment for three consecutive months. Prime sponsors receive funding based on the number of unemployed in their communities. The prime sponsor can operate the program directly or sub-contract with a local organization.

Title III: Special Federal Responsibilities. This title provides funds for employment and training programs that meet the employment related needs of disadvantaged persons which include



women, minorities, native Americans, persons of limited English-speaking abilities, offenders, handicapped, veterans, single parents, older workers, displaced homemakers and migrant and seasonal farm workers.

Title IV: Youth Employment Demonstration Programs.

Subpart 1—Youth Incentive Entitlement Pilot Projects—Focuses on helping economically disadvantaged youth complete high school as a foundation for career success.

Subpart 2—Youth Community Conservation and Improvement Projects (YCCIP) which provides employment, work experience, skill training and community services opportunities for unemployed 16-19 year olds for up to 12 months. Their incomes must not exceed 85% of the Federal lower living standard budget. Community based organizations are eligible to submit conservation and improvement applications to state and local CETA prime sponsors.

Subpart 3—Youth Employment and Training (YETP) focuses on enhancing job prospects and career preparation of low-income youth who have the severest problems in entering the labor market. Only Title that now authorizes direct grants from the national office of DOL to private groups.

Title V: Youth Employment. Includes Job Corps, Summer Youth Employment Program and the Demonstrations created by the Youth Employment and Demonstration Act of 1977 such as the National YCCIP Demonstration Program.

Title VI: Counter Cyclical Public Service Employment Program. Funds are distributed relative to overall unemployment in a state whether or not it is 6½% and over.

Focuses on persons unemployed for 15 weeks or longer, or who are not eligible for unemployment insurance and whose

incomes are less than 70% of the lower living standard budget.

Title VIII: Young Adult Conservation Corps. Authorizes the Young Adult Conservation Corps (YACC). Operated by the Departments of Interior and Agriculture. Provides experience in various occupational skills through productive work on conservation and other projects on Federal and non-Federal lands and water. Community-based organizations can participate in the program only by referring applicants to the CETA prime sponsor for enrollment in YACC.

These are some of the steps you can follow to obtain CETA funds or slots for your project:

- **Identify the training and employment needs of your community** and the segment of the population that can benefit from the employment or training.
- **Identify the prime sponsor in your area** and meet with him/her or a representative to insure that you apply under the proper title and that you adhere to the Federal regulations regarding CETA positions.
- **Inquire about the prime sponsor's timetable for funding cycles** and the proper applications procedures you should use in submitting your proposal.
- **Determine whether your organization needs a training program or CETA employment slots.** After your decision is made, prepare your proposal according to the guidelines for funding under that title.
- **Meet with other local organizations** which have had experience with CETA slots and training programs and seek their advice on your project design and objectives. Ask about placement rates, staff assignments, equipment etc., and revise your design if necessary.

- **Prepare a well-documented proposal** using CETA terminology and clearly state how your project will serve a public need in your area if they provide the funds or the slots for the use of your organization.

- **Seek the support of local officials and community leaders** for your project. The decision of funding your proposal will be a local one, therefore their endorsement is essential.

Once you receive approval, depending on your funding, you will be able to start your training program, or start utilizing the CETA slots allocated for staff positions in your organization.

Community Development
Credit Union

St. Joseph County Community Federal Credit Union

South Bend, Indiana

A community development credit union is a financial institution run by its member depositors for their benefit. It is a way to keep savings in a community, reinvesting in the community's development and the neighbors' needs.

The St. Joseph County Community Federal Credit Union began in 1967 in the low-income neighborhood of West Washington, on the west side of South Bend, sponsored by a local self-help group. It was later reorganized to serve the entire St. Joseph County, under the sponsorship of the South Bend Urban League.

By now, it has expanded its services to the community in many innovative ways. It participates in a housing project which permits low-income people to buy their homes, a project to lend bail bond money to members at a reasonable rate, and a program to help newly released offenders re-establish credit.

"Anyone who lives or works in the St. Joseph County area and is a member of the Urban League can join," says Cornelius Lottie, former credit union manager. "Our purpose is community development. Remember, we started from a neighborhood organization.

"We offer, of course, the usual services of a credit union—car loans, for example. We also make loans to welfare clients to buy refrigerators and other household necessities. A few months ago, a woman came in to talk to us. She was just about to receive disability benefits when her furnace broke down. She had been to other financial institutions and was unable to

get any kind of assistance in the interim. We gave her a loan, and she got her furnace fixed within a matter of days. She has already paid off her loan.

"We provide budget counseling. We are also giving business loans to several small construction companies involved in housing rehabilitation.

"A community credit union is a way for people in a neighborhood to share what they have without giving anything up. The money you deposit gains interest, but it also buys your neighbor a washing machine or car. And the interest you earn on your savings is paid by the neighbor with the new washing machine. It is a very sound investment principle."

Ben Johnson, an expert who helped the credit union reorganize for financial stability, explains: "The credit union struggled through the first years of existence with low deposits and a high delinquency rate. Sixty-seven percent of its loans were not repaid, primarily because most of the members were low-income persons and the credit union staff were inexperienced. Under a new manager, with improved loan collection procedures, the delinquency rate was reduced to 5%.

"The credit union now has 30 companies in the county, with 50 employees or fewer, enrolled in a payroll deduction plan. Through this plan, more than 300 employees systematically save at the credit union, and there's more money available for lending. Before this plan went into effect, loan sharks operated in almost all those companies. Now they have almost disappeared.

"Because the credit union has grown dramatically in its assets, it has been able to broaden its services considerably.

"At one point, four credit union staffers were paid through the CETA funds; these jobs are being converted into long-term employment through the credit union's expanding budget.

"The credit union offers a housing program called Renew, Inc., to move residents from absentee landlord rental property into their own homes. It is operated by a local South Bend church and funded by the Catholic foundation, the Campaign for Human Development. The credit union is the principal lender. The prospective homeowner goes through a series of classes in home maintenance and credit counseling for six months, then selects a home that matches his or her income. Renew, Inc. buys the home, and also deposits money into the credit union as collateral. The credit union lends money to the participating homeowners who in turn repay Renew, Inc. for the house, until it is paid off. Renew, Inc. re-deposits the money in the credit union, and thus the funds are recycled continuously between the credit union and the housing project.

"Another community group works with young first-offenders. The Bail Bond project deposits its funds into the credit union, which uses it as collateral for bond loans to the youth. The project staff arranges a meeting at the jail between the credit union manager and the incarcerated person. If the youth can get a parent or employer as a co-signer, a loan is processed at the jail. While awaiting court appearance, the youth pays regularly on the account; when the youth appears in court, the bond money is returned to the credit union to pay off the balance, and the payments made earlier are transferred to the youth's savings account.

"A related project prepares incarcerated offenders for re-entry into society and

runs a half-way house. The credit union will lend the ex-offender a few hundred dollars, while the person re-establishes him/herself in the community."

For further information on the St. Joseph CDCU contact:

Loren Roth
St. Joseph County Community Federal
Credit Union
405 So. Walnut Street
South Bend, Indiana 46619
(219) 289-4818

St. Josephs Credit Union was created to meet the unique needs of its community. There are other ways for credit unions to shape their programs to foster community development. And there are other mechanisms that self-help groups can create to keep the savings and financial resources of the neighborhood's residents within the neighborhood for use of the neighbors.

The migrant workers of San Juan, Texas, had nowhere to turn to obtain loans. In response to this need, the Amigos Unidos Federal Credit Union was developed, to serve as a financial resource for these people. Amigos Unidos FCU in turn spearheaded the establishment of a public housing authority and the construction of 40 units for Mexican-American small families. The credit union also works closely with a cooperative of Mexican-American small farmers, and makes loans to them for seeds and fertilizer.

For further information, contact:

*Amigos Unidos Federal Credit Union
P.O. Box 114
San Juan, Texas 98089*

In East Los Angeles, California, TELACU, the East Los Angeles Community Union has undertaken a variety of projects to stabilize the economy of their neighborhood. They established a Community Trust and Loan Association which makes short-term loans for a maximum of \$25,000, and they are also a non-bank lender for the Small Business Administration. TELACU has purchased an abandoned factory and is developing an industrial and office complex which will provide 800,000 square feet of leaseable space and 2,000 jobs for community residents.

For further information, contact:

*TELACU
1330 South Atlantic Blvd.
Los Angeles, California 90022
(213) 269-6745*

Forming a Community Credit Union

If your community is interested in forming a community development credit union, these are some of the steps you should follow:

- **Form an Organizing Committee:** core people interested in the idea of forming a community development credit union should form an Organizing Committee which will coordinate the organizing efforts.
- **Seek support from organizations in your community.** A community organization or a group of organizations may decide to sponsor the credit union and thus help in the organizing process and provide ongoing support.
- **Organize people in the neighborhood.** You should have organizers who can hold meetings and talk with the community regarding the formation of a credit union. You should also discuss whether to organize as a Federal or State chartered credit union. Consider the legal differences between the State credit union statute and the Federal Credit Union Act.
- **Check resources available:** contact agencies and organizations familiar with community development credit unions. The following are some examples (see the appendix for more information about these): * Community Development Credit Union Institute at the National Center for Urban Ethnic Affairs * National Federation of Community Development Credit Unions * Alternative Economics * National Economic Development Law Project * National Credit Union Administration, the regulatory agency for federally-chartered credit unions.
- **Hold a Public Meeting:** after the Organizing Committee has met, hold a public meeting to: * explain what a CDCU is, how it works and why one is needed. * discuss the rights and duties of its members. * discuss the possible field of membership. * discuss the role of the volunteer and emphasize the amount of work needed to create a

CDCU. * discuss purpose of credit union—cooperative self-help effort.

- **Survey the community to determine the feasibility of a CDCU:** Conduct a feasibility study to determine how the community will support the credit union.
- **Hold a second public meeting:** the Organizing Committee should convene a second meeting once the feasibility study is analyzed. The degree of commitment should be examined. A vehicle for measuring the degree of commitment is a pledge card. Prospective members can complete a pledge card stating the amount they would pledge as their initial deposit. You should also consider the assistance available from local businesses or organizations either in the form of deposits or goods and services.
- **Prepare for the NCUA review:** you should work with someone from NCUA, the Credit Union League or the State Supervisory Agency for State-chartered credit unions to prepare the documents to submit to NCUA for a charter. They will provide guidance throughout the organizing process including preparation of Charter application, opening an office, board meeting, setting goals and objectives etc. NCUA considers three factors before chartering:
 - * the common bond and field of membership chosen.
 - * economic advisability of establishing the CDCU.
 - * general character and fitness of the subscribers to the charter.
- **Hold the charter organization meeting:** all the subscribers must attend the charter organization meeting and all the potential members of the CDCU should be encouraged to attend. Shares could be sold at this meeting in order to raise funds. According to NCUA requirements, shares cost \$5 each and the \$.25 one time membership fee is set by the Board of Directors. At least 7 but no more than 10 persons should be

selected to serve as subscribers to the organization certificate. Persons should also be selected to serve on the Board of Directors, the Credit Committee and the supervisory Committee by the membership.

- **Hold the first meeting:** The Board meets to elect executive officers and formally appoint the Supervisory Committee. At this meeting the Board should vote to apply for insurance, authorize the purchase of a blanket security bond, select a bank in which funds will be deposited, fix interest rates, and policies and practices on loans, etc.
- **Obtain a charter:** Submit an application to the regional NCUA office for a charter. Notification is usually within 45 days. Once the charter is obtained the CDCU can open for business.
- **Acquire subsidy and staff to begin operation:** Your credit union can get subsidies in the form of contributions of free office space, technical assistance, office supplies or promotional materials from neighborhood businesses, foundations, offices, schools, and churches.
- **Obtain nonmember deposits to provide capital for loans:** Organizations that cannot afford to make a grant to a CDCU can support it by making a nonmember deposit, that is their money is deposited but does not earn interest at least for the first year.
- **Open an office.**



Barwick Community Canning Cooperative

Barwick, Kentucky



Before the community canning co-op was set up, all that Barwick, Kentucky had was poverty. Its fewer than 116 families (590 people) lived lives of isolation and hardship in old deteriorated houses. Then, five years ago, reporters from Louisville triggered the idea that led to a canning cooperative and later, to community renewal. Here's how Nancy Cole, a community leader, tells the story.

"Barwick used to be a coal mining town. When the mines shut down, there was nothing. The things we have the most of around here are trees, hard winters, and poverty. When I was working at the Community Action Agency in Jackson, I traveled a little and met other poor people, but even then I felt as if we in Barwick were worse off than anyone else.

"Other poor people go to public agencies when times get hard. We have public agencies too, but Barwick people just won't go. There is no industry. We don't even have a grocery store. Many people live in huts or shacks without running water, indoor plumbing, or telephones. Our homes flood in spring, and in winter. . . well, last winter we were snowed into the hollers for ten weeks.

"You know how it is, poverty is like a piece of tough meat: the longer you chew it, the bigger it gets. The important thing about us isn't our poverty but what we are doing about it.

"There are people who think that those of us who don't have money don't have much of anything. That's not true. Poor folks have stronger survival instincts. We have to in order to

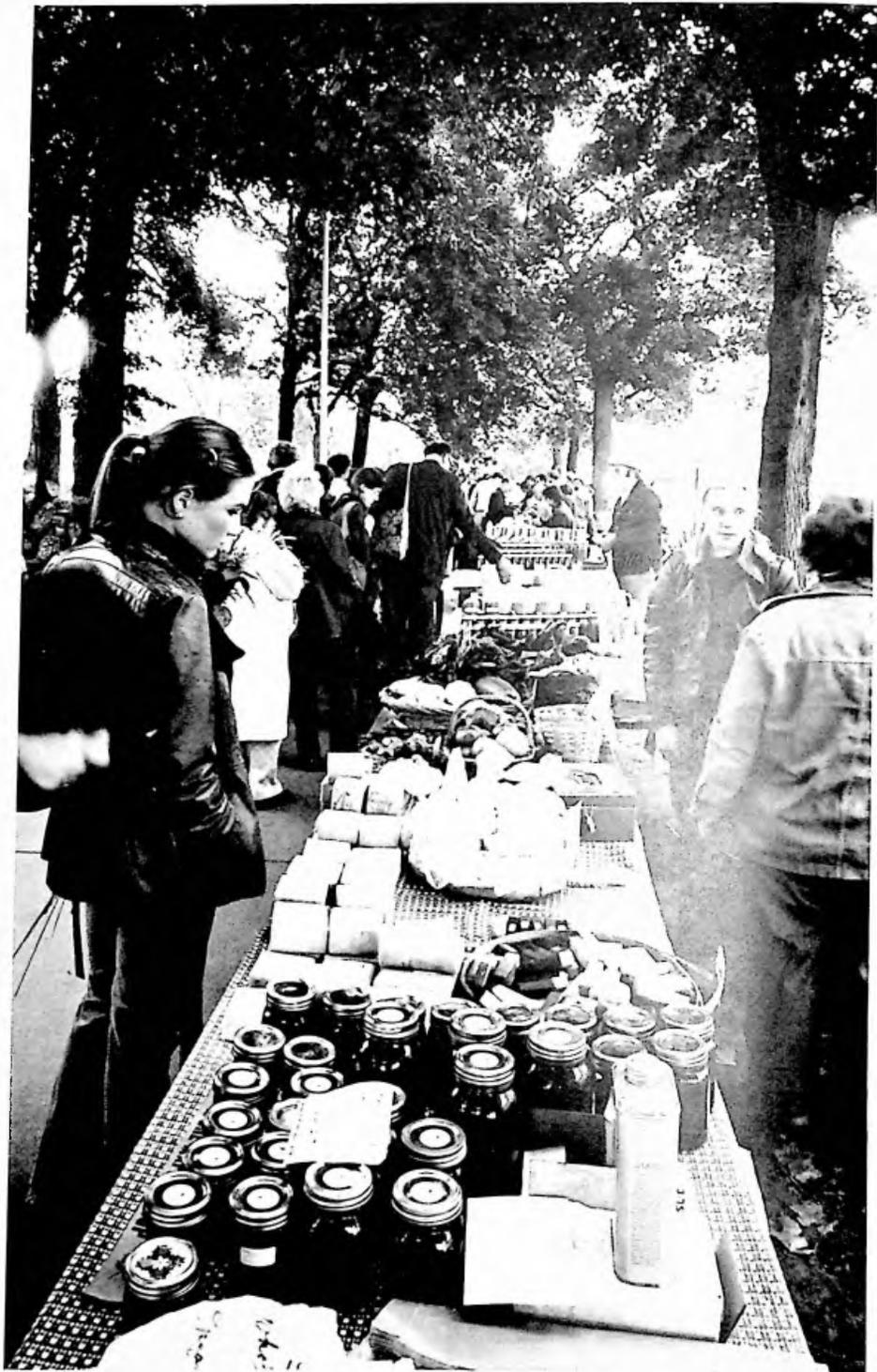
survive. These instincts are a resource. A person can get by with them. But a hundred people with their minds made up to survive together can do a lot more than just get by.

"In 1967, we built our community center and started meeting once a month. We didn't have anything going, but we kept on meeting. In these hollers people are independent and aren't used to working together. When you're poor on top of that and you're living in a town where there are no jobs and it looks like you'll always be poor, you don't really believe that talk can change things. But we kept on meeting.

"In 1973 during the time I was at the Community Action Agency, some reporters came from the Louisville *Post-Dispatch* to write an article on something in Jackson. While they were here, I started talking with them about the poverty of Barwick. They ended up doing an article on me.

"People in Louisville must have liked that article because they sent me a truckload of clothes and \$500 in contributions. I distributed the clothes right away, but the \$500 made me think. What if I did buy food and clothing with it? The food would get eaten and the clothes would wear out, and what difference would that make to Barwick? Instead I bought seeds and fertilizers and hoes. We had been meeting regularly since 1967—six whole years—and talking about making things better. If people here in Barwick wanted to make things better the way we said we did, if we wanted to help ourselves and get our own food, these tools will be a test of our commitment. And the people worked the ground with the hoes, and they made gardens. That was the beginning of our co-op.

"People were happy with the gardens. You could feel the difference in the town. But what we had wasn't enough. The hoes didn't go as deep as they really should—the ground is really hard—and people kept talking about





Forming A Canning Co-op

putting food by for the winter, but they couldn't afford canning equipment and jars. So in 1975 we got together with Grass Roots Economic Development Corporation (GREDC) and wrote a proposal. With the \$10,000 that proposal got us from the Presbyterian Church, we bought a tractor, a tiller, more seeds, more hoes, some canners, and a supply of jars. Today we store everything in the community center, and people check out what they need. The ladies trade recipes.

"Well, one thing led to another. The gardens and the canning and the trading of recipes got people working together. We could help ourselves. That's when we built our first house. We went to a bank and got a small loan for supplies and lumber, though a lot of rough-cut lumber came from these woods. Everybody worked; everybody helped. And we taught each other how to build because none of us had building skills. We found a lumber company to give us credit. People pay what they can when they can. Today we have twenty new houses in Barwick.

"We were still having a problem with the gardens, though. There are plants you have to start before spring thaw, and that's hard in houses without central heating. You put your tomatoes near a window and they freeze on you. So we wrote a proposal to the Methodist Church, and they gave us \$10,000 for a solar greenhouse. We'll put that up next spring. Maybe we can sell a few extra plants and make some money that way.

"So that's Barwick and its canning cooperative. There is still poverty in Barwick, and there always will be until people here can get jobs and make money. But when we look at how far we've come, we can be proud because that distance is the hardest part. No one here has been paid a salary for this. No one made a red cent, or got training, or has taken courses in proposal writing. We have done it all

ourselves with what we had and what we could get. And it is working fine."

For further information on the Barwick Community Canning Co-op, contact:

Nancy Cole
Barwick Community Canning Co-op
Barwick, Kentucky 41339
(606) 666-7340

As in Barwick, Kentucky, a neighborhood canning cooperative usually goes hand-in-hand with a gardening project. Canning co-ops are small-scale, low-budget, satisfying projects. They bind communities together by encouraging neighbors to swap recipes and advice on canning techniques, and they fulfill the purpose of a gardening project by providing food long after harvest; and they fill shelves in the neighborhood homes with rows of jars which are an attractive, satisfying accomplishment as well as a source of food. If you have a gardening project or will soon be starting one, you may want to consider a canning co-op:

- **Determine the need for such a project** by talking with your neighbors: Are there a sufficient number of gardens to justify a canning co-op? Will home-canned goods answer a need in your neighborhood as they do in Barwick? Do your neighbors know how to store food? If not, do they want to learn? If they know how to can, do many of them need equipment and jars? Do you have the land needed for the gardening project? If not, can you rent it or borrow it?
- **Assess your equipment needs.** Once you have determined the degree of interest, the number of people interested and the kinds of needs they have, you can figure how much equipment you will need. Find an advisor to assist you in this, particularly if your co-op will be large. Check with your State Department of Agriculture, the county extension agent from your State university, or other community groups that have undertaken such a project. They may help directly or put you in touch with someone who can assist you.
- **Raise funds.** Once you know how much equipment you will need, you can set up a budget and raise money. Approach your local churches, merchants and foundations for contributions; give a fundraising dinner

at a nearby church or school, approach local hardware and grocery stores about direct donations of equipment.

- **Purchase your equipment.** If you have time to hunt, rummage sales, auctions, and second hand stores are good, cheap sources of canning equipment but pressure cookers are best purchased new.

- **Obtain appropriate information and training.** If the members of your co-op need instruction in canning techniques, they can learn all they need to know by reading cookbooks. Because of the risks of food spoilage, however, home learning should be supplemented by some formal instruction. Once again, you should contact your State Department of Agriculture, your county extension agent, or your high school home economics teacher for assistance.

- **Structure your co-op.** Do you have a single, large community garden? If so, you may want to pool your foods, use a church or school kitchen, and can each food in bulk as it is harvested, then divide the products among yourselves. If you have smaller, family gardens, you may want to use the library check-approach that Barwick chose.

- **Marketing.** Most gardening and canning cooperatives are small scale, low budget undertakings, intended to produce food only for the participants and their families. Some co-operatives, however, may wish to market their canned goods, particularly specialty items such as jams, jellies and pickles. Most customary outlets for home-canned goods are farmers markets or food co-ops, places where people who prefer natural or organic foods tend to shop. You can price your items based on your time and costs, as well as the price of comparable items. Check your state public health laws to see whether or not this is feasible. You may also want to try selling your goods in specialty stores, neighborhood grocery stores or a tourist restaurant.





David Community Development Corporation

Community Development Corporation

David, Kentucky

David, Kentucky, is a rural hamlet of simple bungalows housing fewer than 200 people. It doesn't look like a town. There are no stores, no flashing neon signs, just pockets of wooden homes tucked into the surrounding green hills; a tiny community dependent on a coal mine. When the mine shut down, David went into decline. Only a total community development strategy could stop the decay. Dorothy Clarke, Executive Director of the David Community Development Corporation, explains the history of her group:

"The story of David, Kentucky, is really the story of its people and how changing their town changed them. But to understand what I mean by that, you have to know some history. Until 1968, this was a mining town, owned by a coal company. It was a model town. It was so beautiful that people used to go out of their way just to drive through it.

"There were a hundred homes here, tucked in the hollows, and all of the houses were maintained by the mines. They had a plumber; they had a carpenter. If a step fell down, the company repaired it. And if you wanted a room built in, they did it and raised your rent a couple of dollars a month. There was a movie theater, a swimming pool, and a grocery store. It had clothing, hardware, furniture, fresh meats, a post office, even a beauty shop. Everything you could want was right here. And the company store delivered to each house. If you wanted pot roast for supper, you called the company store, and at 11:00 the truck would make its first run. The driver would put your groceries on your front

porch, and at 3:00 he would do the same thing.

"The money you owed the store and all the bills for coal, house rent, and furniture was taken out of your paycheck. When the men got their checks, they usually had just enough left for spending money and paying the electric bill. Life was easy with the company store, but every man was hooked to the limit, in debt. There was no chance of ever leaving here.

"Then in 1968, the mine shut down. No more company store, no services, no jobs. Yet everybody was still in debt to the company store. A lot of people had to move to find work so they could pay their debts, but some people stayed, and here we all were in a town with no way of running or keeping up. The people we had depended on were gone. Our whole way of life was gone. All we had left were debts.

That was when the town was sold, first to a developer, then to a man who just wanted a tax write-off. His thing was not to put a penny back in. What would happen this time if a porch was falling down? Nothing. The people who were renting the house were not going to put money in it, and the man who now owned the town wouldn't put money in, so the porch just fell down.

"That's one kind of deterioration. There's another. See the hill back here where the mines dumped their slag? That waste would catch fire and burn in flames twelve feet high. When evening came, the smoke would settle so heavily in this valley and in the houses, you couldn't see your bedroom door. It finally burned itself out, but

the smoke ate the paint off the outside of the houses and ate the trees up. Then the man sold some of the town's houses to people from a county over, and they came and carted the houses away and left foundations and rubble and steps behind. By 1975, there were only thirty houses left from the original hundred.

"In just eight or nine years, David had gone from a model community to nearly a ghost town. We felt helpless. I mean, this was our home. Most of us were born here. A community is more than a home, it is a way of life. And here David was, being bought and sold by strangers to strangers for what was sitting on or under the ground, or for income tax purposes. Our way of life was ending right in front of us and we couldn't do anything about it. Or so we thought, until we got upset enough. We did get upset enough over the water.

"Our water system was so bad that we had to drive to Prestonburg with jugs to get drinking water. The pump in this system dated back to 1909, but it was still working and the water that came out the faucet was like mud sometimes. We had an outbreak of hepatitis—ten cases in a hundred people. That's when we began to fight back.

"In 1972, we formed the David Community Development Corporation. Its goals were to get a new water system and help people buy their own homes cheaply. People were skeptical at first because a new water system cost \$50,000 and the landlord had put the town up for sale for \$110,000. But in 1974 we heard that David was included in the expansion plans for a new water district and that monies were available for water systems from the Appalachian Regional Commission (ARC) and HUD. That was a shot in the arm because it made the purchasing of David seem more likely. That same year the people took a year's option to buy the town. Then we raised \$110,000. We did it through a contribution from





the local Catholic Mission, a bank loan, and \$30,000 from the Housing Assistance Council in Washington. The transaction actually took place on May 14, 1975.

"The planning grant, which ARC gave us, was crucial. We did not want things to happen haphazardly. We wanted a framework, a time table. We planned for five years of development: what we want to develop each year, where monies will come from, and how the development will happen. We had a five-year cash flow analysis. We have every conceivable bit of information on this town, everything we need to know about coal, the possibilities of industry, what's available in utilities, a location for a laundromat. All of that was mapped out for us. All we have to do is fulfill the schedule.

"But the real story of David is the story of its people. Every person over 18 in this town is a member of this corporation. The Planning Committee and the Board of Directors meet more than twice a week on planning and to make decisions. A few do not have a high school education, but many are college graduates. We now own our own town and own our own homes, and we keep both of them up. We have a water system now and a sewer system and a day care center, and we know exactly where we are going.

"If you ask me what you have to do to form a community development corporation that's successful, I'd tell you, first, excite and unite your people. If there's something in your town or your community you don't like, don't put up with it. Get your people mad. And if you need resources or advice, remember that somebody somewhere can help you out. And be persistent. One thing we found was that if one person walks into a public office and asks to see Mr. So-and-So, well, he's out to lunch. But you take twenty people in there and Mr. So-and-So will appear and he will listen.





"Another thing is to be informed. Don't go into it blind. Get all the information you can, and then seek out the natural leaders in your community. Inform them, educate them. They'll already know a lot.

"The important thing is commitment. Once the people are committed, incorporate the organization, assess your resources and needs, find money, address your immediate problems, and set up a plan.

"That sounds complicated, and it is, but once people make up their minds to change things, they find a way. David was almost a ghost town, but I can promise you, it will never die again. Never. The people won't let it."

For further information, contact:

Dorothy Clark
David Community Development Corp.
David, Kentucky 41616
(606) 886-8508

The David Community Development Corporation is located in a rural area of the country. Community development corporations are also functioning in inner-city urban neighborhoods where they have successfully turned around a declining local economy and put it on a healthy footing.

The Bedford-Stuyvesant Restoration Corporation, in Brooklyn, New York, was the nation's first non-profit community development corporation. The group has over the years brought millions of dollars from government, foundations and private businesses into the community. Their economic development achievements include attracting private industry by recycling an abandoned warehouse so that IBM could locate one of their plants in Bedford-Stuyvesant. They also have a \$100 million mortgage pool available for the purchase or rehabilitation of homes in this area once redlined by financial institutions.

For further information, contact:

*Bedford-Stuyvesant Restoration Corporation
1368 Fulton Street
Brooklyn, N.Y. 11216
(212) 636-3300*

Filmore-Leroy Area Residents, Inc., (FLARE), is a non-profit community development corporation active in the Filmore-Leroy neighborhood of Buffalo, New York. FLARE administers a high-risk revolving loan fund for home improvements to unbankable residents. It was initiated with CDBG funds. The corporation is currently involved in programs for commercial revitalization and housing acquisition and management through a grant from the State.

For further information, contact:

*FLARE
307 Leroy Avenue
Buffalo, New York 14214
(716) 838-6740*

The San Bernardino West Side Community Development Corporation

Founding A Development Corporation

emerged out of the San Bernardino Welfare Rights Organization. As property manager for abandoned homes in its neighborhood, the San Bernardino CDC rehabilitated and sold the homes to qualified low-income residents. They also rehabilitated 247 units for the elderly, and participated in HUD's Solar Research and Demonstration Program. This last venture has generated the development of a manufacturing facility for producing solar systems.

For further information, contact:

*San Bernardino West Side
Community Development Corporation
1736 West Highland Avenue
San Bernardino, California 92411
(714) 887-2546*

Southeast Development Inc., (SDI), in Baltimore, Maryland, is a non-profit development corporation established in 1975 by the parent organization, Southeast Community Organization (SECO), to undertake economic development activities in the area. SDI provided the planning, organizing and the start-up costs for the Neighborhood Housing Services, which coordinates the reinvestment of local lending institutions, city government and foundations. This endeavor has provided more than \$4 million in mortgage financing for the community during the past 3 years. This project also provides rehabilitation loan processing, tenant and homeowner counseling, and a strong home marketing program.

For further information, contact:

*SDI
10 South Wolfe Street
Baltimore, Maryland 21231
(301) 327-9100*

The River East Economic Revitalization Corporation in Toledo, Ohio was formed to restore community shopping patterns, capture sales and tax dollars

being spent in the suburbs and thus enable business owners and residents to preserve their neighborhood. Under "management teams" composed of local business owners, residents and city officials, River East spent their first two years planning and developing a reinvestment strategy. As a result of their efforts, they were able to finance a 50,000 square foot shopping plaza and recruit a major tenant, a supermarket, which would serve as a catalyst to stimulate existing property owners to reinvest as well as encourage other businesses to locate in the area. This development is expected to bring an increase in sales of \$7 million, create 75 permanent new jobs for local residents, increase property values and provide convenient neighborhood shopping.

For further information, contact:

*River East Economic Revitalization
Corporation
222 Main Street
Toledo, Ohio 43605
(419) 698-2310*

Dorothy Clarke is right in identifying community commitment as the key to founding a successful community development corporation. CDC's are complex, rigorously structured corporations. They operate much like conglomerate investment companies, but with this difference: they are owned and controlled by the people of the area they serve. Without the commitment of these people, a CDC will fail. Community development corporations are formed and run solely to develop the economy, living conditions, and services of the community or area they serve. This area may be as massive as the Rio Grande Valley (see VIDA, p. 34), or as confined as Williamson Street in Madison, Wisconsin (see p. 2). Its primary or most obvious need may be greening (see Bronx Frontier Development Corporation, p.100) or a water system, as with David, Kentucky. But whatever the size or needs of an area, it can benefit from a community development corporation if the people it serves—who control and own it—are organized and committed to its success.

Starting a community development corporation is a complex undertaking. These remarks cannot possibly inform you of all its dimensions, pitfalls, and possibilities, but they can provide answers to a few basic questions: What is a CDC? How is it structured? How does it operate? How is it funded? For sources of information and assistance beyond the scope of these remarks, refer to the appendices.

When should you consider undertaking your own community development? Many organizations have been frustrated by creating a neighborhood development organization only to find out they were not ready to undertake development. A group interested in becoming a CDC or a neighborhood development organization should consider each of the following prerequisites:

- **There must be issues or projects which are favorable for a development approach.** Development is a tool: there are situations where it is appropriate but it has limitations. Appropriate development projects are ones which can be turned into a self-supporting business or which are physical improvements or real estate development that can be financed and can pay for itself over the mortgage period. The first development project your group undertakes should also be part of a strategy for a long-term revitalization of the community.

- **The leadership of the organization must understand development** or be willing to learn enough to control the specialized professional staff that will be necessary for the technical aspects of development projects. In order to have a board of directors with some experience with development projects, community organizations often recruit individuals from the business world to serve on their board or an advisory committee.

- **The leaders must seek broad community support for development projects.** Because development projects have a physical impact on the community, wide community support for the first development projects is necessary. Community residents supporting the leadership of the organization must also understand that development projects take a long time to design, finance and get into operation and that they must be run as a business to be successful. Without a broad community development awareness on the part of the residents of the community, the leadership runs a great risk of a backlash later, from lack of understanding of development work.

- **The organization must have or be able to hire technical development staff or consultants.** If the organization does not now have technical staff in the types of development covered by the first projects, the organization could get

such expertise by hiring a staff, by borrowing technical people from local businesses or government agencies who are supportive of the project, or by retaining outside consultants. If borrowed staff or consultants are used, the leadership of the organization should be sure that the organization has tight control over their work, can hold them accountable and is able to protect itself from conflict-of-interest.

- **The organization must have or should establish credibility with potential sources of financing for the specific development projects identified.**

The organization must identify some sources for the investment necessary to start the development project. Whether these are grant sources in government or private foundations or conventional financial institutions or a combination of all three, the organization must win the confidence of these investment sources. If a self-help component is part of the financing package, the organization must have strongly committed support from those who will perform the self-help activity or make the community investment in a project.

- **The organization must have strong management capability.** No matter how the organization marshalls the finances, the staff and other resources for your development project, it must have people who have managed complex projects and must have or should quickly create administrative procedures for the accounting, legal and personnel management demanded by community development. The organization should seek a professional management evaluation of its administrative system before it begins any development projects.

How do you begin a community development?

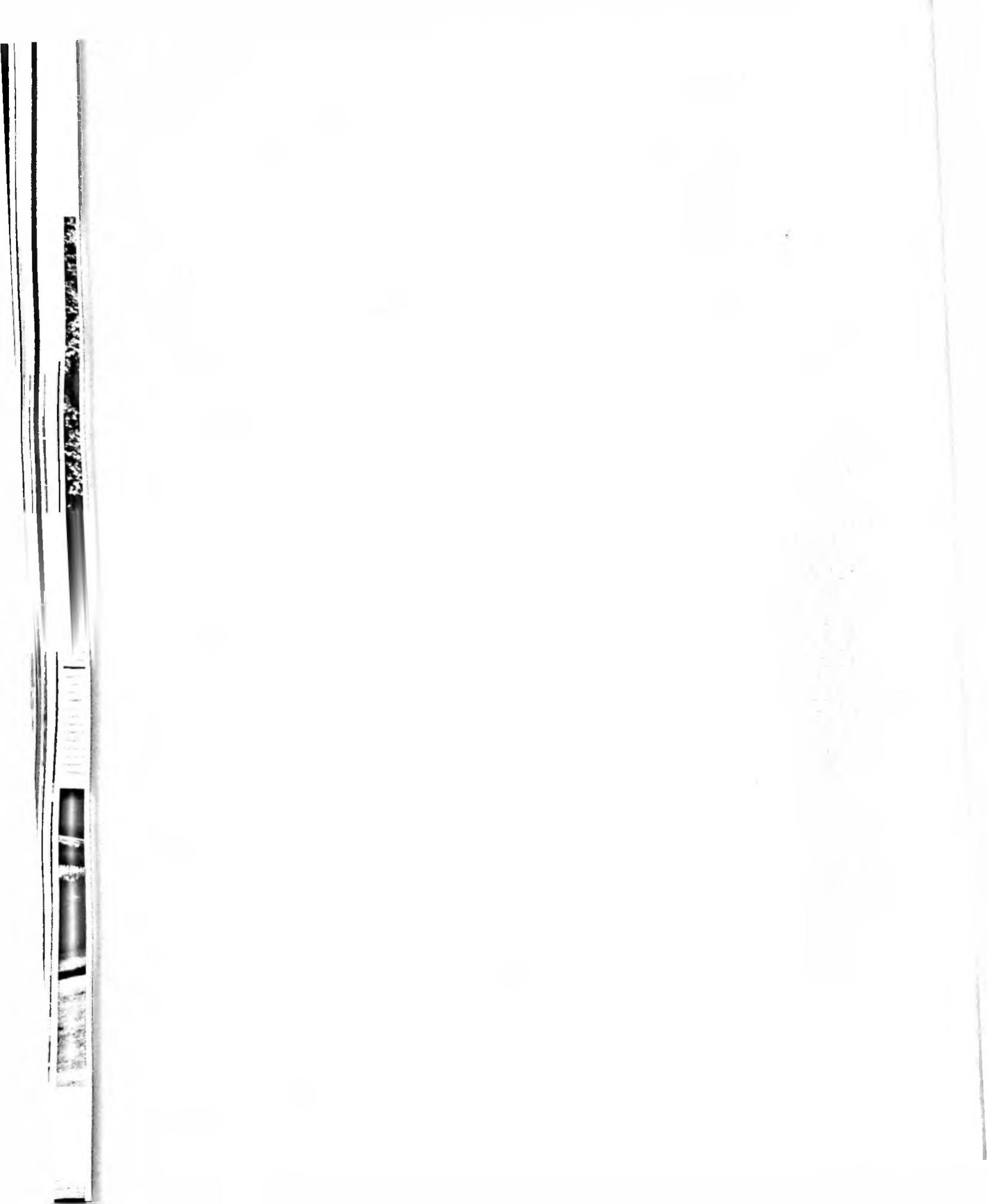
- The first step for a leadership group is to examine the pre-requisites described above. If any of them are lacking, the leadership of the organization should begin working on

that area of weakness. There are some books that your leadership at this stage would find helpful, and there are several organizations which provide technical assistance in the formation of CDC's or neighborhood development organizations. These are listed in the appendices.

- If all prerequisites are present, the first step is the selection of the first or the first few development projects to pursue. The leadership group may want to formulate its criteria for setting priorities among projects with relatively equal potential.

- Working with a professional in the business of the particular project selected, the leadership group should plan a complete calendar for design, financing and implementation of the projects. Such a calendar should include each of the steps necessary to complete the project planning, a realistic date for completion of each state of activity and the type of resources the organization will need at each stage.

- Finally, the organization should collect the resources for the first stage and secure commitment for the resources necessary for all of the following stages before the first steps are undertaken. Then the organization is ready to begin the first stage of project planning.



Chapter IV

Arts and Culture

Arts and culture projects play an important part in neighborhood revitalization. They build neighborhood and community identity, bring people together for creative participation, foster a sense of community spirit and pride, enliven the environment and expand economic opportunities.

It has been found, in towns and cities across the country, that artistic and cultural activities often trigger larger-scale community revitalization efforts.



Neighborhood Arts Center

Neighborhood Arts Center

Atlanta, Georgia



Before the Neighborhood Arts Center was established in a southwest neighborhood of urban Atlanta, the area had very little to pull it together. Called Mechanicsville-Pittsburgh, the neighborhood contains about 8,000 small, wood-frame homes, mostly rented by low-income black families. A housing project is located across the street from the center. When a stadium and a freeway were built some years ago, slashing through the area, the neighborhood started its decline. Services were withdrawn, schools were closed, houses fell into disrepair.

But now there is the Neighborhood Arts Center, housed in an old school building saved from demolition by the advocacy of the neighborhood people. Offering classes, workshops, and a place for committed artists to work, it has become a center for African Art and cultural identity. One of its artists, John T. Riddle Jr., explains the idea of making art part of a community:

“When you begin to understand your culture, you know where you belong, and when you know that, you know your identity. You are found. That’s one of the things the Neighborhood Arts Center is about.

“Urban culture in the South has existed for long enough now that generations of Black folk have lived and died in cities and created their own culture. But it’s an unstudied culture. The people who live it don’t even know they have it. For example, they created ghetto blues. And just like the rural blues, the color and tonal inflections derive from Africa. The culture of the people who live in this neighborhood still has African roots, still has an African style. And the

Neighborhood Arts Center is here to give people an opportunity to study that culture—their culture—who and what they are and where they came from. The whole idea of the Center is to expose people to art forms. Because in the same way that the sun transmits warmth, art transmits your culture and helps you to understand yourself and get to the next level.

“The artists who work here also teach here. They teach as a part of the neighborhood, and in return they draw on the neighborhood for their own work while the neighborhood draws vitality from the center. We have a 22-piece orchestra that gives street concerts all year long. We do the graphics and design for the newsletters and other informational materials to the community put out by the housing project across the street. The art we make here is accessible because of its relationship with the neighborhood. All this is part of the concept of the Neighborhood Arts Center.”

Steve Seaberg, resident artist, tells us: “A lot of my art has been a direct result of my experience with the surrounding neighborhood. This painting of a bunch of skeletons copies the drawings the kids made of their skeletons during my summer class. I took their drawings, expanded them into an enormous painting while they were here. They watched me paint it, and they recognized their own skeletons in my painting. It was fun for all of us.

“Lots of times I make my art out of stuff I find in the streets, pieces of wood, linoleum, things that I pick up. So do the people who study here. We reshape and recycle our surroundings. We have a very close relationship with the neighborhood. We’re in direct interaction, we’re part of it . . .”

John T. Riddle, continues, “Once you know what the center is, how it works is easy. We were founded in 1975 and have been in this same building from the beginning. We lease the building from





the city for \$100 per year. We are incorporated, have a board of directors, and a staff of 26—administrators, teachers, maintenance people, and the security guards. Our whole staff is funded under Title II of CETA. We offer free classes in arts and crafts, sculpture, writing, graphics, printing, music, drama, dance, and photography. We offer 48 workshops per week and teach about 500 students per week. In addition, whenever possible, we make space available to serious community arts groups for rehearsal and practice.

“Besides our interaction with the neighborhood, we serve all of urban Atlanta. We teach public school teachers how to teach art, and we run summer classes for children 8 to 13 (they get free lunches during these classes from the Department of Agriculture). We're in the process of developing a portable fine arts museum for the whole city. Aside from CETA, we receive program funding from the National Endowment for the Arts and the Georgia Council for the Arts. And we will be receiving Community Development funds to fix up the building. So our center is structured like almost any organization. What makes us unique is our concept.”

For further information on the Neighborhood Arts Center, contact:

John Riddle, Jr.
Neighborhood Arts Center
252 Georgia Avenue, S.W.
Atlanta, Georgia 30313
(404) 523-6458

Neighborhood arts organizations form for a variety of reasons: to preserve the culture of an area, to deepen neighborhood awareness of the value of the arts in daily life, or to produce marketable goods. Arts activities bring a neighborhood together.

An old firehouse in the City of Norman, Oklahoma has been recycled and adapted as a community arts center. The project is a cooperative venture between a community corporation, Norman Firehouse Art Center, and the city's Park and Recreation Department. The Center offers art classes, exhibitions and performances and provides access to facilities and equipment for area residents of all ages. The Center derives its support from patrons, the sale of arts and crafts, fees for classes, the city, CETA and the National Endowment for the Arts.

For more information, contact:

*Norman Firehouse Art Center, Inc.
444 South Flood
Norman, Oklahoma 73069
(405) 235-3413*

In Philadelphia, Pennsylvania's South Broad Street area, the Old Philadelphia Development Corporation is using the arts to stimulate the revitalization of a deteriorated downtown commercial area. This effort grew out of a recognition that there were a significant number of arts centers in the area which, if mobilized and coordinated, could create a new image for South Broad Street. In May, 1978 the Corporation sponsored a "festival of the arts." The street was closed for a day and stages were set up in front of buildings and on parking lots. Over 200,000 people came to hear music and view a wide variety

of performing arts. The Corporation erected an elaborate light display over South Broad Street which remained after the festival to reinforce the street's new identity as "The Avenue of the Arts."

For more information, contact:

*James Martin, Executive Director
Old Philadelphia Development
Corporation
One East Penn Square
Philadelphia, Pennsylvania 19107
(215) 568-2014*

Founding A Neighborhood Art Center

If you are interested in founding a neighborhood arts organization, regardless of the purpose you choose for it, there are certain steps you should follow:

- **Organize.** If you are an artist, talk to other artists about setting up a neighborhood arts center, then talk to local arts educators in schools, community colleges, and universities. If you are an educator, involve local artists in the same process. Form a body of informed, concerned people, and hold a meeting to clarify your purpose and to let people get acquainted with each other. Canvass your neighborhood, talk with people, find out the practical functions an arts center could fulfill. And get people excited about the idea.
- **Develop a program.** At a second meeting, devise a model of the center you wish to construct, one that will fulfill the practical neighborhood oriented functions which you envision. Sketch a tentative program and determine how many people are qualified and committed to teaching their craft. Set up a board of directors, one which represents artists, local people, and arts educators.
- **Get expert advice.** If you plan to sell goods and services, consult a training and marketing specialist who has experience in instructional arts centers at the neighborhood level. Besides technical expertise, this person may be able to provide you with names of other programs. Write to them for seasoned insights and advice. Write to the Neighborhood Arts Programs/ National Organization Committee (NAPNOC, 2013 Columbia Road, N.W., Washington, D.C. 20009) for additional models and ideas.
- **Formally incorporate your organization** or become a part of an existing organization which is compatible with your objectives. If you form your own corporation, consult with a lawyer regarding the best way to set one up. If you are providing a non-profit service (training) while producing a profitable

set of goods, this will affect your legal status. Your board of directors can help assess the financial strengths and weaknesses of your model, and sign the necessary documents once you have decided on which model best suits your neighborhood.

- **Locate a facility for workshops and displays.** A public building may have room for classes. An abandoned building may be rehabilitated for classes and displays. A private building may be donated as a tax write-off. Display cases and equipment may be available for free or at reduced rates from a business which is folding or an organization which no longer needs these items. If you plan to teach sculpture, can you gain access to a local foundry? If photography, to a neighborhood lab?
- **Engage in fundraising, public relations, and community relations.** Each of these activities will advertise your program's existence, solidify your support, and extend your visibility and contacts. Check for possible CETA funding through your local prime sponsor; apply for funds from Federal agencies, local and state arts councils, and private foundations. In order to write these proposals, you will need to show community support, design an effective program, and be able to demonstrate that your program reflects and benefits the community you serve. Similarly, the services (instruction) and goods (theatrical performances, ceramics, painting, etc.) you produce must be ones which your community needs and can afford.
- **Submit your proposal(s). Wait.** Celebrate your opening with a fair or festival.



The Native American Center for the Living Arts

Community Cultural Center

Niagara Falls, New York

A community can create a building, and a building can develop a community. In Niagara Falls, New York, very near the Tuscarora reservation of the Six Nations of Iroquois, and just beside the Falls itself, workmen are constructing a building shaped like a turtle, the Iroquois symbol of life. This building, designed by an Indian architect and costing more than \$5 million to complete, will house the Native American Center for the Living Arts. The founders of the Center, which presently operates out of a storefront, hope the activities in the "turtle building" will refocus their people on the proud traditions they share in common, and relax old differences between their urban and reservation groups. Loretta Hill, who teaches at the Center and lives in the city, explains these differences:

"The Iroquois community of this area is a divided community, divided between urban and reservation. The reservation people are very close to one another and closed to outsiders. They live their own life. The urban people have left the reservation and moved into the white man's world, so to speak. They have had to learn to talk and act and live different from the people on the reservation. The children of these urban Indians have completely lost their culture. They don't know their clan or what it means; they don't know what the Six Nation Confederacy is, or that they are 'people of the longhouse,' or what that means. They have no identity. The urban Iroquois are called "Indians" by the whites, but their own people look on them as strangers because of where they live and the way they have to live there. So the reservation people mistrust the city people, and for the city people, well,



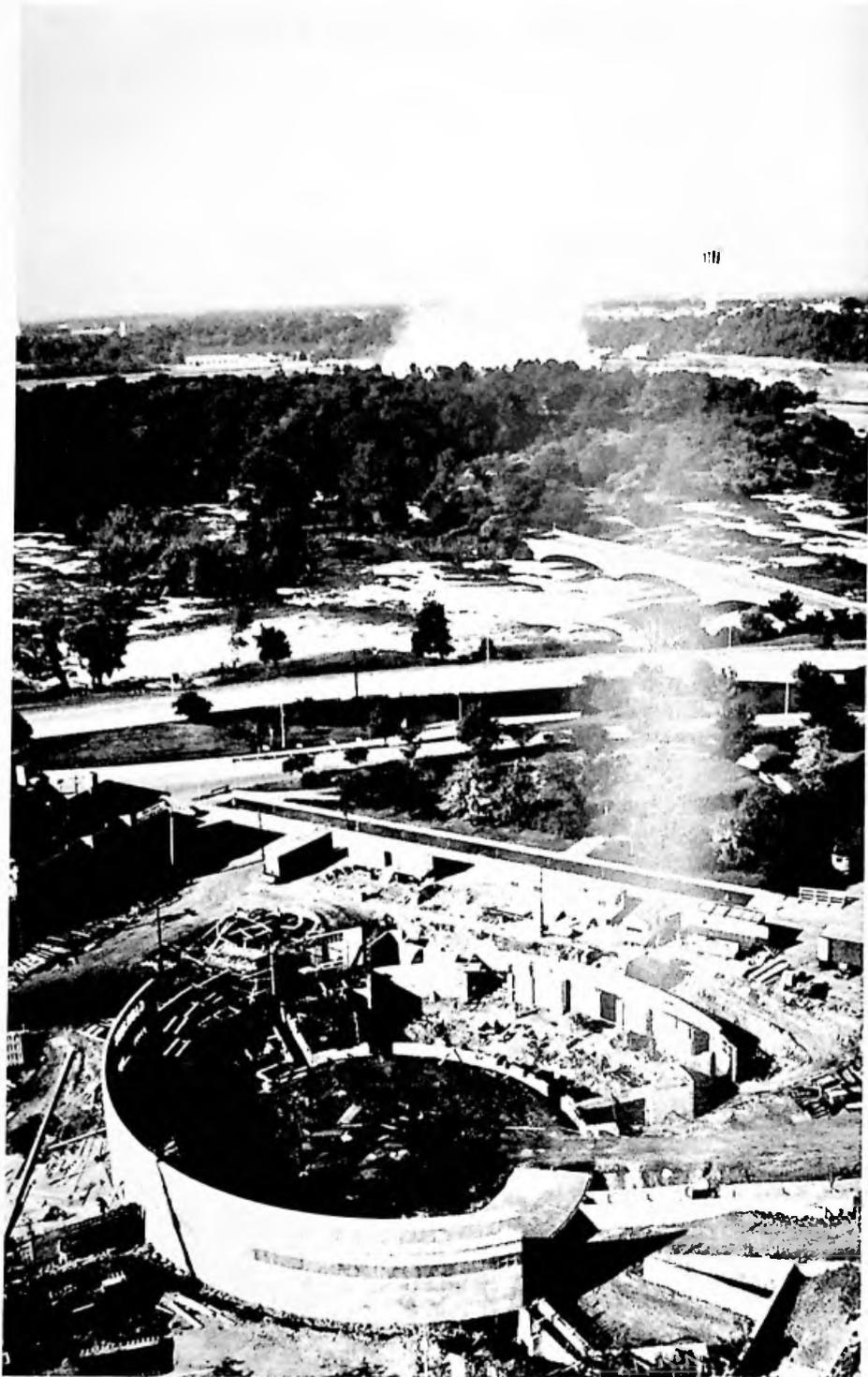
it's kind of like having a foot in two canoes."

Duffey Wilson, Founder and Director of the Center tells us that:

"Yes, there are problems in this community; well, there are problems in every community. We have unemployment, poverty, divisions and squabbles. But for some years now, it has seemed to me and to a group of us that it doesn't do any good to spend all your time worrying about problems and trying to heal this division, then that division. You have to pay attention to what makes the community a community in the first place, strengthen that and then let the community work together on its problems. We are all Iroquois and the thing that binds us together is our culture.

"A few years ago, when we first started thinking about this, we realized that our culture was dying and that for some of us, it was lost. We also realized that there were artists among us, and artisans who have skills and can make things and sell them. And these people, the men especially, worked as ironworkers or construction workers, even though they could have been making things and selling them. Some of them didn't know they were what some people call artists; some had fallen behind with their skills, hadn't kept them up; and some resisted using Indian skills to make White Man's money.

"These abilities and gifts, the knowledge of how you work silver into jewelry, or beads into shapes and colors, or stone into sculpture, are traditional to our culture. We do them because we are Iroquois, not because we are artists. The Iroquois do not have 'artists' as a separate category of people. Because the things we make are part of our cultural tradition, some people didn't want to sell them and make them commercial. Because of this resistance, because we were hiding our culture or not letting it live through us, the culture itself—the thing we were trying to preserve—was



dying out. A group of us got together and said, 'Look, we can't survive this way. We have to use the white man's money. We have to make things and sell them and keep these gifts alive. If we do that, we will be preserving our culture, and doing that won't make us commercial or less Iroquois.'

"So we started putting on shows around the area, to make a little money, and we applied for a grant from the New York State Council on the Arts and got \$5,000 to open a center. We called it the Native American Center for the Living Arts and found a storefront to house it. And we gathered pottery and artifacts to make a museum there. We held classes there for urban Indian children to learn the culture: beadworking, sculpture, and so on. We assembled a group of 'artists' from our community, and they became our Board of Directors. Membership on the board is for life; a member can resign if he wants, but the rest of the board may not accept the resignation. That keeps the governing body stable.

"Then I went all around the country, visiting other art centers, especially Indian art centers, to see how they did things, what programs worked and what didn't and why, how they were structured, how they were run, what caused problems for them. And I came back and figured out what I wanted our center to become. The board agreed. We wanted classes for children and adults, space for pow wows, meetings, performances and exhibits, a museum, workshops for individual artists, and a place for the people to sell what they had made. In other words, we wanted the center to become a place where our living arts could live and be passed on.

"One day the Cultural Director and I were sitting and talking about all of this, and there was a turtle shell on the table. Suddenly we realized we wanted a building in the shape of a turtle to house our center. You see, in Iroquois belief, this earth we walk on sits on the back of a turtle, so the turtle means life to us.

Turtle rattles are important to our ceremonies, and one of our clans is the turtle clan. So it was an idea, but we knew the costs would be almost unimaginable, and we didn't have the money. So we let it rest.

"Then one day, a man came into the center. He had heard about us and what we were trying to do, and he said, 'I can help you get money.' He was from a professional research and development group. We talked it over and decided to work with them. They wrote a proposal to the Economic Development Administration that raised \$4.8 million, and we got an Indian architect to design the building. And we bought that lot next to the Falls; it is a holy place in our beliefs, and the turtle building will be the closest structure to the Falls on the American side...".

Louise Henry, beadworker and resident of the Tuscarora Reservation describes what the Center means: "This collar and this skirt were made by my mother's aunt. They are one hundred years old. Do you see how smooth and fine and intricate the beadwork is? Now look at this pillow, the one with three dimensional, beadworked birds and flowers. My mother made that, and it is pretty, but it isn't fine. All right. Now, this pillow was made by my sister. She was a stay-at-home person. The rest of us were sent away to boarding school, but she stayed home. So she learned from mother how to sew beadwork, and she couldn't surpass mother. This is her work. It's a little coarser.

"Beadwork is a part of our culture. It's a way of expressing yourself and making things prettier. And you can see how it was dying a little each generation. So when the center started and we decided to revive our culture, my sister—the one who made this—was our teacher. And she more or less had to pave the way and feel her way to teach us, because she hadn't kept it up as much as our ancestors did. But we learned.

"Do you see that woman over there, teaching beadwork to the children? That is my sister's daughter...".

For further information contact:

Mr. Rick Hill
Native American Center for the
Living Arts
466 3rd Street
Niagara Falls, New York 14301
(716) 284-2427

Community Cultural Center

The Niagara Falls Native American Center is a multi-million dollar undertaking. But community cultural centers can be created on a smaller scale without a large budget.

In Washington, D.C.'s Bloomingdale neighborhood, residents created a community cultural center by persuading the telephone company to transfer ownership of an abandoned warehouse to the neighborhood organization. A local architect donated his services and developed plans and specifications for the rehabilitation of the building. A local construction firm donated over \$100,000 in labor and materials. The facility, now christened the Crispus Attucks Park of the Arts, provides area residents opportunities to develop and share their artistic talents and to become involved in community development activities. Through classes, performances and exhibitions, Bloomingdale residents can learn painting, dance, music, gymnastics and video.

For further information, contact:

*Rick Sowell
Crispus Attucks Park of the Arts
38 V Street, N.W.
Washington, D.C. 20001
(202) 387-7990*

In New Orleans, Louisiana, a group of local artists who needed studios and exhibition space banded together and created the Contemporary Arts Center. They persuaded the owner of an old warehouse to give them a long-term lease, and in three years have established a facility which is helping revitalize part of New Orleans' central business district. The Center provides work and practice space for a wide variety of visual and performing artists. The Center also has an on-going program of classes, workshops, performances and exhibitions which enhance the visibility of local artists and bring new life to an old downtown area. Funding support comes from general membership dues, the

CETA program, and grants from the National Endowment for the Arts, Shell Oil Corporation and the Bank of Louisiana.

For more information, contact:

*Don Marshall, Director
900 Camp Street
New Orleans, Louisiana 70130
(504) 523-1216*

The Native American Center for the Living Arts, by its location near Niagara Falls and the likeness of its building, symbolizes a vital people. If you are contemplating creating a community center or cultural facility, there are certain steps you should follow in planning your project and seeing it through to completion.

- **Define the scope of your project.** What type of facility do you wish to create? Who would be the beneficiaries of such a facility? What types of projects, programs and services would be housed there?

- **Determine your space needs.** When you have determined the purpose of your center and the types of activities which it should house, analyze the space needs of each program and activity. Identify the different types of space that are needed for various types of activities. The Native American Center for the Living Arts determined, for example, that they needed the following types of space:

- performing arts space (theater)
- learning space (classrooms & studies)
- retail space (shops)
- exhibition space (galleries)

The space footage needs for each activity were described and it was determined that certain activities could share the same space.

- **Explore available space resources.** Search your community for vacant or underutilized buildings which could be recycled and adapted for your center. The Forrest Avenue Consortium and the Atlanta Neighborhood Arts Center identified vacant school buildings which were surplus to the education needs of the community. They have been able to lease these spaces at a very nominal fee from the city. Similarly, a community group in Brooklyn leases a surplus firehouse from the City of New York. Existing buildings can frequently be adapted for community use at a fraction of the costs of new construction. If space in existing buildings is not appropriate to your needs, you should consider new

construction. Consult with city officials to identify potentially available publicly-owned land.

- **Identify funding resources.** Begin researching funding sources to underwrite construction and finishing costs. The turtle building was funded by the Economic Development Administration, but many Federal agencies, including the Department of Agriculture, the Bureau of Indian Affairs, the Department of Housing and Urban Development and the Farmers Home Administration, have programs which fund construction costs for certain categories of structures. The kind of structure you want to build, the use to which it will be put, will determine the funding sources available to you. Check with the appropriate Offices of your city and state governments to discover what programs apply to you. In addition to this you should research private foundations as potential funding sources, and you should consider the benefits of a community fundraising drive or event. Apply for funding.
- **Establish a building committee.** Once funding is assured, designate a building committee which is specifically responsible for seeing this project through. Involve community leaders and people in the building and skilled labor markets as well as members of your own organization.
- **Site selection.** Choosing the best site is central to the success of your project. Look around your neighborhood for vacant lots, learn what zoning regulations apply (commercial, industrial, residential, mixed residential and commercial), and consult with your city zoning office regarding the appropriateness of the site you selected for the structure you wish to build or convert.
- **Architectural assistance.** An architect's plan will be needed once a site has been selected, surveyed, and purchased. Let him or her know your specific needs: who is going to use the building, what activities will occur there, what is your

budget, etc. Be willing to reject one design and ask for another since your organization is going to be limited or enlivened by the space you occupy. Remember that as your program expands or assumes a new focus, the building must be able to accommodate these changes. Investigate tax benefits or public support for buildings which use alternate energy technology or energy conservation.

- **Construction contracting.** Determine whether your organization is going to be the general contractor (and subcontract the electrical, plumbing, etc. work), or whether you want a building industry firm to be the general contractor. Most state and city codes require licensed electricians and plumbers, but permit less skilled laborers to do at least some of the carpentry. If you are the general contractor, you will need insurance, but may be able to offset this expense with jobs for unemployed youths or adults from your neighborhood organization through the CETA Program. Solicit bids for your building project. Evaluate bidders for meeting time-schedules, quality of workmanship, and track-record as well as for proposed cost. Since building materials costs are rising rapidly and erratically, realize there may be cost overruns if the bidders' estimated costs are based on current prices. The building process has to be well coordinated if the subcontractors are going to be ready to work when you need them. Plan each step in your project and let the electrician, plumber, etc. know well in advance when you need them. Keep copies of your general contract and subcontracts. If there are cost overruns or code violations when the building is completed, know who is responsible for each error.
- **Move in.**



Neighborhood Improvement

Chapter V

Every neighborhood is different and the dynamics of each neighborhood set the scene for a pattern of self-help, unique to that area. People create strategies and solutions in remarkably diverse ways.

This chapter shows how housing rehabilitation and community development can be supported by other neighborhood improvements initiated and carried out through self-help.



The Bronx Frontier Development Corporation

Greening Project

South Bronx, New York City

The South Bronx, in New York City, is a neighborhood with block after block of abandoned buildings, broken sidewalks, empty lots without trees, strewn with garbage. People have said it looks like a city bombed during a war. Its former population of 300,000 has dwindled, and now only 150,000 residents are left. The Bronx Frontier Development Corporation, with its president Irma Fleck, is one of the neighborhood groups trying to bring some green life back and to revive this blighted scene.

Irma Fleck explains what happened after she retired from the Bronx Area Council. "I retired for two months and then I was tired of retirement. I realized that in the 30 years that I'd been working in community agencies, I had made some fantastic contacts and learned some specific skills, and I felt that it would be a shame not to use them.

"Driving around the South Bronx one day with the Board Chairman of the New York State Arts Council, we were looking at the area where we had funded some programs, and she said, 'Why don't they grow vegetables here?' I looked at the place and I said, 'Really, why don't they? It's all just barren land.' But of course from that thought to action—how to do it—was a big step.

"I had our Congressman to dinner one evening, and I told him what I was interested in doing. He said, 'Great. I'd like to help you and work with that. I have the same ideas.' So I started doing some research into the field, using his letterhead to make contacts with various people who had already been working on greening areas. After a couple of meetings with these people, I recognized that it really required a big

stroke to cover all the vacant land in the South Bronx. It wasn't enough to do just a little garden here or there. And also I realized from that series of meetings that it would cost about \$10,000 per small lot to provide the soil.

"If you can't buy the soil, maybe you can make it. And I knew a way of doing it. Compost! Nature's decay produces new soil. Then I realized that we in the Bronx have one of the largest sources of vegetable waste in the country, the Hunt's Point Produce Market and the Fruit Auction.

"My next step was to set up a meeting with people at the Market and see if the waste would be available for composting. I found it was. I later met with Jack Flanagan, a detective at the 41st Police Precinct in the South Bronx. When I told him about these ideas he said, 'That's just what I want to do.' So we got together from that point on and worked as a team.

"That's how we started. But that's when the real work began. It took a lot of research and meeting with many, many people. We used the Congressman's letterhead to make appointments with the Commissioner of Sanitation for New York State and the environmental commissioners, all of the people who have to be consulted before anyone can do anything. Because we were talking about very large-scale composting, we had a conference that was coordinated by the Environmental Council of the City of New York. We had all the gurus on composting coming in, so we were not going just on our knowledge, on our sense of what needed to be done. We had to have the technical assistance people tell us whether it was possible or not.

Now, as a result, we have a network of people across the country who have advised us on what can be done and how to do it. It all took about a year and a half of solid research.

“Money. Money. That’s the thing that’s hard to get. It takes a lot of work, research, meeting with people, then you have to write the proposals and wait. Once the money is approved, you have to wait another three or four months to get it. Finding enough money in the interim to do what you need to do is also a problem.

“The Sanitation Department of the City of New York leased 3.7 acres to us in October 1977 which we use for a composting ranch. But it took funds from the Ford, Rockefeller, New York, North Shore Unitarian, Exxon and Taconic Foundations, as well as the Fund for the City of New York, the Environmental Facilities Corporation, and Morgan Guaranty to prepare the site, purchase equipment, hire personnel, and get started. Then of course, we had received CETA funds to support some of the staff.

“Greening is our major project, and the composting will make the greening possible. We want to give people who want to work the wherewithal to do what they want to do: equipment, composting, technical assistance. We are currently working with the People’s Development Corporation and a school group up in the North Bronx on an open space development project funded by the Department of Interior.

“A windmill will be built with funds from the Community Services Administration to set it up and provide electrical energy to run our composting site.

“Another one of our projects is insulation. We plan to make cellulose insulation out of old newsprint. It can be blown between the walls of homes, and is inexpensive. If you can provide inexpensive insulation, you don’t need to use much fuel for heating. We’re hoping a lot of people who live in buildings that



Greening

have been abandoned by landlords will be able to take them over and maintain them, and benefit from lower heating bills. There are many advantages to the insulation project. It is energy-saving, will create a number of jobs here in the South Bronx, and will recycle unwanted materials into a marketable product. By selling insulation, maybe we can maintain other projects that aren't revenue producers but are mainly for the community, like co-op food stores and the solar greenhouses.

"In fact, I think the main thing is to have an idea. If you have an idea and you have strong convictions, I think you can do anything. You just find the right people. Go to your legislators. Then assemble a team by putting together a group of people with the skills you need. Finally—and key—you must find a person who will pull it all together. Once you have that, you can do it. It takes leadership and it takes a strong belief in what you're doing to get it moving and to get other people to believe with you."

For further information, contact:

Ms. Irma Fleck
Bronx Frontier Development Corp.
1080 Leggett Street
Bronx, New York 10474
(212) 542-4640

Bronx Frontier Development Corporation is a large, complex operation. Your area undoubtedly will be smaller and the scale of any greening project you may undertake will not be as extensive. These are some of the steps Irma Fleck followed in founding her project:

- **Gather support** for your greening project by canvassing the neighborhood, presenting the ideas to your neighborhood association, enlisting the support of your alderman/ woman or city councilman/ woman or mayor as well as members of your City Planning Department.
- **Determine the ownership** of the lots to be used for your project. If the city owns them, you can arrange to rent them for a nominal annual fee. If they are privately owned you need to get the owner's permission to develop the lots.
- **Decide on the right greening project.** Work with all the people whose support you have gathered to determine what uses are most suitable for the land and what you would like to do. Your choices depend on the needs of your neighborhood. For example, a neighborhood in need of greater cohesiveness can profit from community gardens. An area with many young children may prefer a tot lot or a playground. A small, unsightly lot can be turned into a vest pocket park, a community flower garden, or maybe even a bird sanctuary or a berry patch. Be creative. Come up with your own ideas—and have other choices ready in case the first choice isn't possible.
- **Organize your group.** If you decide to form a new organization to accommodate your project, you would do well to incorporate before you apply for funds. If you plan to run your project within an existing organization, the structure of that organization may have to be modified in order to run the project.
- **Determine the feasibility** of what you want to do, in terms of money and technology.

- **Check with experts.** During the planning phase, bring in the experts, such as landscape architects and others to discuss possibilities. The Bronx Frontier Development Corporation can advise you and the Institute for Local Self Reliance will assist you. Don't overlook local experts, either: check with your State Department of Agriculture, your county extension office, and the agriculture school or department of your university.
- **Make a timetable for development.** When the planning phase is completed, you will know how to use the vacant lands and the materials and technologies to accomplish your objective, and what the developmental phases are.
- **Develop a funding strategy.** You should determine the amount of funding and staff needed to undertake your project as well as develop a proposed budget.
- **Locate sources of funding,** and apply for funds, including seed money to start working.
- **Get Permits.** Be sure to apply for all necessary permits needed to start your greening project.
- **Begin your greening project.**



Unidad y Progreso

Vest Pocket Park

Brooklyn, New York City

Grand Street in the Williamsburg section of Brooklyn dead ends in a small park sandwiched between two factories. The surrounding neighborhood, largely Hispanic, offers few community services to this low-income community. Before the park was developed, people gathered on stoops and street corners in an area plagued by vacant lots, absentee landlords, abandoned buildings and all the other characteristics of urban blight. The need for the Park was obvious but its realization required the organization and cooperation of two distinct groups. The Parks Council, a city-wide fifty-two year-old organization dedicated to creating, using, and preserving open space in New York City, worked with Unidat Y Progreso, a neighborhood youth center.

Patsy Sellow of the Parks Council describes its role in developing the Grand Street Park by involving the community.

“People don’t realize it, but New York is a waterfront city. All the boroughs except the Bronx are on island, and even the Bronx has an extensive shoreline. When you drive around New York you see hundreds of unused piers and streets that end on the water, and yet people have very little access to the waterfront. The Parks Council wanted to make a waterfront park as a demonstration project. That was three years ago, during the fiscal crisis, so obviously we couldn’t do anything that required money. What we decided was to make a park so cheaply and easily that the neighborhood groups that saw it could do something like it themselves. That’s why this park is made entirely of recycled materials.

“The best way to find discarded but useful materials is to talk to the experts.



There was a wonderful foreman in the Sanitation Department who heard about our plans and found materials for us. These seats, for example, are fish barrels the fish market throws out. We sunk them into the ground and filled them with cement.

"See that ship over there? That's really two broken dempsy dumpsters. Joe, the Sanitation man, found them under the Brooklyn Bridge and hauled them to this site. We half-buried them, filled them with dirt, and surrounded them with timbers so you can climb all around. The masts? They're made of telephone poles, donated and installed by the phone company.

"Whenever Lincoln Center has special activities they have big banners. We got some of those and hung them from the telephone-pole masts. When the Ballet Hispanic or a jazz group performs here, they can use the ship as a stage. And those boulders on the waterfront? We got those when the city was constructing a new subway tunnel in Queens.

"For greenery, the Parks Council brought Japanese black pines and Russian olive trees, which do well in the wind. We also have a lot of bulbs to plant. That and whatever other materials were necessary for the rest of the park we purchased with money raised by the Parks Council and with money donated by the Pfizer plant next door. We also got a small grant from the National Endowment for the Arts, Division of Architecture and Environmental Arts, to plan the work.

"You should have seen this site before, when it was full of rubble and abandoned cars. Awful. But we saw the possibilities. Once we knew neighborhood people were interested in the idea of the park, we checked and found out the site was city property.

"Of course we had to get the city's approval to work on the site. Ordinarily that might be easy, but with this land it wasn't because of its waterfront location—which means state and city

environmental and coastal agencies and other agencies had to be contacted. That was very, very difficult. We don't want anyone else to go through all the trouble we did to get the approval, so we're trying to put together a brochure that outlines the right procedures, step-by-step."

Eddie Villegas, Director of Unidad Y Progreso, tells us what the Neighborhood Youth Center did:

"The Parks Council people came to me because I am Director of Unidad Y Progreso, a community and youth center. They wanted the community and the kids involved, helping to plan the park and doing the labor. We agreed that kids would do all the work in making the park in the summers. In the winter they're in school. That's why the park isn't finished. People can use the park, but it won't be finished for years, because the CETA money Unidad Y Progreso gets for jobs is for kids in the summer only.

"When we started working here it was hard—all rocks. Everytime you put a pick in, a rock would jump up. There was actually no dirt. It was a hassle, but the kids kept at it, and the Parks Council hired a supervisor with their grant to teach the kids how to use the tools. We also had free assistance from Joe, the Sanitation Department foreman. He even let us use some heavy equipment because in some spots you couldn't work by hand. It was too rough.

"Developing this park—and we've been at it for two summers—gives the kids something to relate to. They say, 'That's mine. I built it.' And they did. They helped plan it and build it for them and for the community."

Patsy Sellow recalls: "We set up a planning group for the park that included two landscape architects. But we included the kids because we had to know what they wanted in the park. We couldn't presume to know that. It turned out the kids want discos and concerts. You have to start with what people in the

neighborhood want. We turned that information over to design professionals, and they turned it into a plan.

"So the park is designed to be, first, low maintenance and second, suited to concerts and discos." Eddie disagrees; he says, "Sure, the park is for the kids, but it should primarily be a thinking place where you can go to the Manhattan skyline and look at the water.

"The park is where you can go to if you have a problem. You can sit down without distractions. It's an oasis.

"Let me tell you a story I heard about a man and his wife, who fight and fight. Things were very bad between them. Somebody told the man about the park. He came down here, sat down, cooled off. Later the man said, 'You know, that is a nice thing they did there. I have marriage problems, and I solved them there, just by sitting and looking out.'"

For further information on Grand Street Park contact:

Ms. Jeanette Bamford
The Parks Council
80 Central Park West
New York, New York 10023
(212) 799-6000



Housing Counseling

Housing counseling means educating people about their rights and responsibilities in owning or renting a property. A number of self-help groups run housing counseling projects as an aid to their other programs.

Neighborhood Housing, Inc., is a group working to revitalize Fair Haven, a low-income section of New Haven, Connecticut. As an adjunct to its major activity of acquiring properties from absentee landlords, rehabilitating and selling them to owner-occupant families, the group offers housing counseling to all inexperienced, first-time potential homebuyers in the area. The counseling includes: serving as a clearinghouse about rental and sale opportunities, explaining programs of assistance available from local and Federal agencies (including information on buying and restoring homes in the historic district), explaining basic homebuying concepts such as the mortgage and interest rates, reviewing the sales contract, directing people to banks which offer favorable financing, and budget counseling to help people understand what they can afford.

Through this counseling program, the group helps to keep a healthy ratio of owner-occupants in Fair Haven.

For more information contact:

*Sally Tyler
Neighborhood Housing, Inc.
83 Grand Avenue
New Haven, Connecticut 06513
(203) 562-4185*

The creativity and commitment of the people who live in a neighborhood can bring about improvements and revitalization through an almost limitless variety of self-help projects.

These examples are offered to demonstrate this variety.

Integrated Housing

Integrated housing in a stable

community nourishes the strength of the community. On Milwaukee's West Side, the Sherman Park Community Association has set up the Housing Information Service to make information on rental and sale property available to both blacks and whites to encourage integration. In addition to information, they offer a referral service to cooperating brokers who will show homes for sale in the area, free home appraisals, referrals to attorneys on fair housing issues, and low-cost attorney fees for the closing costs involved in selling a house.

For further information, contact:

Sherman Park Community Association
4634 West Burleigh Street
Milwaukee, Wisconsin 53210
(414) 444-0646

Anti-Crime Program

The community-based anti-crime program of the Michigan Avenue Community Organization is called Neighborhood Watch. Residents have formed a network to serve as eyes and ears in the community to deter crimes; they also engrave their personal possessions with ID numbers; meet with the police to learn security techniques; and have posted Neighborhood Watch signs on the streets to warn criminals that the neighbors are organized.

For further information, contact:

Michigan Avenue Community
Organization
4330 Central
Detroit, Michigan 48210
(313) 849-1410

Historic Preservation

Historic preservation can be a strong tool in conserving a neighborhood, as the Savannah (Georgia) Neighborhood Action Project demonstrates. Working in an area adjacent to the largest urban historic district in the United States, the SNAP rehabilitates substandard housing for low- and moderate-income residents,

without causing any major displacement.

Operated by the Savannah Landmark Rehabilitation Project, Inc., a nonprofit housing rehabilitation corporation composed of neighborhood residents and professionals in housing rehab and finance, the project acquires properties from absentee landlords. Financing is made possible through a minority-owned local bank. Actual renovations are done by labor crews made up primarily of area residents, who are paid by CETA funds. The city provides public improvements out of its Community Development Block Grant program. In addition, HUD assists with Section 8 Housing Assistance Payments which keep rents within the reach of the area residents. Savannah Landmark Rehabilitation Project, Inc., retains ownership of the buildings and provides management services. A HUD Innovative Grant is being used to make community improvements; and the area also has help from HUD's Neighborhood Strategy Area Program.

For further information, contact:

Savannah Landmark Rehabilitation
Project, Inc.
P.O. Box 8801
Savannah, Georgia 31412
(912) 232-6036

Clean-Up and Landscaping

The small community of Elyria is cut off from the rest of Denver by the Platte River, large industrial sites, railroad tracks and an interstate highway. Its 425 families, one-third of whom are over 60 years of age, were determined to improve the community despite these barriers. Two years ago they formed the Elyria Neighborhood Improvement Association.

In the spring, the residents were joined by near-by church congregation members for a vigorous clean-up campaign. They collected 15 truckloads of trash, cleaning the yards of elderly residents' homes, alleys and the local park. The success of this clean-up led

them to their next successful effort—to get the city to renovate their recreation center, which is now the neighborhood's community focus. And this summer the association landscaped the eight blocks of the main street, planting 80 trees with their own labor. The trees themselves were funded out of the city's Community Development Block Grant Funds, while local businesses furnished water tank trucks to water the trees as they were planted.

The association is now working on revitalizing the local shopping street.

For more information, contact:

Andy Kelly
Elyria Neighborhood Improvement
Association
4755 Vine Street
Denver, Colorado 80216
(303) 820-2059

Waste Recycling

New technologies, developed on a small scale suited to a neighborhood, can be a strong force for revitalization. "Nobody hauled garbage any more in this area, so we've started a new technology in solid waste recovery," said Ken Dunn, director of the Resource Center in the Woodlawn neighborhood of Chicago.

The Center uses small vehicles to collect the garbage, which is separated at the source. The waste products they collect include steel, cardboard and newspapers, among other items. The center then packages, transports and sells these wastes directly to firms which reuse them. This program provides jobs for local residents and has brought new life to the neighborhood.

For further information, contact:

Resource Center
6100 S. Blackstone
Chicago, Illinois 60637
(312) 493-1466

Vest Pocket Park

The Grand Street Park is unique because it was originally initiated by an agency which is not neighborhood-based, the Parks Council. The Council undertook the project as a demonstration which neighborhood groups could copy. The actual construction was accomplished by neighborhood youths, and was also supported by neighborhood industry. The methods, materials and money they used, apply in one way or another to your neighborhood. If you have a vacant lot nearby that you would like to turn into a park, playground, or tot lot, you can follow the steps of Unidad Y Progreso and the Parks Council:

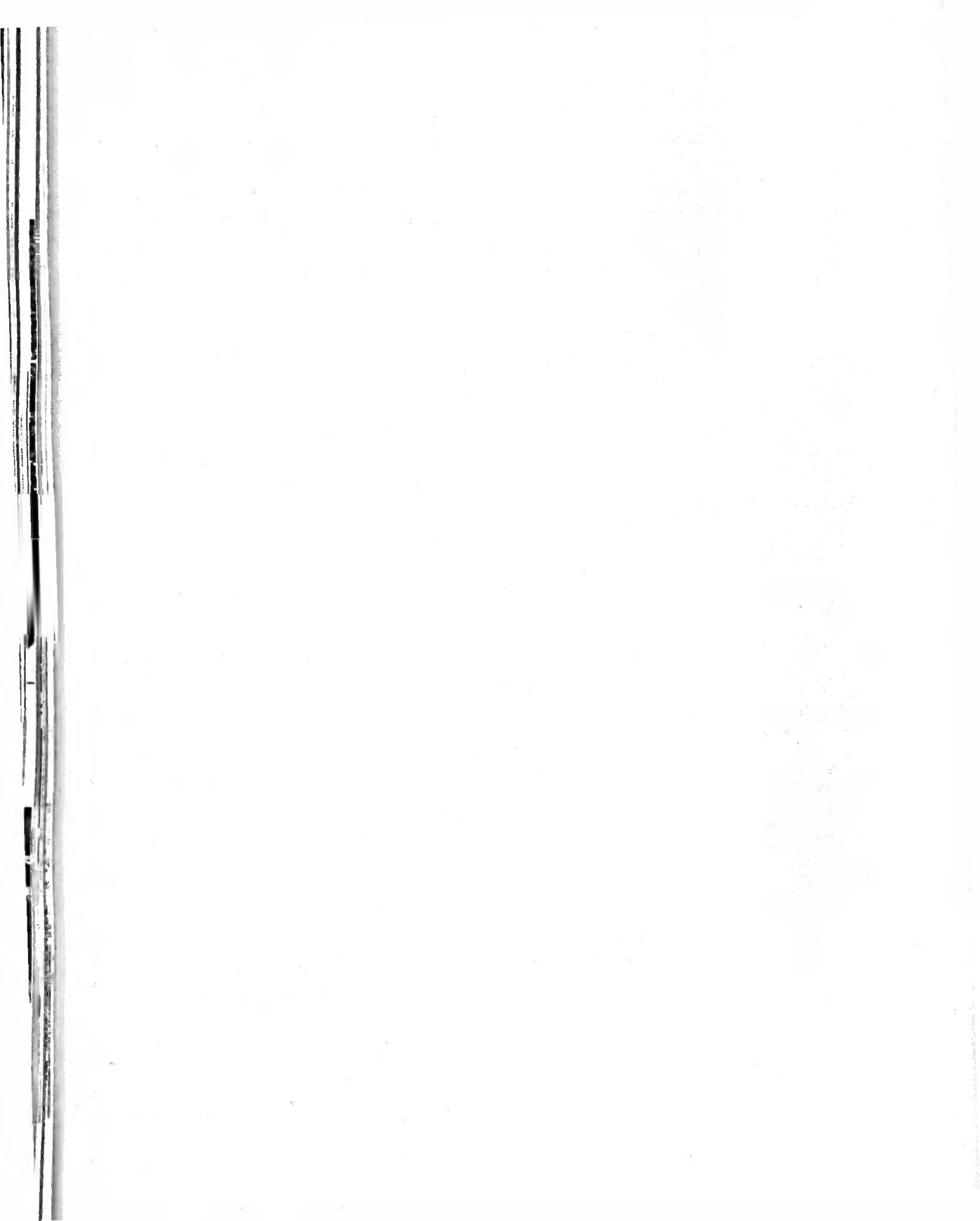
- **Identify the site**, determine ownership, and get permission from the owner to develop it into a park. If the site has a waterfront, you may want to contact the Parks Council for information on the Grand Street Park as well as local environmental agencies to get permission.
- **Notify your alderman** or city councilman about your idea and get his or her support.
- **Find a landscape architect** to design the park and insure the best use for the site. Your City Planning Department may be willing to assign a staff member; or the architecture school at a local or nearby university could suggest a faculty member or student. If you have no luck with either of these, you should contact the American Society of Landscape Architects.
- **Determine the primary uses** suitable for the park by canvassing the neighborhood, meeting with neighborhood groups and the neighborhood association. Are there many children in the area who could benefit from a park?
- **Locate materials** for constructing the park. If you choose to use recycled materials, you will want to consult your City Sanitation Department, private carters, manufacturing firms, and large businesses. Construction companies are another possible source. In addition, you

may be able to get donations of trees, shrubs, bulbs or ground cover from local nurseries or industry. The Department of the Interior, Heritage Conservation and Recreation Service has handbooks available which outline ways in which local communities can get gifts for their greening projects.

- **Put together a construction team.** Determine who will construct the park—local youths, parents or members of your neighborhood association. Determine who will supervise the workers—a skilled neighborhood resident, someone from the City or a person hired for that purpose.
- **Develop a budget**, complete the design, and start construction on your park.

- **Plan the park's future maintenance.** You should also determine who or what group of people will maintain the park and thus insure that it will not revert back to its original state, a garbage strewn lot.



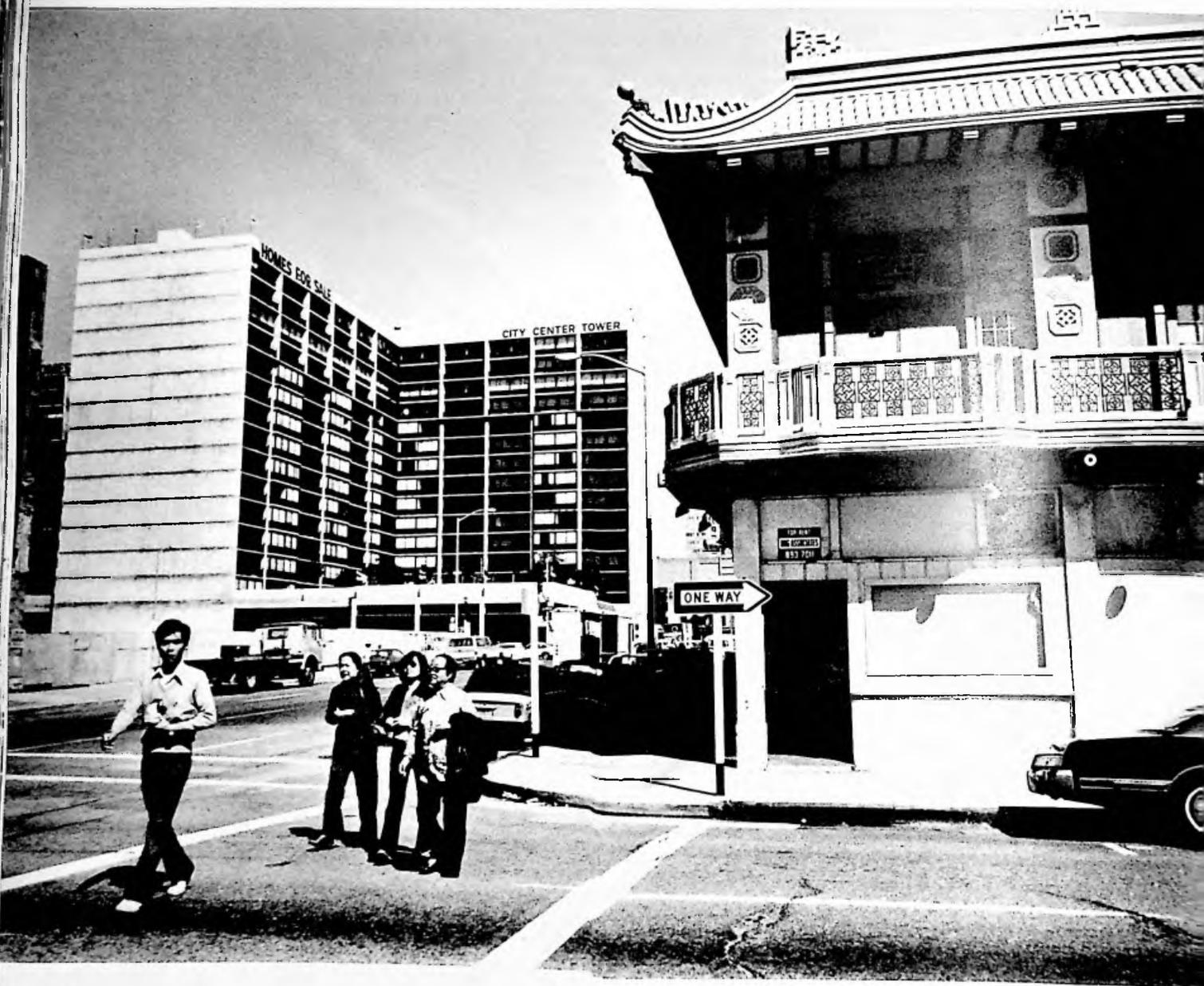


Chapter VI

Social Services

Most of the chapters in this book deal with the relationship between the physical environment and people. But in some neighborhoods, the most pressing needs may be for social services. Perhaps the neighborhood needs a health care center, to offer preventive and primary care, with a lower cost, closer to home. Or the elderly may require special assistance. The youth of the neighborhood may have unmet needs in education, recreation, job or job training. Child and day care is another social service the neighborhood may be missing.

The interweaving of physical improvements with social services brings the greatest strength to a community.



Oakland Chinese Community Council

Social Service Programs

Oakland, California



The Chinese community of Oakland, California, is spread throughout the city, not concentrated into one area like the Chinatown of San Francisco or New York. Of Oakland's population, 15,000 are Chinese, and many are low-income, semi-skilled people, often without a working knowledge of English. The elderly must survive on fixed incomes. The adults cannot find satisfying or adequate work. The young people live between the Chinese culture of their parents and the American culture of their peers. In response to the broad, profound needs of this Asian community, the Oakland Chinese Community Council has mounted a campaign of social service and support programs. Executive Director Cecilia Lai explains her organization's work.

"The Oakland Chinese Community Council was incorporated in 1967 as a non-profit tax-exempt social service agency whose purpose is to funnel public money into this Chinese community in a way that is effectively aimed at the needs of the people here. And because their needs are broad, our programs are broad. You see, the Chinese community has problems that are unique. We have a language barrier, but the difference between Chinese and English is very much greater than between Spanish, say, and English. The distance between the cultures is great, too. Chinese is Eastern; American is Western.

"It's the distance between the cultures, the cohesiveness of our culture, and the language barrier that create a lot of the problems. And then there are also problems of job skills and pay. You are Chinese, you don't speak English too

well, you don't have marketable skills. So you go to work in a job where what you say doesn't matter and where you don't have to have a lucrative skill. All too often that's a non-union sweat shop, sewing blouses, where you get paid by the piece, 25c per piece. It takes you half an hour to complete a piece.

"You make \$2 per day. How do you live off that? What kind of social security do you get when you retire? What do your children think about themselves, about you, when they take look at how non-Asian kids live? See the problems?

"The elderly of this community need food, so we have a decentralized hot meals program for them, funded under Title VII of the Older Americans Act. We dispense ninety hot meals a day. The elderly need exercise and a way to gather, socialize, keep going. So we have a volunteer instructor who leads them in Tai Chi exercises.

"We have CETA-funded counselors and tutors for Chinese youth, and we have a program, funded through the Law Enforcement Assistance Administration, which diverts troubled young people from the criminal justice system. Basically this program allows us to give them vocational training in various trades, wherever we can place them. That's important for people who come from a different culture. They have to know about where and how to apply for a job and how to interview. We run a training program for newly arrived immigrants that teaches them a marketable skill.

"As you can see, we are into every area we can get into. Our newest, most ambitious project—we've just begun work on it—is a convalescent home for Chinese. Can you imagine what it's like to be old and ill—and not to be able even to ask questions about your health or request a favorite food? We will soon begin fundraising, and we're already talking with physicians.





"The needs of this community are so extensive that almost any program we institute will address a need of some sort. In the end you wind up easing a little problem here, a little problem there. You just hope it adds up...."

For further information on the Oakland Chinese Community Council contact:

Ms. Cecilia Lai
Oakland Chinese Community Council
257 8th Street
Oakland, California 94607

Each neighborhood has different social service needs. The following examples illustrate the variety of services a neighborhood organization can provide:

The Tri-City Citizens Union for Progress Inc., in Newark, New Jersey has sponsored a non-profit preventive health care with a block-by-block outreach, and 'Women and Children' Health Action projects. It has converted a church into a community People's Center, where it trains residents in citizen participation and leadership skills. Tri-City also operates a bicultural child care center and a kindergarten/afterschool program. Further, it runs a Neighborhood Aid and Information Center, and various youth development activities.

For further information, contact:

*Tri-City Citizens Union for Progress
675-81 South 19th Street
Newark, New Jersey 07103
(201) 374-5252*

The Emergency Tenants Council, now called Inquilinos Boricuas en Accion in Boston, Massachusetts organized in 1965 to oppose the Boston Redevelopment Authority's Urban Renewal Plan. In keeping with their mission of providing the means for satisfying the basic human needs of its Hispanic Community, in addition to their extensive involvement in new construction and rehabilitation of existing units, IBA operates a day care center for neighborhood children. They are in the process of developing their own closed circuit television station. IBA also completed Plaza Betances, in the center of their new apartment complex, Villa Victoria, which is used for a variety of year-round cultural activities.

For further information, contact:

*Inquilinos Boricuas en Accion
405 Shawmut Avenue
Boston, Massachusetts 02118
(617) 262-1342*

In addition to providing technical assistance for rehabilitating the economic base of their community, the South DeKalb Center in Decatur, Georgia, also provides supportive services for their community. The DeKalb Center started the first state chartered Credit Union in Georgia. Together with a local community group, the Center is in the process of converting part of an abandoned hospital into a comprehensive community health clinic for their medically underserved population. The Center also has a free reading tutorial service which focuses its efforts on raising the reading levels of area students.

For further information, contact:

*South DeKalb Center
500 South DeKalb Mall
P.O. Box 6 M M
Decatur, Ga. 30034
(404) 243-3323*

Providing Social Services

If the people in your community need this kind of help, you may want to set up a social services project. Here are some steps to take:

- **Form a leadership group.** A task force or ad hoc committee, composed of professional people, community leaders and residents, should be formed. This group should reach a clear understanding as to the purpose, philosophy and objectives of the proposed social services project.
- **Identify the groups to be served.** Is the need community wide, or is it limited to a special segment of the population, such as the elderly, youth or handicapped? Is it targeted to an ethnic or racial group? Find out the needs of the group or groups to be served. Do they need recreation facilities, counseling, tutoring, employment services and training, hot meals, clothing, transportation, health care, or language assistance? Canvass your neighborhood, locate members of your potential users, talk with them and find out what their problems and needs are.
- **Coordinate with the local human services agencies.** When these social needs have been identified, share this information with the local human services planning body in your metropolitan area responsible for coordinating human services delivery (such as the health and welfare council, community chest, or council of social agencies). This agency and its professional staff have the expertise to help you. This step will also serve to bring your neighborhood's needs to their attention, to aid in future allocation of human services funds.
- **Services for the elderly.** The first step in setting up services for the elderly should be to contact your local Office of Aging. (Every urban area has one or more such offices, and many have as well an Area Agency on Aging; rural areas will have an Area Agency or an Office on Aging.) Through this office, you can find out what services

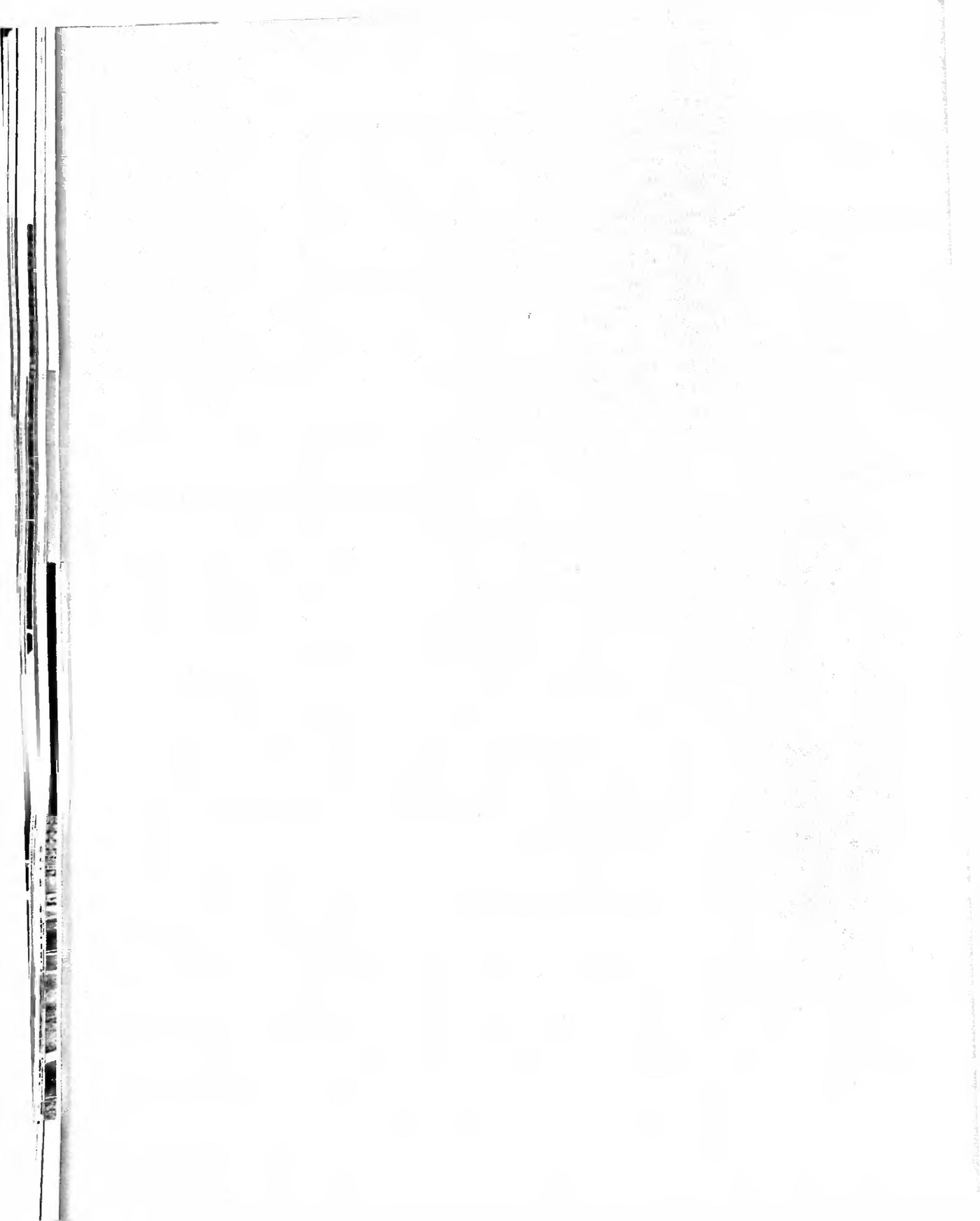
may be available and what plans have been drawn up to spend funds appropriated by Congress under the Older Americans Act. You may want to influence these plans on behalf of the elderly in your neighborhood. The local Office of Aging can also serve as your link to other sources of assistance for the elderly, such as the United Way, Title XX funds (of Social Security Act), Action volunteer programs, and CETA funds to train older workers. The office will be able to tell you who are the key individuals and what other useful agencies in your community can be tapped for services for the elderly (United Way, Council of Churches, YWCA/YMCA, etc.).

- **Research funding sources.** At these meetings, and through your continuing relationship with the planning body and other service agencies, you will find out about resources available in your community. Use other contacts to research Federal, State and local funding sources, to find out what kinds of programs they support. Familiarize yourself with their guidelines.
- **Develop an action plan** for the implementation of the needed services. It may be more realistic to phase in these services (over a five-year period, for instance), than to attempt to accomplish everything at once. Prioritize your objectives according to the degree of need, as well as available resources, personnel and facilities.
- **Determine the scope of your project.** Factors that will influence the size and range of your project will include:
 - the nature of funding resources available in your community;
 - the types of social service organizations within your area that you can plug into (don't reinvent the wheel);
 - the availability of volunteers.

- **Organize to deliver the services.** You may decide to make a formal structure for your project, incorporating as a non-profit organization. Select a board of directors who reflect your community and represent a broad base of support. The original ad hoc committee may serve as the nucleus for such a board. A key function of the board of directors will be the hiring of professional staff.

- **Build a constituency** and political support. Establish links with local political, religious and educational leaders.
- **Locate the facilities** you will need in order to provide your services. Don't overlook free facilities such as churches and community centers. Be sure to find a space for your office which is easily accessible to your targeted groups and which cannot be confused with a state social service agency. Decentralize facilities for some programs, such as hot meals for the elderly, for convenience and effectiveness.
- **Link up with other resources.** One of the most important functions that your agency will perform will be information and referral. This simply means that there will be a multitude of problem areas and resident needs that will have to be dealt with by one or more of the other agencies and organizations in your community. Your organization will have to develop the technical ability to link up resident problems and needs to the appropriate helping resource. Staff will have to be oriented and trained as to what resources can be brought to assist people within your community.

- **Advertise** your service through public service announcements on the radio, posters, leaflets, announcements in church or school. Notify your targeted groups of your services.



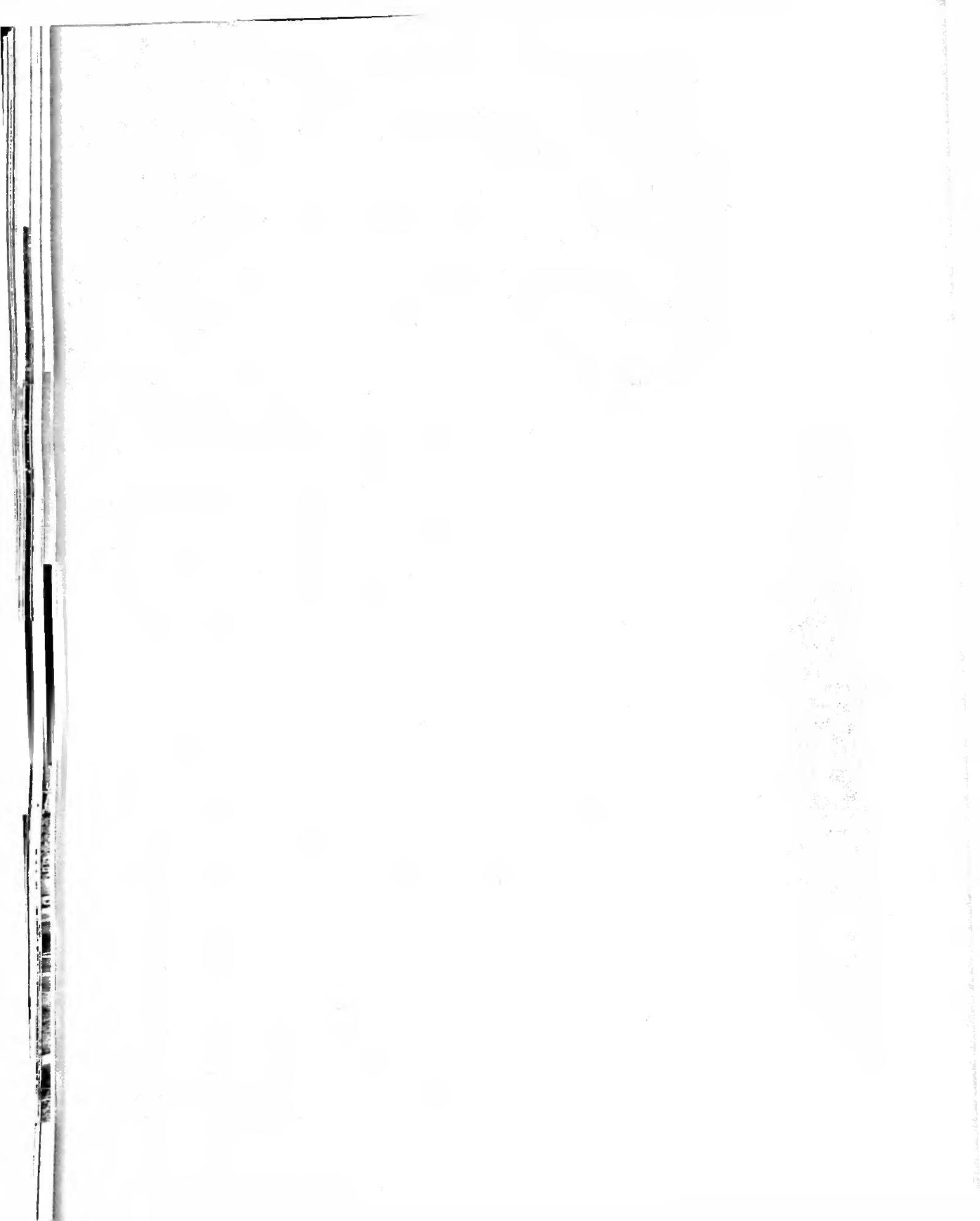
Appendix

The appendices on the following pages offer you back-up information that will help you locate possible Federal sources of funding, find technical assistance from expert organizations, and learn more about the kinds of self-help activities you may have in mind.

Appendix I briefly describes the neighborhood-oriented programs of the Federal Government. Appendix II lists many of the non-profit expert organizations that can offer some form of information or technical assistance.

Appendix III cross-references the Federal programs and the technical assistance organizations with the five subject areas of the Sampler: housing rehabilitation, economic development, arts and culture, neighborhood improvement and social services.

An annotated bibliography is Appendix IV.



Appendix I

Federal Government

This appendix offers mini fact sheets on many of the neighborhood-oriented programs of the Federal government.

A few of these programs are available directly to neighborhood groups, but in most cases you will note that funds flow through a local or State agency. These programs may not be specifically designed for community groups to use, but can often be creatively adapted for self-help purposes.

As you look further into the possibility of using some of these programs for self-help projects in your community, you may want to ask these questions to get the most accurate information:

How are the funds given out?
What funding cycles and deadlines govern the program?
What requirements must be met in applying for these funds?

It will probably be helpful to ask for any publications put out by the program office and to ask to be put on the mailing list for notices.

A more complete listing of Federal programs can be found in the *Catalog of Federal Domestic Assistance*, an encyclopedic volume available through your library or for sale (\$20) from:

*Superintendent of Documents
U.S. Government Printing Office
Washington, D.C. 20402*

A new computer system called "FAPRS" (Federal Assistance Programs Retrieval System) gives you an easier way to delve through the catalog. Based on the information in the catalog, FAPRS responds in plain English

sentences to individualized requests for information. FAPRS will answer inquiries with a list or full description of the Federal programs that can be applied to your proposed project.

FAPRS is decentralized; terminals are maintained by various institutions around the country. Information is usually given out free or for a nominal charge. If you wish to find out the closest access point to you, write to:

*Federal Program Information Branch
Office of Management and Budget
Washington, D.C. 20503
(202) 395-3112*

Another source of information about Federal agencies is available from the network of local Federal Information Services in cities across the nation. See the telephone number listed in your phone book, under "U.S. Government."

Neighborhood Oriented Agencies and Departments

ACTION

806 Connecticut Avenue, N.W.,
Washington, D.C. 20525
(202) 393-3111

Provides centralized coordination and administration of domestic and international volunteer activities sponsored by the Federal Government.

Foster Grandparent Program

Contact: Director, Older American
Volunteer Programs
(202) 254-7310, (800) 424-8580 (Toll
Free)

Provides funds channeled through Action's Regional Offices to public and private non-profit agencies which have projects in which low income elderly can work part-time with children with special needs in schools, hospitals and correction centers.

Mini Grants

Contact: Office of Voluntary Citizen
Participation
(202) 254-7262

Provides mini grants funded through Action's regional offices to state and local governments and non-profit organizations for costs of organizing and supporting volunteer programs related to community self-help efforts.

Retired Senior Volunteer Program (RSVP)

Contact: Director, Older American
Volunteer Programs
(202) 254-7310, (800) 424-8580 (Toll
Free)

Provides grants funded through Action's regional offices to establish and operate community projects that provide volunteer opportunities for the elderly in public service positions. (e.g., parks, schools, hospitals, day care centers)

Senior Companion Program

Contact: Director, Older American
Volunteer Programs
(202) 254-7310, (800) 424-8580 (Toll
Free)

Provides program funds channeled through Action's regional offices for

projects in which low-income senior citizens can work with adults living in institutions, group care settings, or at home.

Volunteers In Service To America (VISTA)

806 Connecticut Avenue, N.W.
Washington, D.C. 20525
(202) 393-3111

Provides full-time volunteers to public and private non-profit organizations working to eliminate poverty and poverty related problems.

Department of Agriculture
14th and Independence Avenue, S.W.
Washington, D.C. 20250
(202) 655-4000

Farmers Home Administration

Contact: Administrator
(202) 447-7207

Programs are offered to small communities below 20,000 in population located in nonmetropolitan areas.

Business and Industrial Loans:

Provides loans directly to lender or to any legal entity, including individuals, public and private organizations to support development or expansion of business, industry, and other sources of employment.

Home Loan Programs: Sec. 502

program provides loans to homeowners who cannot obtain credit from other sources for purchasing, constructing, winterizing or repairing modest homes; Sec. 504 program provides low-interest loans directly to very low-income homeowners for repairs to remove health and safety hazards. Sec. 515 program makes loans for rural multi-family housing for low- and moderate-income persons. There are also programs to lend money to acquire and develop housing sites.

Rural Self-Help Housing: Provides loans and grants for the promotion of technical and supervisory assistance directly to needy low-income individuals and their families to aid in

carrying out mutual self-help efforts in rural areas under the supervision of a public agency or private non-profit sponsor. Funds include the payment of fees for training self-help group members in construction techniques.

Federal Extension Service
Contact: Director of Cooperative Extension at the state land grant universities.
(202) 447-2019

Community Resource Development: Provides technical assistance to local governments and community groups through specialists on the staff of the Cooperative Extension Service. Community Development specialists on the staff can help plan and carry out projects such as surveys to identify community needs, planning and organizing of development corporations and cooperatives, and other community development projects.

Department of Commerce
14th and Constitution Avenue, N.W.
Washington, D.C. 20230
(202) 377-2000

Encourages, serves, and promotes the Nation's economic development and technological advancement. Provides assistance to speed the development of the economically underdeveloped areas of the Nation; assists in the growth of minority businesses.

Business Development Loans
Economic Development Administration (EDA)

Contact: Director of Business Development Loans
(202) 377-5113

Provides long-term low-interest guaranteed loans directly to individuals, state and local governments and local development groups to help establish new businesses or expand existing firms and create jobs in designated economic development centers.

Long Term Employment Program
Economic Development Administration (EDA)

Contact: Office of Public Affairs
(202) 377-2607

Provides grants and loans directly to state and local governments, and public/private nonprofit organizations for public works projects intended to improve opportunities for the establishment or expansion of business or otherwise assist in the creation of employment for the unemployed or persons with low incomes.

Planning Grants for Economic Development
Economic Development Administration (EDA)

Contact: Office of Development Organizations
(202) 377-5932

Provides grants funded directly to local groups for financing the administrative costs of economic planning, programming specific economic development projects and furnishing technical assistance to local groups.

Public Works Impact Program
Economic Development Administration (EDA)

Contact: Office of Public Affairs
(202) 377-5067

Provides grants funded directly to state and local governments and nonprofit organizations for public works projects in areas of high unemployment.

Special Projects
Economic Development Administration (EDA)

Contact: Office of Special Projects
(202) 377-5751

Provides planning, technical assistance and implementation funds channeled through EDA's regional offices to neighborhood-based organizations and to disadvantaged communities in severely distressed areas for economic development.

Technical Assistance Program
Economic Development Administration (EDA)

Contact: Office of Public Affairs
(202) 377-5067

Provides grants and services channeled through EDA's regional offices directly to individuals, state and local government and nonprofit organizations to finance planning assistance for economic development.

Minority Business Enterprise Program
Office of Minority Business Enterprise (OMBE)

Contact: OMBE Information Center
(202) 833-8960

Provides funds through the regional offices of OMBE directly to certain organizations and agencies in urban areas to provide management and technical assistance for minority businesses. Helps minority businesses to package grant and loan assistance; and to take advantage of government contracts set aside for minority firms.

Community Services Administration
1200 19th Street, N.W.
Washington, D.C. 20506

(202) 254-5590

Provides economic and educational opportunities and financial support to help the poor to help themselves out of poverty.

Energy Conservation and Emergency Assistance

(202) 632-6503

Through CSA's network of local Community Action Agencies, provides emergency assistance in weather-related crises and investigates and disseminates basic information on simpler and less expensive techniques and technology for conserving energy.

Community Economic Development Program

Contact: Office of Economic Development
(202) 254-6180

Provides venture capital directly to community development corporations,

to acquire or develop businesses which promote significant economic and community development in urban and rural areas with high levels of unemployment, dependency and physical deterioration.

Community Action
(202) 632-6625

Funds a network of Community Action Agencies, channeled through CSA's regional offices, which are non-profit corporations working to solve poverty-related social and economic problems through programs such as health care centers, neighborhood service centers and Head Start.

Senior Opportunities and Services
(202) 632-5196

Provides funds channeled through CSA's regional offices directly to programs concerned with the low-income elderly in such areas as: housing, food and medical care, legal advice, fuel and winterization and transportation.

Community Food and Nutrition Program
(202) 632-6694

Provides grants funded through either CSA's Central Office or regional offices for self-help programs to reduce hunger and malnutrition, including community gardens, buying clubs, food raising and preservation (canning) co-ops, transportation for food stamps and distributions of surplus commodities.

Housing
(202) 254-6390

Provides limited assistance in the repair and construction of homes for low-income families and acts as their housing advocate with other agencies which have larger housing programs.

General Services Administration
General Services Building
18th and F Streets, N.W.
Washington, D.C. 20405
(202) 655-4000

Manages the Federal Government's

property and records, including construction and operation of buildings, procurement and distribution of supplies, utilization and disposal of property.

Sale of Federal Surplus Property
Contact: Locally, Sales Branch of Personal Property Division, GSA; in Washington, D.C., Dir., Sales Division, Federal Supply Service
(202) 557-3046

Offers for competitive bid sales surplus Federal property, including office supplies and equipment and automotive vehicles. Awards are made through participating agencies (e.g. HEW, HUD, FAA, etc.)

Disposal of Federal Surplus Real Property

Contact: Assistant Commissioner, Office of Real Property
(202) 343-4784

Provides surplus real property for public park or recreation use and public health or educational purposes at discounts up to 100 percent.

Department of Health, Education and Welfare
200 Independence Avenue, S.W.
Washington, D.C. 20201
(202) 245-7000

Alcohol and Drug Abuse Education Alcohol, Drug Abuse, and Mental Health Administration
5600 Fisher Lane
Rockville, Md. 20857

Division of Resource Development
(301) 443-4797

Within this agency are the National Institute on Alcohol Abuse and Alcoholism, the National Institute on Drug Abuse, and the National Institute of Mental Health, which provide educational materials as well as funds for public and private non-profit organizations to support alcohol and drug abuse information projects. Funds are made available either through state regional offices or directly to the activity.

Programs for the Elderly Administration on Aging Office of State and Community Programs

Washington, D.C. 20201
(202) 245-0107

Under Title VII of the Older Americans Act, provides funds through state offices to local Agencies on Aging which can subcontract to neighborhood organizations for low cost meals for elderly; provides funds to help acquire or renovate community centers to be used for multi-purpose senior centers; under Title III of the Older Americans Act, provides funds to local Agencies on Aging which can subcontract with community organizations to provide social services (transportation, home-making, recreation, etc.) for the elderly.

Social Services Program Public Services Administration Office of Human Development
Washington, D.C. 20201
(202) 245-9234

Under Title XX (the Social Security Act), provides funds directly to State agencies which can then contract with public and private community agencies to provide Title XX services, such as day-care for children and the elderly, homemaker services, counseling, handicapped services and other social services assistance to low-income individuals and families. This program also works toward enabling people of all ages to become as self-supporting and self-sufficient as possible.

Childhood Lead-Based Poisoning Control

Center for Disease Control
1600 Clifton Rd., N.E.
Atlanta, Ga. 30333
(404) 329-3311

Provides funds directly to organizations with a comprehensive plan to deal with control of lead-base paint poisoning.

Community Health Centers
Community Health Center, Bureau of
Community Health Services
5600 Fisher Lane
Rockville, Md. 20852
(301) 443-2260
Supports the development and operation of community health centers.

Head Start
Office of Human Development
P.O. Box 1182
Washington, D.C. 20013
(202) 755-7429/7724
Improves the quality of life for preschool children from low-income families, by providing funds through regional offices directly to public or private non-profit organizations for education, improved health services, adequate nutrition, and social and psychological help to children and their families.

Department of Housing and Urban Development
451 7th Street, S.W.
Washington, D.C. 20410
(202) 755-5111
The Department of Housing and Urban Development (HUD) is the principal Federal agency responsible for programs concerned with housing needs and improving and developing the Nation's communities.

Community Development Block Grants
Contact: Locally, Community Planning and Development Division of HUD Area Offices; in Washington, D.C., Office of Block Grant Assistance, Assistant Secretary for Community Planning and Development
(202) 755-6587
Local governments in cities over 50,000 and urban counties with populations over 200,000 receive Community Development Block Grants, through HUD, for community development projects that can include property acquisition, housing rehabilitation and rehabilitation loans, public improvements, etc. Small cities compete for

CDBG discretionary funds. Many neighborhood projects have been funded; and block grants can be made available through the local government to private non-profit entities, neighborhood based groups, local development corporations and small business investment companies.

Housing Consumer Services Program
Contact: Director, Housing Consumer Programs Division
Assistant Secretary of Neighborhoods, Voluntary Associations and Consumer Protection
(202) 755-6584
Provides support services and a limited program of grants to more than 550 HUD-approved counseling agencies; this program also helps bring community services to subsidized housing projects.

Neighborhood Self-Help Development
Contact: Office of Neighborhood Development
Assistant Secretary of Neighborhoods, Voluntary Associations and Consumer Protection
(202) 755-7940
A new program, authorized by Congress (not yet appropriated), provides assistance and funding directly to neighborhood organizations for specific housing and neighborhood revitalization projects.

Livable Cities Program
Contact: Office of Neighborhoods, Voluntary Associations and Consumer Protection
(202) 755-9236
Provides grants and other forms of assistance directly to groups to support art, culture and design activities to revitalize low- and moderate-income communities. Recently authorized by Congress; not yet appropriated.

Neighborhood Strategy Area Program
Contact: Locally, Housing Division Director of HUD Area Offices; in Washington, D.C., Director, Rehabili-

tation Division, Assistant Secretary for Housing
(202) 755-2257
Provides Section 8 rental assistance funds channeled through HUD area offices to rehabilitate housing for low- and moderate-income residents in Neighborhood Strategy Areas targeted for comprehensive revitalization.

Urban Development Action Grants
Contact: Locally, Community Development Director of HUD Area Offices; in Washington, D.C., Office of Urban Development Action Grants
(202) 755-6284
Provides grants channeled through HUD area offices to distressed urban areas to stimulate private investment and spur economic development; can be used for neighborhood-based revitalization of jobs, housing and businesses; community groups can serve as subgrantees.

Rental Assistance
Contact: Locally, Housing Division Director of HUD Area Offices; in Washington, D.C.; Deputy Assistant Secretary for Multifamily Housing
(202) 755-6495
Section 8 program provides subsidies to pay the difference between market rates for housing units and what lower income families can afford (no more than 25% of household's adjusted income). Can be used for existing apartments, as well as moderate and substantial rehabilitation and new construction. Funds flow through local public housing authorities.

Direct Loans for Housing Elderly and Handicapped
Contact: Locally, Housing Division Director of the HUD Area Offices; in Washington, D.C., Direct Loan Branch, Assistant Secretary for Housing
(202) 755-6528
Section 202 program provides direct, long-term loans to private non-profit organizations and consumer cooperatives, to finance rental or cooperative

housing for elderly and handicapped persons.

Mortgage Insurance Programs
Contact: Locally, Housing Division Director of the HUD Area Offices; in Washington, D.C., Federal Housing Administration, Assistant Secretary for Housing
(202) 755-6600

HUD's Federal Housing Administration provides insurance on single- and multi-family mortgages and on home improvement loans and mobile home loans. The insurance on multifamily mortgages includes that on cooperative housing, condominiums, and elderly projects. Applications are processed through HUD Area Offices.

Section 312 Housing Rehabilitation Program

Contact: Community Development Director of Area Offices; in Washington, D.C., Rehab Management Division, Room 7162, Assistant Secretary for Community Planning and Development
(202) 755-5970

Provides low-interest loans for housing rehabilitation in target areas. Funds go through local government.

Urban Homesteading Program

Contact: Locally, Community Development Director of Area Offices; in Washington, D.C., Urban Homesteading Division, Assistant Secretary for Community Planning and Development
(202) 755-6330

Through local governments vacant homes owned by HUD are sold for a nominal fee to homesteaders who repair the homes and live in them at least 3 years; homestead-eligible properties can also be transferred to nonprofit neighborhood organizations.

Innovative Grant Program

Contact: Director, Secretary's Fund Division, Assistant Secretary for Community Planning and Development
(202) 755-6092

Provides grants and funds for innovative projects which stimulate

reinvestment and revitalization without displacement in lower income neighborhoods. The grant proposal must be submitted by local government.

Department of the Interior
19th and C Streets, N.W.
Washington, D.C. 20240
(202) 343-1100

The Nation's principal conservation agency; responsible for most of our nationally owned public lands and natural resources.

Historic Preservation Grants-In-Aid Program

Contact: National Park Service, Office of Archeology and Historic Preservation, Division of Grants
(202) 343-4941

Provides grants directly to eligible activities for a wide variety of neighborhood conservation activities including restoration, structural work and improvements in utilities.

Land and Water Conservation Fund
Contact: Heritage Conservation and Recreation Service

Pension Building, 440 G Street, N.W.
Washington, D.C. 20243
(202) 343-7801

Provides funds channeled through the Department of Interior's regional offices to increase outdoor recreation opportunities and recreational areas by financing acquisition and development of land for federally administered parks.

National Register of Historic Places
Contact: Heritage Conservation and Recreation Service

Pension Building, 440 G Street, N.W.
Washington, D.C. 20243
(202) 343-5444

Designates historic properties or urban neighborhoods eligible for Federal and State historic preservation grants.

Surplus Federal Real Property for Parks and Recreation

Contact: Heritage Conservation and Recreation Service
Pension Building, 440 G Street, N.W.
Washington, D.C. 20243
(202) 343-7665

Provides surplus land at relatively cheap prices for public parks and recreation.

Urban Park and Recreation Recovery Program

Contact: Heritage Conservation and Recreation Service
Pension Building, 440 G Street, N.W.
Washington, D.C. 20243
(202) 343-5971

Provides grants directly to local governments for rehabilitation of urban recreation facilities and innovation recreation projects (authorized but not yet appropriated).

Youth Adult Conservation Corps

Contact: Director, Office of Youth Programs
(202) 343-5951

Provides conservation work for unemployed young people, age 16 through 23, up to 12 months at minimum wage. This is a joint program administered by the Departments of Interior and Agriculture.

Historic American Building Survey

Contact: Heritage Conservation and Recreation Service
Pension Building, 440 G Street, N.W.
Washington, D.C. 20243
(202) 343-5444

Identifies, surveys, measures and photographs historic buildings (particularly those threatened with demolition) to document their architectural character and construction.

Historic American Engineering Record

Contact: Heritage Conservation and Recreation Service
Pension Building, 440 G Street, N.W.
Washington, D.C. 20243
(202) 343-5444

Provides technical assistance in urban

revitalization, neighborhood conservation, displacement and energy conservation to owners of buildings or areas designated as historical properties.

Department of Justice
10th and Constitutional Avenue, N.W.
Washington, D.C. 20530
(202) 737-8200

Plays a key role in protection against criminals and subversion, in anti-trust law enforcement, and in enforcing drug, immigration, and naturalization laws.

Community Anti-Crime Program
Contact: Office of Community Anti-Crime Program, Law Enforcement Assistance Administration (LEAA)
633 Indiana Avenue, N.W.
Washington, D.C. 20531
(202) 376-3994

Provides funds and technical assistance directly to neighborhood groups and organizations for community-based anti-crime activities.

Community Relations Service
Contact: Office of Community Relations Services
(202) 737-8200

Helps communities and groups cope with disputes, disagreements and difficulties arising from racial discrimination or inequities and helps achieve peaceful progress toward justice and equal opportunity for all citizens.

Department of Labor
200 Constitution Avenue, N.W.
Washington, D.C. 20210
(202) 523-8165

Promotes and develops the welfare of the wage earners of the United States, to improve their working conditions, and to advance their opportunities for profitable employment.

Comprehensive Employment and Training Act—CETA
Comprehensive Employment and Training Services
Contact: Office of the Assistant Secretary for Employment and Training
(202) 523-6050

Provides block grants directly to states and certain local governments (called "prime sponsors") to finance programs to provide jobs and training to aid the economically disadvantaged, the unemployed, and the underemployed; non-profit groups can serve as sub-contractors and can get CETA-paid, short-term community service workers.

National Consumer Cooperative Bank
c/o Community Services Administration (interim contact)
Office of Interagency and External Affairs
Washington, D.C. 20506
(202) 632-8322

A newly-enacted law has just set up the National Consumer Cooperative Bank. This new, independent bank will provide low-interest loans and technical assistance to self-help groups interested in starting and developing non-profit cooperative businesses.

It will aid both "goods co-ops" (for food, housing, furniture, auto supplies, etc.) and "service co-ops" (for legal, financial and maintenance services). For example, an existing group, such as a neighborhood association or church or labor union, could form a fuel co-op, to purchase fuel oil in bulk, at a lower cost; or they could pool funds to provide insurance for members.

National Credit Union Administration
Washington, D.C. 20456
(202) 254-9800

The NCUA is the regulatory agency for Federal credit unions. It provides technical assistance for groups seeking a Federal Credit Union Charter. It also provides guidance to Federal Credit Unions in recordkeeping, management,

auditing, loan collection, credit union membership, etc. The agency administers the National Credit Union Share Insurance Fund which insures members accounts in Federally and State chartered credit unions.

National Endowment for the Arts
2401 E St., N.W.
Washington, D.C. 20506
(202) 634-6369

The National Endowment for the Arts (NEA) is an independent agency of the Federal Government created in 1965 to encourage and assist the nation's cultural resources. NEA receives annual appropriations from Congress as well as private donations. The Endowment awards matching grants to organizations for arts projects and a limited number of fellowships to professional artists.

Architectural Planning and Design Program
Mail Stop 503
(202) 634-4276

Concerned primarily with excellence in design, the NEA funds activities which relate to: architecture, urban design, city and regional planning, interior, and other recognized professions which assist the design field. The program attempts to make the public aware of the benefits of good design.

Livable Cities

Provides matching grants to promote design excellence in research, planning and conceptualization of community projects. Eligible activities include planning for neighborhood conservation and enhancement; development of design controls for historic preservation and new construction in old areas; planning commercial revitalization; open spaces and parks.

Cultural Facilities Research and Design
Provides assistance to groups in the design and planning of cultural facilities, and encouraging the commitment of local private and public funds to carry out the programs. Small

grants are provided to groups who are planning for new, renovated or expanding cultural facilities.

Design Project Fellowships

Provides 100% grants to individual designers for self-development projects which may include projects of use to the community.

Design and Communication Grants

Provides matching (50%) grants to non-profit groups, among others, to fund projects communicating the benefits of architectural conservation and design.

Education Program

Mail Stop 608

(202) 634-6028

NEA's Education Program is primarily concerned with providing an opportunity for students and teachers to develop aesthetic awareness by working with professional artists either in the classroom or in community projects.

Learning through the Arts

This pilot program explores ways in which the arts and the artist can be helpful in situations providing alternatives to established educational institutions. Matching grants are made to organizations, such as community cultural centers, for programs designed to involve people of all ages in artistic activities beyond the traditional school environment.

Expansion Arts Program

Mail Stop 606

(202) 634-6010

Arts Exposure Programs

Matching grants to community-based arts organizations engaged in activities that provide public presentations and that are enhanced by preparatory and follow-up workshops for participants. Many of these projects serve people usually denied access to cultural events due to geographic, economic, or physical restraints.

Community Cultural Centers

Provides matching grants to assist major multi-art, community-based institutions. Projects under this category must offer training and participation in two or more art forms, as well as performing experience.

Neighborhood Arts Services

Matching grants to assist organizations that provide administrative, developmental, promotional, and programmatic services for a broad variety of operating community arts groups. Services would include: equipment loans, publicity, sponsorship of activities, assistance in dealing with real estate, fundraising, accounting, and legal matters.

Comprehensive Technical Assistance Program

This program has been instituted for operating community arts projects. This effort serves to supervise the production of community arts projects' needs; specifically, technical assistance aids like directories, primers, and slide presentations. It also provides for supervision and coordination of orientation and evaluation meetings for art specialists.

Folk Arts Program

Mail Stop 609

(202) 634-4282

Supports those artistic practices that have emerged from communities and families, that have endured through several generations, and that contain a sense of community aesthetic. Specifically, the Folk Arts program funds projects of the following types: presentation by traditional artists; documentation of traditional arts; assistance to the field (e.g. conferences on matters of concern to the traditional arts); and inventive and imaginative proposals that focus on the objectives of the program.

Office of Special Projects

Mail Stop 609

(202) 634-6020

Funds proposals from the field only if they are multi-disciplined, maintain professional standards, are unique and prototypical and do not fit other NEA guidelines and they must have the potential of regional or national application. The purposes of the office are achieved through contractual agreements, technical assistance arrangements and grants-in-aid.

Arts Centers and Festivals

Funds are distributed to art centers and festivals which address the relationship of the applicant to its audience (e.g. audience development and fundraising).

Special Projects

Proposals are considered here which are ineligible for funding in other areas of NEA. They must be unique or prototypical and have regional or national application or significance.

National Endowment for the Humanities

Washington, D.C. 20506

(202) 724-0256

Provides grants for a number of projects that can relate the humanities to neighborhood improvement, such as helping libraries or other cultural centers become community-oriented, grants to youth for humanities projects, grants for projects which explore a community's culture and heritage.

The National Trust for Historic Preservation

740-748 Jackson Place, N.W.

Washington, D.C. 20006

(202) 638-5200

A private nonprofit organization chartered by Congress to encourage the preservation of historically, architecturally or culturally significant properties. Membership is open to individuals and organizations.

Consponsored Conference Grants Program

Contact: Director of Educational Services

(202) 638-5200

Provides advice and some small grants up to \$1,500 directly to non-profit and public agency member organizations for planning and programming conferences on preservation and neighborhood conservation topics.

Consultant Service Grant Program

Contact: Financial Aid Coordinator

(202) 638-5200

Offers matching grants up to \$5,000 directly to local and regional member organizations to enable them to obtain professional consultant advice on preservation projects.

The National Preservation Revolving Fund

Contact: Financial Aid Coordinator

(202) 638-5200

The National Preservation Revolving Fund offers low interest loans and guarantees directly to its nonprofit member organizations to augment or establish new neighborhood revolving funds to acquire and improve historically or architecturally significant places.

Neighborhood Conservation Project

Contact: Neighborhood Conservation Coordinator

(202) 638-5200

Provides guidance and informational materials to individuals and nonprofit groups who want to use historic preservation as a tool for neighborhood revitalization and conservation; produces a newsletter, *Conserve Neighborhoods*.

Neighborhood Reinvestment Corporation

1120 19th Street, N.W.
Washington, D.C. 20036

(202) 634-1900

Formerly this Agency was known as the Urban Reinvestment Task Force

Neighborhood Housing Services Program

(202) 634-1907

NHS is designed to reverse neighborhood decline by promoting reinvestment in neighborhoods. NHS programs are private, locally-controlled, locally-funded corporations. They offer financial and rehabilitation services to residents of the locally-selected NHS neighborhood. Each NHS is based on a working partnership of neighborhood residents, representatives of local financial institutions and representatives of local government. Lenders commit themselves to offer mortgages and loans to the neighborhood. Cities promise to provide public improvement, residents promise to improve their housing.

Neighborhood Preservation Projects

(202) 337-6640

Identifies and assists promising locally-developed neighborhood preservation strategies, some of which supplement NHS efforts. These programs also involve public-private-resident partnerships and include neighborhood revitalization efforts such as commercial revitalization, crime prevention, vacant housing programs and others. Programs selected receive a modest demonstration grant and technical assistance. After careful monitoring and evaluation, the most promising are offered to other cities as models which they can use to treat specific neighborhood problems.

Neighborhood Preservation Development

(202) 634-1907

In this program, promising Neighborhood Preservation Projects are taken into a developmental phase, and replicated on a trial basis in different neighborhoods. NDP programs include: Apartment Improvement, Home Ownership Promotion, Rehabilitation and Sale, Neighborhood Conservation Services, and Home Maintenance Training.

Small Business Administration

1411 L Street, N.W.

Washington, D.C. 20416

(202) 653-6365

Aids, counsels, assists, and protects the interest of small business.

Economic Opportunity Loans

(202) 653-6365

Provides loans and loan guarantees through SBA district offices as well as management and technical assistance to disadvantaged individuals who have the resources and desire to own their own businesses. This loan can be applied to both established and prospective small businessmen.

SCORE/ACE Professional Volunteers

(202) 653-6365

An organization of retired business executives who help small business owners. Services include implementation of new approaches at no cost to the owners.

Small Business Administration Section 7(a) Loan Program

Contact: Director, Office of Neighborhood Business Revitalization

(202) 653-6470

Provides direct and guarantee loans to small business to cover costs of constructing, converting, and expanding business facilities (including purchase of land, buildings, machinery and equipment) and for working capital. SBA may guarantee up to 90% of a bank loan amount not to exceed \$500,000.

Small Business Institute

(202) 653-6375

Works with cooperation of faculty and senior students of leading business schools to provide counseling, management and technical assistance to small business owners at no charge.

COMMUNITY REINVESTMENT ACT

Section 502 Local Development Company Program

*Contact: Community Economic
Development Program
(202) 653-6375*

Provides long term financing through intermediary organizations called Local Development Companies which may either be a profit or nonprofit type provided the company has the furtherance of economic development as its principal purpose. This program requires that ownership and control be vested in those who reside or do business in the specified locality. 502 loans may be used to finance construction, modernization or conversion of plants.

The Community Reinvestment Act of 1977 requires that lending institutions help meet the credit needs of their entire community, including low- and moderate-income neighborhoods. Federally regulated lenders must prepare a statement, available to the public, with a map of their lending area and a description of credit services available in their designated community area. The four financial regulatory agencies listed are required to assess the lenders' record of compliance. These agencies can provide information about the Act as well as the role of neighborhood participation. The Comptroller of the Currency and the Office of Community Investment of the Federal Home Loan Bank Board will assist in planning reinvestment programs at the local level. Contact any of the four regulatory agencies at their regional or central offices.

The four regulatory agencies are:

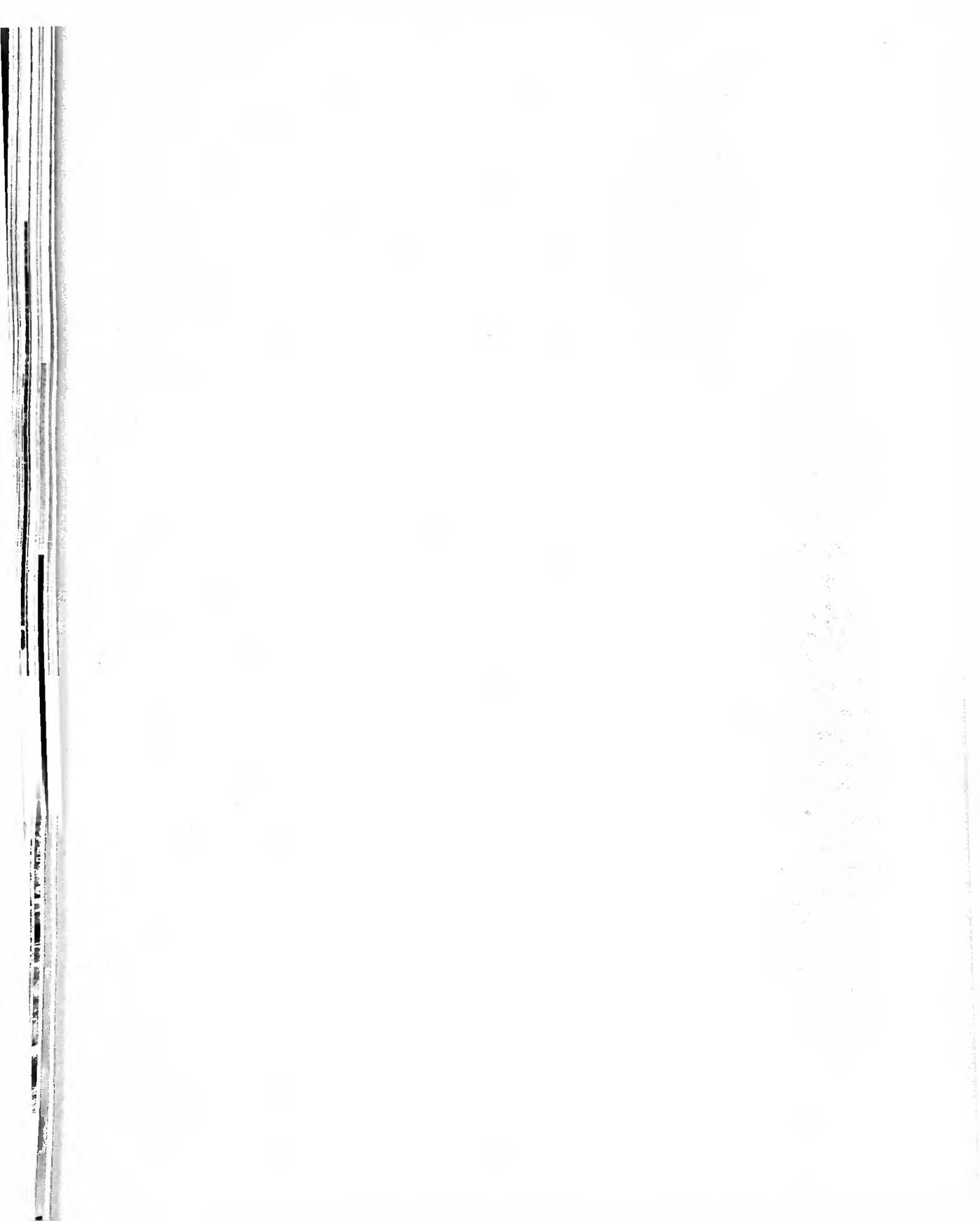
*Comptroller of the Currency, Office of
Customer and Community Affairs,
490 L'Enfant Plaza,
Washington, D.C. 20219.
Regulates National Banks.*

*Federal Home Loan Bank Board,
Office of Community Investment,
1700 G St., N.W.,
Washington, D.C. 20552.
Regulates Savings and Loan Associ-
ations.*

*Federal Reserve Board, Division of
Consumer Affairs,
Washington, D.C. 20551.
Regulates banks that are
members of the Federal Reserve
System—primarily state-chartered com-
mercial banks.*

*Federal Deposit Insurance Corporation,
550 17th St., N.W., Room 4006- A,
Washington, D.C. 20429.
Regulates insured state banks that are not
members of the Federal Reserve
System; and mutual savings banks.*

Notes



Appendix II

Private Sector

This list gives a limited sampling of the non-profit groups around the country which offer technical assistance in various self-help areas. It is not comprehensive and does not include all possible self-help activities or technical assistance providers. We offer this list as a first step in helping readers to find sources of information and support.

As you research further into the kinds of assistance these groups may be able to give your self-help project, you may want to ask these questions: Do they have a publications list? Do they have a newsletter to which you can subscribe? Do they offer primarily information, or also hold workshops and conferences, or also provide individualized technical assistance?

Private, Non-Profit and Neighborhood- Oriented Organizations

ACORN (Arkansas Community Organization for Reform Now)
523 West 15th Street
Little Rock, Ark. 72202
(501) 376-7151

A multi-state network of community associations providing technical assistance to neighborhood groups on social service delivery and neighborhood improvement through a community organizer training program conducted by its Institute for Social Justice.

Alternative Economics, Inc.
Box 29146
Washington, D.C. 20017
(202) 832-5200

A non-profit corporation working with low-income neighborhoods by providing capitalization for affiliated credit unions and technical assistance services to neighborhood organizations seeking to control their own local economy. It also operates a national clearinghouse.

American Association of Retired Persons
1909 K Street, N.W.
Washington, D.C. 20049
(202) 872-4700

Membership organization which provides various social services to the elderly. Publishes a bi-monthly magazine, "Modern Maturity", as well as an AARP newsletter and journal.

Black Women's Community Development Foundation
1028 Connecticut Avenue, N.W.
Suite 1020, Washington, D.C. 20036
(202) 466-6220

A national, non-profit organization which funds local black women's programs concerned with social change. This groups also provides technical assistance to local groups with emphasis on social service concerns of black women.

American Council for the Arts
570 7th Ave.
New York, New York 10018
(212) 354-6655

The Council is a private, non-profit, national membership organization, an advocacy group which provides management training and technical assistance to interested groups. Technical assistance includes: program ideas, administrative services, planning, publicity, and regional development. The Council works with funds from the National Endowment for the Arts to match the interest group's fees.

Booker T. Washington Foundation
2000 K St., N.W., Suite 800,
Washington, D.C. 20006
(202) 857-4800

A public operating foundation chartered by the National Business League to develop and provide resources and programs for the economic self-help of black Americans. Management and technical assistance is provided to minority groups for: community economic development; the development of community arts; and communications capability.

Center for Community Change
1000 Wisconsin Ave., N.W.
Washington, D.C. 20005
(202) 338-6310

A non-profit organization which provides technical assistance to community-based organizations and their low-income constituents in support of local economic development and neighborhood revitalization. The technical assistance comes in the form of workshops, publications, and consultation focusing on topics such as crime prevention and the use of CETA programs. Information is provided for both rural and urban areas.

Center for Community Economic Development (CCED)
639 Massachusetts Ave.
Cambridge, Mass. 02139
(617) 547-9695

Provides research and publications to

local cooperatives, community development corporations, joint ventures and other community-based economic development organizations conducting local development activities.

Center for Community Organization (CCO)

1214 16th St., N.W.
Washington, D.C. 20036
(202) 467-5560

Provides support for existing community organizations and helps build new organizations where needed through regional consultants. Four areas of concentration: training, organization, research and communication, and advocacy.

Center for Neighborhood Technology

570 W. Randolph St.
Chicago, Ill. 60606
(312) 454-0126

This center provides technical assistance to neighborhood-based organizations to help groups to plan, design and secure funding for alternative neighborhood-scale technology programs, such as energy conservation, urban gardening, and housing rehabilitation. Publishes bi-weekly newsletter, "The Neighborhood Works."

Citizen's Committee for N.Y.C., Inc.

3 West 29th St.,
New York, N.Y. 10001
(212) 578-4747

This organization provides self-help workshops, literature and small grants to neighborhood organizations to conduct a range of revitalization projects. The grants are available only to neighborhood organizations in New York City. The self-help literature series provides how-to information that would be helpful for groups anywhere in the country, especially those who are just starting out.

Civic Action Institute (formerly Center for Governmental Studies)

P.O. Box 34481
Washington, D.C. 20034
(202) 293-1461

Provides information exchange for city officials involved in citizen participation through the newsletter, "Neighborhood Ideas" and conferences; under contract with HUD provides training workshops across the country for citizen groups regarding citizen involvement in the Community Development Block Grant program; also provides information and workshops through a HUD contract on neighborhood-scale technology.

*Community Design Centers
c/o The American Institute of Architects*

Office of Minority Resources
1735 New York Ave., N.W.
Washington, D.C. 20006
(202) 785-7300

Community Design Centers, located in various cities across the country, are staffed by architects and other experts who offer low-cost services and free technical assistance to low-income communities, in housing rehabilitation and neighborhood improvement projects. The centers provide information services, management know-how, and design and planning assistance.

Community Investment Fund

120 Boylston
Boston, Mass. 02116
(617) 661-3636

Functions as an alternative investment fund—uses private investment money to make loans to community-based development projects. The mortgage fund makes loans for housing co-ops and equipment for worker-managed businesses; two other funds provide venture capital for community-based enterprises.

Community Ownership Organizing Project (COOP)

349 62 St., Oakland, CA 94618
(415) 653-6555

COOP provides technical assistance and research to local groups on such issues as housing, economic development, utilities and land use. Provides technical assistance to local groups (with a West Coast emphasis) on economic development projects, especially on worker-owned small factories and alternative investment strategies for pension funds and city funds.

Community Rehabilitation Training Center

5520 Wisconsin Ave., N.W., Suite 1600
Washington, D.C. 20015
(202) 654-8338

Under contract from HUD, the center develops and delivers training courses in four areas of housing rehabilitation: rehab construction, rehabilitation lending, program design and financing, and program administration and supervision. Write to the center to get on their mailing list for course announcements.

The Conservation Foundation

1717 Massachusetts Ave., N.W.,
Washington, D.C. 20036
(202) 797-4300

A private, non-profit organization concerned with historic preservation and the conservation of existing urban structures as a resource. They provide films, reports and a publications list dealing with this subject matter.

Environmental Action Foundation

724 Dupont Circle Bldg.,
Washington, D.C. 20036
(202) 659-9682

A national non-profit education and research organization, publishes information on citizen action in environmental areas including solid waste, electric utility rate structure and reform and water and toxic substances. They provide technical assistance in the form of publications and clearinghouse work to groups involved with the

environmental aspects of community improvement.

Family Service Association of America
44 East 23rd St.,
New York, N.Y. 10010
(212) 674-6100

Private, non-profit organization concerned with three areas of social service: marriage and family counseling; family advocacy and family life education. Various publications are produced from the FSAA Press.

Grantsmanship Center
1015 West Olympic Blvd.,
Los Angeles, CA 90015
(213) 485-9094

Provides information and training in the area of fundraising, proposal writing and program planning. There is also a bi-monthly newsletter published, "The Grantsmanship Center News." Holds training workshops in grantsmanship in various sites around the country.

Housing Assistance Council
1828 L St., N.W.,
Washington, D.C. 20036
(202) 872-8640

The Housing Assistance Council provides training and technical assistance on developing alternative housing projects for rural communities and maintains a revolving loan fund to support such projects. Has regional offices in Albuquerque and Atlanta.

Institute for Community Economics (ICE)
120 Boylston, Boston, Mass. 02116
(617) 661-6441

A non-profit organization providing information and technical assistance to community land trusts (which take land out of the speculative market, to use it for housing, farming and other community uses).

Institute for Local Self Reliance
1717 18th St., N.W.,
Washington, D.C. 20009
(202) 232-4108

Provides direct technical assistance to

neighborhoods and cities in the areas of urban food production, urban energy and technological resources including energy conservation, community economics and government, waste utilization, and food co-ops and access to information. Publishes monthly newsletter, "Self Reliance."

Joint Center for Political Studies
1426 H St., N.W., Suite 926,
Washington, D.C. 20005
(202) 638-4477

Provides research, public policy analysis, training, and other forms of technical assistance such as: workshops, conferences, and consultation for black or minority groups. Their purpose is to enhance community economic development, assist disadvantaged communities in competing for HUD Community Development Block Grant funds, and to further community effectiveness at every level of government.

*Jubilee Housing, Inc.—
Training Institute*
c/o Terry Flood,
1630 Fuller St., N.W., Apt. B-1,
Washington, D.C. 20009
(202) 387-1617

Provides technical assistance in housing rehabilitation for multi-unit apartment buildings for tenant owned and managed, low-income peoples' cooperatives.

Low Income Housing Information Service
215 8th St., N.E.,
Washington, D.C. 20002
(202) 554-2544

Provides information on low-income housing issues.

National Association for the Advancement of Colored People (NAACP)
1790 Broadway,
New York, N.Y. 10019
(212) 245-2100

Through its 2700 branches, the NAACP Housing Division operates programs to combat housing discrimination, monitor local housing

and community development activities, run information centers and sponsor non-profit housing. NAACP's Economic Development Division, through the branches, focuses on community action to develop jobs and stabilize local economic bases. Local community groups can link up with the NAACP branches to coordinate revitalization strategies.

National Association of Housing Cooperatives
1828 L St., N.W.,
Washington, D.C. 20036
(202) 872-0550

A membership organization of housing cooperatives and regional associations. Provides services to its members to help them develop and strengthen their housing co-ops. Assists the public with information, including a cooperative housing information clearinghouse, a monthly newsletter, the *Cooperative Housing Bulletin*, and other publications.

National Association of Housing Partnerships
1133 15th St., N.W., Suite 720,
Washington, D.C. 20005
(202) 857-5700

A private organization that provides equity capital and joint venture funds to developers, builders or community organizations, for housing development in low-income areas. They also provide guidance and assistance through the planning and building stages.

National Association of Housing Rehabilitation Officials (NAHRO)
2500 Virginia Ave., N.W., Suite 404,
Washington, D.C. 20037
(202) 333-2020

NAHRO is a member organization made up of professionals from housing and community development fields providing excellent training and information manuals on various topics of concern to neighborhood organizations.

National Association of Housing Specialists

3212 Georgia Ave., N.W.,
Washington, D.C. 20027
(202) 882-6887

NAHS is a national non-profit organization which provides information and technical assistance to minority groups. The technical assistance is in the form of workshops, conferences, and newsletters aimed at educating minority groups of available housing programs and business development opportunities.

National Association of Neighborhoods (NAN)

1612 20th St., N.W.,
Washington, D.C. 20009
(202) 332-7766

NAN provides technical assistance through conferences, workshops and publications to its members. There are 14 citizen-controlled task forces which deal with issues such as: crime; housing and community development, energy and volunteerism.

National Center for Appropriate Technology

P.O. Box 3838
Butte, Mt. 59701
(406) 723-6533

Funds appropriate small-scale technology projects which are either initiated by low-income communities, or have direct impact on the needs of the poor. Helps low-income communities develop small scale technologies, while increasing their economic self-reliance and improving the quality of community life.

National Center for Community Action

1328 New York Ave., N.W.
Washington, D.C. 20005

(202) 667-8970

An organization providing training in planning, evaluation, leadership, fundraising and grantsmanship for community action agencies. A magazine "New Spirit" is published monthly.

National Center for Economic Alternatives

2000 P Street, N.W.,
Washington, D.C. 20036
(202) 833-3208

Provides technical assistance to groups seeking alternative avenues to local economic development such as cooperative ownership, work-your-own-farms, capital reallocation and job stabilization.

National Center for Urban Ethnic Affairs

1521 16th St., N.W.
Washington, D.C. 20036
(202) 232-3600

Provides technical assistance to community organizations, neighborhood groups, urban ethnic groups and working class groups in meeting common community development needs. Provides training in loan packaging, credit analysis, community development credit unions, and generalized economic development techniques.

National Citizen Participation Council

1620 I Street, N.W.,
Washington, D.C. 20006
(202) 293-7351

A network of citizen participation groups nationwide now under contract to deliver a HUD series of workshops on citizen participation in the Community Block Grant program. The council provides information, resources, training and technical assistance for low-income people and groups concerned about citizen participation.

The National Committee for Citizens in Education

Suite 410, Wild Lake Village Green,
Columbia, MD 21043
(301) 596-5300

The Committee, whose purpose is to enhance parent/citizen decision-making in public schools, provides technical assistance for specific community social service problems through casework and training workshops. Literature is available in the form of handouts and

their newspaper, "Network."

National Committee Against Discrimination in Housing

1425 H Street, N.W., Room 410
Washington, D.C. 20005
(202) 483-6150

Provides legal assistance in zoning, real estate lending, rental and sales problems caused by discrimination; works with fair housing groups and public officials to increase housing opportunities for minority persons.

National Community Education Society

1030 15th St., N.W.,
Washington, D.C. 20005

(800) 466-3530

NCEA is a non-profit organization that serves as the advocate for state and local community education programs. The Association provides a referral service for interested neighborhood groups concerned with neighborhood improvement. The groups are referred to the appropriate state or local programs in their area.

National Congress for Community Economic Development

1828 L St., N.W., Suite 401,
Washington, D.C. 20036
(202) 659-8411

A national, non-profit organization that provides on-site technical assistance and information primarily to community development corporations and other neighborhood-based economic development organizations. Much of the assistance available for NCCED focuses on the early stages of organizational development; the planning process, managerial assistance, initial organizing and the identification of resources. NCCED publishes 2-3 different newsletters that include information about current programs and resources at the Federal and local level.

National Congress for Neighborhood Women

11-29 Catherine St.,
Brooklyn, N.Y. 11211
(212) 388-6666

A non-profit organization providing an "information sharing" service for self-help women's groups. Publishes a quarterly tabloid entitled "Neighborhood Women".

National Council on the Aging

1828 L St., N.W.,
Washington, D.C. 20036
(202) 223-6250

A non-profit organization providing leadership and guidance in the development of services for the elderly. One program, the "National Institute for Senior Centers" provides technical assistance in the development and expansion of senior centers. Literature is also available.

National Council on Crime and Delinquency

411 Hackensack Avenue,
Hackensack, N.J. 07601
(201) 488-0400

Provides a variety of services in the area of crime prevention, some of which could be useful to neighborhood organizations. Included in their activities is: a large publications operation with information provided upon request; a training center that can be adapted to community education; and numerous volunteer and citizen advocacy programs dealing with the role of the neighborhoods in the fight against crime.

National Council of La Raza

1725 Eye Street, N.W., Suite 201,
Washington, D.C. 20036
(202) 659-1251

Provides technical assistance on economic development and social service delivery to towns of 5,000 and under, concerned with Hispanic social, economic, and community development.

National Council of Senior Citizens (NCSC)

1511 K St., N.W.,
Washington, D.C. 20005
(202) 347-8800

Helps groups set-up their own service clubs. The NCSC has an advisory role with Congress regarding issues affecting to the elderly.

National Council of Urban Economic Development

1730 K St., N.W.,
Washington, D.C. 20006
(202) 223-4735

Provides technical assistance to cities through its community and advisory services; runs training institutes in neighborhood economic development, operates an advisory service; and operates a clearinghouse information service.

National Development Council

230 Park Ave.,
New York, N.Y. 10017
(212) 682-1106

Provides technical assistance through training on loan packaging, marketing assistance to stimulate neighborhood commercial revitalization and industrial job development, and financial credit analysis. Training is provided to both neighborhood organizations and local governments.

National Economic Development Association

1730 M St., N.W., Suite 707,
Washington, D.C. 20036
(202) 296-7000

Provides management and technical assistance to promote minority business development. Services include: loan packaging, assistance in securing government or private contracts, serves as an information source, sponsors management and business seminars as well as prepares financial assistance proposals.

National Economic Development Law Project

2150 Shattuck Ave., Suite 300,
Berkeley, CA 94704
(415) 548-2600

Provides legal assistance to legal aid lawyers on organizational and venture development and other legal issues related to the formation and operation of community development corporations and community-based organizations in low-income communities.

National Federation of Community Development Credit Union (NFCDCU)

501 Marcy Ave.,
Brooklyn, N.Y. 11206
(212) 643-1580

Organizes and promotes the development of local community development credit unions by providing limited technical assistance by phone and through literature, and by lobbying for increased support and understanding for community credit unions.

National Federation of Housing Counselors (NFHC)

2606 Vine St.,
Cincinnati, OH 45219
(513) 281-2393

Provides training sessions for housing counseling agencies. NFHC has published a training manual and resource guide.

National Federation of Settlements and Neighborhood Centers

232 Madison Ave.,
New York, N.Y. 10016
(212) 679-6110

Provides technical assistance in the areas of economic development, housing and social education. Also provides training courses and consultation service to members and organizers of new neighborhood centers.

National Hispanic Coalition for Better Housing, Inc.
810 18th St., N.W.,
Washington, D.C. 20006
(202) 783-1478

A private, non-profit organization whose projects concern themselves with the increased involvement and participation of Hispanics in housing and community development processes. A training manual is due to be published by summer, 1979. Operates an information clearinghouse.

National Housing Law Project
2150 Shattuck Ave.
Berkeley, CA 94704
(415) 548-9400

Provides various legal services to community organizations. Literature on housing law is available as well as a bi-monthly newsletter, "The National Housing Law Project Bulletin."

National Information Center on Volunteerism (NICOV)
P.O. Box 4179,
Boulder, CO 80302
(303) 447-0402

or

1214 16th St., N.W.,
Washington, D.C. 20036
(202) 467-5560

Provides technical assistance through workshops and conferences on all aspects of volunteer administration; and offers consultation and evaluation on the use of volunteers. A newsletter, "Volunteering," is published monthly, reporting legislation concerning volunteer groups. They operate a bulk distribution center on volunteer related material called "Volunteer Readership."

National Neighborhoods (NN)
Bowen Building, Suite 611, 815 15th St., N.W., Washington, D.C. 20005
(202) 347-6501 or 424-5115

Provides information to integrated neighborhood-based organizations working to maintain racial integration in their neighborhoods. NN can provide information in three areas: open housing in real estate practices;

education and integration; and neighborhood safety and training. On request, one can obtain: a current bibliography on interracial issues; a list of available publications and they also provide an information clearinghouse.

National People's Action
115 West Washington St.,
Chicago, Ill. 60607
(312) 243-3038

A coalition of grassroots and community based organizations united to halt neighborhood deterioration and provide technical assistance on urban reinvestment, zoning, real estate lending practices and community organizing.

National Recreation and Park Association (NPR)
1601 North Kent St.,
Arlington, VA 22209
(703) 525-0606

Research and education organization which helps communities and organizations improve the quality of programs and facilities for recreation and parks. Provides services through publications, institutes and workshops, and direct consultation.

National Public Interest Research Group
1326 Connecticut Ave., N.W.,
Washington, D.C. 20036
(202) 833-3935

Conducts research and provides information to support the activities of consumer advocate and neighborhood groups. There is a PIRG chapter in every State that addresses the research needs and issues particular to each State. More specifically, information can be provided about the Community Reinvestment Act and neighborhood strategies to promote compliance with the Act.

National Rural Center (NRC)
1200 18th St., N.W.,
Washington, D.C. 20036
(202) 331-0258

Provides information, research, resource identification, and publications

for rural people, officials and organizations. This group publishes the *Directory of Rural Organizations*.

National Self-Help Clearinghouse
33 West 42nd St.,
New York, N.Y. 10036
(212) 840-7606

Provides information and resource guides to community groups to set up social service-oriented self-help projects (such as child abusers, overeaters, etc.) A newsletter "Self-Help Reporter" is published regularly in addition to various other publications.

National Self-Help Resource Center (NSHRC)
2000 S. Street, N.W.,
Washington, D.C. 20005
(202) 338-5704

Technical assistance and information broker for local citizen participation efforts. NSHRC has worked with neighborhood, consumer groups, and services organizations. A network has been developed linking information organizations nation-wide.

National Tenants Organization
1205 15th Street, N.W.,
Washington, D.C. 20005
(202) 783-0711

Provides social service assistance to neighborhood and tenants organizations in the areas of tenant/landlord relations, tenant organizing and housing information.

National Training and Information Center
1123 W. Washington Blvd.,
Chicago, Ill. 60607
(312) 243-3035

Aids in planning and developing national, regional and local conferences with technical assistance in media coverage and public relations. They also provide on-site consulting and training to developing organizations with developing neighborhood power bases.

*National Training Institute for
Community Economic Development*
505 Hamilton Road, #101,
Palo Alto, Calif. 94301
(415) 326-5632

Provides organizational, functional development and community economic development training to community development corporations and other neighborhood groups.

National Urban Coalition
1201 Connecticut Avenue, N.W.,
Washington, D.C. 20036
(202) 331-2400

Provides assistance in the areas of neighborhood economic development, reinvestment and commercial revitalization to community organizations, citizens groups and state/local government.

*National Urban Development Services
Corporation (NUDSC)*
1211 Connecticut Avenue, N.W.,
Washington, DC 20036
(202) 293-3960

Provides organizational and technical assistance to local public officials and neighborhood groups involved in commercial revitalization in the areas of financial packaging and identifying action grants.

National Youth Alternatives Project
1346 Connecticut Avenue, N.W.,
Washington, DC 20036
(202) 785-0764

Provides technical assistance and training, conducts conferences and research, and develops publications for programs which deal with youth programming resources.

The National Urban League
500 E. 62nd Street,
New York, N.Y. 10021
(212) 664-5262

Provides technical assistance in economic development through efforts of community programs, housing counseling, and planning advocacy in disadvantaged, black and other minority communities.

*Neighborhood Art Programs National
Organizing Committee*
2013 Columbia Rd., N.W.,
Washington, D.C. 20009
(202) 667-4200

A private, non-profit member organization of neighborhood arts programs. This advocate group supports not only the arts, but both social and economic development through various forms of technical assistance.

*New England Training Center for
Community Organizers (NETCCO)*
19 Davis Street,
Providence, RI 02908
(410) 274-5268

Provides various forms of technical assistance to community groups in New England and in certain other parts of the country. Includes: staff training (quarterly sessions); on-site training for staff and community leaders; and various consulting services. NETCCO has a resource library with helpful information on a variety of community-related topics.

Partners for Livable Places
2120 P Street, N.W.,
Washington, DC 20037
(202) 223-5868

Provides technical assistance in support of local neighborhood improvement initiatives relating to the enhancement of the physical environment through urban design, cultural planning, tourism and cultural conservation.

*Pratt Institute Center for Community
and Environmental Development*
275 Washington Avenue,
Brooklyn, N.Y. 11205
(212) 622-5026

Provides technical assistance to its New York constituents through projects/workshops on housing and neighborhood revitalization activities. The Institute also conducts a series of seminars relative to other technical assistance resources.

Public Interest Economics Center
1714 Massachusetts Avenue, N.W.,
Washington, D.C. 20036
(202) 872-0313

Conducts research on neighborhood improvement issues (i.e., economic development) upon request.

Rural America, Inc.
1346 Connecticut Avenue, N.W.,
Washington, D.C. 20036
(202) 659-2800

Organization of interested groups and individuals who call themselves the "voice of small towns and rural areas." Provide a clearinghouse of information on issues including: housing (their main focus); health; and transportation. A monthly newsletter and a newspaper are published along with an extensive publications listing.

SER-Jobs for Progress, Inc.
National Press Building, Suite 602,
14th & F Streets, N.W.,
Washington, D.C. 20045
(202) 638-7211

Provides technical assistance for the development and improvement of minority businesses, and local economic development initiatives; and improving the socio-economic status of economically disadvantaged peoples, principally those of limited English speaking ability.

Small Town Institute
P.O. Box 517,
Ellensburg, WA. 98926

Publishes a news-journal, *Small Town*. Also provides responses to citizens inquiries about problems facing smaller communities across America. Maintains a small library and continues research in a number of areas.

*Southern Christian Leadership
Conference*
330 Auburn Avenue, N.E.,
Atlanta, Ga 30303
(404) 522-1420

Provides information on Federal housing and community development resources to church affiliated groups and other voluntary associations.

Suburban Action Institute
257 Park Avenue South,
New York, N.Y. 10010
(212) 779-9119

Advocates open housing opportunities for metropolitan/suburban regions surrounding major cities. Provides legal aid to suburban officials and citizens groups to achieve open housing; monitors government programs with regard to this issue; and researches and documents specific cases of exclusionary housing practices.

The Support Center
1709 New Hampshire Avenue, N.W.,
Washington, D.C. 20036
(202) 232-0100

Provides training in the areas of financial management, personnel, office management, communications and financial development, and management planning and systems.

Trust for Public Land (TPL)
82 2nd Street,
San Francisco, Calif. 94105
(415) 495-4014

Operates the National Urban Land Program established to help inner-city neighborhoods recycle vacant lots into community-owned space. The TPL's training program enables citizens to acquire, develop and maintain land and establish community land trusts.

United States Conference of Mayors
1620 Eye Street, N.W.,
Washington, D.C. 20006
(202) 293-7300

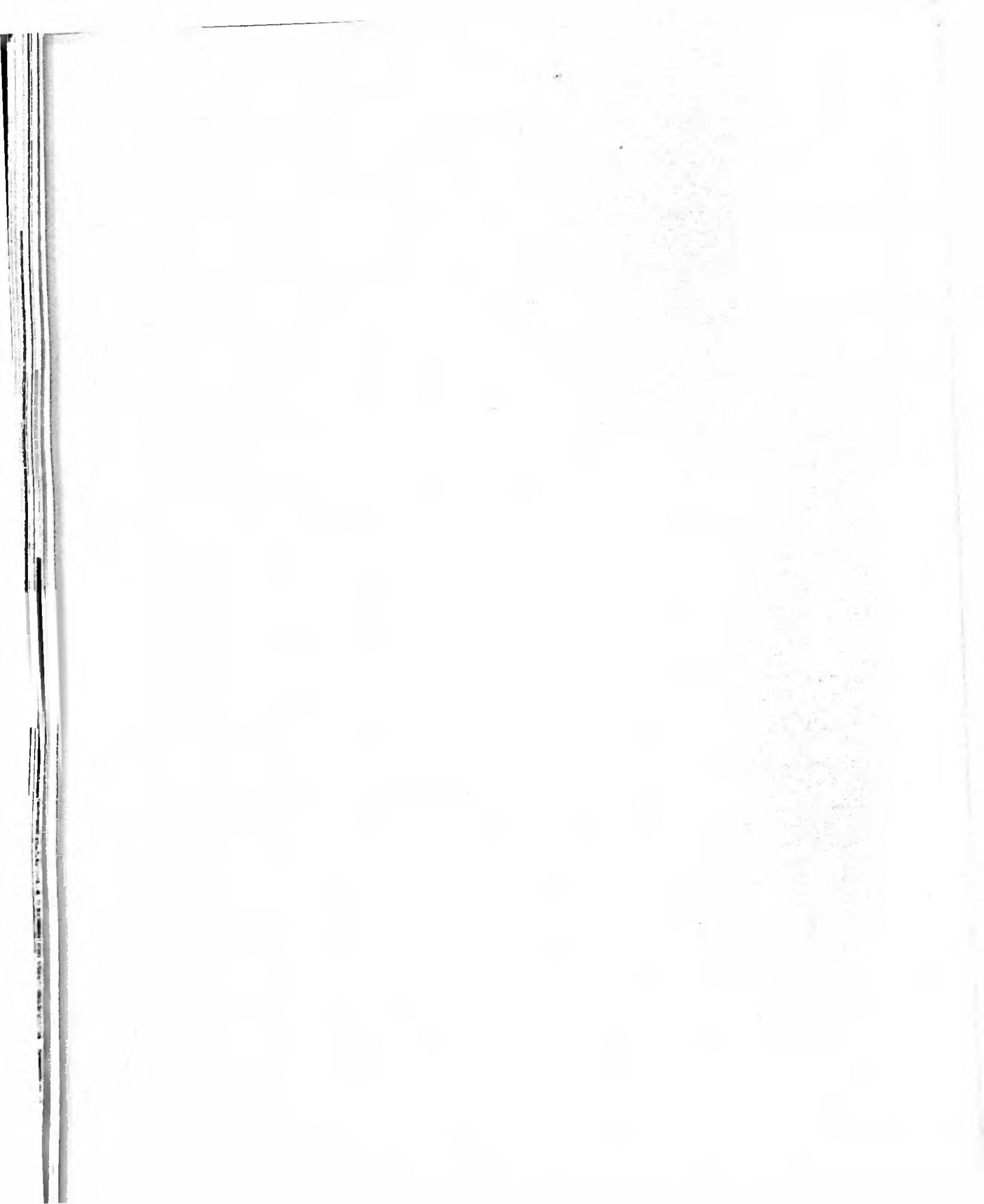
An organization of mayors of cities with more than 30,000 population promoting improvement in municipal government through cooperation among cities and with state and Federal government; provides research information and counseling and legislative reference services.

Woodstock Institute
410 No. Michigan Ave.,
Chicago, Ill. 60611
(312) 644-4469

Active in promoting links between financial institutions and the provision of credit to low-income communities in their area. Technical assistance is provided to enhance the capacity of citizen groups and voluntary associations. In addition, technical assistance to the government and financial institutions is provided on a fee basis to help these institutions rethink their self-interest in redirecting the flow of capital and credit in ways that will benefit the mature communities. Publications on a variety of subjects are available.

The Youth Project
1000 Wisconsin Ave., N.W.,
Washington, D.C. 20007
(202) 483-0030

Provides support to low-income and minority community groups through technical assistance and small "seed" grants (\$500-\$3,500). The Project assists those interested in the building of community groups and new neighborhood groups working to improve their community through social change efforts to gain social and economic justice. Their technical assistance is primarily casework and workshop training in the areas of organizational development and financial management.



Appendix III

Appendix III cross references each of the entries from Appendix I (the Federal Government) and Appendix II (the non-profit sector) by subject area.

Each of the subjects of the book (economic development, housing rehabilitation, arts and culture, neighborhood improvement, and social services) are listed; and under each heading, the name of each Federal program or non-profit group that can provide funding or technical assistance in that area is listed.

Funding and Technical Assistance Resources

I. Housing Rehabilitation

A. Federal Sector

1. Action

*Volunteers in Service
to America*

2. Department of Agriculture

*Home Loan Programs
Rural Self-Help*

3. Community Services Administration

*Energy Conservation
and Emergency
Assistance Housing*

4. Department of Housing and Urban Development

*Urban Homesteading
Community Development
Block Grants
Neighborhood Strategy
Area Program
Section 312 Housing
Rehabilitation
Program
Housing Consumer
Services
Urban Development
Action Grants
Rental Assistance
Mortgage Insurance
Programs
Direct Loans for Housing
the Elderly and
Handicapped
Innovative Grants
Neighborhood
Self-Help
Development
Livable Cities*

5. Department of the Interior

*Historic American
Building Survey
Historic Engineering
Record*

*Historic Preservation
Grants-in-Aid
Program
National Register of
Historic Places*

6. Department of Labor

*Comprehensive Employment
Training
Act (CETA)
Comprehensive Man-
power Service*

7. National Consumer Cooperative Bank

8. National Endowment for the Arts

*Architectural Planning
& Design Programs*

9. The National Trust for Historic Preservation

*Consultant Service
Grant Program
The National Trust for
Historic Preservation
Revolving Fund
Neighborhood Conservation
Project*

10. Neighborhood Reinvestment Corporation

*Neighborhood Housing
Services
Neighborhood Preservation
Projects*

B. Private Sector

Center for Neighborhood
Technology
Citizen's Committee for New
York City, Inc.
Community Design Centers
Community Investment
Fund
Community Ownership
Organizing Project

Community Rehabilitation
Training Center
Conservation Foundation
Housing Assistance Council
Jubilee Housing, Inc.—
Training Institute
Low-Income Housing Infor-
mation Services
National Association of
Housing Cooperatives
National Association of
Housing Partnerships
National Association of
Housing and Develop-
ment Officials
National Association of
Housing Specialists
National Association of
Neighborhoods
National Federation of
Settlements and Neigh-
borhood Centers
National Hispanic Coalition
for Better Housing, Inc.
National Housing Law
Project
National People's Action
National Urban League
Pratt Institute
Rural America, Inc.
Southern Christian Leader-
ship Conference
Youth Project

II. Economic Development

A. Federal Sector

1. Department of Agriculture

*Business and Industrial
Loans
Community Resources
Development*

2. Department of Commerce

*Planning Grants for
Economic Develop-
ment
Business Development
Loans*

*Special Projects
Technical Assistance
Program
Long-Term Employ-
ment Program
Public Works
Minority Business
Enterprise*

3. Community Services Administration

*Community Economic
Development*

4. Department of Housing and Urban Development

*Community Develop-
ment Block Grants
Urban Development
Action Grants
Innovative Grant
Program
Neighborhood Self-
Help Development*

5. Department of Labor

*Comprehensive Em-
ployment Training
Act (CETA)
Comprehensive Man-
power Services*

6. National Consumer Cooperative Bank

7. National Credit Union Administration

8. Small Business Administration

*Economic Opportunity
Loans
SCORE/ACE Profes-
sional Volunteers
Small Business Admini-
stration Loan
Program
Small Business Institute
Section 502 Local
Development Com-
pany Program*

B. Private Sector

Alternative Economics, Inc.
Booker T. Washington
Foundation
Center for Community
Change
Center for Community Eco-
nomic Development
Community Investment
Fund
Community Ownership
Organizing Project
Institute for Community
Economics
Institute for Local Self
Reliance
Joint Center for Political
Studies
National Association of
Housing Specialists
National Association of
Neighborhoods
National Center for Appro-
priate Technology
National Center for Eco-
nomic Alternatives
National Center for Urban
Ethnic Affairs
National Congress for
Community Economic
Development
National Council of La Raza
National Council of Urban
Economic Development
National Development
Council
National Economic Devel-
opment Association
National Economic Devel-
opment Law Project
National Federation of
Settlements and Neigh-
borhood Centers
National Training Institute
for Community Economic
Development
National Urban Coalition
National Urban Devel-
opment Services Corpora-
tion (NUDSC)
The National Urban League

Neighborhood Art Programs National Organizing Committee
Public Interest Economic Center
SER-Jobs for Progress, Inc. Support Center
Woodstock Institute
Youth Project

III. Arts and Culture

A. Federal Sector

1. Department of Housing and Urban Development

*Community Development Block Grants
Livable Cities*

2. Department of Labor

*Comprehensive Employment Training Act (CETA)
Comprehensive Manpower Service*

3. Department of Interior

*Youth Conservation Corps
Land and Water Conservation Fund
Urban Park and Recreation and Recovery Program
Surplus Federal Real Property for Parks and Recreation*

4. National Endowment for the Arts

*Architecture Planning and Design
Livable Cities
Cultural Facilities
Research and Design
Education Program
Learning Through the Arts*

*Expansion Arts
Operating Community Arts Program Development
Arts Exposure Program
Community Cultural Centers
Neighborhood Arts Services
Comprehensive Technical Assistance Program
Folk Arts Program
Art Centers and Festivals
Special Projects*

5. National Endowment for the Humanities

B. Private Sector

American Council for the Arts
Booker T. Washington Foundation
The Conservation Foundation
National Recreation and Park Association
Neighborhood Art Programs
National Organizing Committee
Partners for Livable Places

IV. Neighborhood Improvement

A. Federal Sector

1. Action

Volunteers in Service to America

2. Department of Agriculture

*Home Loan Program
Community Resources Development
Rural Self-Help
Housing*

3. Department of Commerce

*Public Works Impact Program
Special Projects*

4. Community Services Administration

Energy Conservation and Emergency Assistance

5. General Services Administration

*Sale of Federal Surplus Real Property
Disposal of Federal Surplus Real Property*

6. Department of Housing and Urban Development

*Neighborhood Strategy Area Program
Community Development Block Grant
Housing Consumer Services Program
Urban Homesteading Program
Neighborhood Self-Help Development
Livable Cities
Urban Development Action Grants
Innovative Grants*

7. Department of Interior

*Historic Preservation Grants-in-Aid
Land and Water Conservation Fund
Surplus Federal Real Property for Parks and Recreation
Urban Parks and Recreation Recovery Program
Youth Conservation Corps*

8. Department of Labor

Comprehensive Employment and Training Act (CETA)
Comprehensive Manpower Services

9. National Credit Union Administration

10. National Endowment for the Arts

Architecture, Planning and Design
Livable Cities
Expansion Arts Programs
Folk Arts Program

11. National Trust for Historic Preservation

The National Historic Preservation Fund
Neighborhood Conservation Project

12. Neighborhood Reinvestment Corporation

Neighborhood Housing Services
Neighborhood Preservation Projects

B. Private Sector

ACORN (Arkansas Community Organization for Reform Now)
American Council for the Arts
Booker T. Washington Foundation
Center for Community Organization
Center for Neighborhood Technology
Citizens Committee for New York City, Inc.
Civic Action Institute
Community Design Centers

Environmental Action Foundation
Grantsmanship Center
Institute for Community Economics
Institute for Local Self-Reliance
Joint Center for Political Studies
National Association for the Advancement of Colored People (NAACP)
National Association of Housing and Development Officials (NAHRO)
National Association of Neighborhoods
National Center for Appropriate Technology
National Center for Community Action
National Citizens Participation Council
National Congress of Neighborhood Women
National Council on Crime and Delinquency
National Information Center on Volunteerism
National Recreation and Park Association
National Public Interest Group
National Self-Help Resource Center
National Training and Information Center
New England Training Center for Community Organizers.
Public Interest Economics Center
National Hispanic Coalition for Better Housing
Partners for Livable Places
Suburban Action Institute
Trust for Public Land
Youth Project

V. Social Service

A. Federal Sector

1. Action

Foster Grandparents Program
Mini-Grants
Retired Senior Volunteer Program
Senior Companions Program
Volunteers in Service to America

2. Department of Agriculture

Community Resources Development

3. Community Services Administration

Community Action
Community Food and Nutrition Program
Senior Opportunities and Services

4. Department of Health, Education and Welfare

Head Start
Alcohol and Drug Abuse Education
Childhood Lead-based Poisoning Control
Social Services Programs for the Elderly
Community Health Centers

5. Department of Housing and Urban Development

Housing Consumer Service Program

6. Department of Justice

*Community Anti-Crime Program
Community Relations Service*

7. Department of Labor

*Comprehensive Employment and Training Act (CETA)
Comprehensive Manpower Services*

8. National Consumer Cooperative Bank

9. National Endowment for the Arts

*Education Program
Learning through the Arts*

10. Small Business Administration

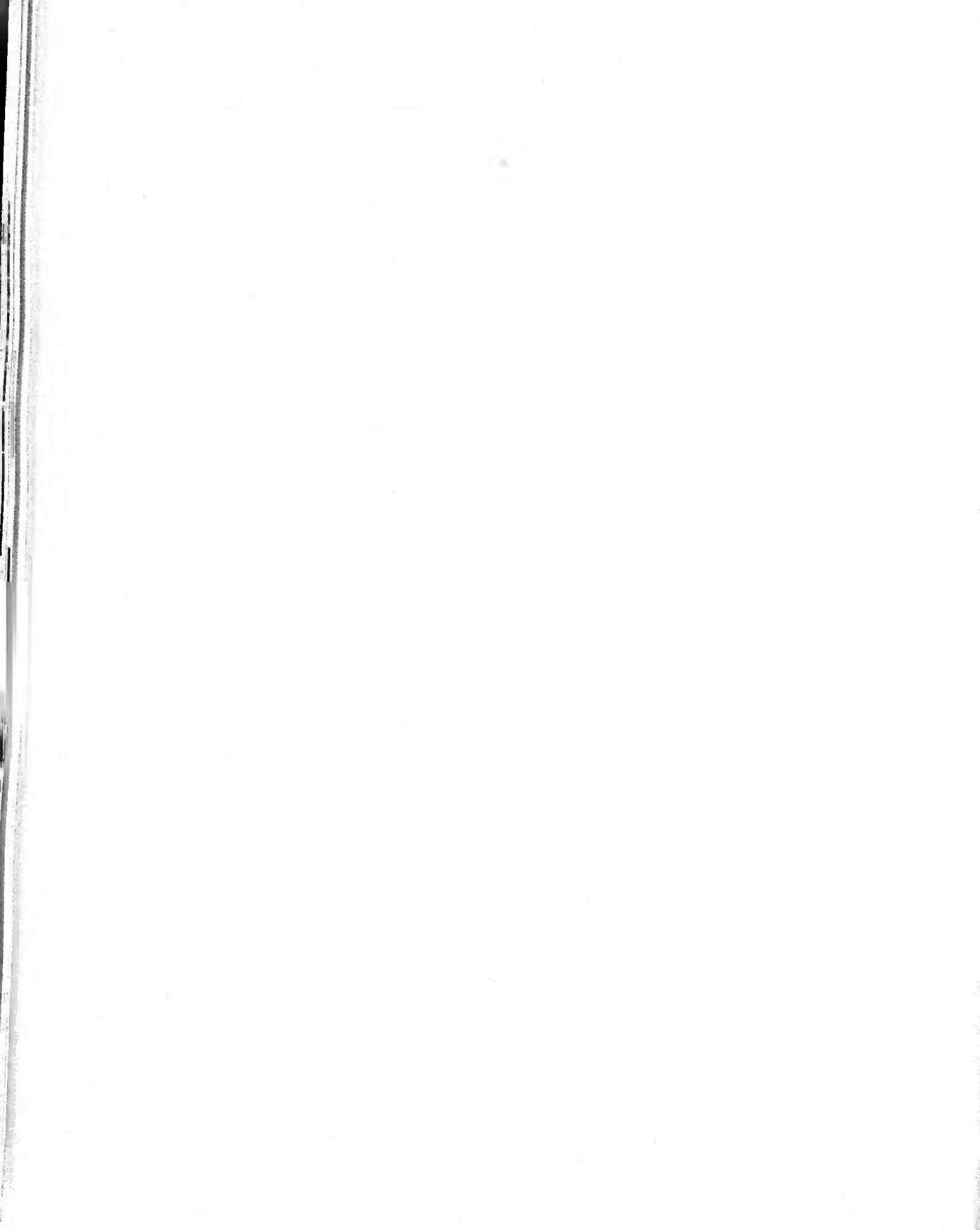
SCORE/ACE Professional Volunteers

B. Private Sector

ACORN (Arkansas Community Organization for Reform Now)
American Association of Retired Persons
Black Women's Community Development Foundation
Center for Community Change
Family Service Association of America
Grantsmanship Center
National Association for the Advancement of Colored People
National Association of Neighborhoods (NAN)
National Center for Community Action

The National Committee for Citizens in Education
National Committee Against Discrimination in Housing
National Community Education Society
National Congress for Neighborhood Women
National Council on the Aging
National Council on Crime and Delinquency
National Council of La Raza
National Council of Senior Citizens
National Federation of Housing Counselors
National Federation of Settlements and Neighborhood Centers
National Housing Assistance Council
National Information Center on Volunteerism
National Neighbors
National Recreation and Park Association
National Public Interest Research Group
National Rural Center
National Self-Help Clearinghouse
National Self-Help Resource Center
National Tenants Organization
National Training and Information Center
National Youth Alternatives Projects
New England Training Center for Community Organizers (NETCCO)
Rural America
Small Town Institutes
Southern Christian Leadership Conference
Suburban Action Institute
U.S. Conference of Mayors
The Youth Project

Notes



Appendix IV

Annotated Resource Bibliography

This bibliography offers a sampling of the many publications available to assist self-help efforts with practical information. This section is arranged on eleven subject areas:

- I. Economic Development
- II. Arts and Culture
- III. Housing Rehabilitation
- IV. Community Issues/Social Services
- V. Neighborhood Planning and Improvement
- VI. Reinvestment
- VII. Historic Preservation
- VIII. Organization Guides
- IX. Fund-Raising
- X. Public Affairs
- XI. References, Guides and Bibliographies

Many of these publications are produced by and available from the non-profit groups described in Appendix II. Use that appendix to find the group's address, if you want to order a publication.

If the publication is available from a publishing firm, ask your library for a publishers directory to locate the address.

In all other cases, the addresses are given as part of the annotation.

We gratefully acknowledge the material for this bibliography from the Neighborhood Conservation Project of the National Trust for Historic Preservation.

Section I Economic Development

Coordinated Urban Economic Development: A Case Study. (Washington, D.C.: National Council for Urban Economic Development, 1978). This book analyzes the process of coordinating public and private development resources, plans, strategies and programs. A primary aim of the analysis is to provide information that cities can use to enhance their capacity to plan and implement a coordinated economic development program.

Community Development Corporations. (Cambridge, Mass.: Center for Community Economic Development, 1975). Describes the basic functions of CDCs and how they can be used for economic revitalization in a community. FREE.

Community Participation in Directing Economic Development: Rita Mae Kelly. (Cambridge, Mass.: Center for Community Economic Development, 1976). Analyzes the functions of a CDC, the responsibilities of its directors and the development of entrepreneurial skills in poverty environments. \$5.00.

Community Development Credit Unions: Economics for Neighborhoods: Floyd Agostinelli (Washington, D.C.: Alternative Economics, Inc., 1977), \$3.00. *Community Development Credit Unions: A Self-Help Manual,* Brad Castel (Berkeley, CA: the National Economic Development Law Project, 1978). \$3.00. Both of these books include step-by-step guidance in how to set up a community development credit union, with explanations of how this will help provide money for the community.

No Bosses Here: A Manual on Working Collectively. (Cambridge, Mass.: Vocations for Social Change, 1976). Describes the structure, problems and political role of collectives, and the ways in which the needs of individual members can be met while the collective itself functions successfully. The discussion of the

decisionmaking process in working collectives is especially good.

Organizing for Neighborhood Revitalization. Save That Neighborhood: Neighborhood Economic Revitalization Conference. Reports from two 1977 National Center for Urban Ethnic Affairs conferences. Worthwhile reading to sift out the valuable information and practical advice. \$2.00 each.

CETA: Comprehensive Employment and Training Act, Citizen Action Guide. (Washington, D.C.: Center for Community Change, 1978). Concise and informative description of the CETA program and how community groups can play a significant role in it. \$1.50. This organization also publishes a free newsletter about CETA programs called the *Catalyst*.

Community Development Credit Unions, Community Development Credit Union Institute. (Washington, D.C.: National Center for Urban Ethnic Affairs, 1979). Provides information to neighborhood organizations interested in forming community development credit unions. The various types of credit unions are explained and questions most often raised by individuals and groups are answered.

Neighborhood Commercial Rehabilitation, Adrienne M. Levatino. (Washington, D.C.: National Association of Housing Rehabilitation Officials—NAHRO, 1978). The book examines one particular activity in neighborhood conservation—namely, commercial rehabilitation. The focus is on how it relates to and can be accomplished within a neighborhood and describes tools available for this purpose. \$9.00.

Business Packaging, Dept. of Housing and Urban Development. (Washington, D.C.: U.S. Government Printing Office, Washington, D.C. 20402). This manual concerns itself with business development processes. The manual is designed to provide a realistic reference tool for local practitioners engaged in the

business of creating business.

How to Research Your Local Bank, William Batko. (Washington, D.C.: Institute for Local Self-Reliance). Shows how to document your bank's impact on the neighborhood economy.

Sources of Capital for Community Economic Development, (Cambridge, Mass.: Center for Community Economic Development, 1976). Contains a comprehensive survey of all the avenues open to community economic development organizations for raising capital including banks, insurance companies, venture capital organizations, sales finance companies, leasing companies and commercial finance companies. Also describes the various business lending, finance and loan guarantee programs of the federal government, state agencies and local economic development groups. In addition, it lists foundations, church-related organizations and other groups that are potential sources of capital.

Downtown Improvement Manual, Emanuel Berk. (Chicago: American Society for Planning Officials, 1313 E. 60th Street, Chicago, Ill. 60637, 1976). Comprehensive guide to all phases of downtown improvement, covering surveys, financing, parking, historic preservation and much more. Useful for neighborhood groups. \$19.00

Job Development: CETA and Community Economic Development: National Economic Development Law Project, (Berkeley, CA: Earl Warren Legal Institute, 1976).

Guide to Federal Programs for Rural Development. (Washington, D.C.: U.S. Government Printing Office, Washington, D.C. 20402). The source book on where to go to look for federal funding for small communities. \$2.50.

The Food Co-Op Handbook, (Boston, MASS: Houghton Mifflin Company). How to establish a food co-op, from the first meeting to a regional federation, step-by-step. \$4.95.

Section II - Community Arts and Culture

HUD Challenge, February, 1979. (Washington, D.C.: Dept. of Housing and Urban Development, 20410). This issue focuses on various aspects of "commercial revitalization." \$1.40 per issue.

Neighborhood Economic Revitalization. (Washington, D.C.: The National Center for Urban Ethnic Affairs, 1977). A short publication which provides information on the key ingredients of neighborhood economic revitalization for those communities that would like to develop their own program.

Video Power: Grass Roots Television. Chuck Anderson, (New York, NY: Praeger Publishers, Inc., 1975). Practical suggestions for using television as a forum for community self-expression; explores the potential of cable television systems and shows how individuals can obtain access to public TV channels. Anderson discusses corporate interests, legal requirements and how to establish a successful video workshop. \$7.95.

Arts in the Small Community, Small Town Institute. (Ellensburg, WA: Small Town Magazine).

Toward a People's Art, Contemporary Mural Movement. (New York, NY: E.P. Dutton & Co.). \$7.95.

Arts in Society. (Madison, WI: University of Wisconsin-Extension, Publications, 432 N. Lake, Madison, Wisconsin 53715). Write for: Vol. 12; No. 1 The Surge of Community Arts. \$2.50.

Participation and the Arts, Robert Evans. (Flint, MI: Citizen Action in Education). Available from author c/o Mott Foundation, Mott Foundation Building.

Grass-Roots and Pavement, Art in America's Neighborhoods, Expansion Arts Program. (Washington, D.C.: National Endowment of the Arts). A handbook for urban and rural community art programs.

Arts in Found Places. (New York: Educational Facilities Laboratories, Inc., 850 3rd Avenue, New York, N.Y. 10022, 1976). This booklet gives over one-hundred examples of buildings that have been converted into dance studios, museums, etc. For individuals or groups wanting to conserve a building for art purposes, the book gives practical advice taken from the successes and setbacks of completed projects. \$7.00.

Cultural Directory: Guide to Federal Funds and Services for Cultural Activi-

ties, Associated Council of the Arts and the Federal Council on the Arts and Humanities. (New York: American Council of the Arts, 1975). Comprehensive guide to a variety of federal government programs offering funds and/or services to individuals, groups and cultural institutions. Cultural advisory groups are also described. \$4.00.

Technical Assistance for Arts Facilities: A Sourcebook. (New York: Educational Facilities Laboratories, 850 3rd Avenue, New York, N.Y. 10022). This booklet is a directory of sources of technical assistance in the area of physical facilities—encompassing: planning, financing, renovating, designing and maintaining space in which arts activities take place. FREE.

Community Arts Agencies: A Handbook and Guide. (New York: American Council for the Arts, 1978). This book provides solid "how to do it" information for community arts agencies. It includes chapters on arts council structures, fundraising, management; plus related reading lists. The directory section details the basic facts of all community art agencies that responded to a major ACA survey. \$12.50.

Financial Management for the Arts: A Guidebook for Arts Organizations, Charles A. Melson and Frederick J. Turk. (New York: American Council of the Arts, 1978). Describes in simple terms the business aspects of the life of an arts organization. \$4.50.

HUD Challenge, March 1979. (Washington, D.C. Dept. of Housing & Urban Development). This issue focuses on all aspects of "Neighborhood and the Arts." \$1.40 per issue.

Section III Housing Rehabilitation

Built to Last: A Handbook on Recycling Old Buildings, Massachusetts Department of Community Affairs and Gene Bunnell. (Washington, D.C.: The Preservation Press, National Trust for Historic Preservation, 1977). Thirty excellent case studies covering a wide variety of reuse projects. \$5.95

Private-market Housing Renovation in Older Urban Areas, ULI Research Report No. 26. (Washington, D.C.: The Urban Land Institute, 2100 M Street, N.W., Washington, D.C. 20037; 1977). Discusses private-market renovations using five case studies from across the country. Includes the economics, the process and the problems of renovation. \$8.00.

New Opportunities for Residential Development in Central Cities, ULI Research Report No. 25. (Washington, D.C.: 1976). Explores current trends in middle-income housing development with an emphasis on development strategies which require a minimum of special government assistance. \$5.00.

Neighborhood Revitalization, Roger Ahlbrandt and Paul Brophy. (Lexington, Mass.: Lexington Books, 1975). General discussion on neighborhood revitalization combined with specific reference to the Neighborhood Housing Service approach in Pittsburgh.

Financing Techniques for Local Rehabilitation Programs, David Gressell. (Washington, D.C.: National Association of Housing and Redevelopment Officials, 1976).

Housing Resource Manual, Pratt Institute Center for Community and Environmental Development. (New York, NY: Pratt Institute, 1977). This manual is an excellent and comprehensive guide to housing programs in New York City. Arranged by common housing problem areas, each program is described in sufficient detail to help the user to decide whether to make use of it or not. A

dictionary of housing terms has also been included. \$4.00.

From Rental to Cooperative: Improving Low- and Moderate-Income Housing Johathan Zimmer. (Sage Publications, 1977). Advantages, project performance before and after conversion and conditions needed for successful conversion. \$3.00.

Rehab Cookbook. (Portland, Ore.: City of Portland Development Commission, 1500 1st Street, N.W., Washington, D.C. 97201). This booklet provides a sample description of the complete housing rehabilitation process in Portland. However, the information is helpful to any organization interested in financing and contracting for home improvements.

National Directory of Housing Cooperatives. (Washington, D.C.: National Association of Housing Cooperatives). Directory of more than thirteen-hundred cooperatives in the U.S. \$50.00 commercial use; \$5.00 consumer use.

A Guide to Housing Rehabilitation Programs. Dept. of Housing and Urban Development. (Washington, D.C.: Government Printing Office, 1978). This guide provides a summary of HUD programs that can be used for housing rehabilitation. Information is provided on the nature of each program, the eligibility requirement, and the office to contact for additional information and application forms. FREE write: Consumer Liaison Division, Room 4212, HUD, Washington, D.C. 20410.

The Westchester County Rehabilitation Experience: A Report for Local Officials, Housing Action Council (under contract from the Department of Housing and Urban Development). (Washington, D.C.: U.S. Government Printing Office, Washington, D.C. 20402, 1976). A report from one area's experience using the Community Block Grant Program both to initiate a

rehabilitation and neighborhood preservation program and to involve private financial institutions in these publicly supported efforts. Options for designing and program implementation are also discussed.

Urban Homesteading: A Guide for Local Officials, Office of Community Planning and Development. (Washington, D.C.: U.S. Department of Housing and Urban Development). Explains step by step how urban homesteading works. Though written for local officials, it's a valuable guide for homesteaders and neighborhood groups.

Cooperative Housing—A Handbook for Effective Organizations. (Ann Arbor, Michigan: Midwest Association of Housing Cooperatives, 527 E. Liberty Street, Suite 205, Ann Arbor, Michigan 48108, 1977). All aspects of directing a housing co-op, including responsibilities of the co-op board: selection of members, preparation and monitoring of the budget, maintenance, etc. Appendix covers sample forms, bylaws and procedures. \$15.00.

Saving Older Neighborhoods, Roger Wilcox. (Washington, D.C.: National Association of Housing Cooperatives). Tips for rehabilitating existing buildings through cooperatives. 75¢.

Inflation Action: A Self-Help Guide for Consumer and Citizen Groups. White House, Office of Consumer Affairs, Washington, D.C. 20500.; A valuable resource book giving self-help examples around the nation, and references to Federal programs and expert groups that can help in a wide variety of activities. Covers housing, health, energy and food.

Section IV -
**Community Issues/
Social Services**

Your Community and the National Health Planning and Resources Development Act. (Washington, D.C.: League of Women Voters, 1730 M Street, N.W., Washington, D.C. 20036, 1975). This succinct pamphlet describes how the two-hundred Health Service Agencies, located throughout the country, implement area health care plans, distribute HEW funds and recommend modernization of health care facilities. 25c

What Ever Happened to Open Housing? (Washington, D.C.: League of Women Voters, 1974). Excellent starting point for neighborhood groups interested in federal regulations regarding fair housing; it also includes ways to determine local practices and monitor fair housing statutes. List advocacy organizations as well. \$1.00. Write: League of Women Voters, 1730 M Street, N.W., Washington, D.C. 20036.

A Community Guide to Crime Prevention. (Washington, DC: Citizen Involvement Network, 1211 Connecticut Avenue, N.W., Washington, D.C. 20036, 1977). Offers practical suggestions for a block or neighborhood organization on forming a crime prevention program.

Crime Prevention Handbook for Senior Citizens. (Washington, D.C.: Department of Justice; LEAA, 633 Indiana Avenue, N.W., Washington, D.C. 20004, 1977). Describes concrete ways that senior citizens or any citizen can reduce the odds of becoming a victim. FREE.

Fair Mortgage Lending: A Handbook for Community Groups. (Washington, D.C.: Center for National Policy Review, Catholic University). Describes the new enforcement programs of Federal financial regulatory agencies to eliminate discrimination in mortgage and home improvement loans, and suggests actions steps for neighborhood efforts. FREE. Write: Catholic

University, 620 Michigan Avenue, N.E., Washington, D.C. 20017.

Update on Community Issues. (Washington, D.C.: League of Women Voters). A series of newsletters for citizens concerned with local and state government issues and services such as land use, recreation and education as well as avenues for making their options known. Write: LWV, 1730 M Street, N.W., Washington, D.C. 20036.

Facts for a Change: Citizens Action Research for Better Schools, Bill Burges. (Boston: Institute for Responsive Education). Well-written guide for informed citizen action on educational issues. Includes good resources directory, research aids and bibliography. Useful for other community issues. \$5.00. Write: Institute for Responsive Education, 704 Commonwealth, Boston, Mass. 02215.

Prescription for Primary Health Care: A Community Guide Book, Rae Kramer et al. (Ithaca, N.Y.: Cornell University Project in Urban and Regional Studies). Details the components of hospitals, clinics and other direct health services along with guidelines for citizen involvement. \$4.00. Write: Program in Urban and Regional Studies, 209 Sibley, Cornell University, Ithaca, N.Y. 14853.

The Community Land Trust: A Guide to a New Model for Land Tenure in America, International Independence Institute. (Cambridge, MA: Center for Community Economic Development, 1972). This guide describes a new method for low-income communities to gain control of the development process in their neighborhoods. The guide provides an introduction to the concept and some descriptive materials on how it was used to date. All readers are encouraged to write the Center to exchange information about the land trust approach.

Inflation Action: A Self-Help Guide for Consumer and Citizen Groups. White House, Office of Consumer Affairs, Washington, D.C. 20500. A valuable resource book, giving self-help examples around the nation, and references to Federal programs and expert groups that can help in a wide variety of activities. Covers housing, health, energy and food.

Section V

Neighborhood Planning and Improvement

Neighborhood Zoning: Practices and Prospects, Efraim Gil. PAS Report No. 311 (Chicago: American Society of Planning Officials, 1975). Examines various cities with neighborhood zoning practices, the factors for success or failure and recommendations for practical application. \$5.00. Write: ASPO, 1313 60th, Chicago, Ill. 60637.

Building Neighborhood Confidence: A Humanistic Strategy for Urban Housing, Rolf Goetz. (Cambridge, MA: Ballinger Publishing Co., 1976). A city planner's approach to neighborhood revitalization. He advocates tailoring revitalization strategies to meet the needs of the specific neighborhood. \$15.00.

Citizen Involvement in Land Use Governance: Issues and Methods, Nelson M. Rosenbaum. (Washington, D.C.: Urban Institute, 1976). Practical guide for legislators, administrators, and interested citizens on how to organize a citizen involvement program. \$3.50.

A Land Use Exchange: What Citizens Can Do. (Washington, D.C.: League of Women Voters, 1977). Reviews community-based projects which illustrate ways of fostering greater citizen understanding and participation in land use policy-making. 30 cents. Write: LWV, 1730 M Street, N.W., Washington, D.C. 20036.

A Guide to Citizen-Based Planning for Suburbs, Small Cities and Towns, (Washington, D.C.: Citizen Involvement Network, 1977). Title should add "and Neighborhoods," since this is a good report on building an independent citizens' study committee. Includes an excellent section on "Resources": helpful organizations, publicity and fundraising techniques and a good bibliography. Write: CIN, 1211 Connecticut Avenue, N.W., Washington, D.C. 20036.

Neighborhood Notebook. (Dallas, Texas: Dallas Dept. of Urban Planning). This innovative guide covers

everything Dallas citizens need to know, from home improvement to community organizing activities. An excellent model for other cities to follow and create. Write: Dept. of Urban Planning, Room 5-DN, City Hall, Dallas, Texas 75201.

Small is Beautiful. E.F. Schumacher. (New York: Harper and Row). Explains how small-scale technology can assist people and communities using labor-intensive, environmentally sound methods. \$2.45.

Rainbook: Resources for Appropriate Technology. (New York: Schoken Books, Inc.). A catalog of ideas and resources for using small scale technology. \$7.95.

Neighborhood Conservation: Lessons from Three Cities, Phyllis Myers and Gordon Binder. (Washington, D.C.: The Conservation Foundation, 1977). The report examines issues involved in the neighborhood conservation movement, the importance of historic preservation and neighborhood self-help. Also offered are suggestions on how various levels of government and local groups can lessen some of the adverse effects of neighborhood conservation. \$4.00.

Neighborhood Conservation and the Elderly, Phyllis Myers. (Washington, D.C.: The Conservation Foundation, 1978). Based on a study funded by HEW, the report presents brief case studies with successful policies and programs and programs dealing with the elderly. Historic districts, code enforcement, homesteading, neighborhood housing services, and private renovation are also examined. \$4.00.

A Community Planning Guide to Weatherization, (Washington, D.C. Community Services Administration), 1975. Source of action advice for organizations to tackle low-cost home and community energy conservation projects. FREE.

In the Bank or Up the Chimney (Washington, D.C.: Department of Housing and Urban Development), 1978. Step by step, well illustrated book for homeowners on do-it-yourself energy conservation. \$1.70.

Save Energy, Save Dollars! (Washington, D.C.: Community Services Administration). Step-by-step, well illustrated book stressing low-cost energy conservation improvements. FREE.

A Guide to Recycling Vacant Property in Your Neighborhood, Trust for Public Land. (Washington, D.C.: Heritage Conservation and Recreation Service, U.S. Dept. of the Interior, 1979). This booklet is a citizen's action manual to recycling vacant property in local neighborhoods and turning it over to neighborhood residents. Neighborhood groups work with the Trust for Public Land's National Urban Land Program. FREE.

Inflation Action: A Self-Help Guide for Consumer and Citizen Groups. White House, Office of Consumer Affairs, Washington, D.C. 20500.; A valuable resource book, giving self-help examples around the nation, and references to Federal programs and expert groups that can help in a wide variety of activities. Covers housing, health, energy and food.

New York Self-Help Handbook. (New York: Citizens Committee for New York City, 1977). Excellent guide to programs, agencies and organizations which can help with specific neighborhood issues such as safety and security, open spaces, projects in city parks and many more. A good model for other cities. \$4.00.

Section VI Reinvestment

Stabilizing Neighborhoods: A Fresh Approach to Housing Dynamics and Perceptions, Rolf Goetz et al. (Boston Redevelopment Authority, 1977). This report outlines ways to rebuild cities while reducing overconcentration of demand in just a few neighborhoods. \$2.50.

NAN Handbook on Reinvestment Displacement: HUD's Role in a New Housing Issue, Conrad Weiler. (Washington, D.C.: National Association of Neighborhoods, 1978). Examines the adverse impact that the "back to the city" movement is having on low-income persons; includes suggestions for government action.

Neighborhood Reinvestment: A Citizen's Compendium for Programs and Strategy, Karen Kollias. (Washington, D.C.: National Center for Urban Ethnic Affairs, 1977). A good discussion of various initiatives by Federal, state and local government and private organizations to combat redlining and to promote reinvestment in older neighborhoods. \$4.00.

Disclosure & Neighborhood Reinvestment, Karen Kollias. (Washington, D.C.: National Center for Urban Ethnic Affairs, 1976). Companion volume to the preceding book by Kollias; suggests citizen action strategies. \$1.50.

Neighborhood Housing Services Model: A Progress Assessment of the Related Activities of the Urban Reinvestment Task Force. (Washington, D.C.: Department of Housing and Urban Development, 1975). Describes an approach toward neighborhood preservation that requires the joint commitment of citizens, financial institutions and local government toward a target neighborhood which does not require extensive public investment in order to stem decline.

HUD Challenge, March, 1978. (Washington, D.C.: Department of Housing and Urban Development,

20410). This issue of HUD's monthly magazine is devoted to "neighborhood revitalization". \$1.40 per issue.

Monitoring Community Development Block Grants, Citizen's Action Guide. (Washington, D.C.: Center for Community Change, 1977). Well-designed booklet that provides background information on Community Development Block Grants and key questions that anyone involved in the process should ask. 50 cents.

Urban Disinvestment: New Implications for Community Organization, Research and Public Policy, Arthur J. Naparstek and Gale Cincotta. (A Joint Publication of: Washington, D.C.: National Center for Urban Ethnic Affairs and Chicago, Ill.: National Training and Information Center, 1976). Very informative report on the subject of redlining and urban disinvestment.

Private Sector Involvement Workbook, Heritage Conservation and Recreation Service. (Washington, D.C.: U.S. Department of the Interior, 1978). Written for park and recreation agencies and non-profit groups to encourage partnership involvement with the private sector.

Section VII Historic Preservation

Sources of Preservation Funding. Planning Branch, National Register of Historic Places, (Washington, D.C.: U.S. Department of the Interior). Updated periodically. Conservationists can look to the same source as preservationists. Specific government programs are explained in the most recent (February 1978) pamphlet. FREE.

Economic Benefits of Preserving Old Buildings, Joyce Latham, ed. (Washington, D.C.: The Preservation Press, National Trust for Historic Preservation, 1976). Economic aspects of preservation coupled with a discussion of preservation techniques.

A Guide to Federal Programs for Historic Preservation, 1976 Supplement, National Trust for Historic Preservation. (Washington, D.C.: National Trust for Historic Preservation 1976). Describes 40 new programs. \$3.00.

Historic Preservation in Inner City Areas: A Manual of Practice, Arthur P. Zeigler, jr. (Pittsburgh: Ober Park Associates, 1974). Methods of using historic preservation as a means of instilling a sense of pride in inner city residents. Stresses restoration with minimal dislocation of residents. \$3.95.

Revolving Funds for Neighborhood Preservation: Lafayette Square, St. Louis, J. Steven Coffey. (Washington, D.C.: The Preservation Press, National Trust for Historic Preservation, 1978). Describes the efforts of the Lafayette Square Restoration Committee to develop a revolving fund that played a major role in the successful flight to preserve Lafayette Square. 50 cents.

Legal Considerations in Establishing a Historic Organization, Collette C. Goodman. (Washington, D.C.: The Preservation Press, National Trust for Historic preservation). 50 cents.

Woodbridge Conservation Manual, Ewing Cole. (Detroit, Michigan: Woodbridge Citizen's Council, 1976). Handy and practical guide for taking care of

Section VIII - Organization Guides

the interiors and exteriors of older homes. \$6.95. Write: Woodbridge Citizen's Council, 4767 Commonwealth, Detroit, Michigan 48206.

The Old-House Journal: Renovation and Maintenance Ideas for the Antique House. A monthly journal featuring articles on how to meet and defeat rehabilitation problems. Yearly subscriptions available for \$12. Write: The Old-House Journal, 199 Berkeley Place, Brooklyn, N.Y. 11217.

Fixing Up Older Houses, Brookline Planning Department. (Brookline, MA: VISION, Inc., 1975). This handbook serves as a guide to architectural styles. Tips also included on the appropriate materials and design features in renovating. VISION, Inc., 678 Massachusetts Avenue, Cambridge, Mass. 02139.

A Future from the Past, Randolph Langenbach. Published in conjunction with the U.S. Department of Housing and Urban Development. (Government Printing Office, 1977). The book presents a case in favor of the recycling of older building instead of demolition. Outlines ways in which the conservation of old buildings can be made to work to the advantage of communities in need of a renewed economic and industrial base.

The Organization and Operation of Neighborhood Councils: A Practical Guide, Howard W. Hallman. (New York: Praeger Publishers, 1977).

Recruiting Low-Income Volunteers. (Washington, D.C.: National Center for Voluntary Action, 1973). Presents a variety of techniques for involving low-income persons in volunteer projects. Available from NCVA, 1785 Massachusetts Avenue, N.W., Washington, D.C. .50 cents.

Volunteers Today - Finding, Training and Working with Them, Harriett H. Naylor. (Dryden, New York: Dryden Associates, 1973). A good resource for local neighborhood groups.

How to Apply for Recognition of Exemption for an Organization. Internal Revenue Service publication 557. Call your nearest IRS office for this pamphlet. Also ask for forms SS-4, 1023, 990, 5768. ALL FREE.

Non-Profit Corporations, Organizations and Associations, 3d ed., Howard L. Oleck. (Englewood Cliffs, New Jersey: Prentice-Hall, 1974). Comprehensive text explaining how to form a non-profit corporation; also looks at bylaws and legal and tax responsibilities. Check your local library for the 3d edition.

The Community Activist's Handbook, John Huenfeld. (Boston, Beacon Press, 1970). A good primer on organizing a citizens movement to influence public opinion and change laws.

Volunteer Handbook, Heritage Conservation and Recreation Service. (Washington, D.C.: U.S. Department of the Interior, 1978). Tips for organizations on setting up volunteer programs, complete with several cases studies.

Citizen Involvement in the Local Budget Process, Howard Hallman. (Washington, D.C.: Center for Community Change, 1978). Explains

the budget-making process that goes on at the local government level and how citizen groups can impact budget decisions. \$1.50.

Financial and Accounting Guide for Non-profit Organizations, Malvern J. Gross, Jr. (New York: Ronald Press Co., 1974). Good guide to bookkeeping for small groups, emphasizing good procedures while minimizing bureaucracy.

Surviving Non-profit Accounting. \$1.95. *IRS and Charities.* \$1.25. Grantmanship Center News. (Los Angeles, California: The Grantmanship Center.)

"Getting Management Help to the Non-Profit Sector", Richard A. Mittental and Brooke W. Mahoney. *Harvard Business Review.* Vol 55, No. 5: (Boston, Ma: Editorial Offices, Sept. - Oct., 1977). This article deals with how a business-sponsored group has mobilized companies in New York City to provide volunteers to aid non-profit organizations.

Tool Catalog: Techniques and Strategies for Successful Action Programs. (Washington, D.C.: American Association of University Women, 1977). Practical advice on how to deal with and influence legislative bodies. Write: AAUW, 2401 Virginia Avenue, N.W., Washington, D.C. 20037.

Know Your Own Community and Community Needs and Resources Assessment Guidebook, (Washington, D.C.: National Center for Voluntary Action, 20036). Provides tips on how to analyze the structure and function of your local government. It gives the "how to's" of conducting a community needs and resource survey.

Dynamics of Organizing, Shel Trapp. (Chicago, Ill.: National Training and Information Center, 1977). This pamphlet is part of a series on "Organizing and Neighborhood". The chapters include: "Developing an Issue Group"; "Strategy and Tactics";

Section IX Fund Raising

"Power Analysis"; "Coalition Organizing"; and "Building Power and Victories." \$2.00.

The Neighborhood Organizer's Handbook, Rachele B. Warren and Donald I. Warren. (Notre Dame, IN: University of Notre Dame press, 1977). This book is a basic primer which provides a research oriented-guided tour through the neighborhoods of America's communities with graphic portrayals of each neighborhood type. Also provided is a scheme for classifying six predominant types of neighborhoods; the types of leadership that are effective in each; and the strengths and weaknesses that must be considered in any attempt to organize the neighborhood to achieve a certain goal. \$4.95. Write: University of Notre Dame Press, Notre Dame, In., 46556.

The Grass Roots Fund Raising Book: How to Raise Money in Your Community, Joan Flanagan. (Chicago: Swallow Press, 1977). Imaginative fundraising projects for neighborhood groups.

The Art of Winning Foundation Grants, Howard Hillman and Karin Abarbanel. (New York, N.Y.: The Foundation Center, 1977).

Corporate Fund-Raising: A Practical Plan of Action, W. Grant Brownrigg. (New York: American Council for the Arts, 1978). Describes in detail a practical and systematic approach to soliciting contributions from business. Covers market identification, product development and packaging, campaign strategy, organization, etc. Methodology can be applied to any location and any type of non-profit fundraising. \$12.50.

Handbook of Special Events for Non-Profit Organizations: Tested Ideas for Fund Raising and Public Relations, Edwin Leibert and Bernice E. Sheldon. (New York, N.Y. Associated Press, 1977). Stresses the importance of good public relations for fundraising events.

Local Fund Development: A Basic Manual for Volunteer Programs, (Washington, D.C.: National Center for Voluntary Action, 1976). Emphasizes the value of long range financial development using local sources, includes list of local organizations and tips on how to approach them. \$2.00.

A Guide to Fundraising and Proposal Writing, Joan Kennedy et al. (Hampton, AR: Independent Community Consultants, Inc., Box 141, Hampton, Arkansas 71744, 1975). The book is a guide that concentrates on the major steps in fundraising; planning; researching; contracting and asking. Also included is a list of people, places and organizations that can provide answers for special problems.

Section X Public Affairs

If You Want Air Time: A Publicity Handbook, (Washington, D.C.: National Association of Broadcasters, 1771 N Street, N.W., Washington, D.C. 20036, 1977). Practical and lively booklet of do's and don'ts for groups who want to put their message on the radio or television. Available from NAB, 1771 N Street, N.W., Washington, D.C. 20036. FREE.

Guide to Public Relations for Non-profit Organizations or, How to Avoid the Potential Perils of Relating to the Press and the Public, Reprint, Grantsmanship Center News. (Los Angeles: The Grantsmanship Center).

Publicity: How to Get It, Richard O'Brien. (New York: Harper and Row, 1977). Easy to read guide for the amateur publicist.

Effective Public Relations: Communicating Your Image, Robert Wheeler, AASLH Technical Leaflet, No. 3. (Nashville: American Association for State and Local History, 1400 8th Avenue, S., Nashville, In. 37203) 50 cents.

A Practical Guide to Newsletter Editing and Design: Instructions for Printing by Mimeograph or Offset for the Inexperienced Editor, 2d ed. LaRae H. Wales. (Ames, IA: Iowa State University Press, Ames, IA. 50010, 1976). The title explains it and the price is right. \$4.95.

Section XI
**Reference Guides
and Bibliographies**

Design Guidelines: An Annotated Bibliography, compiled by Merrill W. Carrington. (Washington, D.C.: National Endowment for the Arts, 1977). Concise catalog of various local publications about design plans and guidelines for home improvement. Aimed at property owners and general audiences. FREE.

Historic Preservation Plans: An Annotated Bibliography. (Washington, D.C.: The Preservation Press, National Trust for Historic Preservation, 1974). Annotated listing of historic preservation plans and reports published in the United States. \$4.00.

National Trust Information Sheet Series, Advisory Services Division. (Washington, D.C.: Office of Preservation Services, National Trust Headquarters). Individual "Information Sheets" and bulk copies can be ordered from the bookstore.

Citizens Handbook on Neighborhood Land Planning, John Platt et al. (Portland Oregon: Natural Resources Law Institute, 1973). The case for humanistic planning and zoning parks, housing, transportation) from the citizens point of view. The glossaries of relevant terms, organizational strategies and chapter summaries are valuable for any neighborhood group.

Cooperative Housing—A Selected Bibliography, Ernie Eden. (Washington, D.C.: National Association of Housing Cooperatives). Includes sixty-five books and pamphlets on co-op housing, most of them published recently. 75c.

A Nation of Neighborhoods, Steward D. McBride. (Boston, Ma.: Christian Science Monitor, 1977). Rates high marks as a valuable resource for neighborhood groups. Includes 10 well-written profiles of neighborhoods, their problems and citizen solutions. Excellent do-it-yourself sections on topics such as community conservation, utilities and crime prevention. \$1.35. Write: Christian Science Center, Boston, Mass. 02115.

Neighborhood Preservation: A Catalog of Local Programs, U.S. Department of Housing and Urban Development. (Washington, D.C.: U.S. Government Printing Office, 1975). Although somewhat dated, this book still provides an excellent overview of many neighborhood programs. \$5.15. Write: GPO, Washington, D.C. 20402.

Registry of Private Fair Housing Organizations/Groups. National Newspaper Publishers Association. (Washington, D.C.: Department of Housing and Urban Development) Comprehensive list of fair housing advocacy organizations and their services. FREE.

The Urban Homesteading Catalog, U.S. Department of Housing and Urban Development, Office of Policy Development and Research. (Washington, D.C.: U.S. Government Printing Office, 1977). A 3-volume set covering all phases of urban homesteading. \$3.50. Write: GPO, Washington, D.C. 20402.

A Library Manual for Community Development Corporations, Florence Contant. (Cambridge, MA: Center for Community Economic Development 1974). This manual is essential for putting together information resources for a CDC. Instructions are provided on how to set up a library for the CDC.

Citizen Action to Control Crime and Delinquency: (New York, N.Y.: National Council on Crime and Delinquency, 1969). Catalog of community action projects: Police Neighborhood Councils, Block Mothers, Getting the Neighbors Together, and many other projects. Good source book. FREE.

Adaptive Use: Alleys to Zoos, Environmental Arts Program. (Washington, D.C.: National Endowment for the Arts, 1977). Describes over fifty examples of different projects around the country. This booklet offers both sources for information as well as encouragement to aid community's project.

A Bibliography for Neighborhood Leaders, Neighborhood Conservation Project, (National Trust for Historic Preservation, Washington, D.C. 20006). An excellent resource with basic information on subjects of interest to neighborhood organizations; aimed at the newly-initiated neighborhood leader, who is not only organizing a group, but who is also compiling vital information on fund raising, zoning and neighborhood revitalization.

National Trust Mobiles, Division of Planning, The Preservation Press, (National Trust for Historic Preservation, 740-748 Jackson Place, N.W., Washington, D.C. 20006). A lending library of visual and informational materials that is available to any National Trust organization member, free of charge for up to 30 days. Mobiles are on Newsletters, Brochures, Walking Tours and Preservation Information Sheets.

Downtowns: Reinvestment by Design, Architecture and Environmental Arts Program. (Washington, D.C.: National Endowment for the Arts, 1977). Describes sample grants ranging from research and public awareness projects to planning and design. The booklet covers a variety of aspects applicable to downtown revitalization.

Uplift: What People Themselves Can Do, prepared by The Washington Consulting Group, Inc., for The United States Jaycees Foundation. (Salt Lake City, Utah: Olympus Publishing Co., 1974). In this collection of project descriptions the one hundred accounts discussed are intended to be representative of both the scope and success of the self-help movement. The project accounts have been arranged according to eight functional areas: economic development, education, employment opportunity, housing, social services, health services, offender rehabilitation and community organization.

Neighborhoods: Revitalization by Design, Architecture and Environmental Arts Program. (Washington, D.C.: National Endowment for the Arts, 1977). This booklet describes a sample of Endowment funded projects. The sampling includes both large cities and small towns in the specifics of neighborhood conservation; housing, and neighborhood appearances and amenities.

Catalog of Federal Domestic Assistance, Office on Management and Budget. (Washington, D.C.: Office of Management and Budget, 1978). Updated and published annually, this manual contains a complete listing of all Federal programs to aid state and local governments, semi-public and private groups, and individuals. \$18.00. Write: OMB, Exec. Office Building, 17th & Pennsylvania Avenue, Washington, D.C. 20006.

Programs of HUD, U.S. Department of Housing and Urban Development, (Program Information Center, Department of Housing and Urban Development, Washington, D.C. 20410). A list of all current HUD programs, one-page description, key persons, office address and phone numbers. Subject and title indexes. FREE.

Community Development Corporations: An Annotated Bibliography, Florence Mercer, 1977. (Cambridge, Mass.: Center for Community Economic Development). References to publications about developing, operating and funding a community development corporations. FREE.

Neighborhood Reinvestment: An Annotated Bibliography, Karen Kollias, 1976: (Washington, D.C.: National Center for Urban Ethnic Affairs). References to publications on research, government initiatives, private initiatives, community programs and other reinvestment efforts.

Consumer Information Center. (Washington, D.C.: General Services Administration). The center has two responsibilities: 1) encouraging Federal departments and agencies to develop and release relevant consumer information and 2) increasing public awareness of and access to Federal consumer information. Publishes a free catalog of consumer-oriented Government publications.

Neighborhood Preservation: Legal and Administrative Documents, U.S. Department of Housing and Urban Development. (Washington, D.C.: U.S. Government Printing Office). This study, a collection of legal and administrative documents for forty locally-initiated neighborhood preservation programs, is intended as a companion document to the report, *Neighborhood Preservation: A Catalogue of Local Programs*. \$5.20. Write: GPO, Washington, D.C. 20402.

Neighborhood Conservation: A Handbook of Methods and Techniques, Robert H. McNulty and Stephen A. Kliment. (New York: Watson-Gutpill, 1976). Based on a major conference on neighborhood conservation, the book focuses on the findings of the conference and future recommendations. There is an analysis of the chief issues and problems. Case studies are also included. This book is a definitive reference work on neighborhood conservation. \$18.50.

Guide to Programs. (Washington, D.C.: National Endowment for the Arts, 1977). This booklet helps individuals and organizations determine whether their project is eligible for assistance from the National Endowment for the Arts.

People Building Neighborhoods, (Superintendent of Documents, Government Printing Office, Washington, D.C., 1979). Final report of the National Commission on Neighborhoods; includes

recommendations for policy and program changes to encourage neighborhood revitalization; and in-depth case studies of neighborhood groups .

Notes

