The Emerging New Society

The Best in American Innovation

Kristin Rusch

The Democracy Collaborative

UNIVERSITY OF MARYLAND

National Center for Economic & Security Alternatives

The Emerging New Society

Kristin Rusch

We gratefully acknowledge the Nathan Cummings and Albert E. List Foundations for providing primary funding for this project. We also wish to thank the Bauman, Ford, Rockefeller, Summit, and Surdna Foundations for their support of specific areas of research reflected in this report.

Design and layout: Amy Wajda
Updates: Jeff Pope
Copy editing: Mary Chesnut

Photos by Linda Blakesley on cover and pp. vi, viii, xii, 4, 23, 24, 26–29, 38, 47, 48, 55, 56, 59, 60, 71, 72, 74, 75, 80, 82, 90–92, 100, 102, 112, 122
Photos by Talley Lach on cover and pp. ix–xi, 12, 14, 20–22, 24, 38, 45, 50, 60, 66, 70, 110–112
Photos on p. 102 by Amy Wajda
Photos on cover and pp. xii, 8, and 24 courtesy of W. L. Gore, Inc.
Photo of bicyclists on p. 102 courtesy of Lawrence Berkeley National Laboratory

Contents

Foreword

ALL ACROSS AMERICA, IN CITY AFTER CITY AND IN EVERY STATE, a new society is beginning to take shape just beneath the surface of public attention: vibrant local schools; community-based environmental initiatives; new health institutions; community-strengthening forms of economic development; innovative court, policing, and penal programs. ¶ Taken together, civic experiments in communities and regions around the United States form a mosaic of institutions that outline a better, more democratic—and achievable—society. Moreover, these institutional efforts hint at what any community could become were it to revitalize its neighborhood and community life by integrating into its fabric the kinds of models and innovations discussed in this report. A rebuilding process, community by community, is not a utopian fantasy; these new models, fresh approaches, and dynamic institutional innovations are addressing the kinds of day-to-day problems many of our communities are facing. They are strengthening neighborhoods, providing employment, and producing concrete improvement in the quality of life. These real-world experiments illustrate what can be done anywhere—and they show that bringing diverse institutional elements together can create a qualitative shift in local possibility. ¶ It is no surprise that there are interesting experiments underway around the country. What is too frequently ignored is that, despite the cynicism of national politics, virtually

every institution of American society is experiencing innovative, more democratic development. Missing from accounts of this development are detailed and easily understood information, and a sense of the whole. Individual successes are trivialized, while failures are highlighted; rarely is this nationwide development faithfully presented as a matter of learning, trial and error, and growth.

This report by Kristin Rusch, *The Emerging New Society,* is a preliminary review of this array of new developments and models in such cross-cutting areas as health care, education, worker-managed firms, the environment, local government, state economic coordination, justice and law enforcement, programs for the elderly, and many other areas. Though we can only scratch the surface here, our purpose is to profile the most innovative institutional developments in various sectors of American society with a view, first, to identify promising experiments and models in each sector; and, second, by assembling them into a "mosaic," to offer a compelling picture that evokes new possibilities for revitalizing American democracy—and democratic values in general—in the twenty-first century.

We hope that by showing the broad constellation of new approaches and institutions already in action around the nation we can project a vision that inspires new energy for citizen activism, innovative policies, and further experimentation.

—Gar Alperovitz
Lionel R. Bauman Professor of Political Economy
University of Maryland

Introduction

THUMBING THROUGH THE NEWSPAPER, we discover now and then a story about a neighborhood that launched a community vegetable garden, a company that empowers its staff through ownership options, urban teenage artists who use performance art to help police officers understand their needs, communities bound together to support local farms. It's easy to dismiss these stories as merely "feel good" items intended to temporarily ease the weight of the day's overwhelmingly bad news. But many of these stories are more than isolated reports about the success of a single individual, community, or institution. Instead they are pieces of a larger story of change taking place in the United States—a story not simply of successful ways to address problems such as urban sprawl, environmental degradation, health care, and local economic instability, but one of increased civic participation, a renewed commitment to social health, and a growing trust in democratic processes. In short, they are stories about rebuilding our communities. ¶ Given the frequency with which that phrase is uttered these days, it is worth defining our terms. It is important to note that by *community building* we don't mean community *bonding*, for people may come to be bonded in many ways—through a shared traumatic experience such as war, for example. Nor do we mean that communities achieve some goal such as clean parks, for goals may be accomplished with coercion. We take community building to be activities that

increase a community's capacity to continually inventory its assets and build upon its shared strengths. Community is not understood here as a homogenous group in a narrow demographic profile that suffers few disagreements; it refers to those who reside in a specific area and share an interest in its long-term well-being. This implies a consideration not only of oneself and one's family, but of the other residents and institutions in the area, and of the environment itself. Strong communities are those that actively seek ways to increase grassroots participation, expand ownership of their institutions, and encourage public discussions about issues that have immediate relevance in the lives of their residents. Because communities are always changing, community-building efforts will never be completed once and for all, but will require continued assessment and reevaluation as values change and skills are added and subtracted. On one level, community building enables residents to build coalitions and inclusive networks and to manage complex problems with an array of integrated services. On another level, community building will leave residents better equipped to work together, able to build institutions that endure, and confident that their participation in planning and decision making is both necessary and valued. Community building on this level hones civic skills necessary to a healthy democracy. And when we practice democracy with our neighbors, we invite democracy to thrive in our nation.

Strong communities are finding new ways to solve intractable problems. These innovative solutions, in the words of Dave Morris, "[challenge] the conventional wisdom that bigger is better, that separating the producer from the consumer, the banker from the depositor, the worker from the owner, the government from its citizens, is a necessary requirement for achieving a prosperous economy and a healthy society."[1] Institutions that are rooted in specific communities and infused with the financial and emotional investment of its residents become enduring entities that people can count on to make lasting contributions to their societies. Together they are transforming at some level nearly every U.S. institution. For example:

Community: Fewer than 100 Community Development Corporations (CDCs) existed in the late 1960s; today there are an estimated 3,600–4,000 CDCs across the nation. CDCs have created more than 247,000 private-sector jobs and built over 550,000 units of affordable housing for the poor.

Education: In 1984, nine percent of U.S. high schools offered service-learning opportunities; in 1999, 83 percent of all public high schools recognized or arranged service-

learning activities for their students. Ninety-five percent of teens feel it is important to learn the value of community service.

Economy: Numbering only 200 in 1974, employee stock ownership plans (ESOP) are now estimated to number over 11,500 and to benefit almost nine million employees.

Farming: Beginning with just one U.S. farm in 1985, Community Supported Agriculture programs grew to number about 1,000 in 1999.

Environment: Recycling rates jumped from 6.6 percent in 1970 to 28 percent today.

Arts: One hundred percent of America's fifty largest cities have arts programming that addresses social issues such as teen pregnancy, literacy, public safety, drug use, and AIDS. Local government support for the arts increased 86 percent between 1986 and 1996.

This report has a two-fold purpose. First, it will highlight some of the most successful of these innovative practices reshaping major U.S. institutions. Some of the most inspiring possibilities become evident when seemingly mismatched pieces—inner-city youth, the police department, a local non-profit arts agency, state politicians, and public high school teachers—are placed side by side, as they were in Oakland, California, in order to give youth a platform from which to communicate their political thoughts.

The second intention of this report is to juxtapose some of these changing local institutions in order to see more clearly a new American society—a society whose features are already beginning to emerge. Individually, these programs are making measurable contributions; by looking at them together, as a part of a larger trend reshaping our nation, we can see their potential for even greater effectiveness.

To join just two pieces, imagine if our systems of education and employment worked side by side to bring increased pride in one's efforts, respect for the work of others, greater personal responsibility, and larger, tangible benefits of that responsibility. Real models already exist. A small charter school in northern Minnesota operates on the principle that human beings have a natural curiosity and an innate motivation to learn; thus, Minnesota New Country School (MNCS) has removed perceived barriers to learning that include classrooms, teachers,

schedules, and formal homework. Instead, students, their adult "advisors," parents, and members of the community understand the level of academic achievement students in each age group are expected to meet, and together they set about to exceed those expectations. Students plan their own individual or team-based projects, help to determine their own learning goals, and manage their own schedules. They demonstrate proficiency not by written tests alone, but through public presentations, which reinforce their accountability to themselves, their team members, and those in the greater community who have invested time, resources, and expertise in their education. This remarkable approach to education has been highly successful, but where do these students use their skills after graduation? How do they put a lid on their creativity, slow their motivation, and keep their ideas to themselves in order to adjust to a typical work environment where their boss—or their boss's boss—will determine for them their duties, goals, procedures, and even when lunch is to be taken?

Imagine instead the dynamic intellectual and commercial growth possible for a community whose workplace values are compatible with these educational values. W. L. Gore, Inc., in Newark, Delaware, is just the sort of workplace where MNCS students would excel. Gore has no "bosses" and therefore no underlings. Just as MNCS believes people naturally like to learn, Gore's non-hierarchical "lattice" structure is found-

ed on the principle that people naturally like to work, and so the company facilitates that desire. New hires at Gore, all called "associates," determine their own responsibilities and commitments within the company. Associates join project-based teams, deliberate together, and are free to rally others to pursue viable projects that meet personal and corporate goals. All who work at Gore have an opportunity for ownership in the company, which has enabled them to exercise autonomy and control over their workdays as well as to share in the wealth their labor makes possible. Gore credits its continued marketplace success to the freedom and responsibility nurtured in its associates.

The thirty-four stories described in this report represent just a few of a vast number of undertakings by people whose ideas, dreams, coalition building, and hard work have enhanced countless communities—variously defined—across the country. These and other projects like them represent a widespread, creative thrust toward rebuilding the United States from the ground up. This emerging new society is gaining momentum, and it will eventually burst through the surface to bring new possibilities into our imaginations and everyday conversations.

Far from being a utopian dream, then, the programs described within this report are practical, concrete, and replicable. This is not a report about "nowhere"; it's a report about daily life in Chicago, New York City, the San Francisco Bay Area, as well as in tiny Chillicothe, Missouri; Muncie, Indiana; and Aiken, South Carolina. Several of these institutions already assist others in implementing similar change in towns and cities across in the United States and around the world. As momentum grows, we will of course hash out disagreements and argue disparate beliefs, and we will still struggle to overcome obstinate institutionalized injustice. This report emphatically must not be read as our remedy for large-order social problems. We do, however, suggest that regardless of the type and degree of problems communities face, some community,

somewhere in this country, is tackling those problems in new and promising ways. To those whose communities do not have problems of the scale of those mentioned within this report, we hope to show that the tightly-knit neighborhoods, increased democratic participation, genuine opportunity, and a greater sense of well-being that results from attention to community building are worth pursuing in themselves.

NOTES

1. Place Matters Conference Report, Nov. 12 1998, St. Paul, MN: Institute for Local Self-Reliance, p. 9.


LGH 50
BOT 49

Our Work

UNEMPLOYMENT UNDERLIES SEVERAL SOCIAL ILLS, yet a "low" unemployment rate doesn't necessarily indicate a healthy local economy. In an era of globalization, full employment one day can become massive layoffs the next as corporations relocate shops around the globe seeking to maximize profits by using the cheapest possible labor force. When distant corporations buy up local industry, the entire community can be at risk of losing not only jobs, but necessary services and goods. Similarly, low wages, boredom, and hard lines drawn between labor and management eventually destroy worker morale and diminish quality. To bring about economic stability, people must have opportunities to work to their fullest ability and for a liveable wage, confident that their jobs will be there tomorrow. ¶ In the emerging new society, creating and securing jobs is approached from several angles. Nonprofit organizations typically have service-based missions, for example, but missions tied to nonprofit-owned enterprises allow NPOs to fulfill their obligations to constituents and root jobs locally. Similarly, some community development corporations, though focused on larger issues of community development and housing, commonly create jobs en route to larger goals of community well-being. Employee-owned firms, in combination with other worker participation plans, can anchor jobs, encourage innovation, heighten productivity, and increase profits.

- Community Development Corporations (CDCs) in the United States have created more than 90,000 jobs and built over 300,000 units of affordable housing for poor people.
- CDCs have provided over $200 million in loans to entrepreneurs and first-time homeowners and have developed over 23 million square feet of commercial space.
- The first CDC was established in 1967; today there are over 3,600 CDCs in communities across the nation.

"Structure Doesn't Make a Community; It's the People"

NEW COMMUNITY CORPORATION, NEWARK, NJ

The best CDCs commit to nurturing the long-term well-being of the communities in which they operate. Thus, they network closely with other agencies, devote significant time and resources to skills and leadership training among residents, and reinvest profits back into the communities they serve so that neighborhoods prosper as their businesses grow.

In the late 1960s, race relations in Newark, New Jersey were stuck in a sump of hatred and hostility. As in many other cities around the nation, people who could afford to leave the inner city—predominately whites—fled in droves to the suburbs. Riots in 1967 left two dozen people dead and over a thousand others injured; New Jersey's Central Ward, ground-zero, lay in shambles. Shops and service providers abandoned the area, and a virtual embargo left the Central Ward desolate, depressed, and void.

"There was basically nothing left in the city," said Ray Codey, Development Director for New Community Corporation (NCC). No decent housing, no jobs, no health center, no major grocery store. For most residents whose health or pocketbook wouldn't allow them to take a bus or taxi out of the Central Ward to buy food, meals could be purchased only at high-priced convenience stores Codey likened to "rat holes."

Then, in 1968, the young, audacious, rabble-rousing Father William Linder (now the gray-haired, audacious, rabble-rousing Monsignor Linder) organized a group of committed parishioners and formed the New Community Corporation, one of the first Community Development Corporations in the country. Together they began to prioritize issues and address the most crucial needs of the Central Ward.

Common-sense achievement theory recommends that one begin with small, easily accomplished goals and work up to larger, more challenging ones, but NCC's strategy was exactly the opposite. They believed that Newark as a whole wouldn't make a comeback until advances were made in "the worst of the worst" neighborhoods, the Central Ward. "So we figured we'd roll up our sleeves and work on the hard part, and maybe investors would return," Codey said.

It was essential that NCC first address the need for safe, affordable housing. Beginning with two acres and $100,000 in donations, NCC members set out to learn how to build their own homes. Future tenants attended workshops and design seminars and took field trips to study other housing models. Their final design was criticized by some as looking too good for poor people, a complaint still voiced about NCC projects today. Refusing to surrender their desire for beauty, the neighbors stuck to their convictions, and in 1975 NCC's first 120-unit housing development was built at last. Widely applauded, NCC was then able to build five new housing projects—829 units—within five years, almost half of which went to seniors.

As the name suggests, New Community Corporation is about building a new community, not simply housing. "Structure doesn't make a community," Codey insisted, "it's the people." NCC began to address the need for jobs and other facilities needed to create a thriving urban neighborhood.

Now, a few decades later, the Central Ward is definitely on the rebound. Does a neighborhood need convenient, affordable child care? The Central Ward has eight centers caring for over seven hundred children, including toddlers with HIV, and will open its ninth in 2001. (Babyland was the first interracial, nondenominational, nonprofit day care center in New Jersey.) Schools? NCC is responsible for the education of more than two thousand students. Are there other jobs? NCC owns and operates eight for-profit businesses. Need uniforms? NCC makes uniforms for themselves, providing additional jobs. Retirement homes, services,

and programs for seniors? Plenty. Job training? restaurants? postal services? Got it, got it, got it.

A Community Hub

One of the most impressive achievements is that after nearly twenty-five years without a major store, the Central Ward now has a new 55,000 square-foot Pathmark store, open 24 hours a day, 364 days a year. NCC wooed Pathmark to the area by accepting the bulk of the financial risk, and it has paid off. Within two years of opening, the Pathmark in the Central Ward had become the chain's most profitable store and today remains among the top Pathmark stores, coasting at 20 percent ahead of projections made when it opened a decade ago. A $1 million renovation, begun in the summer of 2000, added a new pharmacy, produce, and frozen food department, as well as new jobs. The union shop employs 175 full-time workers and 175 part-time workers, overwhelmingly from Newark. About 50,000 people pass through the front doors every week, and the store's annual profits exceed $1 million. Best yet, NCC own two-thirds of this store's shares, and NCC reinvests its portion of Pathmark profits back into the community.

> "We figured we'd roll up our sleeves and work on the hard part."

NCC holds three out of five seats on the supermarket's board, and can thereby influence store hours, determine pricing, and implement programs with an eye on the community, not just the bottom line. To support the needs of their substantial base of senior customers, for instance, NCC offers them a guaranteed ride home. Seniors get to the store on their own initiative, and when they are finished shopping, a staff member will pull up in one of seven vehicles dedicated to bringing seniors home on demand with their groceries, 24 hours a day.

The grocery store also takes a proactive approach to educating its customers in health and nutrition. Physicians and other health care providers frequently staff booths at the store, and many provide testing for glaucoma, tuberculosis, and sickle cell anemia–free of charge. NCC also coordinates nutrition education with sales on certain food items. If the week's nutritional lesson explains the benefits of a low-salt diet, for example, many low-salt items will be on sale in the grocery store. Health education is frequently a topic in NCC's newspaper, wherein readers can also find coupons that promote healthful foods, redeemable at only the Central Ward Pathmark. Codey explained, "We try to tie the economic benefit into what we're saying at the front door, so when they get to the register they see a benefit." The pharmacy, which consistently promotes a healthful lifestyle, is the most profitable section of the Pathmark store. An entire section of the store is dedicated to making shopping easier for WIC and food stamp shoppers, and four ATMs in the shopping complex around the store enable users to access their welfare checks without stigma.

The NCC shopping center, which houses the Pathmark store, is also home to a food court where NCC bases its several fast-food franchises, a printing shop, and a postal service franchise. As with its affordable housing initiatives, NCC was determined to build a beautiful shopping center for the neighborhood. Codey likens the atmosphere of the Central Ward shopping center to one in a suburban mall, complete with a mezzanine, atrium, and "upscale music." Codey said, "You walk in [to the shopping center] and it's like, 'What's wrong with this picture?' because it's in the heart of the Central Ward and you don't expect it."

According to the NCC plan, greater Newark seems to be following Central Ward's lead. After the proven success of the Central Ward Pathway, the corporation opened two other supermarkets in Newark (without NCC partnership), and other vendors have followed, such as Big K, which has agreed bring 350 new jobs by building a new store

on 12 acres, anchoring satellite parcels that are slated to be developed for a bank and a sit-down restaurant. "Newark is hot right now, but it has taken thirty years to get us back," Codey said. Residents still suffer unemployment at two and a half times the state average; the job isn't over yet. But NCC reports measurable new growth every year.

NCC recently won a contract with the state to fund its Gateway to Work initiative, which provides job search-job readiness classes, a subsidized employment experience, and job placement. A great success, Gateway to Work has exceeded estimates and facilitated the employment of more than 2,100 people in 2000.

Job Training for Youths

Still, apart from NCC opportunities, jobs that offer a respectable wage are scarce. "For kids around here, if you work at McDonald's at minimum wage, you're happening," said Mike Barouch. He has a few alternatives for them, though. Barouch is a supervisor and instructor at NCC's Youth Automotive Training Center (YATC), a program started in 1996 to train 30–40 young adults in a 15-month intensive automobile technician program.

Men and women ages 17–28 graduate from YATC with a certificate and hands-on experience enabling them to by-pass entry-level, minimum wage positions for well-paying careers offering benefits and perquisites. Jobs for experienced technicians are plentiful, Barouch said, and everyone who completes the program is guaranteed a job after graduation. Graduates typically earn in the low $20,000s to start, and one automotive company hiring YATC graduates guarantees its employees $50,000 after five years. The lowest paying jobs Barouch lines up for his graduates start at $9–$10 an hour, he said. "The goal is that they'll be making $40,000 per year within five years," said Rich Liebler.

The program was the brainchild of Richard Liebler, owner of Hillside Auto Mall, who experienced difficulty finding skilled workers. When schools in the area consistently rejected his ideas for training, he pitched his concept to NCC. NCC purchased a 12,800 square-foot garage facility, and the Ford Motor Company set them up with equipment, machinery, and cars, and the project got off the ground.

The Youth Automotive Training Center has a "very intense curriculum," Barouch

said. Students study twelve courses in 25-days blocks; after an introductory course involving shop safety and tool use, students are soon rebuilding engines. Transmissions, emissions, breaks, and electrical systems—students come to understand automobiles down to the last detail, and their knowledge is tested in reviews, two midterms, and finals. Besides getting their hands dirty, once a week students study interview techniques, workplace expectations, and other soft skills necessary to land and keep a good job. "The program is designed to work with urban youths and adults to give them a viable skill that will allow them to earn a good wage," said Pat Cooper, Director of Workforce Development at NCC.

To encourage women to work in the automotive and construction industries (receiving their training at YATC or NCC Tech), Cooper has begun to offer workshops to illustrate the options within these industries. "We want them to know that their options are not limited to auto repair," said Cooper. In fact, some of the better-paying jobs aren't in repair at all, according to YATC manager Jonathan Grdovic. "We offer training in sales, warranty administration, service management and planning, and parts management," he said.

YATC applicants take an aptitude test, a drug test, and go through an interview. Ford's initial support included tuition for students for the program's first two years of operation. Autumn 1998 was the first year students had to pay for their own tuition, which is $300 for the first month and $175 for each remaining month. To assist new students, Barouch said that NCC is organizing a payment plan for students, arranging low-interest loans for them through NCC's credit union, and trying to place students in part-time jobs to help them pay for tuition.

All students in the 15-month YATC program are considered "at risk." In the first year of the program, about six students dropped out, and about fifteen did not complete the course the second year. "Some kids are going to get in trouble, end up back in jail; some will end up getting killed," Barouch said. For the others, "Once you get them motivated, they're really committed," he said. Ford Motor Company agreed, and in 1999 committed $1 million in additional funds and vehicles. The YATC was then designated a certified Ford Motor Company training site.

> "We want them to know that their options are not limited to auto repair."

Barouch launched two other programs in his first year at YATC. One is an evening program in which students may choose among six different seven-week classes preparing them for entry-level jobs in the automotive field, such as at tire or tune-up shops. The other program educates high school students from local schools in the YATC shop. At one nearby school, automotive shop students had no certified instructors, no equipment, and no vehicles to work on. They learned auto repair as best they could by studying pictures. NCC offered to contribute its state-of-the-art resources to the school, and now the school compensates NCC directly for each student who chooses to study at the automotive center and gain hands-on experience with certified, experienced instructors. Students are tested and graded just as they would be in their own high school.

Ownership

According to Codey, NCC ownership of housing, profit-making businesses and other resources is "critical" to their success. With income generated by their businesses, NCC can avoid relying on the city for money. As the biggest CDC in the country, NCC has a real estate replacement value of $500 million and manages $200 million of economic activity. Freedom from financial dependence on the city has meant that NCC has never had to swerve from its mission in order to smooch-up politicians or to get in line for back-scratching. Instead, ownership has

allowed NCC to create jobs and services, raise funds, and then reinvest in the community. The community, NCC staff, and the Monsignor himself have not only found their voices, but used them; and after 30 years, NCC's relations with the city is none the smoother for it. In short, Codey explained, "We don't play their game."

In 1992, NCC expanded its board to bring in Latino representation and some younger board members. Positions on the volunteer board don't open often, as the Monsignor asks for a 20-year commitment from each board member—and he gets it.

NCC currently employs 1,750 people and houses more than 7,000, but they are still not able to get ahead of the demand for their services. In late 1998, with a $25 million grant from the U.S. Department of Housing and Urban Development, NCC began construction of Community Hills, a 206-home condominium development for families in the Central Ward. Families must agree to own their homes for at least ten years, and NCC programs have already begun to help families save money, receive credit counseling, and learn home maintenance. To this day, said Codey, NCC deflects some of the same criticism about its housing flung its way over thirty years ago. NCC planners are still asked by lenders why housing for poor people needs to include air-conditioners, for instance. Unimpressed by questions of that nature, NCC has persevered with its plans to build 206 two- and three-bedroom homes—92 are built, and the balance will be finished by Christmas 2001—with sunken living rooms, washer-dryers, plush carpeting, and a location next to the new daycare and community centers. Valued at $100,000 and $112,000 respectively, they sell for $12,000 to $69,000, offering a rare investment opportunity for Central Ward residents.

- Virtually nonexistent in 1974, employee stock ownership plans (ESOP) now number over 11,500 and cover almost 9 million employees.
- A typical ESOP participant receives 12–20% of annual pay in stock option awards.
- A typical ESOP plan leaves participants fully vested in four years.

"You Really Have to Trust Your Teammates"

W. L. GORE & ASSOCIATES, INC., NEWARK, DE

At W. L. Gore & Associates, Inc., and in a growing number of companies around the United States, workers are becoming owners of their workplaces and acquiring the accompanying responsibilities, privileges, and assets.

W. L. Gore & Associates, Inc. is best known for the Gore-Tex brand, its all-weather fabric, but Gore's products are much more diverse, and the company is competitive in several major markets. Besides manufacturing sportswear, Gore manufactures hundreds of products such as fiber-optic cable, guitar strings, implantable patches used to repair heart defects, disk drive filters, bicycle cables, microwave cable products, surgical gowns, stain repellent, and dental floss.

At Gore, there are no reserved parking spaces for people who have worked there a long time, nor are special perks offered to some workers and not to others. All Gore associates (no one is a "manager"or an "employee") share the same comprehensive benefits package of sick pay, vacation pay, life insurance, and the like. But one of the greatest benefits of joining Gore is the opportunity to participate in the Associate Stock Ownership Plan, which is available to all U.S. associates after one year. With ownership, as the company makes money, so do the associates. Gore contributes an equal percentage of pay to the stock accounts of all associates, who become fully vested in five years. Gore stock is not publicly traded, and so the only way to own a part of Gore is to have worked at Gore. Ownership success stories, such as the one about the Gore mechanic who retired a millionaire, abound at Gore.

Having no "employees," there are naturally no bosses. In fact, there are no official job titles for anyone at Gore. Burt Chase, who has been with Gore since 1961, quipped that children of Gore associates often can't answer the question "What does your daddy do?" The lack of titles is awkward mostly to those outside the company, Chase said, and so Gore associates may experiment with titles on their business cards to give them the nominal authority outsiders seem to crave.

Ownership success stories, such as the one about the Gore mechanic who retired a millionaire, abound at Gore.

Inside the company, however, a "lattice" structure replaces the traditional hierarchy, freeing associates to seek advice and feedback directly from anyone in the company who can make a difference on their project. "People come to you because they know you by reputation and their experiences with you, not because of a block or a chain of command of responsibility," Chase said. Gore's "leadership by followership" principle assumes that those who possess special knowledge or skills will be sought out by others and will become leaders through an organic process; hence, Gore discards a formal process of promotion.

Gore takes for granted that people like to work and want to do it, and thus can be trusted to seek out ways to contribute. Associates are not assigned to projects and handed responsibilities. Instead, they join project teams of their choosing and determine for themselves their role in and the extent of their commitment to these projects. Should an associate want to begin an entirely new project, that's a possibility, too. Because innovation is essential to Gore's success, the company is designed to encourage inventiveness in all its associates. "Our culture is the vehicle that allows us to maximize the opportunities," Chase said. Gore associates are free to investigate their own ideas, organize new projects, and recruit team members. The ability to mobilize support for a new project depends upon an associate's own enthusiasm, commitment, knowledge, and his or her ability to convey the value of the undertaking to other associates and to obtain their commitments. Chase said, "If you're a leader of a project and people don't want to commit to it, then it's hard to describe you as a leader." Those who succeed in launching new projects are assured that all team members participate willingly and are devoted to the project's success. While it's easy to imagine how this process works with engineers, who constitute the majority of Gore associates, Chase said that even the company picnic "can turn out much, much better if you've got a team of people who are really committed to it."

Gore's structure means that its leadership is fluid. A leader in one project may play a different role in another project. In a recent survey, half of all Gore associates identified themselves as leaders. In all aspects, from corporate structure to compensation schemes, creative contributions are valued, supported, and rewarded. Chase credits the anti-hierarchical culture at Gore for creating an environment in which "people feel challenged and satisfied. . . . It sounds like we're in the culture business, but there's no question that we're trying to make money."

Growth

More than 6,000 Gore associates are currently employed in forty-five locations around the world including Sweden, France, The Netherlands, Argentina, and Italy. Manufacturing occurs in the United States, Germany, Scotland, Japan, and China. Associates may access the company's database of job opportunities to discover open positions worldwide for which they may apply. In the past decade, Gore has had a compound sales growth rate over 9 percent; in fiscal year 2000 the company had sales of $1.35 billion, ranking it at 200 in the Forbes 500 of privately held corporations. Ten per-

cent is reinvested in research and development. In 2001 Fortune ranked Gore for the sixth time as one of the top 100 places to work in the United States. More telling, people employed at Gore describe their work week in terms most corporate employees reserve for describing their weekend: "It's really exciting and fun," said one associate. "I love it, I really do."

Despite freedom from formal structure and the autonomy afforded its associates, Gore is "not a free-for-all," Chase said. The conduct of Gore associates is guided by four principles. The first principle is that associates must be fair; second, they must nourish the intellectual and professional development of one another; third, they must be mindful of their commitments; finally, before they undertake any venture that affects the well-being of the company "ship," they must consult with several others to ensure that their ideas won't cause damage below the waterline, causing the boat to sink and taking everyone down with it.

Gore's reputation for providing a challenging, satisfying environment and a superior benefits package allows the company to be selective in hiring associates. A rigorous interview process may include calling as many as ten references. Once a new associate is brought on board, she or he participates in a weeklong orientation with other new hires in which they learn the four principles and how they may be concretely applied. They also learn leadership skills and techniques for getting along with others. "For this culture to work, you really have to trust your teammates," said another longtime Gore associate.

Each associate, new or experienced, is represented by three sponsors: one sponsor helps the new associate understand Gore's nontraditional corporate environment, another ensures that the associate receives due credit for accomplishments, and the third looks after the associate's financial compensation to make sure the associate is acknowledged fairly for his or her contributions to the company. Associates are able to choose their sponsors after they have become familiar with the company.

Pay, based on perceived contributions, is not as even as the organizational structure. Once a year peers from the same job function review each other's performance. After an exhaustive review, which examines an associate's quality of leadership and other contributions, each associate's sum contribution is ranked against that of all other associates. Though there are large discrepancies of pay at Gore, associates understand why they are at their present level and what they need to do to earn more. Chase acknowledges that determining an associate's contribution is subjective, and when initial perceptions have been discovered to be wrong, Gore will reevaluate an associate and give him or her a raise even though the mass review process may already be past.

Still, turnover at Gore is just about equal to the industry average of 12 percent. The freedom afforded associates is not for everyone, Chase said. "Some people feel more relaxed or stress-free if somebody else is more accountable and somebody will tell them what to do." Gore conducts an annual "culture survey," an anonymous questionnaire which asks associates if the company "walks the talk." Results are shared with associates. A recent survey revealed "We're not perfect," Chase said. Nonetheless, many associates, upon joining Gore, feel as though their "wings are released," and many associates have stuck with the company for decades.

"We Have an Ability to Steer Our Own Future"

PIONEER HUMAN SERVICES, SEATTLE, WA

Nonprofit organizations with two bottom lines–money and mission–face twice the challenges. But when these organizations succeed, local community is doubly served.

If it takes one to know one, that explains why Pioneer Human Services (PHS) has had remarkable success training and supporting criminals and addicts. Jack Dalton, a disbarred attorney, was recovering from alcohol addiction and prison time when he founded PHS in 1962 to help himself and others in his shoes, and he knew that their transition back into society would not be simple. Ex-felons, homeless people, parolees, those with addictions, and other "socially handicapped" individuals have multiple problems and therefore, Dalton knew, they need several types of assistance at the same time if they are to successfully reenter society.

Mike Burns, President and CEO, emphasized the need for a holistic approach in providing services for PHS clients. "If you train someone and they still have a drug or alcohol addiction, what have you done? If you give folks chemical dependency treatment, and they are now trained and very stable but they have no place to live, what have you done?"

A Holistic Design

PHS has a three-prong approach to managing these myriad problems. First, PHS serves the client, offering an opportunity for drug- and alcohol-free housing, employment, job training, counseling, and education for those who are willing to move their lives ahead. Next PHS serves the community by providing jobs for society's "unemployable" while offering the community needed services and industry at a competitive rate. Finally, it serves "the cause" by offering counseling and rehabilitation services to youths and adults and by supporting programs and other organizations that work to improve the human condition.

Pioneer has three foci: job training and creation, housing, and counseling. Housing and rehabilitation projects include a 47-bed work release program for women, a 21-bed home for juvenile offenders, and a 115-bed treatment center. Jobs and training are provided through revenue-generating enterprises such as PHS's 150-seat Mezza Café, its satellite, Pronto, and two smaller Mezza Cafés; the Food Buying Service, which distributes over seven million pounds of food to nonprofit organizations in 20 states; the 132-room St. Regis Hotel, which offers drug- and alcohol-free housing for low-income individuals and tourists; and Pioneer Industries, a light metal fabricator with contracts from Boeing, Xantrex, Leviton, and others. PHS boasts several "firsts" in these areas, such as being the first to develop a community corrections program for women in the state, the first to offer electronic monitoring service in the county, the first to establish an alcoholism recovery house in the state for men, and the first nonprofit organization in the United States to receive ISO 9000 certification.

No Handouts

As with many nonprofit organizations, PHS began operating with grant monies, but nowadays it is a 99-percent self-supporting organization, thanks to a development philosophy it calls "operational philanthropy." In operational philanthropy, PHS doesn't ask potential customers for cash, but for contracts, for an opportunity to provide services while PHS businesses grow and become competitive. PHS's philosophy is that corporations have something they need to purchase, and by hiring a nonprofit to fill their needs at competitive prices, corporations are using philanthropy in a manner that doesn't really cost the corporation anything. Boeing has been an operational philanthropy partner with PHS for many years, contracting with Pioneer Industries to assemble cargo

The U.S. nonprofit sector:

- constitutes 1.4 million organizations,
- provides 60% of our social services,
- employs one out of every seventeen Americans,
- represents about 6.5% of our gross national product.

liners and window sheaths for Boeing's airplanes. "Boeing has partnered with us in our development and has helped us reach a level of sophistication so that we are now in a position to be very competitive in selling to other customers," Burns said. Boeing was its first and remains its largest client, but Pioneer Industries also serves 35 other industrial clients.

"We have reached a level of sophistication so that we are now in a position to be very competitive."

In addition to providing Boeing with airplane parts, another division of Pioneer Industries gives men and women hands-on experience in sheet metal fabrication and finishing. Twenty-five percent of Pioneer Industries' 300 employees are experienced workers hired from the surrounding community; the other 75 percent are inexperienced workers recruited from PHS housing and work release programs. In other words, most of Pioneer Industries' employees are ex-offenders, drug addicts, recovering alcoholics, and others who, because they lack training or have large gaps in their employment history, would have difficulty finding a job.

Pioneer Industries offers all full-time employees a competitive, liveable wage. Skilled employees start at $7–$8 an hour plus a full range of benefits, with raises granted regularly, and they can eventually earn as much as $25 an hour in management positions. Inexperienced employees participate in a 150-hour basic manufacturing course earning $6.75 an hour, and they are paid for their time in the classroom as well as their time in the shop. They learn metalworking, geometry, trigonometry, basic shop theory, blueprint analysis, welding, punch pressing, and the like. Forty percent of their training is devoted to education rather than to production. Their education includes learning life skills such as financial planning and stress management. Trainees have access to individual tutoring to receive additional help if they choose. Their performance in shop and in class is evaluated, and apprentices are awarded points for successfully mastering various skills. Trainees can "reinvest" those points in additional education such as GED preparation.

Jobs provided by PHS in conjunction with training have real consequences for the enterprise. Workers are expected to meet customer expectations with quality products and to understand that their performance has a direct impact on the long-term success or failure of Pioneer Industries. This expectation encourages workers to take their jobs seriously and develop pride in their performance.

Pioneer Industries' job candidates go through a rigorous hiring process that advances those who are literate, able to do basic math, and who demonstrate a positive attitude. Since the last is difficult to determine, candidates not only undergo interviews and assessments, they spend time in the shop interacting with supervisors and group leaders. "These folks have been there," David Guth, former Executive Vice President, said of the shop leaders, and so they are able to better identify those who are willing to commit to changing their lives and those who are not yet able to make that commitment.

Many of Pioneer Industries' employees are men and women on work release. PHS operates the largest work release program in Washington state. With usually about six months left to serve, work release candidates go through the same demanding interview process as other employees. Studies indicate that prisoners who have received skills training and have participated in work release programs show lower recidivism and re-incarceration rates than those who have not been ushered into society this way. Of 150 men and women who have been tracked through the PHS work release program, only eleven returned to prison, less than one-third the re-incarceration rate of convicts released without work-release experience.

Turnover is high at PHS enterprises; in fact, it's a goal to move employees into the

mainstream workforce. To manage turnover, Pioneer Industries has established a consistent training program so that new employees can quickly be brought up to speed. Core employees are also trained to work in a high-turnover environment. Some stay with Pioneer Industries after their training is complete and may take jobs as technicians or clerks, group leaders, or supervisors. To maintain a core group of employees, PHS offers incentives such as medical and dental insurance, vacation and leave time, an opportunity to buy groceries at a reduced rate from another PHS business, and access to counseling and additional education.

Pioneer Industries is just one of several PHS enterprises. Other PHS clients may work in catering, restaurants, maintenance and construction services, or even real estate management. In 1999, PHS employed 1,000 people—double the 1996 number—and served over 6,000 clients. Its budget for 2001 is $55 million, up from its 1997 budget of $18 million. Despite their recent growth, Burns said, "We're not satisfied with where we are." He noted that the ability to add just 10 percent more skills to the clients already passing through the program would dramatically increase their ability to successfully make the transition back into society. Likewise, PHS could improve its service to the community by continuing to increase the total number of clients served. Because of its comprehensive approach to addressing clients' needs, PHS can't simply add more housing and still maintain the same number of counselors, for example, or create new jobs without increasing housing options. Services are offered to clients as needed, but many of the clients typically served by PHS may need everything at once.

PHS measures its success by looking not only at its bottom line, but by assessing the value added to clients who pass through their program. PHS intends to graduate clients with measurably more financial, personal, and social resources than they brought with them to the program. "It is difficult to predict who will derive the most benefit from Pioneer's program, but a positive attitude is essential," said Burns.

Self-Reliance

Much of the growth at PHS has come from the natural expansion of services it has provided for itself. PHS doesn't hire out for any job it could do internally. To feed its residents in work release programs, for example, PHS formed Central Food Service, which prepares over 750,000 meals annually. Because clients became skilled at all aspects of food handling, inventory, and creating nutritious meals, they were able to open two restaurants and to offer food buying services to other nonprofits. Similarly, PHS has acquired dozens of properties, which provide supportive housing to PHS clients, and these properties are remodeled by a PHS construction enterprise and managed internally by a PHS property management division. With a large percentage of contracts with correctional facilities, PHS handles its own drug testing.

In 1999 service contracts with the private sector and government agencies brought $1.5 million in surplus to PHS, which was reinvested into the program. While growth is part of the plans and PHS intends to use low-interest loans to acquire more profit-making businesses, "Bigness isn't a measure of how well a corporation does its job," Burns said. "I think it's the effectiveness of its outcomes and how you measure your outcomes that tells us where we are succeeding." Operating successful business ventures has allowed PHS to avoid the annual (sometimes perpetual) panic many nonprofit organizations suffer in their quest for funding. Burns noted, "We have an ability to be self-sustaining, and in doing so have an ability to steer our own future."

Our Schools

IN MANY CLASSROOMS AND SCHOOLYARDS, behavioral problems have become so great that learning cannot take place. Eventually, administrators throw up their hands, police become a permanent fixture, and the community turns its back. ¶ As schools around the country assume warehouse proportions and students are treated less as curious learners and more as latent criminals, schools in the emerging new society will choose another path. Knowing that people tend to meet our expectations of them, we expect all youths to stay in school and expand their learning, pursue their interests, and prepare for active citizenship. In return, we have infused our schools with community attention and resources. We believe that success in school is the responsibility of everyone, not just teachers and parents with school-age children. School administrators, instructors, parents, community members, mentors, and students themselves join together to design curriculum and to determine useful assessment methods. Our teachers, too, are encouraged to pursue their own intellectual interests and to attend professional development workshops. Because they are respected and supported, they are even more inspired and inspiring. ¶ Our school systems model peaceful problem solving, diversity, and respect. As thriving centers of community life based on democratic tenets, our schools are places where youth observe us work with one another as equals, discuss problems, agree and disagree, and stay engaged.

- 70–87% of teachers feel that they have control over their classroom policies; only 31–38% feel they have influence over their school's policies.
- In 1996, 80% of students had parents who attended a meeting with their teacher, 66% had parents who attended a school event, and 40% had parents who served on a school committee.
- Completing high school has been shown to increase earning potential by 31% in men and 36% in women.

"One Campus with Three Schools"

NORVIEW HIGH SCHOOL, NORFOLK, VA

When collective problem solving among stakeholders dissolves the poisons of mutual blame and defensiveness, providing a good education can once again become the focus of schools. A unified, consensually developed K–12 curriculum puts students on track from their first day at school, keeps instructors accountable, and allows for more informed parental involvement.

Nine years ago, Marjorie Stealey became the principal of a high school where students fought a lot. The rate of disciplinary actions at Norview High School was correspondingly high, and morale was predictably low. No assemblies had been held for years, for example; there was no student government to represent the student body, and apparently no urgent student movement to form one. The area around the school was doing a robust drug business, and it came as no surprise to Stealey that there was also "a high degree of unhappiness about student performance."

It was a lot for a first-time principal to deal with, but Stealey was backed by some heavy artillery. Right before she accepted her position, high-profile school reformers James Comer (School Development Program), Howard Gardener (Project Zero), Theodore Sizer (Coalition of Essential Schools), and Janet Whitla (Education Development Center, Inc.) targeted Norview High School as a potential site for their Authentic Teaching, Learning and Assessment for All Students (ATLAS) pilot program. ATLAS leaders interviewed Norview staff and discovered that the staff was ready to try something new.

ATLAS, like many innovative educational programs, expands the concept of "the classroom" to include student involvement with and contribution to the surrounding community, and it strives for an accurate assessment of student performance by looking at a whole lot more than test scores. But the ATLAS approach to public education is unique in its emphasis on curriculum development and cohesion across all educational levels. A "pathway" is an association of K–12 schools whose instructors meet regularly with students, staff, parents, and community members to design curriculum, set goals, and keep pace with students' needs. A rarity in education, principals from all three schools meet regularly, too, creating a feeling that the Norfolk pathway is "one campus with three schools." Stealey, then, had the support not only of ATLAS founders and her own high school staff and administration, but the support of two other schools in the pathway, as well. "We are changing a culture," Stealey said, "and making education important."

Teachers Work Together

A crucial practice in the ATLAS program is the "whole faculty study group," which brings instructors together across grades and subjects. Study groups examine everything they can get their hands on—test scores,

parental involvement data, writing samples, the number of library books checked out weekly—in order to determine student needs, which in turn guide faculty plans and inform individual goals.

By sitting down together, a student's third grade reading teacher knows what his students will be learning in 10th grade English and how his lessons fit in; likewise, a 9th grade math teacher knows what her students have learned in their 7th grade math classes and what she needs to teach them so they are prepared to excel in high school calculus. Furthermore, math and English teachers understand the goals of the history and art departments. No subject is taught in a void, and students progress year to year prepared for what lies ahead.

A third grade reading teacher knows what his students will be learning in 10th grade English.

Unlike typical faculty meetings at most schools, which focus on administrative tasks, ATLAS' study groups focus on student needs and actually result in the professional and intellectual development of staff, as well. Before Norview became an ATLAS school, no teachers participated in conferences beyond the district level. Nowadays, Norview teachers act as service consultants, visit other schools, and frequently make presentations at conferences around the state and nationally.

Students Push Themselves

Norview High School now has a very large student leadership class and a leadership council that meets regularly. The school has had dozens of assemblies, and Stealey frequently meets with students for fireside chats. Enrollment in physics and chemistry at Norview High School has increased, and Norview has begun to win accolades and awards: it was one of nineteen schools in the country to receive the 1996 Redbook Magazine Blue Ribbon School Award for innovation in the classroom; in 1997 it won a major grant from the Annenberg Institute as well as the Virginia Polytech Institute Excellence in Education award for its Learning While Serving program; and in 1999 it was one of the ten most improved schools in the Standards of Learning standardized test. In addition, Norview scored highest in a citywide Pacesetter test.

Norfolk is an "uneven" pathway in that only one elementary school that feeds into the Junior High is an ATLAS school. That Junior High is no longer an ATLAS school, though many teachers' curriculums still reflect ATLAS strategies. There has nonetheless been a 300 percent increase in SAT scores over 1,000 at Norview, but perhaps more telling of the school's progress is the pride students demonstrate in their achievements. Norview has a Thousand Points Bulletin Board recognizing students who score over 1,000 on the SAT. Not satisfied with simply "good enough," some students who have scored high enough to get into the college of their choice but not high enough to make the Thousand Points Bulletin Board will take the SATs three or four times in order to raise their scores enough to get their 5x7 pictures up on the wall.

Norview is one of fifty-seven ATLAS schools now at work in seven states. There is no single ATLAS method that is imposed on all schools; rather, ATLAS endorses providing authentic learning situations and holistic progress assessments, and leaves it up to teachers, administrators, parents, students, and the community to decide how this is to be done.

At Norview, the world outside school is viewed as an asset, not a hostile competitor for the child's attention, and hence interaction with the community, especially through its Learning to Serve service learning program, is encouraged. Norview works with a volunteer organization that connects the high school to 110 organizations, from soup kitchens to botanical gardens. Service learning at Norview requires parental consent and is closely monitored. Students go through an application process, which

requires interviews at both the organization and the school, and they must attend an orientation before service learning begins. Norview service-learning students receive a note on their diplomas recognizing their involvement with the community. "We have broken down barriers in order to improve student achievement," Stealey said. There is a waiting list of Norview students who want to participate in service learning.

ATLAS schools do not rely on test scores alone to measure student understanding and skill. Norview has staked its measure of success on how well its students write. Through the creation of a universal writing skills and evaluation rubric, every student in every class at every level—be it in English lit, shop, or PE—will be required to write to the same standard of excellence. Now in its first-year pilot stage, by 2002 the school-wide writing program will expand across the curriculum.

Norview has made great strides in all areas since ATLAS was implemented, and this perhaps is best demonstrated in the way Norview's evaluation of itself has evolved. "Whereas just a few years ago I kept track of retention rates as a measure of our success, I now cite our success through positive accomplishments, such as our above-average scores in Algebra I & II and Geometry," said Stealey. "I don't even know what the retention rate is anymore." Stealey said that it is important that students master the skills necessary to continue in a subject, even if that means retention, despite the fact that they may receive As in the rest of their classes. With no anonymity among teachers across grades and schools, and frequent whole faculty study groups wherein peers answer to each other, teachers are less inclined to let an unprepared student slide by. On the contrary, this cross-school interaction encourages and supports the maintaining of high standards throughout the pathway.

With the other improvements at Norview came a 100 percent increase in parental involvement. To achieve this, "We had to look at how we could attract parents to meetings" Stealey said. They began by offering programs of interest to parents and holding meeting at various times of the day and month. Despite the fact that the Norfolk pathway is in a blue-collar community where parents often work several jobs, volunteerism has increased and continues to increase among parents. Parents are volunteer coaches, and they coordinate events with the school band. Some people volunteer thirty hours a week in the office, others take students on field trips, and still others tutor students in the classroom and after school. Support for education is so high that adults in the community without children come to the service of parents of school-aged kids. "Many of our students' parents work two or more jobs just to make ends meet and have little extra time to volunteer," said Stealey, "so we started the Five Points program." Five Points coordinates firefighters, police officers, business people, clergy and others to work with students as tutors, mentors, and advocates.

"Norview is a school-in-progress," Stealey stressed. "We have improved greatly in the last six years, and we have much to improve upon," she said. "We're doing it, and that's the exciting piece."

"My Biggest Problem is Getting Them to Go Home"

MINNESOTA NEW COUNTRY SCHOOL, HENDERSON, MN

Charter schools may offer new approaches to learning that resonate with children who don't excel in traditional classrooms. With an emphasis on personal responsibility, creativity, and experimentation, children learn the academic and personal skills they need to excel after graduation. In addition, they leave school with invaluable hands-on experience.

At first, the students assumed that one of them must have stepped on the frog and broken its hind legs. But when another frog in Minnesota's Ney Woods was discovered to have a deformed leg, and then another, Cindy Reinitz's 7–9th grade students whipped out their notebooks and began collecting data. What began as a nature walk for Minnesota New Country School (MNCS) students immediately became a serious quest for answers. When they received no satisfactory explanation for the fact that over 50 percent of the frogs they examined that day were malformed, they went back to the site, photographed the frogs and put pictures on the Internet, investigated various farm chemicals used in the area, and spoke with a slew of scientists, including those at the Minnesota Pollution Control Agency. The frog discovery soon became the Ney Frog Project, an MNCS springboard into scientific investigation.

Flexibility to immediately pursue quirky opportunities presented in everyday life is inherent in the educational philosophy of the MNCS and allows students to go wherever their innate curiosity leads them. MNCS models itself after Theodore Sizer's Essential Principles, endorsing spontaneous, hands-on intellectual investigation over the artificial learning activities used in many traditional U.S. classrooms.

Discovery of the deformed frogs thrust MNCS in the national spotlight, but equally fascinating is the motivation, confidence, and ready curiosity instinctively demonstrated by the young Nature Studies class that day in the Ney Woods. Their research project allowed them to test water, assist scientists, and speak with experts nationwide. The original Ney Frog Project students have won awards and received national attention for their discovery. That's good for them. What's good for Minnesota is that these students raised questions the answers to which are still being sought, years later, by researchers from the University of Minnesota and the Minnesota Pollution Control Agency.

Personal Responsibility

Minnesota New Country School is a year-round charter school, which is less like a school and more like an educational network involving 130 junior high and high school students, their parents, advisors, and the community at large. There are no bells, no class periods, no desks, no classrooms.

Dee Thomas taught in traditional public schools for seventeen years and was a principal for three years before coming to MNCS to become one of twelve student "advisors." "Now I'm doing what I really enjoy," she said. MNCS utilizes project-based learning methods. Students must meet rigorous expectations and state requirements in traditional areas such as English, math, and social studies, but they are not told what to do or how to achieve it. "Rather," Thomas said, "we ask, 'What are you going to do?'"

Students, especially those new to the system who may not be used to taking responsibility for their own intellectual development and time management, may struggle awkwardly at first, and the school deals with motivational issues in students just as any school does, but for the most part, Thomas said, "My biggest problem is getting them to go home." Advisor Kevin Kroeler said, "We allow students to fail as part of the learning process. Obviously, we don't allow failure to continue." Kroeler maintains that "all people are self-directed learners," and schools must not inhibit the

The U.S. Department of Education reports:

- 53% of parents say they enroll their children in charter schools because of small classroom size.
- The first charter school opened in 1992; today, over 800 charter schools are operating in the United States.
- Charter schools have racial composition similar to statewide averages, or enroll a slightly higher proportion of students of color.
- Charter schools on average enroll the same proportion of low-income students as other public schools.

natural impulse to learn.

Each fall, advisors meet with parents and individual students to discuss concrete expectations and priorities, which will lead to a Personal Learning Plan. Students may achieve academic objectives through participation in an existing program at school or by creating a new one. Students propose projects to a planning team of three adults who may offer contacts, advice, or further direction.

Throughout the years, students have helped a local chamber of commerce compile a database of local businesses, created Web sites for local organizations and businesses, examined environmental repercussions of toxic-waste dumping, begun to build an airplane, and provided artwork for a beautification project in the city of LeSueur. These projects were not assigned to the students, but rather were initiated and designed by students as a way to master academic requirements and meet educational goals. Currently, there are about forty projects underway at MNCS.

A School-based Business

One of those projects is Dreamer Designs. While discussing consumer math issues with a group of students, Thomas remembers, it was decided that the best way to understand the principles would be to start a business. Students did all the initial legwork, from attending tax workshops to conducting market research, to writing a business plan. They determined that an embroidery business would succeed: they would scan logos into a computerized sewing machine and stitch the logos on clothing for local business and groups. They researched equipment needs and planned exactly what they wanted to achieve. They took advantage of all community assets, such as knowledge from business people in LeSueur. "People here are excited about helping kids," Thomas said.

How did they acquire start-up capitol? Thomas answers, "I signed the bank loan and held my breath."

Students decided that the best way to study consumer math issues was to start a business.

Dreamer Designs is busy and breaking even. As the business becomes profitable, students intend to pay off the rest of their debts (the equipment is already paid for), invest a certain percentage back into the business, and put the rest in a scholarship fund so those involved can have money for their post-secondary education.

Students in Dreamer Designs are typically involved in a few other projects at MNCS. The amount of effort and polish they have put into the business indicates their belief that Dreamer Designs has the potential to continue indefinitely and be profitable. Besides learning how to start a business, they learn about business presentations, math research, new product development, business management, and financial systems. They develop people skills, math skills, and computer skills, and obtain experience with quality control, sales, ordering, managing, and bookkeeping. The more involved students can receive up to four project credits of the thirty needed to graduate.

Too much work? "It's the best school I've ever gone to," said Becky, a recent graduate. She remembers her most persistent frustration arose from the limits her parents set on how much time she spent at school during the summer.

Advisors work with a maximum of eighteen students of mixed ages. Every several weeks students must participate in a formal public presentation to demonstrate what they have learned. The entire community is invited, and Thomas noted, people get a kick out of observing presentations, especially those of students whom they have assisted at one time or another. Public observers are asked to evaluate at least one or two presentations. Were oral presentations clear and understandable? Were students easily able to answer questions? How was their level of enthusiasm? One observer said, "No one walks out of here afraid to speak in front of a group."

A School for Democracy

JANE ADDAMS SCHOOL FOR DEMOCRACY, ST. PAUL, MN

Institutions intentionally designed to nurture democratic participation stay relevant to participants and are better members of the community at large.

Founded in 1996, the Jane Addams School (JAS) is a joint project of the Hmong and Spanish-speaking residents of St. Paul's West Side; the Neighborhood House, a century-old West Side settlement house where the school is located; the Center for Democracy and Citizenship at the Hubert Humphrey Institute of Public Affairs; the University of Minnesota's College of Liberal Arts; and the College of St. Catherine. Designed as "a laboratory for democratic renewal," the school is a "community-based education and action initiative," informed by the concepts and practices of both the Citizenship Schools of the Civil Rights movement and the settlement house movement, of which Jane Addams' Hull House was an important part.

The Jane Addams School is a multifaceted, community-driven initiative designed to make the boundaries between the academic institutions and the West Side community "more porous both ways," according to co-founder and current participant Nan Skelton. During the summer months of 1996, while the structure and mission of the school were being discussed, participants sought ways both to make college learning "more relevant," with a "greater connection to the real world," and to provide West Side neighborhood residents, primarily Latino and Hmong immigrant families, greater access to the institutional resources of St. Catherine's and the University of Minnesota. Early participants and cofounders rejected the notion of the school as a means of "service delivery" in favor of a form of fully democratic collaboration, benefit, and contribution by all participants, without the imposition of any kind of top-down organization.

The school began without funding in order to avoid the possibility that foundations and other funding sources would hinder the open-ended process of the school's design and creation with demands for specific and measurable outcomes and conventional structures. As a result, the design and activities of the school have from the beginning been democratically determined by those who participate—largely by means of discussion—rather than by a select group of individuals, such as funders or a board of directors. This determined commitment to keeping the school's identity and decisions in the hands of the participants has helped the school escape the "drive for dollars and the demands of the funding sources for data and statistics" which so often have the effect of making organizations "lose sight of [their] values," according to Skelton.

According to AmeriCorps participant Mitch Ogden, the Jane Addams School is structurally and philosophically committed to practicing the "ideal of community-driven action and priorities." The school was also designed, according to Ogden, to provide an alternative to the "fishtank" kind of learning experience, in which students observe communities and their work from a detached perspective, from the outside looking in. Rather, the goal is for students "to get into the water and experience the community." The University of Minnesota, College of St. Catherine, and Humboldt High School have been supportive of that goal, allowing students' experience during their participation in JAS to be what it will, rather than deciding what curricular elements are necessary ahead of time.

In the course of creating the school, Skelton said, participants learned a great deal about what is essential to successful community building, such as place, the physical setting where people meet; the shared experience of "facing and articulating grief," which breaks down the sense of "oth-

- More than 780,000 students currently contribute to their communities through Learn and Serve America programs alone.
- Among other benefits, students who participate in service learning are reported to be more motivated to learn, more willing to think critically, and more committed to solving social problems than those who don't participate.
- 95% of teens feel that it is important to learn the value of community service, but only 40% say schools adequately impart that value.

erness" that keeps communities apart; and conversation itself, which is central to the process of forming meaningful relationships, no matter what language barriers exist.

A Circle of Learning

Two of the primary functions of JAS are (1) to help prepare Hmong and Latino immigrants from St. Paul's West Side neighborhood to pass the citizenship exam administered by the federal government (INS), and (2) to help participants learn each other's language and become familiar with each other's culture. These tasks are undertaken in learning circles during JAS sessions, held twice weekly at the West Side Neighborhood House. The circles are composed of pairs of West Side residents (and their children) and university or high school students or other adults who work one-on-one as both teachers and learners to study for the exam and learn each other's language and traditions. All participants are both teachers and learners; there is no official role for professional teachers, although professional teachers may be among the participants. The intergenerational and intercultural one-on-one relationships that form through the learning circles create a "sustained dialogue" between members of the West Side community and the academic institutions that participate in JAS.

New teaching methods and styles have influenced participants who are professional teachers outside the school, who may adapt JAS-style pedagogy to their academic environments.

Community projects are essential to JAS' commitment to active citizenship. Working with the Neighborhood House and other community organizations, JAS learning circles have worked together to create a community farming project, a mural, an education initiative at the local high school, a health project, and a community-wide celebration known as the West Side Freedom Festival. JAS is also completing a book, *We Are the Freedom People*, which tells the stories of JAS participants and "highlights strengths that immigrants bring to this country and the contributions they make in renewing our democracy."

In addition, innovations in organizational structure that encourage collaboration and egalitarian participation have been introduced to the four partnering institutions. New teaching methods and styles have influenced participants who are professional teachers outside the school, who may adapt JAS-style pedagogy to their academic environments. Public works projects such as the West Side Freedom Festival and a campaign to support a Hmong Veterans Bill in Congress have built the confidence of West Side residents who translate this self-assurance into community-oriented involvement and proj-

ects. An example of this translation is the current educational initiative with Humboldt High School that has brought the West Side community together to work with school administrators to improve student attendance and performance, parent-teacher communication, and other areas of concern. Similarly, JAS has begun a relationship with the regional director of the INS in order to address citizenship-applicants' concerns about the citizenship exam. As a result of this relationship, English-speaking partners may now accompany Hmong applicants during the citizenship examination and interview.

Participants sought ways both to make college learning more relevant, with a greater connection to the real world.

Supported by––Not Owned by––Institutions

In keeping with its commitment to nonhierarchical, democratic practices, the Jane Addams School does not have a Board of Directors or any other kind of governing body. Discussions regarding the projects and direction of the school happen during weekly meetings (the "4:30 meeting" held on Mondays) in which anyone may participate and suggest agenda items. All participants have equal authority in designing and suggesting projects for the organization. The group of eight initial cofounders also meets on occasion to ensure that the school continues to adhere to its mission to create "a school for democracy." Concerns about the school's commitment to its mission and values are raised at the 4:30 meeting for discussion and action decided on by participants. Management of the school is guided by representatives from each of the four collaborating institutions, who also participate in the school's weekly sessions. The roles of individuals within JAS are determined by their own needs, abilities, and interests.

The four institutions involved in JAS all have the capacity to act as fiscal agents. As Skelton explained, JAS exists "in the parentheses" between those institutions. While no one of them may claim ownership of JAS, they all contribute to the financial needs of the school. Thus, any collaborating institution may treat JAS as a program for funding purposes, despite the ultimate independence of the school from any particular institution. For example, if the University of Minnesota has funds for work-study positions, the money may be used for work-study participants who are placed at JAS. If the Neighborhood House wants to sponsor an education initiative, it may use grant monies so allocated to create the initiative as a function of the school. In this way JAS is supported by all four institutions without being owned by any one of them.

Building a Base for Democracy

JAS puts personal, egalitarian relationships at the center of its mission and projects. Unlike other kinds of relationships in which a university or service organization enters a community to provide service *for* residents or perform research *on* the community, the relationship between the academic institutions and community organizations involved with JAS is described as that of "co-creators of knowledge" participating in a sustained dialogue in which all voices are heard and respected.

"The drive for dollars and the demands of the funding sources for data and statistics can make organizations lose sight of their values."

JAS also provides an intergenerational meeting ground for immigrants, their children, and other adults. Hmong and Latino parents can see some of their children's "Americanized" habits reflected in the baggy pants and latest hairstyles of the college students who work with them in learning circles, while children learn more about their parents' native cultures and concerns, and see

traditional art, stories, and cuisine presented in an affirming, diverse setting. College students work side by side with elderly immigrants to help with preparations for the citizenship exam. According to Skelton, opportunities for intergenerational learning are central to the school's success in building and sustaining community.

Participation in JAS is encouraged in a number of ways. The University of Minnesota and the College of St. Catherine encourage students to participate in JAS by offering credit for work performed through the learning circles and community projects. Members of the West Side community are drawn by the opportunity to have one-on-one support in preparing for the citizenship exam, but they and others continue to participate because of the relationships formed through the learning circles and other activities, which create a sense of continuity and connection. Since there is no hierarchical chain of command at JAS, everyone involved is responsible for the success of projects and study sessions. This responsibility empowers participants to think of themselves not as recipients of a service or as volunteer benefactors, but as co-creators of knowledge and solutions for the community.

Our Leadership

IN THE EMERGING NEW SOCIETY, City Hall prides itself on being proactive and responsive. Knowing that informed community participation in any issue will generate a greater number of sound ideas and a wider commitment, City Hall devotes significant resources to fully educating residents about issues and notifying the public well in advance about opportunities for participation. Residents may choose to serve on a number of ongoing city committees or to join Neighborhood Associations, which tend to wax and wane, depending on the issues confronting their neighborhoods. Through public support of neighborhood associations and more formal community organizations, we have welcomed several previously disfranchised groups to the table. ¶ In addition, increased efficiency and empowerment among city employees has allowed City Hall to expand its relationship in the community, and reach out to form partnerships with nonprofit, public, and private organizations that share common goals and have long-term stakes in the community's well-being. ¶ Because our city government and citizenry are actively engaged, City Hall is more likely to be in touch with the changing needs of our businesses, schools, organizations, and households. If our needs are not satisfactorily met by those who have no stake in our commonwealth, we can turn to local government and know that it will act on our behalf—even when asked to provide non-traditional services.

Not-for-profit community development corporations, according to political science scholar Tony Robinson, can "change the way a city does business" in a number of ways. They can:

- demonstrate that poor neighborhoods can be improved,
- bring neighborhood residents to the political table as consultants to leaders and developers, and
- show civic leaders that community ownership makes a difference.

"Assume Anything is Possible"

THE ĐUDLEY STREET NEIGHBORHOOD INITIATIVE, BOSTON, MA

Independent community development organizations act as a constant reminder to the government that power really does belong to the people, and that people can and will mobilize if they must demonstrate that power in order to capture the government's attention.

In Dudley Village, one of Boston's poorest neighborhoods, residents patiently continue to work out their differences with one another and to build upon a common vision for reconstructing their neighborhood. Mid-century, the Dudley community suffered from severe inner-city "blight," a condition which afflicted many U.S. cities and for similar reasons. Many property owners in the Dudley area saw no profitable future and abandoned the area with a vengeance, torching over 2,000 units of housing in order to collect insurance benefits. By the 1970s, Dudley was polluted, desolate, and broke. Of the homes that remained standing, over half were in dire need of repair, but with one-third of the residents living below the poverty line and facing a 16 percent unemployment rate, precious little cash was available for home maintenance. Moreover, Dudley had become an unofficial dumping ground for other people's garbage. Exposed rubbish was a disheartening eyesore, the air was fouled by the putrid stench of rotting garbage, and the neighborhood was threatened with rodent infestation and disease.

Like the garbage that was hauled in from other parts of the city, many of Dudley's problems could be directly linked to factors outside the neighborhood. Drug trade, police records revealed, was supported largely through sales to young white men who lived in the suburbs, to name one example. Similarly, neighborhood development was stalled by apathetic absentee landowners who would neither sell nor mend their property. It was no surprise that when residents and organizations came together in 1984 to form the Dudley Street Neighborhood Initiative (DSNI), their first campaign specifically sought to end illegal dumping, and from their slogan "Don't Dump On Us" a broader message could be inferred.

DSNI set out with the explicit intention to empower neighbors to convert their devastated 1.5 square-mile area into a thriving, lasting, urban village. Initially, DSNI had little to work with but each other. Convinced that their diversity was indeed their strength, DSNI was structured to ensure inclusive, grassroots participation. DSNI's board, for example, represents twenty-nine stakes in the neighborhood's success. Twelve seats, reserved for core area residents, ensure equal representation for the neighborhood's four major ethnic groups: African American, Cape Verdean, Latino, and white. Five seats are reserved for Dudley area nonprofit organizations, two for community development corporations, two for local small businesses, two for religious organizations, two for local youth, two for nonprofit

organizations or groups from the surrounding area, and two for other necessary perspectives, as determined by the board.

Board members are elected from the neighborhood every two years by secret ballot. DSNI Community Organizer Ros Everdell explains that about six months prior to elections, huge membership drives take place to recruit new members and nominate candidates. Board seats are rarely vacant. Membership in DSNI, which entitles one to vote, is $1.00 a year for individuals, $10.00 for businesses and organizations. Of 24,000 residents, DSNI currently has nearly 3,000 voting members. Though membership dues are negligible, "We ask people to give enormous amounts of time," Everdell said.

"We ask people to give enormous amounts of time."

Since Dudley Village won't be built in a day, residents have plenty of opportunity to work long and hard at reconstruction. An initial community visioning session in 1987 brought neighbors together regularly for nine months to discover common goals, to form a comprehensive strategy, and to hammer out details for its success. A core group of about 200 neighbors met regularly in those sessions and on various committees, while many others floated in an out of subcommittees.

"What you learn when you do 'community dreaming' is that people have no trouble at all dreaming," Everdell said. "What is important is getting to a shared dream that creates a sense of power for a community." She emphasized the need for community dreams to burst through perceived restrictions: "You assume anything is possible." DSNI did not have resources available in the least, she said, so if neighbors had let the perceived availability of resources determine what was possible for them to achieve, no progress would have been made in the neighborhood at all.

Eminent Domain

Had the residents of Dudley limited themselves to what seemed possible, they may never have dreamed of acquiring the power of eminent domain, for no community group in the United States had ever tried. Eminent domain, the right of a state to put personal property to use for the public good, has been a tool often used by governments to dismantle poor neighborhoods. At some point, though, the idea began to form that eminent domain could be used to bring control of the Dudley area back home.

Pro bono legal counsel confirmed that DSNI could indeed acquire the power of eminent domain with authorization from the Boston Redevelopment Authority. A daunting, unprecedented responsibility, DSNI considered carefully the ramifications of and alternatives to the power of eminent domain. Their deliberations focused upon ways to bring housing and economic development to an area which had a "checkerboard" pattern of ownership: a little parcel of vacant land here belonging to the city, a little parcel there belonging to an absentee landlord. Without eminent domain, the struggle to develop these parcels would have to be negotiated one by one, which not only would take decades, but also would prohibit the implementation of a comprehensive revitalization plan. DSNI finally decided to try to win eminent domain limited to vacant land owned by those who lived outside the neighborhood.

With the mayor's support through a last-minute heated struggle, DSNI finally

wrenched the power of eminent domain from the Boston Redevelopment Authority, causing considerable resentment in some BRA members who were flat-out opposed to relinquishing their authority to a mere community group, let alone a multi-ethnic one.[1] Finally, DSNI won authority over 1,300 parcels of abandoned land totaling sixty acres. Difficult as it was to win this right, Everdell said, "It was easier to get eminent domain authority than it was to exercise it."

"It's helpful when someone comes to ask you personally, 'Will you get involved with some of the things going on in our neighborhood?'"

Financing for the land acquisition came from HUD, the City of Boston, and a $2 million loan from the Ford Foundation. DSNI didn't attempt to claim any land that owners intended to develop. But in the end only one landowner showed interest in investing in the neighborhood, so, in the first of a four-phase process, DSNI bought out forty owners at $2.75 per square foot and acquired some four hundred lots. Construction began on the first units of housing in 1993. Since then, 600 of the original 1,300 parcels have been developed into 148 new homes, a town common, gardens, urban agriculture, parks and playgrounds. For 2001, the community approved the construction of a hundred additional housing units adjacent to the Dudley Street core area (but outside of the original 1,300 parcels).

Slow and Steady

Despite the seemingly rapid progress in construction, the process to arrive at construction was painstaking, and Everdell and others caution against rapid growth, which could take control out of the neighbor's hands. "We don't want to turn it around too quickly," Everdell said, and recounted development activity in other parts of the city in which "fixing up" a neighborhood entailed tearing it down and displacing its original occupants. "That's not this neighborhood's definition of a rebuilding process," she quipped.

Similarly, DSNI seeks to root economic development in the neighborhood so that it brings residents real economic empowerment. Huge corporate chains have located near Dudley's borders, but not in the neighborhood itself. Dudley neighbors have seen few jobs come their way from these developments, and residents agree that the long-term solution is not to invite corporations directly into the neighborhood. Though these corporations may provide a few jobs for residents, they ultimately suck money out of the community to line the pockets of those who live elsewhere. The Dudley community, Everdell emphasized, "is trying to grow from within." Locally owned and operated business is supported with the intention of making Dudley an area where people from other parts of the city come to shop, eat at interesting restaurants, or catch a show.

DSNI's approach to affordable housing and local economic development has been so successful that in September 2000 the Fannie Mae Foundation recognized DSNI as one of ten "just right" neighborhoods in the

country. These neighborhoods, according to the Fannie Mae criteria, both protect affordable housing and demonstrate how capital markets can be catalysts for neighborhood revitalization.

A Shared Vision

The first community visioning session, from which all of the above and more developed, happened in 1987, and DSNI members have met regularly since that initial session. They currently work on various committees, which are responsible for such things as gathering widespread community input on the design and use of the planned community center, organizing events in the Town Common, developing leadership skills among residents, planning projects for sustainable economic and environmental development and urban agriculture, and advocating for youth.

Everdell said that while there is no recipe for mobilizing community participation, it is no mystery, either. "It's helpful when someone comes to ask you personally, 'Will you get involved with some of the things going on in our neighborhood?'" she said. Neighbors recruiting other neighbors for genuine participation is critical, she added, and so is respecting languages and cultures, and continuing to conduct extensive outreach over and over again in the same area. All DSNI meetings are conducted in the languages of the residents: English, Spanish, and Creole.

Finally, what Everdell called "the most substantial and moving demonstration of community momentum" is the high number of young people who grew up in or around Dudley Street, left to pursue educational or employment opportunities, and then returned to make their contributions on the staff, the board, or on various committees of DSNI. What started as a trickle in 1997 is now flowing as these old-timers/new-comers have come back and claimed their stake in DSNI.

"Even if You Disagree, at Least You're Talking About It"

OFFICE OF NEIGHBORHOOD INVOLVEMENT, PORTLAND, OR

The right to vote is the mere shell of democracy and a poor indicator of actual grassroots participation and influence in public discourse. A vibrant and lasting democratic society arises from the ongoing practice of democratic values by individuals, neighborhoods, communities, and organizations involved in politically relevant discourse and activities. As De Tocqueville noted, the public shaping of common plans creates "an all-pervading and restless activity, a superabundant force," which indeed produces wonders.

- Between 1990 and 1994, Americans reported a loss of trust in nearly every institution including political parties, business leadership, voluntary groups, and religious organizations. Trust increased in only one institution: local government.
- Blacks and whites are equally likely to join organizations and to participate in an ongoing community service activity.
- Local governments in the United States employ over 12 million people.

Neighborhood Associations (NAs) began to form in Portland in the 1950s and organized officially in the '60s to preserve Portland's urban neighborhoods. Only a handful of NAs were organized in the '70s, but when the city claimed eminent domain over a portion of town and planned to tear down homes there to make room for a freeway, a small, persistent coalition of Portland residents fought back and ultimately prevented the freeway from ripping through their neighborhoods. Decades later, their victory remains the most popular lesson in the lore of local grassroots activism, reminding City Hall, politicians, developers, and outsiders of the value and necessity of including residents in any decision-making process that concerns their city, their neighborhoods, and their land.

Nowadays, Portland is financially committed and legally bound by city code to solicit citizen input on matters of neighborhood planning and livability. Portland residents may influence public policy and participate in decision making in a number of ways. They may volunteer to serve on committees and commissions for the city, such as the Planning Commission, the Historic Landmark Commission, and Budget Advisory Committees. They may join countless ideology-based organizations and influence the city on matters relevant to their interests. But one of the most powerful ways to stay engaged in civic affairs is still to follow the lead of those who brought the Mt. Hood freeway project to a grinding halt and join a Neighborhood Association.

Neighborhood Associations bring residents together across party lines to focus on issues of immediate concern to their neighborhoods, such as crime, traffic, and land use. NAs utilize neighbors' experiences in law, business, activism, and the like, and thus have the potential to be very effective. In order to receive official recognition and financial assistance from the city of Portland, NAs must meet a handful of conditions: NA membership must be open to all who live or own property within its boundaries, for example, and the association must not discriminate against the race, religion, color, sex, sexual orientation, age, disability, national origin, income, or political affiliation of its members. In addition, dues must not be collected for membership, by-laws must be in writing, and records and transactions must be open for public inspection. The results of all votes and dissenting opinions must be recorded, as well.

If the above conditions are met, NAs are entitled to services and monies from Portland's Office of Neighborhood Involvement (ONI). Services include receiving notice of all matters pertaining to the neighborhood as well as written notification of city meetings and events. NAs also have access to communications assistance and may receive help with grant writing and public relations. Funding for NAs is intended primarily for the publishing and distribution of neighborhood newsletters. Today, ninety-five NAs are officially recognized, and many more are organized but haven't applied for official recognition from the city. Portland's recognized NAs share over $1.6 million.

District Coalitions

Funds are distributed to NAs through District Coalitions, independent nonprofit organizations who, like NAs, determine their own procedures, rules, and relationships. The city requires that District Coalitions qualify for tax-exempt status and have city-approved policies on affirmative action and equal opportunity employment. District Coalitions are governed by volunteer boards composed of individuals from NAs and other interested groups. The city contracts with District Coalition Boards, who in turn determine and implement procedures for the distribution of city funds to NAs. District Coalition staff, usually just a few people per district, are paid with funds from city contracts but answer solely to District Coalition Boards, not City Hall. Currently, seven offices serve ninety-five neighborhoods, each with populations from 20,000–150,000. The District Coalitions are intended to assist NAs, not to supplant them, so they provide technical assistance such as for mass mailings but leave community organizing and advocacy to the NAs themselves.

From the beginning, NAs have been careful to safeguard their autonomy, and initially they resisted even providing City Hall with their written by-laws. Nowadays, NAs are still entirely self-governed. Resident members determine their own boundaries, elect their own officers and representatives, and determine their own rules, roles, and frequency of meetings.

Former ONI Director Celia Heron said that the majority of residents who participate in NA functions "tend to be those focused on land-use issues," and indeed the threat or promise of incoming freeways and shopping centers motivates land-use savvy Portland residents to sharpen their rhetorical swords. Land-use issues, as one NA board member remarked, "make for good debates."

"Land-use issues make for good debates."

Complex Alliances

Land-use debates involve the multi-layered desires of thousands of people; thus, alliances are fluid and struggles can rarely be accurately depicted in simplistic "Neighborhood versus Corporation" or "City versus Neighborhood" terms. Look, for instance, at the dynamics in the Hosford-Abernethy Neighborhood Development (HAND) Association as it dealt with a proposal by Fred Meyer, Inc. to build a shopping center in a nearby park. HAND grew out of the Brooklyn NA in 1972 and joined with Brooklyn and other neighborhoods in the battle against the Mt. Hood freeway proposal. In 1996, however, HAND and Brooklyn were on opposite sides of the Fred Meyer proposal. "Fred Meyer," HAND Chair Susan Pearce said, "has been in many ways an asset to the city of Portland." Nonetheless, when the corporation wanted to give industrial land to the city in exchange for parkland on which to construct a shopping center, "We objected," she said.

HAND neighbors had internal problems to settle, first. The original HAND board, which hadn't made a strong statement opposing the proposal, appeared to not represent the neighborhood at large, and so much of the board was voted out of office at the next election and replaced with those who vowed to fight. Pearce, who joined the board during the Fred Meyer conflict notes, "We're not cookie-cutter neighborhoods, and we're not cookie-cutter boards." The new board found themselves opposing the Brooklyn NA, which supported the store and within whose boundaries the new store would actually have been built.

Brooklyn wanted a store in their neighborhood, but HAND voiced concerns about the loss of trees and green space, traffic, environmental consequences, and especially the precedent that would be set if the city began to trade parkland for factory land. A half-dozen other NAs joined HAND in protest, and finally the city decided to place a temporary moratorium on changes to parklands until more thought could be put

into policy. Fred Meyer then withdrew its proposal.

It's difficult to measure the direct influence NAs had in this case, but the highly publicized issue sent a message to Fred Meyer and other businesses that NAs were a force to be reckoned with. Board member Dale Buscho said that the protest from NAs "made them aware that they have to deal with neighborhoods. [NAs] bring in another level of accountability." In fact, when Fred Meyer later wanted to expand their original office space in the area, they needed to win a rezoning variance to build to the extent they desired. During that time, Buscho noted, Fred Meyer representatives had been attending HAND board meetings regularly. "They had been very good about keeping in contact with us, showing us mock-ups, talking about traffic patterns," Buscho said. "They wanted our support." Because the support of NAs can be especially effective in zoning issues, a little neighborliness with the NAs now could pay off down the line when Fred Meyer applied for its variance. "Having the neighborhood stamp helps push things along," Buscho said. In the end, even as a Good Neighbor Agreement between Fred Meyer and HAND was being worked out, Fred Meyer opted to not expand. So, though they fought over the park, HAND and Fred Meyer were working together to find a way to enable the office expansion, and they were on the same side in other issues, such as the proposal to bring a South-North light rail transit stop to the area, which was supported by Fred Meyer, HAND, surrounding neighborhoods and businesses, and City Hall.

Following the Fred Meyer issue, other NAs have successfully kept large franchises and undesired businesses out of their neighborhoods, but NAs don't win them all; a 7-11 and a Burgerville were built in HAND's neighborhood despite their protests.

The inevitable conflicts with business interests that occur as Portlanders attempt to influence land use decisions and to protect their green spaces are sometimes viewed, especially from outsiders, as misguided, perhaps fatal errors. Portland, the *New York Times* once declared, was "a city in the act of destroying itself." Far from becoming a depressed, forsaken city, Portland employment has grown every year for the past fourteen years and since 1984 unemployment has ranged at or below the national average. It is one of the nation's largest and most diverse manufacturers, with a large and growing high-tech sector. Portland was named by *Entrepreneur* as the best city in the nation for small business from 1995–1998, is ranked tenth by *Employment Review* as best place to live and work, and is *Money Magazine*'s first choice as best place to live in the United States.

"We're not cookie-cutter neighborhoods."

Leadership Issues

The previous HAND board, Pearce admits, mobilized around a single issue, the Fred Meyer plans, and after that was won, the board began to fizzle and has not been as active as HAND boards in the past. Yet, Pearce points out that HAND is still "very active" and that many people who choose not to be on the board contribute in other ways. The board has not been able to fully rebuild itself since the conflict with Fred Meyer, and it currently has only seven of twenty seats filled. In addition, this board is struggling with some of the same issues that destroyed the first board, such as how much to become involved in issues that fall outside the neighborhood boundaries. Some issues obviously cross arbitrary boarders, but should HAND take a position on those issues when there is crime to be stopped, graffiti to be erased, and trees to be planted within the neighborhood boundaries? *What is our business?* is a question with which individuals, groups, and nations constantly grapple. The question for HAND, Pearce said, may never be resolved once and for all. The advantage of NAs, Buscho remarked, is that "even if you disagree, at least you're talking about it."

The previous board organized neighbor-

hood fairs, held neighborhood clean-up days, networked with Community Development Corporations to help create housing, and was active in the greening of their neighborhood through the creation of a community garden and innovative park maintenance agreements with the city. To get back on track, long-time HAND treasurer Val Thorneycroft explained, the current board needs to set clear goals and to take steps to replenish its treasury and to increase involvement among its 3,500 households. Unfortunately, HAND, like many of Portland's NAs, does not have well-attended meetings unless a crisis is looming. Hundreds of neighbors attended NA meetings during the Fred Meyer issue, "But where are they now?" asked Thorneycroft.

Community organizer Sabrina Freewynn has an answer. "More people from a broader cross section of HAND are more active in the new social events, such as the Tomato Festival," she said. Since the Fred Meyer issues, people from HAND's South Side and other neighborhoods have become much more involved with one another, and participation and responsibility is now spread widely among HAND's diverse neighborhoods.

For example, they are especially proud of their newest board chair with full voting rights, recently filled by a 16-year-old who not only provides a different perspective, but uses his computer skills to lay out the HAND newsletter. Thorneycroft said, "That's what this city needs, that's what our neighborhood associations need now: we need these young people to come and talk to us and to help us." HAND also recently collaborated with Friends of Trees in a tree-planting campaign in which hundreds of HAND neighbors selected and purchased trees to plant in sidewalk strips. Though neighborhood involvement might be spotty when no pressing issues are present, Buscho believes that NAs are an important institution because "they give people a place to go to get involved." When an urgent issue does arise, a formal structure is already in place to deal with it.

"We are Fighting on Behalf of 10,000 Cities"

GLASGOW ELECTRIC PLANT BOARD, GLASGOW, KY

Municipalities provide the fundamental services around which we build our communities. As the world changes, our basic needs also change. Cities can develop secure, locally managed, community-owned assets with a new bottom line: enhancing our quality of life.

At the turn of the century, before electricity was widely available in this country, electric companies competed heavily with each other to provide service to the wealthy, but they did not find it profitable enough to serve those who lived in poorer communities. People in many small American towns got tired of waiting for electrical companies to notice them, so they created their own electrical utilities. Madalyn Cafruny of the American Public Power Association (APPA) explained, "These towns had to pull themselves up by their own bootstraps and knew that if there were going to get electricity, they would have to start their own electric systems." Then, as more people in cities and towns across America began to provide for themselves, "the power trusts sought to use legislative fiat to make sure they would not face competition from cities," writes William J. Ray, General Manager of the Glasgow Electric Plant Board (GEPB) in Glasgow, Kentucky. "The power trusts had glimpsed how important electricity was going to be in the economic future of a growing country. They wanted to keep this genie in the bottle for their own uses . . . Full scale war erupted between the power

- Cable TV companies have typically reduced rates by 40–50% when faced with competition.
- 75% of U.S. electricity consumers are served by private companies, 14% by public companies, and 11% by cooperatively-owned companies.

companies and the people of cities that were unserved or underserved."[2]

Ironically, today's struggle to democratize telecommunications utilities resembles the struggle over electrical utilities a hundred years ago. Just as electricity had ceased to be a luxury and became a necessity in life, so too has "infotricity," a term coined by Ray to refer to wide-bandwidth telecommunications. As access to cutting-edge technologies becomes increasingly essential, community-owned telecommunications companies have sprung up across the United States to provide service where corporate interests have been inadequate or nonexistent. Not surprisingly, national telecommunication corporations have reacted bitterly to community-owned utilities. Some have argued that it is the right of private corporations alone to provide telecommunications services whenever they decide to get around to it. As some of the first to battle corporate telecommunications interests head-on, residents of Glasgow, Kentucky, face difficulties similar to those faced by citizens in the past who struggled to bring electricity to their hometowns. "It's a war," Ray said. "We are fighting on behalf of 10,000 cities."

Services of the Future

For a town of under 14,000, Glasgow residents enjoy benefits of cutting-edge technologies most people in the United States don't even dream about. After creating their own telecommunications utility, they now have Internet access nearly a hundred times faster than a normal telephone modem can provide, and they pay only $12.95 a month for unlimited use. In addition, Glasgow's citywide Intranet links the resources of local government, businesses, libraries, schools and neighbors.

Glasgow residents also have a choice of cable TV providers, a rarity in the United States. They have a corporate alternative, but their community-owned service offers fifty-three cable TV channels for under $15.00 a month, collectively saving them over $2 million a year, which circulates through the Glasgow economy, rather than pads the pockets of distant corporate shareholders. Further, Glasgow is one of the only U.S. cities to offer its residents an alternative to the local phone service provider. Before the community installed its own telecommunications service, GTE had no competition and therefore no real incentive to offer competitive rates and desired services.

Community-owned infotricity has enabled Glasgow residents to overhaul the way they purchase energy, with revolutionary potential. Most Americans receive electrical bills indicating a lump sum to pay for the total kilowatt hours consumed in a month, but GEPB, in conjunction with the Tennessee Valley Authority, from whom Glasgow purchases its energy, has installed hardware and software capable of measuring household energy use in more detail. GEPB can post usage information to a household's private homepage, informing residents about the hourly energy consumption of their water heaters, air conditioners, and other appliances.

In addition to the benefits mentioned above, Glasgow has prospered economically as businesses have expanded or relocated to the area in order to access the potential of the broadband network. Glasgow High School juniors and seniors, as part of a marketing class, even started selling commercial time on the school's cable TV channel to local businesses. The channel may soon broadcast school functions such as sporting events and ceremonies.

Community ownership bestows citizens with rights private corporations deny them. Glasgow residents may examine the books to see for themselves how their telecommunications business is managed, for instance. Also, since operations remain on a local level, residents can influence policy decisions, such as their rates, by attending city council meetings.

The broadband network that makes all of the above a reality also allows the city to improve the life of Glasgow residents in small ways, such as by timing traffic lights

along thoroughfares so traffic flows smoothly. Ray seems the least excited about this detail, which he describes as a cheap, "very simple process." It nonetheless encourages more efficient use of roads already in existence, Ray said, reducing congestion and fending off road expansion. "It's another reason for every community to do this" he said.

"If cities only did things that made money, we'd be in a hell of a shape for sidewalks."

Too Complex, Too Costly?

Although the benefits of a community-owned broadband telecommunications are plentiful—in fact, Glasgow residents haven't come close to utilizing the potential of their broadband network—only a handful of U.S. communities have followed Glasgow's lead. Part of the explanation may lie in the belief (propagated largely by telecommunications companies that fear competition) that operating a telecommunications system is too complex for cities to manage well or too costly for taxpayers to support. Some city leaders may fear charges of "creeping socialism."

Telecommunications technology is not complex. Ray likens the broadband network to a river upon which many different types of vehicles may traverse. While Glasgow used the broadband first for cable television, "It is no more correct to call the system a cable television system that it would be to call the Ohio River a coal delivery system," he noted.[3] GEPB has experienced some problems with the project largely related to cross-training employees, but Ray insisted their largest problems have arisen not from the inability to understand new technologies, but from the unmitigated greed of cable television companies.

It is also a myth that community-owned telecommunications will drain a city's resources. In tactics intended to dissuade other cities from going the route of GEPB, cable companies claim that Glasgow's telecommunications project has caused financial hardship for the City of Glasgow. One ad campaign depicted the S.S. Glasgow sinking in a sea of debt. Ray acknowledges that, like many new ventures even in private industry, the Glasgow project lost money for the first several years of operation as they developed a customer base. Fear of initial loss or low profit margins may scare off those who understand only private sector finances, but "that's the difference between the private sector and the public sector," Ray explained. "If cities only did things that made money, we'd be in a hell of a shape for sidewalks." Despite claims that cities can't profitably operate telecommunications businesses, Glasgow's telecommunications utility is now operating in the black, a fact critics refuse to acknowledge although proof can be found on Glasgow's Web site.[4]

Ray emphasizes that even if Glasgow's community-owned telecommunications were not making money, it would still be a worthwhile venture in that it saves community members money. "For us to lose $100,000 in a year and save the community $1.5 million in reduced cable TV rates" was a good investment, Ray said. GEPB first envisioned providing state-of-the-art telecommunications services not because profits are to be made—in fact, the city never intended to make a profit—but because the people of Glasgow indicated that they weren't getting competitive rates or desired services from their current providers.

The final obstacle which may inhibit other cities from setting up their own telecommunications utilities is a knee-jerk reaction to charges of "creeping socialism." Providing for oneself is in fact a deeply rooted American tradition. Many American cities have provided their own electrical services since the 1880s, and now 35 million people are served by one of over 2,000 community-owned power companies. Furthermore, genuine customer choice strengthens the market. APPA's Cafruny

explains, "The diversity of ownership (public, private, and cooperative) has been to the benefit of consumers because it holds costs down, provides for another layer of competition, and makes services better for customers."

"The diversity of ownership holds costs down, provides for another layer of competition, and makes services better for customers."

Litigation and Legislation

When Glasgow residents decided to provide for themselves, they were immediately sued. The first was a federal suit, filed by TeleScripps, the sole telecommunications company in Glasgow, which alleged that the City of Glasgow was trying to monopolize the cable TV business. The second, also by TeleScripps, alleged that cable companies own the hardware for telecommunications. In this second case, a jury disagreed and ruled that wiring belongs to individual homeowners. Following this ruling, TeleScripps withdrew its first complaint.

In 1988, TeleScripps provided Glasgow residents with twenty-one channels of basic service for $14.25, but after the city offered residents fifty-three channels for $13.50, TeleScripps rebuilt their system to offer forty-eight channels. TeleScripps then attempted to acquire exclusive contracts with some providers such as TNT and ESPN to prohibit GEPB from obtaining programming, to name only one of several schemes the company used to undermine competition. As GEPB began to make its service available throughout town, for example, TeleScripps began to offer cable TV rates as low as $5.95. TeleScripps didn't offer these rates to the community as a whole, but offered them on a street-by-street basis as GEPB's project progressed.

On another front against Glasgow, Bell South introduced a bill that would have required municipally owned telecommunications to charge their customers unnecessary fees to bring community-owned rates up to those charged by telephone companies. Ray claims that instead corporate phone companies should lower their rates to match those of the city. "The truth of the matter is that phone service at your home, based upon their plant investment, should be a quarter a month instead of twenty-five bucks," said Ray. Bell South withdrew its bill after GEPB proposed a study into the rights of phone companies to have perpetual franchises in communities without paying any fees to the communities.

Ray said, "[Large telecommunications companies] say government ought to stay out of this whole deal, and the next week they're [in Washington] trying to get a law passed to protect themselves from competition." Though the Bell South bill didn't pass in Kentucky, to date five other states (Tennessee, Texas, Missouri, Virginia, and Nevada) have passed bills that have gone even further, making it outright illegal for communities to own telecommunications systems, or severely hindering the possibility. And at least two other states have strictly applied an arcane judicial interpretation, Dillon's Law, which frees them to prohibit municipalities from providing telecommunications services simply through legislative inaction.[5]

Ray believes this sort of legislation passes because too many people swallow the idea that local governments "bungle everything" and are therefore incapable of managing telecommunications. Throughout history, however, cities have provided those services that residents consider essential. Few would argue, for example, that police protection, fire protection, water, parks, or other necessities should be available only to those who can afford to pay private corporations. As with other services, community-owned telecommunications can be cheaper than corporate services and made available to more people. Moreover, unlike many corporations that flee their customer-service cen-

ters after a few years and leave 1-800 numbers in their wake, community-owned services don't skip town. Instead, they remain rooted and accountable to the community itself.

Affirmative Government

Greed-inspired, anti-competitive practices can be held off by an affirmative government, Ray believes. "There is an opportunity here," he writes, "for our government to spur the development of a new, telecommunications-based economy, which will be capable of sustaining growth and equalizing the experiences of all Americans."[6] Affirmative government is one which proactively protects the interests of the public by ensuring competition.

Despite charges of ineptitude and socialism, Cafruny said, "We have had an unprecedented number of calls to our organization from large cities, and medium and small towns all across the country asking how they can start a public power system." In existing public utilities, there is growing interest in adding telecommunications services. *Public Power Weekly* reports in the January 1998 issue that since 1994, of thirty-two Iowa cities, only two community-owned utilities were denied approval to operate a telecommunications company offering services similar to those found in Glasgow. Over a third of the time, voters approved establishing these systems by 90 percent majorities or greater.[7] New publicly owned telecommunications utilities will be spared the trials faced by Glasgow. GEPB's testimony has been incorporated into the Cable Act of 1992 and the Telecommunications Act of 1996. Ray assured, "most of the dirty tricks used against us are now illegal."

With its potential to address multiple needs, Ray is surprised that more communities haven't chosen to establish their own infotricity utility. Ray envisions a time when the need for cars in his town is greatly reduced because transactions can be done over the Intranet; when elderly people in his community can do their grocery shopping online and have groceries delivered to their homes; when emergency fire, burglary, and health-monitoring systems protect all residents' homes, not just those of the wealthy who have purchased private services. Ray sees a time when community-owned infotricity makes libraries and educational resources available to all adults and children; when city guests, VIPs, and educators are accessible via local Intranet to all people in a community; when information can be easily acquired by all residents, not just by those who can afford the latest technologies.

NOTES

1. For an account of this process, see Mendoff, Peter and Holly Sklar. *Streets of Hope: The Fall and Rise of an Urban Neighborhood.* Boston: South End Press, 1994.

2. Ray, William J. *Private Enterprise, Privileged Enterprise, or Free Enterprise: Every City Should Be Allowed to Choose.* www.glasgow-ky.com/papers. 1998.

3. *The Public Power Renaissance: Utilizing Broadband Highways to Transform Public Power Utilities into Public Technology Utilities.* www.glasgow-ky.com/papers 1998.

4. In 1998 GEPB made $9,000 on its broadband network services.

5. *Rutgers Computer and Technology Law Journal*, 1999, "A Historical, Economic and Legal Analysis of Municipal Ownership of the Information Highway," Steven C. Carlson, 1999. Rutgers Computer and Technology Law Journal; Steven C. Carlson. Accessed at http://www.glasgow-ky.com/papers/#Muniownership, December, 2000.

6. *Affirmative Government and Public Power—A Model For Democratizing Bandwidth.* www.glasgow-ky.com/papers. 1998

7. "Over three years, more than two dozen cities in Iowa voted to set up their own telecommunications systems." *Public Power Weekly,* Jan 5, 1998.

Our Homes

THE HEALTH OF A HOME is linked to the health of a neighborhood, which in turn is linked to the health of a community. Few people, for instance, will feel completely safe in their houses if their neighborhoods are deteriorating around them. For decades, housing costs have rigidly segregated Americans, and many of the poorest communities lack a sustainable economic and political structure. Lacking stability, neighborhoods are vulnerable to gentrification or utter collapse. ¶ In the emerging new society we have come to think of our homes—whether rented or owned, single-family or multi-family—as intimately tied to our neighborhoods. Our nonprofit housing developers construct homes after they consider not merely the bottom line, but the well-being of the entire neighborhood. Land trusts guarantee that affordable housing will remain available even if current homeowners move. Some see housing as a way to assure privacy, others as a way to build community. Knowing that housing needs change over the course of our lives, we ensure that affordable housing is available for many types of households. ¶ Just as a house doesn't make a home, a collection of homes doesn't make a neighborhood. Ironically, some of the wealthiest neighborhoods in America are mere skeletons of community. Truly safe and lasting communities will come when neighbors think beyond the limits of their particular abode and invest to some degree in the soundness of their neighborhood.

- 78% of the working poor spend more than 30% of their income on rent.
- In the median state, a person earning the minimum wage would have to work 83 hours a week to afford a two-bedroom apartment at 30% of his or her income.
- 12 million adult residents of the United States have been homeless at some point in their lives.
- Currently, there are almost 14 million vacant housing units in the United States.

"Not Just Confident, but Sassy"

SELF-HELP HOUSING CORPORATION OF HAWAII, HONOLULU, HI

By banding together, lower-income families can help one another realize the dream of home ownership while literally constructing a neighborhood together.

The Hawaiian islands have come to symbolize a life of peace, pleasure, and beauty, and people from around the world converge on the islands to experience that life for as long as their vacations last. Behind their towering hotels loom spectacular green hills, rugged volcanoes, and a deep blue sky. In front of their hotels are long, sandy beaches dotted with palm trees. The water is always warm. Food is plentiful, and tourists sip heavily-garnished tropical drinks served in pineapples.

"Although some people have the idea that Hawaii is paradise, that really isn't the case for local people," said Claudia Shay, founder and executive director of Self-Help Housing Corporation of Hawaii. Hawaii has the highest cost of living in the nation, 30 percent higher than that of the mainland. The median price for a new home in Hawaii is $350,000, making home ownership beyond the reach of many locals who have low-paying jobs in the tourist industry. Over half the population rents because they can't afford to buy a home. As their rents increase, many families are forced to abandon their homes and sleep in their cars; some stay with relatives as long as they can. "Housing is a desperate need for a lot of people," said Shay.

Teamwork

Shay founded Self-Help Housing Corporation of Hawaii in 1984 in response to this housing crisis for Hawaii's poor. Self-Help, a nonprofit corporation, makes the American dream a reality for very low- to moderate-income Hawaiian families by reducing the cost of a new home by 50 percent through the elimination of labor costs. How does Self-Help eliminate labor costs? It teaches families to build their own homes from the ground up. Shay said, "We work with people who have never picked up a hammer before."

Annie Ferreira joined seven other families to construct their homes with Self-Help in 1985. Ferreira had just returned to Hawaii after spending six and a half years on the mainland, and she was shocked at the skyrocketing cost of homes. Her low income qualified her to join a construction team, and she went to work her first day not knowing even how to read a tape measure. "I really felt incompetent," she recalls, "like I was going to be a burden to the team." Instead, along with others she learned how to lay foundations, raise walls, strike nails, and use power tools. A Self-Help contractor taught the team new skills daily and supervised their work. Fear eventually gave way to confidence. "If you make a mistake, you just correct it," Ferreira said.

Families must qualify financially for Self-Help assistance, but equally important is finding families who have the time and the determination to commit thirty-two hours a week to helping themselves and their neighbors build their new homes. Once a group is selected, families attend classes and begin to make the transition from a renter's mind-set to an owner's mind-set: they learn the legal and financial responsibilities of home ownership, and some families may be offered counseling in debt reduction and financial planning. Self-Help developers assist the families in locating property for their new homes and will assess the property's suitability by examining numerous factors, including zoning, environmental concerns, flood category, and affordability. Self-Help obtains the development option agreement for the group. Then, Self-Help assists families in the pre-development phase, including working with architects to design houses that are easily constructed by inexperienced builders, preparing blueprints, and estimating building expenses. It coordinates the availability, purchasing, and shipping of materials; obtains

permits; and arranges for code compliance inspections.

Self-Help also assists in completing mortgage application forms, and then packages loans, obtaining interim and permanent financing for the families through traditional means as well as government programs, mainly the USDA and HUD. While the funds are being processed, families take a six- to eight-week course preparing them for the next stage: construction. Ideally, homes are constructed in groups of ten families with at least two workers from each family who acquire on-the-job training from an experienced foreman/instructor as they help one another build their homes. Each family works the same number of hours, and each family builds the same style of house. Varied rooflines prevent homes from looking exactly alike. After lots are chosen by lottery, teams first lay ten foundations, then they put up walls, and so on until all ten homes are completed at the same time. The "mass construction" technique allows materials to be purchased in bulk, thus reducing costs, and it allows the instructor to teach and supervise one process at a time, which improves the quality of construction. Self-Help homes are not prefabricated; all lumber is cut to size at the work site by the homeowners.

"We work with people who have never picked up a hammer before."

Since most families usually work full-time jobs, construction on their homes is undertaken after work and on weekends and holidays. Homeowners often must begin the strenuous work on their homes after a full day of paid labor. "It is a long process, and during the process you have to remember why you're in the thick of it," Ferreira said. Keeping the goal in mind is essential as families undertake unfamiliar, physically draining work together. Ferreira remembers crouching under a foundation in the early stages of construction just so she could eat her sandwich out of the scorching sun. In ten months, her team took only one day off at Christmas. During construction, families of course have all their usual responsibilities. "You still gotta buy groceries, you still gotta wash clothes and clean house," Ferreira said. "If you're angry with your husband, you still gotta make an appearance with him."

Shaw acknowledges, "It's an enormous responsibility. The key to success is keeping families together as a team. If the team breaks down, your project can fall apart." Keeping the goal in mind brought its rewards for Ferreira. Going the traditional route to home-ownership, she could never have saved enough money even for a down payment in the year it took her to build her house. The homes her neighbors built in 1985 cost $65,000 and were appraised at $109,000 upon completion in 1998.

To keep families working together, staff loan assistants stick with their teams throughout the process and act as facilitators in group problem solving. Meetings are held before each work session to identify and resolve inevitable problems. Because all families work on all homes, not just their own home, there is a strong motivation to work out issues. Not only that, but after construction, families will be neighbors for the rest of their lives. In sixteen years, only two families have not completed their homes. In these cases, wait-listed families took over loans and joined the team. There are currently 3,000 families on Self-Help's waiting list. By December 2000, Self-Help had made home ownership a reality for 300 very low- to moderate-income families; 72 of which were native Hawaiian families.

Partners in the Community

Self-Help partners with other developers and corporations that are required to provide employee or low-income housing. One particularly successful project in the early 1990s involved employees of Maui Land and Pineapple Company. When the company moved to an upscale area in Maui, it was

required to construct a certain number of housing units for employees. The company purchased land and intended to build thirty-nine units in an upscale area overlooking Kapalua Bay. Thirteen families of Maui Land and Pineapple Company wanted to build their own homes there, so Self-Help acquired a part of the subdivision for these families. Self-Help families bought 7,500 square-foot lots for $50,000 and built their homes for $37,000. In the end, these homes were appraised at $220,000. "Even lenders wanted to get in on that project," Shay said. That venture made home ownership a reality for Maui Land and Pineapple truck drivers, groundskeepers, and pineapple field workers who otherwise would not have been able to afford homes there. Self-Help currently has 230 units under development.

Ferreira said that learning about construction and actually building her own home made her "not just confident, but sassy." A few years after constructing her home with Self-Help, Ferreira and her husband added a rental unit to their home. They bartered for much of the labor; Ferreira's husband, for example, overhauled an engine in exchange for electrical wiring. "Now I'm a landlord," she said. The knowledge that they acquired by building their home continues to save them money. When their home had a plumbing problem a few years back, they didn't think twice about opening the wall and repairing the leak themselves.

"I Can Walk with My Head High"

HOPE HOUSE, ALEXANDRIA, LA

Many distressed people can find success and happiness after they have lived in a stable environment long enough to redefine their understanding of "normal" to mean regular work and sleep patterns, financial responsibility, physical health, and self-respect.

The National Coalition for the Homeless reports:

- Almost one out of five homeless people is employed,
- Families with children are nearly 40% of this nation's homeless, and
- 25%–50% of homeless women have fled their homes to escape abuse.

"We looked like the perfectly normal family," said Becky R., 40. Her two daughters were cheerleaders at school, and her son was a junior fireman. Becky had been drug-free for seven years; she was working as a Licensed Practical Nurse and getting her children to school on time. Behind the scenes, however, things had begun to fall apart. Her ex-husband wasn't paying child-support, and Betsy's bills were piling up. "Normal people don't pick up their phone first thing in the morning to see if it's been disconnected. They don't take baths in cold water because there's no hot water," she said.

Then things got worse. First, Becky was diagnosed with rheumatoid arthritis and was unable to continue to work; she started using pain pills. One daughter was molested by a family member and the other became pregnant, and Becky was reaching her breaking point. Then the family lost their home. When one disaster followed another and another, she became overwhelmed, lost the will to live, and relapsed into drug abuse. She quickly got herself into a treatment program, and then a halfway house, but without a home or a job, "I still wasn't sure if I could face my family or society," she said.

A Return to Stability

Luckily, there was Hope House. Founded in 1988 by several local churches, Hope House offers transitional housing to up to thirty-five homeless women and children. Hope House doesn't simply put a roof over their heads and a bar of soap in their hands; it requires the women to work full time at accomplishing financial, educational, health, and housing goals.

Lisa Hoekstra, case manager, said that after a new resident goes through orientation and adjusts to the house, staff work

very closely with her to analyze her needs and to set goals. How far did she get in school? Does she need a GED? What are her interests? Is there something she enjoys doing or would like to be trained to do? Women may stay at Hope House up to two years, and in that time staff will support the residents as they do "whatever it takes to get them to a point where they can be self-sufficient," Hoekstra said.

> "I still wasn't sure if I could face my family or society."

Hope House prioritizes helping residents secure an income, and case workers advise women to put off setting a housing goal until they establish some financial stability. Residents who are unable to work receive help in applying for disability benefits; those who can work are expected to do so. Becky entered to Hope House "real scared to make the initial step back into the work force," but she found jobs pulling weeds in the day and waiting tables at night. Caseworkers knew she could do better, and they constantly "hounded" her to go back to nursing, she said. Finally, Becky went to a vocational school and took a six-week refresher course to renew her nursing license. Ten months after she walked into Hope House, Becky resumed her career as an LPN.

Unfortunately, a paycheck doesn't come with advice on prudent use. To help residents become financially stable, Hope House collects 40 percent of their income each month. (Hope House is funded by HUD and the United Way, and HUD requires that 10 percent of the resident's pay be collected for rent and 10 percent for supplies; another 20 percent goes into a "resettlement account" which is returned to residents when they leave the home). The longer women stay at Hope House, the more money they save. Most women stay twelve to sixteen months, Hoekstra reports.

Becky was at Hope House a year and appreciated the money she saved, however reluctantly, in that time. Still, living in transitional housing with up to twenty-nine other people (women and their children) has its drawbacks. Women must get up at 6:30 in the morning, for instance, and they are responsible for all household chores assigned to them by a house manager. They clean all common areas and cook for the group. "Cooking for thirty people can be a big job," Hoekstra admits, especially for women who come to the house not knowing how to cook, "but they manage."

In addition to chores, women have a 6 P.M. curfew three nights a week in order to attend thirty hours of mandatory life-skills classes. These classes often feature community experts who speak about job services, legal services, parenting skills, and nutrition. The house is staffed around the clock, but if someone plays her music too loud or other issues arise, women must solve their own living problems at weekly house meetings.

Another drawback is that house rules can be strict. For example, "If you break something, you pay for it," Becky said. Moreover, for safety and confidentiality reasons, no outside family members are allowed to visit. Becky's youngest daughter lived with her, but her other two children were not allowed to even visit Hope House.

"It's not heaven," Becky said. She worked nights, and often she couldn't sleep in the daytime due to noise in the house. And she said it was painful to pay a large portion of her check for the "three drawers and a foot of closet space" Hope House provides. She paused. "On the other hand, I could walk in a room and turn on a light switch and know there was going to be light," she said.

On Her Own—At Last

After one year at Hope House, Becky and her daughter moved into a house by themselves. The Love Anointed Place[1], called "LAP House," was a freestanding single-family home operated by Hope House. Becky and her daughter stayed at LAP House for a year to further practice self-sufficiency; she still had to pay Hope House 40 percent of

her income, but was able to manage her life with more independence. "I didn't live at Hope House for a year to regress. I don't want to have to go back," she said. With the help of Hope House, Becky was able to get the father of her children to begin paying $10 a month in child support, the minimum required by law.

If Hope House hadn't been there for Becky, she believed she would have gone back to her hometown and relapsed. "If I'm in my hometown and I'm a flunky, then it's hard for me to walk the streets," but at Hope House in Alexandria, "I can walk with my head high."

To help residents become financially stable, Hope House collects 40 percent of their income each month.

"The women here have been through a lot and they're working really hard to attain the goals they have set," Hoekstra said. "It can be done." She emphasized that other homes like Hope House are "needed tremendously."

- Typical co-housing communities have 20-30 single-family homes.
- An inclusive, participatory process is an essential part of the co-housing planning process.
- Co-housing first came to the United States from Denmark in the mid-1980s. In the U.S. today, there are approximately 130 co-housing communities completed or in development.

"We Can Make This Work"

CREEKSIDE CO-HOUSING ASSOCIATION, CHARLOTTESVILLE, VA

Co-housing suggests one way to reverse an increasing trend toward alienation among neighbors. Co-housing neighborhoods are built upon a shared commitment to grow an interwoven community.

"The condition of modern life is one of isolation," co-housing member Robert Johnston said, and by way of example told a story of an old friend of his who lived alone. His friend collapsed on the floor one day and lay there alone several days. Help arrived only when a common friend from another neighborhood dropped by for a visit. Injured, dehydrated, and barely alive, Johnston's friend was rushed to the ER, but he died the next day. Not one of the man's neighbors knew what had happened until the For Sale sign went up on the house. It's what Johnston calls "neighborhood without community," and resisting this trend is why he is paying $200 a month co-housing membership dues even though his house hasn't even been built yet.

In fact, six years after the first public co-housing meeting in Charlottesville, only one model house has been built. And the Creekside Co-Housing Association group isn't dragging their feet; co-housing typically takes four to seven years from concept to move-in date. This alone is why Johnston admits co-housing isn't for everyone. But for those who can wait, co-housing neighborhoods promise a balance between privacy and tight community bonds. Co-housing developments typically bestow on every family its own house; a large central house and common areas such as offices and gardens may be shared. Co-housing neighbors make a point of creating diverse and lively neighborhoods where neighbors look out for one another and the children.

Conquering Stereotypes

Tom Hickman, a developer consulting with the Creekside Co-housing Association on their project, explained that developer-driven co-housing models go up quicker and usually "stay on track," but at the cost of group input. Some co-housing projects don't include developers at all, and they take even longer to complete. The Charlottesville group is working on a joint-venture in which both the developer and members give and take, but Hickman didn't rush to jump on board.

"When [founder] Gaye Fifer called me about co-housing, I thought, 'Yeah, right.' The last thing I needed was people in teepees singing Kumbaya and chanting around geodesic domes late at night." But he consented to watch a slide show the co-housing group had prepared. Co-housing, he learned, is not based on an adherence to a certain ideology or allegiance to a cause as in some intentional communities, so he suspended judgment.

"When Gaye Fifer called me about co-housing, I thought, 'Yeah, right.'"

Then, the group asked him to attend a co-housing conference in Denver in 1997. "I did a one-eighty there," he said. At that conference, Hickman had an opportunity to tour co-housing sites and to talk with developers who had completed co-housing projects. "I really understood how it worked, why it worked, and how it could be done." He also saw actual contracts other developers used with co-housing groups, and thought, "We can make this work."

Back in Charlottesville, many of Hickman's colleagues were amazed at his enthusiasm for consensual decision-making. "Developers want as much control as possible," Hickman explained, and remarked that most developers think they are giving homeowners control if they ask, "Do you want red or blue?" Hickman was happy to discover that his creativity would be utilized by the group, that co-housing "wasn't just some model that everybody stamped out. Instead, it's getting a group of people together and asking, What do you want?"

Hickman noted that co-housing is less risky than his other projects because the houses are sold before construction begins. In Charlottesville, twelve sold houses will guarantee Hickman's financial involvement. Six houses are sold already, and he has no doubt they will all sell, especially considering that there is a waiting list for the option to buy a home at Creekside. Once twelve of the twenty-five are sold, the bank has committed to finance the rest of the project, but the group's loftier goal is to have the entire project pre-sold by July of 2001. At about $110 per square foot, homes range from

$130,000 for a two-bedroom to $220,000 for a 2,000-foot, four-bedroom arrangement. Included in the $110 per-square-foot value is the 25 acres of common ground, infrastructure, and common facilities.

Gaye Fifer, Executive Director of Creekside Co-Housing Association, has been buoyed by the progress thus far: "We had a consultant from an already completed housing development in Washington, DC, come talk to us about how we're doing. She encouraged us that after six years, we have accomplished what many co-housing developments only dream of doing and that this dream is going to be a reality soon."

Co-housing projects, once built, rapidly acquire waiting lists. "It's human nature to be skeptical about a large project and not to believe it until you see bulldozers pushing dirt around," Johnston said. Similarly, Hickman is convinced that "once one co-housing neighborhood goes up, a couple more roll in right behind it. The market takes care of itself." Indeed, other co-housing groups in Charlottesville are actively seeking land to build their co-housing developments.

"Once one co-housing neighborhood goes up, a couple more roll in right behind it."

A Promising Experiment

According to CoHousing Network executive director, Zev Paiss, fifty-four co-housing neighborhoods have been completed in the United States, and he estimates that 130 more are in some development phase from informal, exploratory groups to about twenty groups that have construction already underway.

While interest in co-housing continues to rise, the CoHousing Network is working to streamline the co-housing development process. They are bringing professionals—developers, architects, and others—into the planning process much earlier so that the co-housing group can spend less time learning and debating about engineering, architecture, and development and more time on strengthening and marketing the community.

Since co-housing projects in the United States are still young, it's difficult to assess community satisfaction, but according to Paiss, "Co-housing turnover is lower than in typical neighborhoods." People move out of co-housing for the same reason they move out of other neighborhoods: a new job or a changing family situation. The first co-housing in the United States was built in Davis, California, in 1991, and about half of the units have turned over since then. When homes in co-housing neighborhoods sell, they tend to go at rates equal to or above local market rates.

For those with patience, resources, and a taste for planning their own neighborhoods, co-housing is bursting with possibilities. Johnston, like many others, believes in conserving resources. "It distresses me a little that in the average suburban neighborhood, everybody has a hedge trimmer when only one might be necessary for the whole neighborhood," Johnston said. The Charlottesville group is considering incorporating a few shared meals each week in a common house, a community garden, shared office space for those who work at home, both an indoor and outdoor play area for children, and a neighborhood tool shop.

Dave Norris, a community development advocate involved in another co-housing development in Charlottesville, likes co-housing because it meets his needs both philosophical and practical. Philosophically, "Co-housing makes environmental sense" to Norris. "Homes are clustered, and land is left as natural as possible. The group can share resources, group meals, and community gardens."

Norris emphasizes that co-housing clusters aren't isolated groups of people seeking a private utopia. Norris, like many members,

is active in his community. He staffs Madison House, the University of Virginia student volunteer center; is an anti-poverty activist; and writes a monthly column on community economic development issues for a local newspaper. Co-housing members tend to want to participate in their communities as well as in their neighborhoods. On a practical level, Norris and his wife simply want to raise their son in a safe environment. "I really believe it takes a village," he said.

NOTES

1. LAP is now defunct and has been replaced by Phoenix Point, twenty-eight units of transitional housing that is operated by Hope House under the auspices of the Alexandria Housing Authority. Hope House provides oversight, management, training and supportive services.

Our Health

MOST OF US WOULD BENEFIT FROM CONSISTENT ACCESS to health care over the course of our lives. Children are typically the most healthy among us, and even they need regular immunizations and check ups. Unfortunately, each year more Americans lose health insurance or have their coverage reduced. For the perfectly healthy, living without insurance may be frightening; for those who regularly require professional health care, it can be devastating. ¶ Across the nation, uninsured children commonly see a doctor only in an emergency room. Skyrocketing medical costs and a shortage of health care providers who will treat uninsured patients prevent parents from seeking health care for their children unless it is undeniably urgent. Because this is costly to the parents, the state, and especially to the child, the emerging new society is experimenting with insurance plans that use school districts as a grouping mechanism to negotiate affordable insurance rates for school-aged children. ¶ Older people typically need more frequent care than other populations, and we can offer them care in a variety of ways. While nursing homes, hospitals, and hospices are of course available, we find ways to assist seniors who want none of the above. For those who want to live at home but need help daily, a visit from a skilled home health aide can be the difference between living at home and being consigned to a nursing home.

- Over 10 million U.S. children don't have health insurance.
- According to the CDC, the health of children today is threatened less by infectious diseases and more by poor health habits such as using drugs, alcohol and tobacco; having unprotected sex; getting too little physical activity; and engaging in behavior leading towards injury and death.

"Children are Actually Going in for Immunizations"

FLORIDA HEALTHY KIDS, FL

Providing insurance coverage so that families are free to seek preventive care is less costly than treating injury and disease only after they've reached emergency proportions.

Access to employment-based health coverage continues to decline for Americans, and today only 55 percent of all jobs in the United States offer health insurance benefits, with only 35 percent of low-wage jobs offering such benefits.[1] When health insurance *is* available to employees, many of those policies do not cover family members, or, if a policy is offered for family members, high monthly premiums may make enrollment impossible. Many parents who work full-time and have no access to employment-based health insurance for their families cannot afford private insurance, nor do they qualify for Medicaid. As a result, over 10 million children across the nation are uninsured, which greatly reduces the odds that they will visit a family physician and receive general check-ups and preventive care. Currently, the primary source of health care for one out of ten U.S. children is the emergency room.

In Florida, the percentage of children who received health care solely in the ER was slightly higher than the national average until Florida Healthy Kids Corporation provided an alternative. The Healthy Kids Act of 1990 instituted the Florida Healthy Kids Corporation, a nonprofit organization charged with creating school-based insurance pools for children. Similar to employment-based programs for adults, the Healthy Kids program groups children according to school district in order to negotiate competitive group insurance rates with HMOs. Parents are offered subsidized premiums so that families at 200 percent of the federal poverty level (FPL) pay only $15 per month total, regardless of the number of children enrolled, and those above 200 percent FPL pay $48-$82 per month per child. Since the first Healthy Kids site began operating in 1992, over 163,000 children in all 67 Florida counties are now covered. Since the Healthy Kids program has been in place, 95 percent of parents are "very satisfied" or "satisfied" with the program and nearly 100 percent of families enrolled report that their children see a family physician as their primary source of health care; less than one percent of children enrolled use the ER as their primary source of health care. Jana Key, former Deputy Director of the Healthy Kids Replication Program, reported that the reduction in emergency room use alone is estimated to have saved Florida $13 million annually.

Children enrolled in the Healthy Kids program have access to pediatricians and physicians in local clinics and doctors' offices. Immunizations and Well Child check-ups are offered with no additional co-payment, and a minimal co-payment is collected for eyeglasses, prescriptions, and the like, up to a $25 co-payment for ER services. Until recently 45 percent of the financing came from the state, 37 percent from families, and a mere 18 percent from the counties. Now, due to recent changes in federal funding for children's insurance, Healthy Kids Executive Director Rose Naff said that support for the roughly $90-million-a-year program comes mostly from the federal gov-

ernment (specifically, $37 million comes from the federal government, with about $20 million coming from the state, $18 million from families, $8 million from counties, and $7 million from the tobacco settlement).[2]

In the early stages of the Healthy Kids program, children were required to be enrolled in school to be eligible for coverage, but that is no longer true. However, schools are still the primary means of disseminating information about the Healthy Kids program; despite promotion the program through radio, television, and print media, 89 percent of Healthy Kids clients hear about the program when their children bring home applications from school. All materials are available in English and Spanish, and access to the program is bilingual.

Since the ability to afford preventive care is one of the most marked benefits of health insurance coverage, Key said these data are carefully monitored. "We have shown that children are actually going in for immunizations as they need them; they're getting preventive care, and they're going in for their Well Child checks," she said. The Healthy Kids program is available to all kids ages 5–18 years old, whether or not they live below the poverty level, and whether or not they have access to other insurance options, but in fact, most enrollees have no other insurance options. Ninety percent of Florida children were uninsured for at least a year prior to enrolling in the Healthy Kids program.

A Medical Home

Some worry that programs such as Healthy Kids will "crowd out" employment-based health insurance options, encouraging employers to further reduce benefits if employees have other options. A preliminary study by the Institute for Child Health Policy (ICHP) suggests that this is not the case in Florida. ICHP reports that only eight percent of families enrolled in the Healthy Kids program had access to employer-based coverage in the year before enrolling, and those families chose the Healthy Kids program because they could not afford premiums offered through the employer-based insurance option. In other words, if not for the Healthy Kids program, these families would not have any insurance.

> The primary source of health care for one out of ten U.S. children is the emergency room.

A far greater percentage of the parents of children enrolled in the Healthy Kids program have no access to employment-based insurance at all, and their blue collar and service careers, which typically have not offered coverage, are unlikely to begin to offer health benefits in the future. The report emphasizes that there are several reasons why employer-based health insurance benefits continue to dwindle in the United States even in areas where programs such as Healthy Kids do not exist.

Other debates focus on the best way to deliver insurance to the poor. Some argue that it is more important to insure the family as a means of getting better coverage to the children. According to D'Anne Gilmore, former deputy administrator of the Oregon Health Plan, "If you take care of the adults, the kids get taken care of. We found [in Oregon] that if you could plug a family into things, then the kids were much more likely to get care. If it was only focused on kids, then participation dropped."

Still, health insurance, which can lesson the burden of health care, is only one factor in a family's decision to use health care. ICHP reports that even after financial barriers to health care are lessened, African Americans and Latinos enrolled in the Healthy Kids program are less likely than whites to use services. Of the 225,000 Florida children who are eligible, 25 percent still are not enrolled in the program. Many of these children live in Florida's rural areas, and "how to provide access to preventive care for those children . . . is probably the

biggest issue we're struggling with right now," Key said.

Issues of inequality and underuse must be addressed because physical health and illness have implications beyond the body. Children in the Healthy Kids program are given a "medical home" and access to caregivers who know their medical histories. Thus, vision and hearing problems are more easily detected and addressed before they can seriously damage a child's academic history. Common childhood maladies can also be detected and cured before they develop into serious problems which keep kids out of school. Key said that drawing a connection between access to health insurance and school attendance or performance "is a real hard connection to make scientifically, but anecdotally we're hearing from the schools that kids are attending school more; there's less absenteeism, which obviously leads to doing better at school."

- The U.S. infant mortality rate is almost 8 per 1,000.
- Children under 18 make up 25% of the total population and 40% of the poor population.
- In 1995, 85% of parents living above poverty level reported that their children were in good health, compared with 65% of parents living below the poverty level.

"Now *They* Come Lookin' for *Us*"

MOMS AND COPS, AIKEN, SC

When our institutions develop strong relationships with community members, mutual trust will inspire creative, proactive approaches to solving some of the toughest public issues.

Before Community-Oriented Policing Systems (COPS) were in place in Aiken County, South Carolina, citizens told Captain Tom Galardi, "We couldn't get [officers] to wave to us, much less talk to us." Nowadays, police officers in five areas have come out from behind the rolled-up windows of their squad cars to patrol their neighborhoods on foot or mountain bike, and they are talking with women in their communities about a very intimate subject.

"At first, [officers] said they would rather investigate a murder than talk to a pregnant woman," said Galardi. But with an infant mortality rate higher than that of many developing countries, health officials and activists were desperate to reach the 40 percent of pregnant women who weren't seeking prenatal care and those with new babies who didn't take advantage of the resources available to help them better care for their children.

The plan to reach out to these women was conceived by Karen Papouchado, Deputy Coroner, activist, and co-founder with Barbara Strack of Growing Into Life, an extensive network of grassroots community health services. Papouchado invented a program that calls upon Aiken police officers' commitment to their communities and the communities' trust in their officers. To the several existing Growing Into Life programs, she added MOMS and COPS: Managing Our Maternal Services and Community-Oriented Policing Services.

In the MOMS and COPS program, Health Department nurses educate selected police officers about the importance of prenatal care and the pervasiveness and seriousness of pre-term labor, especially for minority women. Officers are instructed in the major issues of pregnancy and prenatal care, and they are given a handbook of community resources, handouts, and packets of information that fit into their bicycle pouches. Then, as they come into contact with pregnant women on their regular beats, officers strike up conversations in order to discover whether the women are obtaining proper prenatal care. Women who aren't receiving care are referred to various programs already in place.

Initially, the officers were "fumbling all over themselves," Galardi laughed. "Now it's second nature." In a three-year period before

MOMS and COPS was implemented, the Aiken county infant mortality rate was an astounding 13.5 percent; in 1997 it had dropped to 4.9 percent, about half the national average. Today it is hovering at 7.8 percent, a rise attributed by Galardi and Papouchado to unforeseen personnel, funding, and political changes. Still, there has been only one SIDS death in the county since MOMS and COPS took effect.

Officer David "Chico" Nieves, now with the District Attorney's office, worked with the MOMS and COPS program from its inception. Nieves said, "To my surprise, there were a lot of pregnant women who weren't even seeing a doctor." He doesn't balk at what some may consider a blurry line between police work and human services. "Law enforcement is just part of the job," he said, and explained that the complete definition of policing comprises "safety, morals, health, and law enforcement." Strict definitions aside, Captain Galardi acknowledged, "This is definitely a nontraditional thing for police officers to do."

"This is definitely a nontraditional thing for police officers to do."

Thus the officers have nontraditional relationships with their communities. To illustrate, Nieves used to patrol a public housing complex where he had an opportunity to meet a young woman who was frequently pregnant. Over time, he showed her that he cared about her and let her know what resources were available for her. He made referrals and suggested that other people speak with her as well. One morning while he was walking to his office in the complex, the woman yelled his name. "Chico! Chico!" she shouted to him across the quiet courtyard, "I got my tubes tied!"

MOMS and COPS has received some criticism, mostly from outside the community, suggesting that the program encourages police officers to trespass into private lives. Nieves emphasized that the efforts officers make are non-obtrusive and gather only as much information as they need, but that won't satisfy those who believe that animosity between citizens and police officers is natural and inevitable. MOMS and COPS couldn't possibly succeed in any area where the community does not trust its police officers. But prior to implementing MOMS and COPS, Aiken had committed several years to establishing that trust.

Galardi explained, "When you know someone as a person, you are much more willing to trust and be open with your communication. But we didn't go out and try to take the biggest problem there was in the neighborhood and solve that immediately; we tried to find small victories, first." For starters, his officers got streetlights and stop signs installed along roads in some areas, and they made sure neighborhoods had reliable trash pick-up. Nowadays, "There's an ownership on both sides," Galardi said. Neighbors will refer to a cop as "my officer," for example. "They know him by name; they know how to get him by pager; and the officers takes it personally if something happens [in the neighborhood] when they're off duty." This, according to Galardi has made a tremendous difference in strengthening the neighborhood and creating a stronger and more stable community.

Papouchado, who founded MOM and COPS while a city council member and used to make a point of riding with police officers on patrol, said there is a vast difference between what other cities call community policing and what happens in Aiken. She attributes the trust established in Aiken to the fact that the Aiken police chief has empowered his officers to take full responsibility for the neighborhoods they patrol. As a result, while many police officers around the country feel burdened with the various programs they are ordered to implement, Aiken officers take a proactive role in solving local issues.

After initial MOMS and COPS training, for example, the officers themselves invented

VIPP (Very Important Pregnant Person) cards to issue to women who are in dire need of prenatal care. One copy of the card goes in the officer's file, one is sent to the public health nurse, and one is given to the pregnant woman so that she can step to the front of the line at the health department. If a nurse doesn't see a client after receiving a VIPP card, she can let the officer know and either the officer or the nurse may inform a community activist that the woman needs to be visited. The efforts made by the Aiken police force has "changed that paradigm of what community policing is," Papouchado said.

"Officers takes it personally if something happens in the neighborhood when they're off duty."

Shortly after police began conversing with women in the community, it became obvious to officers that not only prenatal care but health care in general was hard to come by, so they opened their sub-station offices to health department nurses. Papouchado said that residents had been trying to get a clinic in the community for several years without success. After officers invited the nurses in and the medical appointment slots were immediately booked solid, the officers and nurses were able to prove a point that community members had been making all along. The housing authority responded by giving the health department a three-bedroom apartment in a local housing project, which was then converted into a full-time clinic.

The MOMS and COPS partnership has made it possible for police officers to distribute everything from information to bassinets to sleep wedgies for infants in an effort to make Aiken communities healthier. And when the American Association of Pediatrics announced that babies were safer without sleep wedgies, officers returned to the neighborhoods to educate the community. And none of this cost the police department a dime, Galardi notes, because the officers were already active in their neighborhoods and the health services were already in place.

"We have always been open to innovative ideas and encourage officers who see a problem where they patrol to look for solutions" Galardi said, and his officers are full of them. Papouchado cried, "I can't keep up with them!" and counted off several different ideas officers have had to improve the health of the communities they patrol, including a system to monitor the contacts made with moms by APD. Nieves and Officer Matt Braxton have created software that will help officers identify missing children using their mobile data terminals (computers in patrol cars) even if those children are unconscious and unable to give their names. And Nieves' Telemedicine idea, another computer application, uses computer technology to instantly transfer photos of clients in rural areas to urban hospital staff. The success of MOMS and COPS has made it easy for Nieves to help pregnant women in his community these days. "Now *they* come lookin' for *us*," he said.

"I Wouldn't be Happy Any Place Else"

COOPERATIVE HOME CARE ASSOCIATES, BRONX, NY

Ownership establishes worker investment in the long-term success of a company. That investment leads to quality of service and increased customer satisfaction.

Meeting the daily needs of senior and disabled people is one of the most demanding jobs in the United States. It's also one of the lowest paid. Hence, there is an inherent conflict in the home health aide industry, which seeks competent workers to take a patient's blood pressure, run errands, prepare special-needs meals, help a patient bathe and use the toilet, ensure that medications are taken properly and on time, remain alert for subtle changes in the patient which may require medical intervention, and be a compassionate confidant—all while earning barely more than minimum wage.

Home health aides are overwhelmingly women of color who regularly travel alone through dangerous neighborhoods to assist clients who are frequently lonely, scared, or abusive. Aides are often asked to work non-standard hours, preparing meals for clients at dinnertime, for example, while their own families wait. They often deal with the worst in people, from racist outbursts to sexual harassment. Though an aide can mend broken spirits and save lives, they typically receive not only poor pay, but little respect, no benefits, no advancement possibilities, and no job security from one week to the next. It's no wonder the position is generally filled by those with no other marketable skills, and 40 percent or more of its workforce quits every year. One former president of a company that places home health aides admitted, "It's a lousy job."

Not surprisingly, clients do not report overwhelming satisfaction with home health aides. Clients want reliability and compassion, patience and competence, and they

- Between 1989–1998 the number of home health aides has doubled.
- Currently, nearly 500,000 home health aides care for over 7 million people across the nation.
- The injury rate for home health aides is twice the national average.

want to keep good aides, but the industry seems to drive away its most talented employees.

Faith Wiggins and Mike Elsas are trying to change that. Their organization, Cooperative Home Care Associates (CHCA), was founded on the conviction that quality employment for home health aides will translate into quality care for their clients. CHCA was formed in the Bronx to create a workplace that would offer more than a paycheck to low-income people. Cooperative Home Care offers home health aide training with a job guaranteed after completion, an above-average wage, full benefits, and most importantly, an opportunity to own a share in the company.

After three months, aides may buy a share of the company worth $1,000. With a down payment of $50, the balance is loaned to the employee by the company, and can be paid back in $3.65 increments deducted from weekly paychecks. Voting rights and eligibility for dividends are immediately instated. A portion of company profits (determined by the board of directors and voted on by employees) is divided among owners based not upon salary, but upon hours worked, and is distributed twice a year. These dividends can add $200–$400 to an employee's annual earnings. All employees, even CHCA president Michael Elsas, may buy only one share. If an employee leaves the company, she must sell back her share and gets back everything she paid in, plus the $50 down payment. "Typically, 70–80 percent of employees own shares in CHCA," said CHCA Director of Work-Force Development Faith Wiggins, "but because of explosive growth at CHCA—one third of workers have been here less than 18 months–the percentage of worker ownership hasn't caught up to our traditional average. However, we expect to surpass our 65 percent ownership mark soon."

Ownership roots CHCA in the community, as owners are less inclined to sell out their own jobs. Ownership brings other

rewards, such as a voice in determining wages and benefits. Owners also vote for board members (elections are every two years) and are eligible to sit on the board themselves. Pride also seems to come with ownership. Luz Sanchez, former senior trainer at CHCA, believes ownership makes a significant difference in job satisfaction. Worker-owners "put more effort into what they do, and they have a sense of pride that you can see in their faces and hear in the way they talk about what they're doing," Sanchez said. Several aides not only speak highly of their company but recruit sisters and friends to become aides with CHCA. Mike Elsas added, "Worker ownership isn't really the draw to come work at CHCA; most people don't know what that means before they get here. Rather it is our healthy and affirming workplace environment, competitive pay, benefits, and ongoing training that attract so many good people. Worker ownership is the icing on the cake."

"Worker-owners put more effort into what they do, and they have a sense of pride that you can see in their faces and hear in the way they talk."

Andy Van Kleunen, former Director of Workforce Policy at Paraprofessional Healthcare Institute (PHI), a nonprofit organization affiliated with CHCA and other worker-owned home health aide companies, said CHCA has proven that "there's a real link between the quality of care that you can provide to a home care client and the quality of job to the woman who is supplying that care on a day-to-day basis."

Mutual Investment in Quality Service

At CHCA, workers and the company have a mutual investment in each other. Cooperative Home Care trainees receive four weeks of skills training eight hours a day, twice the state requirement. And while most training programs consist of videos and lectures to prepare for passing a written test, CHCA offers four to six weeks of classroom training and additional instruction on the job. Aides receive hands-on training in hard skills, such as techniques for bathing clients, and soft skills such as dealing with difficult family situations.

Training at CHCA is structured to empower associates. Written materials are provided in both English and Spanish. Training is student-centered, designed to build self-confidence in a workforce not accustomed to playing the role of expert. Cooperative Home Care instructors work with trainees not just until they learn the skills, but until they are themselves convinced that they have mastered the skills. CHCA is even circumspect about experienced aides. Wiggins said, "We used to offer a one week refresher course after hiring experienced aides, but found that many 'experienced' aides weren't up to snuff with our standards. Now we concentrate on promoting from within."

After completing classroom training, graduates have opportunities to speak with seasoned aides about the nature of the work and how it differs from classroom experience. "They don't know how hard it is until they actually do it," said Wiggins. Aides are not placed in jobs and then forgotten; rather they enter into a six-month, 32-hour in-service program that involves on-site nurse visits as well as peer-to-peer sessions in which nurses, mentors, and experienced aides share their expertise and advice. "Our in-service program exceeds the state's 12-hour requirement by eighteen hours," added Wiggins. "We do it because it not only improves the quality of our care, it generates unheard of retention rates—80 to 90 percent." The associates continue to meet quarterly to receive skill upgrades and to share stories. Additional training is available at no extra charge for aides who would like to become assistant instructors or upgrade their skills.

CHCA's commitment to excellence in service through advanced training is evident

in their nutrition classes. All trainees must learn the basics about special diets, such as what food makes up a low-salt or diabetic meal. In addition, CHCA trainees then receive a five-hour course from a gourmet chef on how to present the meal so it looks appealing and tastes good. "We think it's important to the client, so we invest these skills in our aides," says Elsas, adding, "this example is where you can see the difference between the State's mandate and our program."

> "There's a real link between the quality of care that you can provide to a home care client and the quality of job you provide to the woman who is supplying that care."

Another investment in the worker comes through wages and benefits. Eighty percent of CHCA's $13 million budget goes to wages, which begin at $6.80–$7.50 an hour and jump 25 cents after three years. CHCA aides earn $8 on average, making them better paid than their New York City peers. All aides, whether full- or part-time, receive vacation and sick days; they also immediately receive benefits without paying premiums, and after three years or 5,460 hours, they are guaranteed pay for thirty hours a week. While Cooperative Home Care associates have advantages unknown to most home health aides, their chances for earning over $15,000 a year in wages still won't come, said one home health insider, without further education, which would take them out of the home health aide position.

CHCA aides typically have a low skill level, 8th to 9th grade levels of reading and math, and little or no work experience. Many have poor written English skills, and while a multi-cultural workforce is able to provide clients with aides who speak their native language and understand their cultural values, difficulties in writing English can severely limit an aide who would like to break into another field or receive additional education.

Denise Clark, recently promoted from aide and office assistant to coordinator, remarked, "I had several jobs, but the people there were not interested in me. It took me time to get to know that I was an asset to the company." Low wages and hard work notwithstanding, "I wouldn't be happy any place else," Clark said.

Staying Alive

Quality care has earned CHCA a good reputation, which may allow it to prosper as other home care organizations fold. Still, as a paraprofessional-only organization, CHCA won't survive unless it maintains its relationship with the Visiting Nurse Service of New York (VNS), a large subcontractor permitted to bill Medicare and Medicaid, with which CHCA does 85 percent of their business. To keep up with VNS demands, CHCA has had to grow. From a $6.5 million budget in 1998, they are planning a $16.5 budget for 2001. CHCA has jumped from 430 to 625 aides in the last four years and its workforce is continuing to expand.

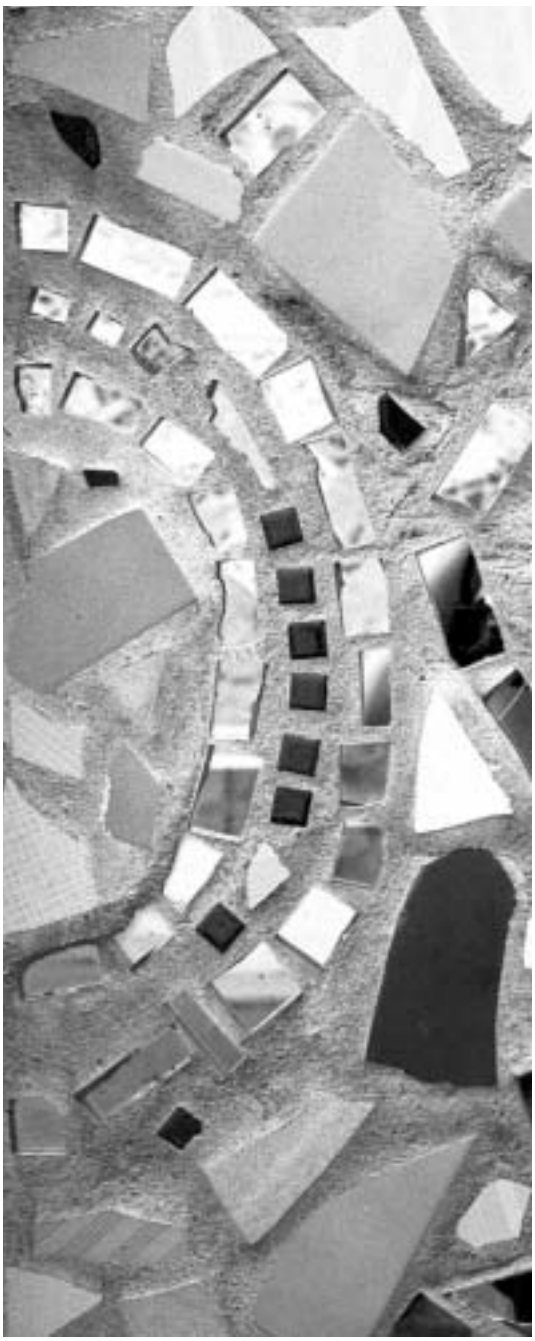
To maintain a truly cooperative and comfortable workplace despite its growth, CHCA would like to conduct smaller meetings in several neighborhoods. Members will attend meetings in neighborhoods closest to where they live and elect members to represent them in larger meetings. Currently, the worker council meets in the central office, dividing itself into small groups based on their geographic location. There are five regional groups who meet quarterly and elect four council members, who in turn inform board members who come to worker council meetings.

A bigger difficulty affects both CHCA and the home health industry in general. Although CHCA is committed to hiring women on or transitioning from public assistance, "welfare reform" laws prohibit aspiring home health aides from receiving pre-job training of any duration and instead direct these job seekers towards employers who trade in quantity, not quality.

Furthermore, some workfare programs tend to discourage home health aide trainees from beginning or completing training, even though they may be guaranteed a quality job and ownership opportunities upon graduation. A recent report released by PHI revealed, "The City regularly orders applicants and trainees who are about to be hired by our New York cooperative to abandon our company and immediately report to a city workfare site, or risk losing all their public benefits." Despite CHCA's success in offering job training and qualitatively better workplaces to recipients of public assistance, current policies sometimes thwart their efforts.

This is all the more ironic considering the labor shortage among paraprofessional health care workers that is expected to worsen. Currently, more than 50,000 home health aides (and 21,000 additional less skilled personal home care aides) work in New York City. Though the need for home health aides is expected to grow by 76 percent in the next decade, poor working conditions will make it difficult to attract and keep workers. And though the health care field itself is highly profitable, wages remain low for those at the bottom of the tier, the home health aides. This, in turn, will create even more turnover, because unskilled women in the industry earn no more than a cashier (the fastest growing occupation), for example, which is a far less demanding occupation.

To put the brakes on this trend, PHI recommends that workers be provided with job training and upgrading, and that health care and welfare policies be reformed. Van Kleunen insisted that "there is a business logic" to valuing paraprofessional workers. "It's not an act of charity when you make the decision to pay your workers better or to train them better; it really is an investment in your workforce," he said. "Other industries have figured out that you need to invest in your workforce."



NOTES

1. *Are There Indications of Crowd Out?* E. Shenkman and D.H. Wegener, Institute for Child Health Policy. Jan 1998. http://www.healthykids.org/research.html

2. "Expanding Health Insurance for Children", Marguerite Y. Holloway, in *To Improve Health and Healthcare,* eds. Stephen L. Isaacs and James R. Knickman, Oct. 2000, Robert Wood Johnson Foundation, accessed at http://www.rwjf.org/anthology2000/chapter2.htm


PUBLIC
MARKET
CENTER
FARMERS MARKET
YIELD TO PEDESTRIANS

Our Systems for Peace

THOUGH CRIME APPEARS TO BE DECREASING, an overall sense of danger still strongly affects the lives of many Americans. Fear of crime is heightened by a general lack of faith in our current practices of apprehending, prosecuting, convicting, incarcerating, and reforming offenders. Both perpetrators and victims commonly seek special representation and support from advocacy groups with the hopes of protecting their civil rights and lessening the harm they may experience in the hands of America's justice systems. Many cities have answered a still unsatisfactory reduction in crime rates with more police officers, stringent laws, and bigger jails. But we have seen that the crime rate doesn't come down as prisons go up. ¶ The emerging new society is experimenting with ways to relieve police officers, judges, and other "experts" from shouldering the entire responsibility for crime prevention. When ordinary citizens and community organizations work in conjunction with local police departments to focus on crime prevention, they often achieve astounding results. Commitments made among neighbors and agencies to jointly address safety concerns may span years, and though building grassroots structures certainly takes more time than calling in the National Guard, the hard work and lengthy commitment pays off in cleaner, stronger, safer neighborhoods.

- State and federal prison populations have grown by 300% since the 1980s, but the overall crime rate has declined by only 8%.
- Of crimes committed in 1996, 74% were property crimes, 25% were violent crimes, and 1% were personal thefts.
- 40% of police departments with over 100 staff have implemented some type of community-oriented policing program.

"This Was Not a *Do To;* This Was a *Do With*"

FORT WORTH POLICE DEPARTMENT, FORT WORTH, TX

A concerned, active citizenry can reduce crime; widespread public participation can ensure that police officers and police programs meet the needs of residents and safeguard their civil rights.

In 1991 the city of Fort Worth was "number one in the nation," said David Garret, Planning Manager at the Fort Worth Police Department (FWPD). "We topped them all." Unfortunately, the chart they topped measured crime rates in U.S. cities. Back then, one out of nine Fort Worth residents was a victim of crime. In the best neighborhoods, people feared going out at night; in the worst, they weren't even safe indoors and protected themselves from gunfire by sleeping under their beds, not in them. National press coverage that drew attention to the city's problems didn't cheer anybody up.

Exasperated, Fort Worth residents and leaders knew something had to be done, and it was equally obvious that more of the same wouldn't work. The solution, they have shown, lay in fostering a wide-spread commitment to crime prevention made by then-mayor Kay Granger as well as neighbors in Fort Worth's most crime-ridden neighborhoods; it was shared by police officers, city leaders, service providers, church groups, and children. Two fundamental crime prevention substructures in Fort Worth, *Code: Blue* and *Weed and Seed,* have been especially effective in repositioning Fort Worth from its status as number one in crime to its current rank as number twenty-seven. Both approaches explicitly require the widespread participation of Fort Worth residents.

FWPD's detailed Web site describes Code: Blue as "the most far-reaching and comprehensive program ever mounted by this or possibly any other city." Indeed, Code: Blue comprises dozens of programs that create a strong web of alliances among police, schools, gang members, youth groups, and residents both wealthy and poor. Code: Blue has backed standard initiatives such as Drug Abuse Resistance Education, as well as "outside-the-box" programs such as the effective (though federally maligned) Midnight Basketball, and Comin' Up, a program in which gang members, "world weary of all the violence," are hired as peer counselors to lead other gang members down a more productive path, Garret explained. Among its other strategies, Code: Blue brought twenty officers out of retirement and allowed forty-four new officers to be hired as Neighborhood Patrol Officers (NPOs). FWPD reinvigorated less glitzy but highly effective awareness campaigns such as movie slides to remind cinema patrons how to avoid vehicle break-ins.

Professionally-Equipped Citizens

Code: Blue also funded one of Fort Worth's most startlingly successful programs, Citizens on Patrol (COP). COP are ordinary residents formally trained and equipped to prevent crime in their own neighborhoods. Volunteers undergo two days of training at the Fort Worth Police Academy to learn how to use a two-way radio, how to recognize and describe a suspect, how to follow police procedures, and the like. These men and women receive training certification; are issued a uniform consisting of a cap, T-shirt, and windbreaker; and are required to patrol for a time with a uniformed officer. After the initial training period, residents form groups to patrol on foot or in a marked car. COP don't make arrests, but they relay information back to police officers who make arrests. Garrett said, "We believe [the presence of Citizens on Patrol] prevents a lot of property crimes and should be credited as a primary factor in reducing Type I crimes," especially burglary and auto theft. The first year of the COP program brought a 28 percent drop in burglaries, and the rate has remained low.

COP members had originally patrolled

with 800 MHz citizen's band portable radios donated by a local electronics store, and they called a base station when they needed to report suspicious activity. But a minor adjustment had to be made. Garrett explained that Fort Worth has the most congested radio frequencies in the nation, and that fact, coupled with the high density of buildings in the area, meant that the CBs didn't possess the range required to really help the COP. Cell phones were determined to be too expensive for the FWPD, but the police department happened to have a lot of extra police band radios on hand. The police chief, Garret recalls, despite predictions of ensuing chaos should average citizens be allowed to use the police band, decided to issue police band radios to COP group leaders. Nowadays, COP members radio a police officer directly when they have something to report. To date, the FWPD has issued 900 police band radios, enabling citizens to patrol 310 square miles, and FWPD is taking steps to expand the program even more. Initially, 105 people from eleven neighborhoods trained to be COP. Today, over 2,600 members in 120 neighborhoods serve on a citizen patrol. They patrol from 8 P.M. to 3 A.M., and there is increasing interest in the citizen police academy. "The biggest thing has been to see the citizens get excited," noted Garrett. "And the officers are thankful to have them."

COP members radio a police officer directly when they have something to report.

Weed and Seed

The second major impact on Forth Worth's crime rate came through Weed and Seed. Weed and Seed begins with a strong law enforcement effort to incarcerate violent criminals and major drug dealers. Once criminals are removed and the area is accessible, it is "seeded" with community services to provide immediate relief and to ensure the area doesn't remain a breeding ground for crime. Shauna Fitzjarrell, Prevention Coordinator for the nonprofit Fort Worth's Crime Prevention Resource Center (FWCPRC), remembered that neighbors in a "totally disenfranchised" area of Fort Worth had determined that they needed a comprehensive, collaborative approach to revitalizing their neighborhoods. Weed and Seed's goals seemed to match just what the local community had decided needed to be done.

Which is not to say that Weed and Seed was an inherently appealing concept. Besides the dubious title likening human beings to weeds, an overwhelming amount of Weed and Seed funds—90 percent—was federally earmarked for police action, leaving only 10 percent for the community services which were to follow. To some Fort Worth target-area residents, this sounded like a design for a police state. Others voiced their frustration with having their problems consistently used to generate revenue for the city but never seeing the benefits of those dollars, which former FWCPRC executive director Patsy Thomas acknowledged was "a fair assessment."

FWCPRC succeeded in winning a $1 million federal Weed and Seed Grant for Fort Worth in 1992 for the target community whose residents had been working together for over a year to plan how to revitalize the area. These concerned residents had already made a commitment to turn the area around with or without federal funds. In fact, Fort Worth was nearly denied federal support because their 15 square-mile target area was considered by federal administrators to be unrealistically large. Most Weed and Seed programs around the country attempted to manage areas much smaller, such as one housing unit, or a few city blocks. But because the target-area community was in agreement about the size of their focus area, Fort Worth stood its ground.

The target area identified by the community had endured "off the chart" rates of violent crime and drug trafficking. Frequent

gang wars and drive-by shootings kept several neighborhoods in the target area virtually under siege. City services openly admitted not going in to the area, and as a result, streets were trashed, sidewalks and roads were never repaired, and many residents didn't feel safe enough to use the outdoors even in daylight hours.

The first meeting included "community leaders" such as elected officials, none of whom lived in the target area.

Off on the Wrong Foot

Forging alliances among the people who lived in these conditions, the city, the police, and other service providers was a painful process. Several things were poorly conceived, especially in the early stages. The first community meeting, for example, was held downtown in the botanical garden, inaccessible to target area residents. "That was the first big mistake," Thomas said. The meeting also included "community leaders" such as elected officials, none of whom lived in the target area and thus could not adequately represent neighborhood concerns.

Very soon, however, the proper course became evident, and meetings were relocated to neighborhoods in the target area. In addition, leadership was turned over to a member of the school board. Meetings were held in various locations and at various times throughout the target neighborhoods to encourage maximum participation. Further, several techniques were used to encourage input from residents who struggled with language barriers, illiteracy, or fear of known drug dealers who also showed up at these meetings. Over a hundred people attended at least one of these weekly community meetings, and several attended regularly.

Thomas recalled, "There were lots of evenings when I left those very emotional, volatile community meetings and I cried all the way home." But like others, Thomas was committed to making a positive change. Thomas was convinced that Fort Worth succeeded with Weed and Seed when other cities failed because the whole area had already made significant advances in community involvement. "This was not a *do to;"* she said, "this was a *do with."*

Cohesion Pays Off

The target area saw dramatic results, and Neighborhood Police Officers (NPO) played a crucial role. Freed from routine patrolling duties, NPOs perform what Garrett calls "problem-oriented policing duties." They help forge networks among neighbors, churches, activists, Citizens on Patrol, and others in order to address various neighborhood issues which may not at first glance appear to have an obvious link to crime, such as getting city services into the area. They also implement programs for youth, attend school functions, organize neighborhood advisory councils, and solve issues plaguing neighborhoods, such as chronic drainage problems. Garrett said NPOs have "a tough job" with demanding hours; "They flex a lot." Fort Worth currently employs ninety NPOs.

Officers in the target area made huge strides in winning the trust of the neighbors. At FWCPRC they tell the story of one officer who delivered Weed and Seed promotional brochures to dealers at a crack house. "I just wanted to introduce myself," the officer said, "and to let you know that we'll be watching you from a vacant lot across the street." This same officer used a similar kill-'em-with-kindness technique on a local television station that refused to cover the story of neighborhood youths who rallied one day to clean up a vacant lot. The officer, Thomas recalled, phoned the news station and politely informed newscasters that unless they covered some of the positive events in the neighborhood, they wouldn't be invited along next time they wanted footage of police officers kicking in doors. The cameras arrived to cover the kids' event within ten minutes.

Meeting Basic Needs

The ongoing community meetings in the first Weed and Seed neighborhood brought people together who otherwise probably would never meet, and it has yielded some stunning results. During a discussion about jobs at one meeting, resident Quintin Hernandez mentioned that his workplace, located about 30 miles from the target area, had plenty of jobs, but they were all going to Dallas residents because Dallas provided public transportation to the area. A member of the federal transit authority was also in attendance, and agreed that if Hernandez could find fifteen job openings in the same area, the transit service would provide the neighborhood with a commute van and hire a neighbor to drive neighbors to work. While Quintin surveyed employers around his work area, his spouse, Deborah, knocked on their neighbor's doors in search of job candidates. People in the community who had previously signed Memos of Understanding during community meetings were called in to make good on their promises to provided resume writing skills, interview skills, and other services needed to prepare area job candidates for interviews. A clothes bank was established for the residents' use, and the job bank conducted their own drug testing.

> The officer politely informed newscasters that unless they covered some of the positive events in the neighborhood, they wouldn't be invited along next time they wanted footage of police officers kicking in doors.

It took a few months, but jobs began to trickle in. Deborah continued to manage the job bank from her kitchen table. After a time, the neighborhood gained a reputation for having a good workforce, and employers began to call Deborah for leads. Then other employers began to come into the area to conduct interviews and to hold job fairs. The job bank was eventually relocated to a neighborhood police substation.

Deborah said that her initial motivation to get involved was not due to a sense of volunteerism at all; she and Quintin had recently suffered a series of personal tragedies, and she wanted to "stay busy day and night." Community activism was not in Deborah's plans. "I did it to keep sane," she said. Nowadays, she finds herself motivated by a desire to keep the area safe and to help her neighbors.

To date, the Weed and Seed job bank has helped more than 6,000 East-side residents find jobs. A local bank has moved in to the area, a few new boys' and girls' clubs are up and running, and several industries have relocated there, including a major supermarket that is currently under construction. Major strides have been made in housing. Thomas reports that over $50 million in new growth has come to the area.

Since 1991, crime in Forth Worth has dropped 52 percent. Garrett and Fitzjarrell stress the need to implement innovative programs with strong community involvement. Both speak passionately about the need to develop wider alliances. Because Code: Blue and Weed and Seed rely on proactive grassroots involvement, it is no surprise that Garrett and Fitzjarrell are proud of their Community Leadership Development Program, which teaches residents about local government operations and provides them with essential leadership skills such as how to run meetings, write grant proposals, speak effectively in public, work towards building consensus, and mobilize grassroots support.

"It Wasn't the Money"

ALLIANCE OF CONCERNED MEN, WASHINGTON, DC

There are alternatives to hardball crime-prevention tactics aimed at young offenders. Mediation, counseling, and an opportunity to make amends can give youth the hope and experience they need to turn their lives around.

- Homicides are the number two cause of death for 15- to 24-year-olds and the number three cause of death for 5- to 14-year-olds.
- 44% of all firearm deaths are homicides, 51% are suicides.
- The death rate for black males is nearly three times that of males in general.

Shortly after the 1997 kidnapping and execution-style murder of 12-year-old Darryl Hall in Washington, DC, shocking lead paragraphs in the *Washington Post, U.S. News and World Report,* and other papers around the United States told a tale of conversions: one of the ten most dangerous men in the District traded drugs for hugs and college; gang members who once exchanged gunfire every day began working side-by-side to remove graffiti from the walls of their housing project; parents who used to keep their children locked inside homes boarded up for protection finally allowed them play outside; and the DC Housing Authority's top man claimed that the ex-gang members had saved the District "millions of dollars." These changes were initiated by the Alliance of Concerned Men (ACM), a handful of older men who risked their lives to stop violence in Benning Terrace, one of the District's most notorious housing projects.

On a Wing and a Prayer

The ACM brought national attention to themselves in 1997 when, according to ACM executive director Tyrone Parker, they walked into the Benning Terrace War Zone with "no police coverage, no bullet proof vests, no strategic plan" to negotiate a truce between two factions of a gang who up to that point had been trading gunfire every day for a year. Benning Terrace endured fifty-nine murders in the year before young Hall was shot in the back of the head. Hall's murder spurred the Alliance to step in quickly, before the two sides used it as an excuse to obliterate each other.

Some would say ACM didn't have a prayer, but Parker claims it was in fact their only resource: "What else did we have?" The Alliance had been working other programs in the neighborhood since 1991 and had won the trust of several young adults. By asking around, the men were able to discover the identities of the gang leaders. The Alliance sought the leaders out, and within a week both sides had agreed to meet with ACM in neutral territory. Parker said, "We don't tell them what to do, or judge them, or tell them that what they're doing is wrong. We find out what their problems are and then negotiate."

But first, ACM strongly encourages the teens to participate in group hugs and prayer sessions. While naturally that idea didn't fly with many hardened gang members, eventually everyone joined in. "These young kids were hoping for someone to come along who had the faith to do the work that we were ordered to do," Parker explained. To everyone's surprise, within two weeks after ACM stepped in, the factions had negotiated peace. But ACM knew that if peace was to last, they couldn't back out of these lives with simply a blessing. The men began asking the youths to think about how their futures could look better, still not knowing how to make the dreams of these kids become reality.

A New Player

David Gilmore, formerly of the DC Housing Authority, who had inherited responsibility for the housing project, had been following the gang wars in the news. With routine murder, fear, vandalism, and unpaid rents at Benning Terrace, he was ready to raze all 274 units when he read about the truce in the *Washington Post.* After reading the news story, Gilmore knew without a doubt that he had to be a part of the changes. "It seemed unlikely that this project could succeed without the support of a major agency," he said.

> They walked into the War Zone with no police coverage, no bullet proof vests, and no strategic plan.

Gilmore joined meetings with ACM and the Benning Terrace gangs not knowing exactly what he would find. "I've met my share of hustlers," he said. Very soon, one of the youths asked Gilmore point-blank, "When are you going to remove the graffiti at Benning Terrace?" Gilmore knew that graffiti were "not just words scrawled on a wall," that they had special significance. Without knowing where it would lead, Gilmore replied, "I'm not going to remove the graffiti, but maybe you'd like to."

Finally it was time for *someone* to come up with a plan, so the teenagers did. "I invited them to give me a proposal," Gilmore said, "and within two weeks they came up with a proposal to form work crews." Gilmore agreed to use money he "would have spent anyway" to pay thirty kids $6.50/hour to clean up Benning Terrace within six months.

"It wasn't the money," Gilmore said, "not that they didn't need it. They were after legitimacy; they were after recognition that they as human beings could do some positive productive work and be recognized for it."

Teens Take Charge

The youths were taught how to safely handle the caustic chemical used to remove graffiti and how to use spray machines. Then they were issued goggles and yellow slickers and sent to work. Kids who once shot at one another then began to work side-by-side, and a poor neighborhood blasted by gunfire began to rise from its ashes. *You Are Now In the War Zone,* the central piece of graffito separating Benning Terrace from the rest of the world, was removed, and residents slowly, cautiously began to pry the plywood from their windows. But confidence was hardly running rampant. Gilmore remembers, "We all knew it could have blown up in our faces at any time."

Instead of blowing up, the work crew finished their contract two months ahead of schedule, and they were put to work somewhere else. The youths learned maintenance, painting, and landscaping skills; in time, some entered apprenticeship programs, and some have been hired on Gilmore's own staff as regular maintenance workers.

"I was overseeing hundreds of millions of dollars in taxpayers' money," Gilmore said, "and if I thought for a minute that hiring these youths was foolish or folly, then I would not have wasted it." Gilmore reports that, on the contrary, hiring ex-gang members has saved the Housing Authority $3–5 million a year in graffiti removal, job training, health and emergency care, police coverage, and more. In addition, work crews are now supporting their families and paying taxes. "And this is going to pay off in years to come because when we finish the renovations it has a chance of lasting," Gilmore said.

Peace has lasted. "We just had our four-year truce anniversary," noted Parker. There have been no crew-related murders at Benning Terrace, and crime in every major category has decreased. And ACM, with DC government support, has performed other interventions and hired ex-gang members to work in seven other housing projects, as well. ACM manages a $1 million grant from the DC Department of Employee Services and has hired more than 500 youths.

Though the kids working with ACM are no longer in gangs, they stay organized under new identities such as the Young Black Educators of Park Morton, Northwest Kids in Partnership, and the Concerned Brothers and Sisters of Benning Terrace.

The original five-member Alliance has grown into seven members and a "large volunteer component." They meet before sunrise every morning to pray and meditate and prepare for another day. That day might include a twice-a-week meeting with ex-gang members, teaching life-skills classes to young adults, bringing children to visit their fathers in jail, or making arrangements for a father to call his children at school so that he can keep up with their education while he's in prison.

Hiring ex-gang members has saved the Housing Authority $3-5 million a year.

Alliance members endeavor to maintain long-term support for the youths to whom they reach out, and to try to be with them as they struggle through inevitable difficulties. Parker acknowledges the importance of food, education, and jobs in keeping youth on the straight-and-narrow, but insists that a spiritual base must come first for the population he works with. "If anything happens to their jobs or to their training, they still have the foundation," he said.

- One out of every two marriages ends in divorce.
- Divorce or separation affects the lives of 1.5 million children annually.

"A Child Needs to be Given the Right to Love Both Parents"

START MAKING IT LIVEABLE FOR EVERYONE, OAKLAND COUNTY, MI

Community courts can take the lead in modeling conflict resolution among families, and community resources can point the direction out of hopelessness and hostility.

Lorraine Randolph, Director of Family Counseling at Oakland County Friend of the Court, described a little girl who sat in her office unable to articulate her feelings about her parents' divorce. "It's like me," the girl said, sitting up in the chair. She pointed to one arm of the chair and said, "Here's Dad." Then she pointed to the other arm and said, "Here's Mom." Then she grasped both arms of the chair and wildly tugged her little body back and forth between them. "And I understood exactly," Randolph said.

"People . . . they're desperate," said Hon. Edward Sosnick, a Circuit Court Judge in Pontiac, Michigan. "Their lives are falling apart and they've got kids and they're feeling guilty or scared; people just don't know what to do. We don't do a great job of educating people about how life is supposed to work." Sosnick witnessed daily the devastating effects of divorce on children, and he knew that parents, attorneys, community health professionals and others wanted courts to do more to aid divorcing parents. So, in 1989, he teamed up with family law attorney Richard Victor, and they organized a committee of professionals, including Randolph, to troubleshoot the problem. The result of those meetings was *Start Making It Liveable for Everyone* (SMILE), a program targeting separating or divorced parents with minor children in Oakland County, Michigan. "Most studies indicate that the number one key to a child's recovering from a divorce and doing well is how the parents behave toward one another," Sosnick said. SMILE is a one-shot intervention program that teaches participants the

effects of divorce on children.

Divorce 101

Randolph identified three goals of the SMILE program: to teach parents the effects of divorce on their children, to help parents understand the needs of their children, and to teach them how they can promote a positive environment for their children. SMILE meetings begin with an introduction by Judge Sosnick. Then an attorney, usually Victor, discusses legal issues in divorce, followed by presentations from other professionals on the stages of emotional adjustment and the effect of divorce on developmental stages in children. Adults are shown a short video in which kids in various age groups discuss divorce in their own words, and the meeting ends with a list of dos and don'ts for parents. Participants are given a handbook that includes a summary of the information presented at SMILE, a suggested reading list for parents and children of all ages, and a list of community resources.

> "We don't do a great job of educating people about how life is supposed to work."

Randolph's role in SMILE is to explain how divorce affects children differently according to age and to provide parents with concrete information with which to interpret their child's behavior more accurately. For example, children ages 3–5 "are pretty egocentric and they feel they have a lot of power and control over things," Randolph explains, and hence kids in this age group frequently blame themselves for the divorce. "They think their misbehavior caused the divorce, so they feel guilty and may regress in independence because their energies are focused elsewhere." An example of regression may be that a child who used to button his shirt by himself now wants help getting dressed. Randolph reminds parents that habits that are eventually taken for granted, such as buttoning a shirt, have not yet been "overlearned" in a child this age; thus, the child has to think about every movement his hands need to make in order to get the button through the buttonhole. If a child who has recently learned that skill suddenly wants help with this task, it can appear to be an attention-getting device to parents, who may dismiss a child's request for help with, "You already know how to do that!" Actually, Randolph instructs, if the child's mind is preoccupied with problems in the home, he can no longer focus on mastering the skills necessary to button his shirt.

The list of dos and don'ts which concludes the meeting allows parents to identify and begin to avoid behavior that can cause lasting harm to children. Don't discuss child support issues with children, don't badmouth the other parent, don't use your child to spy on your ex-spouse, for example. "People do and say things inadvertently," Randolph said, and she sees SMILE as an opportunity to "help people learn how to be divorced for their kids' sake."

A Child's Right

The basic premise of SMILE is that children have a right to love both parents, and divorced or not, parents need to respect that right. Sosnick insists that parents don't have to like each other to remain civil towards their ex-spouse and supportive of their children after a divorce. He makes the point that incompatible business associates who are making a lot of money would find a way to work together for the sake of the business, and parents, too, can find a way to work together for the sake of their children.

Sosnick tells the following story: A couple had divorced. The man's disdain for his ex-wife was surpassed only by her contempt for him. Since the divorce, their little boy had never heard either parent utter a single kind word about the other. This man came to the SMILE program one evening and took to heart the message, "A child needs to be given the right to love both parents." After the meeting, he returned home and learned

that his ex-wife had called and told their son that she couldn't pick him up that weekend (her shared parenting time) because she had won an award at work and had to go out of town to receive it.

The first words the father thought to utter were, "It's too bad she's not a better mother than an employee," but he stifled them and remembered what he had heard at SMILE. He found himself saying, "Oh, that's great! Would you like to do something for your mom?" The young son was of course skeptical: "Yeah right, like a car bomb?" But the father said, "No, we'll send flowers." Then he took his son to the florists and helped him pick out flowers and write a card.

A couple days later, the boy's mother called, crying with joy. She told her son it was the best present she had ever received. The child ran from the phone and flung his arms around his dad. That hug, the man said, was unlike any he had received in the past.

"Most studies indicate that the number one key to a child's recovering from a divorce is how the parents behave toward one another.

SMILE has changed others, as well. One woman and her ex-husband decided to move into two separate houses on the same block so their children would have easy access to both parents. After an evening at SMILE, another woman who hadn't spoken to her ex-husband in two years was reminded by their kids that it was their dad's birthday the following day. She said, "Let's bake him a cake!" They brought it over the next day, and that gesture reopened the relationship.

How can a two-hour, one-time intervention make such a difference in people's lives? "The children touch them," Sosnick said. "Once they understand what's going on with their kids developmentally and emotionally, and that how they behave towards the other parent really impacts the children, then they can set aside their own disdain and decide to accept." SMILE removes the focus from issues between parents and sends the message, "It's not about you; it's about your child."

A Growing Need

With about 3,000 Oakland County couples filing for divorce each year, SMILE programs are well attended. For the first several years, individuals attended SMILE voluntarily, but since January 1998 the court has required participation from divorcing parents with minor children. A computer program identifies people who have filed for divorce, verifies addresses, and generates a letter that is mailed to parents with a suggested date of attendance and a response card. SMILE is provided at no charge to attendees.

Randolph said that grandparents, new spouses, and anybody in the community

is welcome at SMILE. "The more we sensitize anybody to the effects of divorce on kids, the greater help they will receive," she said.

Attendance at the twice-monthly meetings has jumped to about 150 people per meeting. Despite the size of the crowd, "They're are so rapt with their attention that you can hear a pin drop. People are so eager for information about anything that may help them," Randolph said. Sosnick estimates that well over 22,000 people have attended SMILE in Oakland County alone.

SMILE is very inexpensive to run, especially since it uses a county meeting facility. Mailings, postage, and printed materials add up to $3,000 a year, Randolph reported, "And you can do it on less." SMILE's presenters are all volunteer. The program has been replicated in forty-five Michigan counties and seventeen states.

In September 1998, Oakland County implemented a paternity program based on the SMILE model. Forget-Me-Not is a one-time intervention program which imparts the importance of both parents staying involved in the life of child, provides information on a child's search for identity, teaches the effects of father absence, and offers suggestions about what to do if one parent does not want to be involved. Since its inception, Forget-Me-Not attendance has averaged around forty-five people per program.

SMILE sends the message, "It's not about you; it's about your child."

While developing other programs, Sosnick, Randolph and others have remained involved with SMILE, presenting information year after year. Sosnick has missed only one SMILE program in ten years. Randolph, likewise, said that no matter how tired she is when she knows she has to go to SMILE, she always leaves "wired." They stay committed to SMILE because once you reach a goal, Randolph said, "you can't let it founder."

Our Food

IN HUGE SUPERMARKETS AMERICANS FIND a stunning variety of produce all year round. New products are introduced daily, and food is relatively inexpensive. Current food systems, rooted in factory farming methods, may indeed provide us with cheap food at the checkout stand, but we pay elsewhere: chemicals and monocropping practices have depleted our nation's topsoil to crisis levels and reduced the flavor and nutritional value of our food, and huge corporate food chains have driven many small farmers out of business. More importantly, 12 million American households experience hunger each year while, by conservative estimates, 96 billion pounds of our food supply is wasted. Food costs, which include the treating, handling, packaging, transporting, advertising, and wasting of food, are prohibitive to many. ¶ Yet, from Detroit's Charity Gardens of 1893 to today's urban gardens, local food programs have consistently been America's answer to a variety of national food-related problems. In the emerging new society we have made major strides toward rescuing food and developing viable, community-based food systems. Local farms and community gardens provide alternatives to corporate chains, support biodiversity, allow farmers to make a living, reduce pollution, and keep food dollars circulating in our local economy. Our family farmers are also a valuable educational resource for youths who may visit farms, work the land for a day, and better appreciate how food gets from the earth to their dinner plates.

- On average, produce is shipped 1,300 miles and handled thirty-three times before a consumer ever touches it.
- Almost every state buys about 85%–90% of its food from somewhere else.
- Every year, one million acres of farmland year are lost to urban sprawl.

"People *Need* to Get Connected to the Land"

ROXBURY FARM COMMUNITY SUPPORTED AGRICULTURE, CLAVERACK, NY

Small farms can be protected from closure by the investment of local communities.

Just Food, a nonprofit agency working to develop sustainable food systems in New York City, reports that in the past two decades New York state has lost nearly 20,000 farms and over a million acres of farmland. Ironically, while farmers in the region are barely able to survive, city-dwellers have little access to local produce. In addition, Just Food notes that 75 cents of every dollar spent on supermarket food goes towards advertising, processing, packaging, storing and transporting it, making the *eating* of it unaffordable to many. Community Supported Agriculture (CSA) is one alternative to this troubling course, so among its other goals, Just Food helps develop CSA farms in the region.

Ninety-nine percent of CSAs are organic, and Sarah Milstein, a Coordinator of CSA Programs at Just Food, debunks a tenacious myth that organic produce is difficult to sell because it does not and cannot look as attractive as produce sprayed with pesticides. "The vast majority of organic produce looks as good as or better than conventionally-grown produce found in grocery stores," Milstein said. She explained that organic produce looks much better than it did twenty years ago because organic farmers, in general, have become more experienced. Of course, organic produce that has traveled thousands of miles to reach a consumer and then sat on a grocery store shelf for a week may not look very appetizing, but Roxbury Farm CSA members don't have to worry about that. They receive their organic, biodynamically grown produce the same day it is picked. Their produce not only looks delicious, it is some of the freshest, most nutritious food on earth.

A Share of the Harvest

Roxbury Farm Community Supported Agriculture is a 140-acre farm in Kinderhook, NY. Roxbury differs from traditional farms in that it sells its food *before* it is grown. Roxbury, like most CSAs, sells "shares" of an upcoming season's harvest. One Roxbury share entitles a member to ten to fourteen pounds of produce a week, enough for two to four people, for twenty-seven weeks of the year. To determine the price of a share, a Roxbury manager meets each winter with CSA members, represented by a "core group," to calculate all farm operating expenses, from seeds to salaries. The total operating cost is then divided by the number of shares the farm can reasonably fill. Community members purchase shares in the winter, often paying in installments. Then, as the berries ripen and the corn grows tall, the weekly harvest is divided up according to the number of shares purchased. A poor season will yield less food per share, and a good season will provide more food than expected each week.

Roxbury Farm produces about 250,000 pounds of organic food each season, and delivers its supporters twelve to fifteen different types of fruits and vegetables each week from late May through December. "Notes from the Farm" arrives with the produce at each pick-up site. Written by owner Jean Paul Courtens, the weekly newsletter offers a page of news, notes, and educational items, with a recipe on the back.

The farm's $210,000 annual operating expenses are met almost entirely with the support of three distinct communities who purchase a total of 600 shares, making it one of the largest CSAs in the nation. Besides paying the farm, each community has its own operating expenses to consider. Budgets differ according to administrative expenses, distribution arrangements, and other factors such as newsletter production and special events. Therefore, each Roxbury Farm community determines its own price per share. Members currently pay $350 per share, slightly more if they live in New York City to offset delivery costs. This is a good deal for shareholders. A recent Boston University study found that similar quantities and quality would cost $700 in a supermarket and $1,200 in a health food store.

Still, purchasing food months ahead of time is obviously risky for consumers, but Milstein reported that Roxbury communities have not had to bear any "noticeable" losses. In 1997, for example, the parsnips failed, but since the farm delivered about sixty other types of fruits, vegetables, flowers, and herbs to members that year, the lack of parsnips didn't upset the balance of anybody's diet. While no one wants to lose food or food money, with a CSA losses are less likely to be as catastrophic as they are with monocropping or conventional farming methods where a farmer enters into huge debt early in the year betting that a single crop will pay off later.

The weekly supply of fresh, organic produce is one of the most obvious benefits of CSA membership. Some CSA farms offer as many as 100 varieties of fruits, vegetables, and herbs. Many grow flowers and fruit. Still others offer honey, eggs, animal products, grains, and textiles. Another benefit is that CSAs enable members to meet the people who grow their food, to keep in mind how and by whom food is grown.

All planting, harvesting, animal care and daily chores at Roxbury are completed by two full-time employees, three apprentices, and dozens of volunteers. All Roxbury community supporters are asked to put in two

to three hours of work a season, making phone calls, bringing leftover food to emergency food services, unloading the delivery truck at a pick-up site, helping with weeding and the harvest, or doing any number of things that keep the system operating smoothly. There are eight volunteer site coordinators responsible for distribution and coordination of volunteers at each site. "The volunteers do an enormous amount of work and that helps us a lot. In fact, we have a surplus of volunteers," said Courtens. Roxbury's Columbia County community offers "harvester's shares" to members who want to work off up to 50 percent of their food costs by putting in four hours each week helping farmhands harvest labor-intensive crops. Besides gaining hands-on experience with the realities of food production, by sharing the workload, volunteers contribute a valuable service to the farmers and their communities. Added Courtens, "They love to do it because people *need* to make a connection to the land."

Roxbury participates in the Cooperative Rural Apprentice Farm Training (CRAFT) program to train apprentices in the methods of sustainable agriculture and to share their knowledge of CSA farming with a new generation of potential farmers. In another program involving a neighboring farm and two local supermarkets, Roxbury obtains food waste headed for landfill and reroutes it to the farm to be used as compost.

Staking a Claim

One of the greatest dangers to small farmers and organic agriculture is the competition that farmers face from land developers. Farmers shopping for land can rarely compete with real estate developers with deep pockets whose clients want to build large homes on large acreage plots. Courtens, who recently went looking for land, said, "My biggest competition was from people who wanted 100-acre estates and that drove the land value up to $350,000. The agricultural value of the land is only $40,000 or $50,000." Few landowners looking to turn a profit would opt to sell the land for so little when they could get so much.

"The farmers who have a stake in the land take much better care of it and the surrounding environment."

Yet, throughout the United States land trusts are purchasing farmland and open spaces and creating conservation easements. In many cases, land sellers want to ensure—usually for personal reasons—that their land remains a farm or open space, and a conservation easement introduces language into the deed to ensures this. In the case of Roxbury Farm, Courtens worked with Equity Trust, a nonprofit land trust that dedicates itself to ensuring that small farmers can obtain access to land. Roxbury Farm's land is leased from Equity Trust, which owns the development rights that specify that the land must be farmed or maintained as open space, woodland, and wetland. Courtens holds an inheritable lease that he can bequeath if he so desires. "I have traded my equity," said Courtens, "for the right to access and essentially own a great piece of land to farm."

Another promising aspect to this approach is improved stewardship of the land. According to Courtens, farmers own 100,000 acres of land in Columbia County, New York. The other 60,000 acres of farmland is rented. "The farmers who have a stake in the land take much better care of it and the surrounding environment," he added.

The security provided by a CSA arrangement allows Courtens to farm in accordance with biodynamic principles. Released from market pressures, he shuns pesticides and rotates crops each season without risking financial ruin. Further, they are able to make decisions that are not economically feasible to conventional farmers, such as to allow some fields to lie fallow in order to restore nutrients. Courtens, in fact, uses

only forty acres each year for raising vegetables. The rest is wetland, woodland, and creek open for public access. And though their available acreage is obviously reduced with biodynamic methods, their actual crop yield per acre has increased. While Roxbury could potentially support more than 600 members, it has set a limit—and reached it—so that the farm can maintain sustainable agricultural methods.

Currently, there are 600–700 CSAs in the United States, and their numbers are increasing. Community Supported Agriculture of North America estimates that 100,000 to 150,000 U.S. families benefit directly from food produced by CSAs. CSAs are promising, but to succeed they require a committed, cohesive group of supporters. One farmer who ultimately sold her CSA farmland lamented that not one of ten people who signed up for working shares ever showed up for work. Many of her members didn't pay their debts to the farm. In contrast, Courtens emphasized, "We have very strong core groups." For example, all of Roxbury's grants, donations, and marketing are facilitated by members. "We can do what we do on the scale we do it because many responsibilities are taken on by those outside the farm."

"Let Us Dream and Build This City Together"

SOUTHWARK/QUEEN VILLAGE GARDEN, PHILADELPHIA, PA

Community gardens build community, beautify the land, purify the air, help families save money, and provide a socially sanctioned way for adults to play in the dirt.

About twelve years ago, a group of kids cleaned up a trashed, run-down lot at the end of a street in Steve Maurer's Philadelphia neighborhood. That inspired him and a handful of neighbors to plant a garden there. "We didn't know what we were doing; we just went in and planted," he said. With several varieties of flowers from which to choose, they decided to plant marigolds because they happened to be on sale that week. "Luckily," Maurer said, "they grew." As their experience increased, their flower garden flourished.

In time, a nearby hospital that had acquired the land wanted to pave a parking lot over the garden. Maurer's group was able to convince the hospital to leave unpaved a strip of land large enough for trees. He is convinced that the original gardening efforts of his group of neighbors helped win a green space for the trees. "Every day [hospital staff] drove by and saw flowers," he said. The group not only protected a green space at the end of the parking lot, they even convinced the hospital to donate the trees. Now a Permanent Green Space, Maurer's original garden site is home for six maturing trees, and Maurer is now a member of the Philadelphia Horticultural Society (PHS) staff.

Flower Power

In 1974, PHS used proceeds from its annual flower show to launch Philadelphia Green, the Society's mission to improve the quality of life through horticulture. Philadelphia Green helps individuals plant flower boxes, helps groups of neighbors convert brownfields into urban vegetable gardens, and works with districts to reclaim entire city parks. With a special emphasis on revitalizing moderate- and low-income neighborhoods, Philadelphia Green is the largest community greening project in the country.

Maurer, PHS's Director of Public Relations, endorsed a "work with what you have" philosophy to get neighbors started.

- Nearly half of all retail food and beverage purchases in the United States are controlled by six corporations: Philip Morris, ConAgra, PepsiCo, Coca-Cola, IBP, and Anheuser-Busch.
- The USDA Assistance to Community Food Projects will provide $16 million in funding over the next five years to local food security projects.
- In the early 1970s there were fewer than twenty citywide gardening programs; today there are over 550.

"Vacant lots can be turned into valuable open space just by cleaning up trash and mowing," he explained. "Across the nation we hear of urban sprawl eating up green space, but here in the inner city, green space is actually growing." He believes that constructing new development in open spaces may not always be the best way to revitalize a neighborhood. Planting gardens, on the other hand, "tends to motivate neighborhoods in amazing ways." Philadelphia Green provides information, direction, and moral support to groups who want to start community gardens, but the garden's survival rests upon the dedication of gardeners. Gardens must have the support of people in the neighborhood to remain productive. Maurer said, "One person can't make a community garden."

> "It's easy to prove that the neighborhoods who have these gardens are cleaner than those without gardens."

Seventy people, from children to seniors, tend a community garden in Philadelphia's Southwark/Queen Village area. Libby J. Goldstein, one of the founders, is still taking care of her plot after twenty-five years. Located in what used to be a vacant lot "across from a housing project in a gentrified neighborhood," the Southwark/Queen Village Garden brings together waiters, postal workers, white-collar professionals, retired people, and others to raise vegetables and tend flowers. The Southwark/Queen Village Garden is just one of well over 2,000 green projects in the care of Philadelphia residents.

Over the years, the Southwark/Queen Village Garden expanded to 18,000 square feet and sixty-seven plots. Five dollars rents a 10' x 20' or 15' x 20' plot for the year, which is large enough for a family of four to grow all their vegetables. In 1999, the Southwark/Queen Village Garden produced nearly $40,000 worth of vegetables, herbs, and fruit. The average plot yielded $600 worth of food. The gardeners also tend flower beds, a grape arbor, a fruit orchard, plum hybrids, and berry patches. They have bees at three hives.

The Queen Village Neighbors Association holds the city's license for the land but the garden is managed by the gardeners themselves, who assign plots each March (with priority given to Queen Village residents and last year's gardeners), plan garden activities, and make sure the garden is fully planted and maintained. Accepting a plot at the Southwark/Queen Village Garden carries with it a certain responsibility. Gardeners agree to adhere to garden rules regarding planting dates, garden cleanliness, and use of mulch and pesticides.

Neighbors Come Together

In addition to responsibilities regarding individual plots, each gardener has membership responsibilities that include attending at least five of the ten monthly meetings per season—attendance is taken! The one-hour meetings, held at the same time and place each month, give members an opportunity to discuss garden issues such as bylaws, rogue dogs in the garden, and why people shouldn't use the garden to dig up worms for fishing.

Goldstein laments that as of late the meetings have become bland as the neighborhood has become "yuppie-ized." "The meeting used to get pretty rowdy, but the neighborhood has been changing a lot," said Goldstein. "The high-rise Southwark housing complex was torn down and lots of new people have moved in, so we have been out of balance in terms of income diversity." In order to improve the balance, the gardeners are going door to door this winter to attract new gardeners from across the income spectrum.

Starting a garden or planting a plot is time-consuming in the early stages, but once established, a community garden can be tended by those with diverse physical abilities. Southwark/Queen Village gardeners agree to put in at least five hours per week tending their plot and its surrounding area.

In Goldstein's lengthy experience with her neighborhood garden, she has noticed that many people don't understand that plots need regular care and attention. While certain times of the year may bring a break from heavy maintenance, other times it takes more than five hours a week to grow healthy plants. "Seedlings should be watered every day," she explained. "Some days it may take over an hour just to water. Plus, you have to gossip."

Community gardens are indeed one of the few places where older people and younger people can come together and talk, and the benefits of gardening can transcend the amount of food produced. For empowering individuals and building cohesive communities, "Nothing works better than a garden," Maurer confidently claimed. "People come out of their houses and start talking to each other. Next, they invariably start cleaning up their streets." Maurer said that the unifying effect of community gardens was something PHS noticed, but it was not something the Society set out explicitly to achieve. Community gardens are just the beginning of social involvement, he said. At civic meetings and community events, "you always see community gardeners there."

Goldstein notes that in recent years interaction in the garden has decreased somewhat because people are overburdened and "don't have time to gab." Many of her neighbors work well over forty hours a week, which means they may not have time to take care of a garden. Also, she added, there is nothing necessarily ideal about neighbors talking in a garden. "What happens in the garden gets taken out into the street, and what happens in the street comes into the garden," she says. For the most part, however, that fuzzy boundary is good for the neighborhood. For one thing, neighbors who keep gardens tend to keep up the neighborhood. "It's easy to prove that the neighborhoods who have these gardens are cleaner than those without gardens," Maurer states. Furthermore, urban gardeners tend to be generous with their harvest. Ninety-one percent of Philadelphia's urban gardeners offer a portion of their harvest to others, including to organizations that feed the hungry, and Southwark/Queen Village gardeners are no exception. Goldstein estimates that about 225 neighborhood families benefit from the garden.

When everything isn't coming up roses, Southwark/Queen Village Garden disputes are resolved by the Garden council, which consists of six garden officers and seven volunteer row captains. The council hears disputes privately, and reserves monthly garden meetings for planning events, trouble-shooting small issues, and dealing with administrative tasks. The gardeners more often than not stand together, especially when it comes to dealing with utility companies who naturally want all users to pay for their water. Despite the citywide support for greening efforts, water for the Southwark/Queen Village Garden is, in Goldstein's words, "a constant war." Nonetheless, there are frequently as many as ten or twelve people waiting to get a plot in the Southwark/Queen Village Garden.

A few years ago, mosaicist Isaiah Zagar helped the gardeners commemorate their twentieth year by creating five-story mural on the side of a house that borders the garden. With a grant from the Pew Foundation, Zagar began what was his largest piece to date. Arching over the mural are the words, "Let us dream and build this city together." After the grant ran out, the gardeners raised an additional $2300 to allow Zagar to finish the piece. He incorporated mirrored tiles into the piece so that when looking at the mosaic, the garden is reflected back at the viewer. "Our garden is in the mural," Goldstein says. "It's right there."

"Hunger is Not Dependent upon the Time of Day"

CITY HARVEST, NYC

Food rescue networks not only feed the hungry, they provide secure employment and opportunities for volunteerism, save businesses millions of dollars annually on disposal costs, and spare our landfills.

- 27% of edible, nutritious food is wasted each year. If a mere 5% of the food we wasted were recovered, 4 million people would have food for a day.
- Dairy products and fresh fruits and vegetables constitute half of all waste at the retail level, largely due to overstocking and overtrimming.
- American children suffer the highest rate of hunger of children in any developed country.

There are more than 1,100 emergency food programs in New York City; nonetheless, 74,000 people are turned away from New York City emergency food programs each month because of lack of food—11 percent elderly and nearly half of them children. "Although our economy has grown at an unprecedented rate over the last few years," said Julia Erickson, Executive Director of City Harvest, "there are many New Yorkers who have been left out of that growth, and in fact, have fallen even further behind." According to the New York City Coalition Against Hunger, in 2000, hunger in New York City grew at 28 percent, compared with an 18 percent increase nationwide. And, 600,000 New Yorkers regularly depended on food provided by agencies.

City Harvest, the world's oldest and largest food rescue organization, each year collects over 13.5 million pounds of food—from potatoes to petits fours—and distributes it free of charge to more than 500 organizations, including soup kitchens, food pantries, shelters, and social service programs in New York City. City Harvest is the only food rescue service in New York City that emergency food programs depend upon for a regular supply of food at least once per week.

Food delivered by City Harvest feeds 130,000 people per week. City Harvest points out that homeless people aren't the only ones going hungry in the City: Many are working parents who can't make ends meet and often must decide whether to pay rent, clothe their children, or feed their children. Statistics show that 400,000 people in New York City suffer from moderate to severe hunger and that more than a quarter are children.[1]

Most donors learn of City Harvest by word of mouth. Five hundred regular donors, "and thousands of one-time donors" including restaurants, hotels, caterers, supermarkets, corporations, and others, contribute more than 25,000 pounds of food to City Harvest every day of the week. City Harvest works the other end of the marketing equation as well. Under a contract with New York City, City Harvest operates Hunger Hotline, New York's only emergency food referral service under contract with the City, directing more than 200 people daily to where they can find food. Added Erickson, "Our Hunger Hotline confirms that a large percentage of those who are hungry in New York are those working in minimum wage or low paying jobs. Children are half the hungry that we feed."

A Commitment to Customer Service

Crucial to their success is informing potential donors that the 1996 "Good Samaritan Law" protects individuals and organizations who, in good faith, help direct otherwise wasted food to the hungry. City Harvest strives to make giving as easy as possible by picking up donations at the donor's convenience, providing containers, and offering receipts for tax deductions which allow the donor to place a value on the food donated. Recently City Harvest even began a campaign to collect kosher food specifically to help feed the influx of hungry Russian Jews.

Besides feeling good about helping the hungry, donors save money because City Harvest picks up food for which the donor would normally have to pay disposal costs.

City Harvest makes it easy for donors to arrange a pick-up, day or night. Drivers work from 7 A.M. to 3 A.M., and as long as there is a truck on the road, there is a dispatcher in the office answering the phone. City Harvest operates thirteen refrigerated trucks and employs twenty-four drivers and fourteen driver's helpers. Some City Harvest drivers have been with the organization since its inception in 1982. "Hunger is not dependent upon the time of day," said Erickson. "Our trucks are on the streets nearly twenty-four hours a day, seven days a week. And still we collect only about one quarter of the food that goes to waste in New York City."

All drivers—in fact, all program staff—are trained in safe food handling practices. John Krakowski, Director of Policy and Community Affairs, is a registered dietitian who trains the staff in the National Restaurant Association's ServeSafe program and gives the staff constant updates through flyers, lectures, videos, and in-house training. According to Krakowski, City Harvest must work harder than most to assure food safety because of our clientele. "People with compromised immune systems, like young children, the elderly, people with diseases like cancer and HIV, pregnant and lactating women, and people who are poorly nourished, are at an increased risk for acquiring a food-borne illness. And these are the people you see in soup kitchens and homeless shelters." It costs City Harvest only 43 cents per pound to pick up and deliver food. Because food is picked up and delivered the same day, they incur no storage costs. City Harvest is equipped to accept all kinds of food, whether it's fresh, canned, or frozen.

Many hungry people in New York City are working parents who can't make ends meet and often must decide whether to pay rent, clothe their children, or feed their children.

Food is inspected before it is accepted. After a donation has been accepted, it is directed to an agency on City Harvest's roster based upon the agency's resources. Some agencies have the facilities to use fresh food, some can accept only canned food, for example.

Agencies that receive donations from City Harvest are visited regularly by City Harvest staff, who make sure food is stored and handled properly, verify that facilities are clean, and offer recipes. There are 100 organizations on the waiting list to become a regular recipient of City Harvest donations. Therefore, City Harvest's five-year goal is to increase their food take by 20 percent each year and to bring all the current backup agencies into the regular delivery cycle while recruiting new backup agencies.

Ninety-five percent of City Harvest's nearly $7 million budget is funded by individuals, corporations and foundations. Only five percent comes from government. Most of the budget is used directly to feed the hungry and underwrite program services. City Harvest combines forces with Food for Survival and other food and food rescue organizations, forming a united front in what Clinton Administration Secretary of Agriculture Glickman called, "America's great war of the 21st century: The war on hunger."

NOTES

1. See www.cityharvest.org


DAIRY PRODUCTS
CANDY
GROCERIES
SODAS BY THE CASE
IMPORTED & DOMESTIC
BEER & WINE
FleetWorks

Our Waste

ENVIRONMENTAL DEGRADATION HAS REACHED horrific proportions worldwide. Each year American households generate over 230 million tons of waste, and our landfills are rapidly reaching capacity. While the polluting of our air, land, and water may seem overwhelming and irreversible, we can make a significant impact on pollution through our willingness to reduce consumption, recycle, and reuse. Recycling and reusing goods saves our cities the considerable costs of transporting waste to remote areas, other states, or other countries. In addition, according to the Institute for Local Self-Reliance, recycling creates ten times more jobs per ton than landfilling. Further, the more we recycle and reuse, the fewer raw materials will be consumed by industry to manufacture new products to satisfy our consumer demands. ¶ In the emerging new society, several second-hand shops sell donated items such as clothing, kitchen appliances, and rebuilt computers. Small repair businesses have made a comeback, and our junkyards proactively support community interaction. Large county-operated warehouses partner with private and nonprofit organizations to redirect goods from landfill while providing job training. Naturally, recycling and reuse happens on a smaller scale as well. The biggest benefit that has come out of comprehensive systems to reuse, repair, and recycle goods has been that as a community we have begun to rethink our consumer habits and to critically evaluate our acquisitive lifestyles.

- Recycling and reusing saves energy; conserves natural resources; reduces the need for mining, logging, and drilling; causes less damage to our air and water; saves landfill space; saves money; and creates jobs.
- Every 1,000 board feet of reused building materials saves 2,000–3,000 board feet of virgin timber from being harvested.
- More than 100,000 new jobs could be created in the reuse industry if only 50% of the durable goods headed for landfill were reclaimed.

"You Gotta be a Little Creative"

ORANGE COUNTY COMMUNITY DISTRIBUTION CENTER, ORANGE CO., FL

Thinking outside the box can lead to ideas that address several societal needs at once. The participation of diverse community stakeholders is an important aspect of a risky program's success.

Rick Stanley, Senior Job Placement Counselor for Orange County Corrections, was at a construction site checking on his crew, and he couldn't help but notice a growing pile of usable building materials that was marked for the dump. Growing up poor, Stanley and his brother had accompanied their grandfather on several scavenging trips, gleaning usable windows, molding, and boards from abandoned houses in order to build another home. George Holleman, then head of Central Florida Builders Exchange, was also at the work site that day, and the two got to talking. Holleman said that dozens of nonprofit agencies constantly called him, seeking his help in locating donations of paint, wood, and other materials the agencies couldn't afford to buy. Stanley, whose primary concern at the time was finding decent employment for his work-release inmates, thought about other training programs at the correctional center and wondered whether opening a warehouse would be viable. Stanley and Holleman brainstormed and created the outline for what is now the Orange County Community Distribution Center (OCCDC), a warehouse through which donated building supplies and other items are directed to community organizations in need.

The distribution center addresses multiple issues at once. First, by accepting items that are typically thrown away, OCCDC has so far spared Florida public landfills over five million pounds of refuse. Corporations generating this waste are in turn relieved of significant tipping fees. Next, the center cleans up, organizes, and inventories the goods in preparation for reuse, providing warehouse training to minimum-security offenders. OCCDC also maintains a database of over 600 local churches, mental health agencies, youth organizations, and other nonprofit operations that need items that businesses discard. To date, these community organizations have received well over $10 million worth—some 3,800 tons—of building materials and other items from the center free of charge.

OCCDC is a joint venture with Orange County corrections, a private sector advisory council, and the Florida Technical Institute, which provides instructors and curriculum. Weaving the interests of various organizations makes a stronger program, said George Welch, Unit Supervisor of OCCDC. "My grandfather was a farmer, and he taught me that a three-legged stool is the most stable because it will adapt itself to the surrounding terrain," said Welch.

Despite its success, the concept was not initially received with enthusiasm by the county corrections division. "The corrections industry draws people from the military," explained Stanley, who used to be a commanding officer. "They're not used to creativity and entrepreneurship." In the beginning, Stanley had no financial backing, but that didn't slow him down. He drove around town looking for a building to house the project and eventually came across a dilapidated warehouse with a "For Rent" sign listing an out-of-town number. Stanley called the owner and warned him that drug dealers and hoodlums had been using the building, and explained to the land owner his ideas for development. In the end, the owner gave Stanley use of the warehouse at no charge until the owner could sell it.

That part settled, getting the operation off the ground was "a grassroots thing," Stanley said. Inmates were persuaded to help Stanley clean, put up firewalls, and do other repairs on weekends in exchange for smoking privileges. At one point, Stanley's own son worked with him from dusk till dawn to

prepare the warehouse for a morning inspection. Businesses donated materials, and the fifteen-member private sector advisory council stepped in to handle negotiations, PR issues, worker safety, and more. Orange County followed with $8,000 to finish construction, $4,000 of which was returned unspent because the community had pitched in. Signs for the lumberyard were made by girls from a local church, for example, and an ex-con who had become a disc jockey plugged the center on his show. The Walt Disney Company began to make donations, and the doors opened in 1993.

Getting the operation off the ground was "a grassroots thing."

Because, as Stanley remarked, "It was a home-grown warehouse," the response from the community has been overwhelmingly positive. "Let's face it," Welch said, "nobody likes the fact that somebody broke into their home and stole their TV set or VCR or worse, but ultimately, all of those people return back to the community, and part of our goal here is to return the people in a better state than that in which they started out."

Though the original warehouse was sold after OCCDC had been in operation about two years, the county relocated the operation to a new 20,000 square foot building, which houses the warehouse and classroom space. In groups of about five, inmates on work release go through a voluntary six-week training program. They receive no remuneration, but in exchange for their labor they are not charged rent at the work release center, where they live. Men and women inmates get on-the-job training to learn how to operate a forklift, safely handle hazardous materials, apply first aid and CPR, manage inventory, and more. "People skills" are also taught, including networking, conflict resolution, and personal accountability. Inmates leave the program with hands-on experience and official certification in six areas.

Inmates Serve the Community

Inmates are directly involved with the customers who come to the center to drop off or search for materials. Welch said the warehouse typically has an inventory of about 500 different items. Inmates process a large amount of building materials, such as staircases, roofing, and lumber. Orange County has many hotels that are regular sources of tables, chairs, and carpet, but donations to OCCDC can get much more interesting than that. One day, Welch was dismayed to discover that a warehouser had accepted a donation of 300 theater-style seats. He wondered how they would ever get rid of them. "But they didn't last the afternoon," he said. The warehouse database tracks the types of nonprofit organizations registered with the OCCDC, and after a few phone calls by staff, the theater seats ended up as choir seating at a dozen churches. Recently, the center received a full-size, portable, lighted tennis court from a local family. Inmates dismantled and transported it from the owner's home, and then converted it into a roller rink and installed it at a local YMCA.

Occasionally Stanley takes a crew from the warehouse into community service. They identify a need, and then use materials from the warehouse to fill it. Inmates built a wheelchair ramp at a day care center that didn't have funds to construct one. For materials, they disassembled staircases. "You gotta be a little creative," Stanley said. Through community service and customer service at the center, inmates and the community at large get used to each other again.

Since 1993, 656 inmates have graduated from the OCCDC program, and Stanley's office has found jobs for all of them. Stanley teaches other work-release inmates the telemarketing skills needed to find job leads and build a database, now composed of 5,000 employers. "We've got more jobs than we've got people, " Stanley remarked. OCCDC shares its success. Stanley's office finds work not only for inmates, but for scores of other people on probation or home confinement,

individuals from battered women's shelters and from the Coalition for the Homeless, and people who simply walk in off the street. To him, filling orders is just good business, and it will keep employers calling. "This," quipped Stanley, "is probably the only jail around that people come *back to* to get help."

"Rehabilitation is a by-product of accountability," Stanley asserted, and the workplace is an important arena in which to develop accountability. He doesn't have recidivism rates for those who have trained at OCCDC yet, but four seniors hired through American Association of Retired Person's Senior Citizen Employment Program are currently working four hours a day to follow up on ex-cons and compile this data. "They are the backbone of this place," said Stanley. The senior workers also stand in as role models of responsibility. When young inmates complain that they can't get to work without a car, Stanley refers them to a 73-year-old employee who takes the bus to work every day, even in the rain. Stanley himself has cerebral palsy. He avoids "preaching" to inmates the virtues of a strong work ethic, but, he added, "I don't accept any excuses."

> Part of our goal here is to return the people in a better state than that in which they started out."

The Tip of the Iceberg

Though OCCDC processes "tons and tons and tons of stuff" daily, Stanley believes they are merely scratching the surface of the volume of material they could save from landfill. Because the warehouse has only one driver and one correctional officer for the county's 1,000 square miles, it depends largely on donations made by contractors. To make it easier for donors, Stanley would like to place several large dumpsters designated for reusable materials at large construction sites. Soon, to more easily access the materials themselves, OCCDC will move to a permanent home at the landfill. There, according to Stanley, they'll have triage teams to sort through a larger volume of materials.

Stanley would also like to open a laundry near OCCDC because the warehouse frequently receives working washing machines. A laundry would allow OCCDC to accept clothing, which in turn could be sold at a thrift store or given to inmates who have no clothing to wear to work or to interviews upon release. Though he expects the inevitable raised eyebrows at his suggestions, Orange County is moving toward a more community-oriented approach to corrections, and Stanley's ideas may have a place. Stanley and Welch are both convinced that a version of OCCDC could be replicated in almost any community. Welch points to the fact that landfills are increasingly impractical, while at the same time most communities have organizations that need materials, contractors who want to avoid hauling and dumping expenses, and people who need jobs.

"The Sense of Community at the Junkyard is Incredible"

RECYCLETOWN AND BEYOND WASTE, SANTA ROSA, CA

A recycling center can be much more than a place for residents to dump old phone books. It can be a resource for activists, a shopping center for bargain-hunters, and even an attractive site for community arts events.

When residents in Sonoma County, California, want simply to do their duty, they'll pitch their recyclables into a bin for weekly curbside collection. But when they want to indulge in "junkyard philosophy," chat with others, or donate clothing, appliances, paint and the like for others to use, they'll head for Recycletown, the county's reuse/recycle center. Recycletown is operated by Garbage Reincarnation, a nonprofit organization, and managed by Judy Smith, a reuse activist who has spent years dealing with and thinking about America's junk.

The early stages of recycling efforts in this country promoted "cash for trash" and equated recycling with a greener, cleaner planet. But reuse, for several reasons, is superior to recycling, and Recycletown is designed to promote the virtues of reuse and to encourage people to recycle as a last resort. Among other things, reuse heightens interconnectivity and community, Smith asserts. As opposed to recycling, for which items are anonymously collected, reuse can't be done on a significant scale without some social interaction. Pavitra Crimmel, reuse activist, consultant, and Recycletown Founder, remarked that many of the reusable items that make their way to Recycletown's three sites are not immediately identifiable, unfamiliar to the public at large, or downright strange. "So you have to tell people what it is," she said, "and pretty soon everybody is talking." On an average day Recycletown attracts over 150 people. Crimmel remarked, "There is this sense of community at the junkyard that is incredible."

Recycletown is presently being relocated. The original Recycletown had a sense of place; the new location will maintain much of the original feel and design. A totem and four main buildings designed with a Wild West theme formed the core of the original location. Volunteers constructed the buildings in 1994 almost entirely out of reused building materials. The Corral housed all sorts of donated building materials; the Kitchen held electronics, clothing, and household items; the General Store dealt in furniture; and the Library, of course, in books. Reusable donations are accepted at no charge ("reusable" being a judgment call reserved for staff), and purchasing is informal. There are no cash registers at Recycletowns, and customers usually collect all their desirables into one pile and barter for the lot. When functioning at full force, Recycletown sells more than 30 tons of reusable goods each month, which accounts for about 73 percent of its sales. Recycletown's three sites spare landfill at least 378 tons of trash per month.

Besides creating an interesting place and establishing operating procedures which encourage human interaction, Recycletown brings locals together for an annual "Scrapture" contest. Anyone may enter the junk-art contest for a chance to win cash prizes. The contest rules basically require only that all entries are built well enough to withstand some wind and are taken home at the end of the day. Garbage Reincarnation serves junk food at the event, and the Recycletown Players, a theater group, provide music and entertainment. Garbage Reincarnation also conducts educational tours, community outreach and research, and invites local artists to teach workshops.

- The recycling rate jumped from 9% in 1980 to 27% in 1995.
- Curbside recycling programs increased from 1,000 in 1988 to 7,375 in 1995.

Why Did I Buy It?

Reuse contributes to community building, and it is superior to recycling for other reasons. First, reuse preserves not simply raw material, but the embodied energy of the material; recycling uses energy. Further,

recycling markets fluctuate, taking support for its programs up or down with the market. "Secondary materials are always used last," Crimmel said, which is why recycled products suffer when there is a poor world economy. "Manufacturers don't have this understanding that you eat your leftovers before you make a new meal." Also, recycled goods are rarely processed in local communities, and many end up overseas only to be bought back by U.S. consumers in the form of value-added products. In contrast, reuse benefits local economies because tinkering and repair shops tend to be local businesses. As products are increasingly designed to be irreparable, these small businesses will eventually disappear.

"Manufacturers don't have this understanding that you eat your leftovers before you make a new meal."

Finally, whereas recycling can lull us into a false sense of stewardship, reuse can get us to think about our culture of consumerism to a far deeper degree. "People feel good about recycling," Crimmel said, and added that, unfortunately, that good feeling may lead us to purchase things that should have never been manufactured in the first place. Since repairing items and disassembling them for their parts is more difficult than recycling, people often chose the simpler option. "People don't want to recognize what their lifestyle is causing to happen," she said, and recycling, taken at face value, can be a means by which to avoid that knowledge.

As a corrective, Crimmel recommends walking through our homes and asking ourselves several questions about each of our belongings: Why did I buy it? What is it made of? Do I enjoy owning it? Could I fix it if it broke? How would it change my life if I didn't have it? What will happen to it if I don't want it anymore?[i]

Crimmel said that large reuse projects, such as deconstructing entire buildings to reuse the lumber as opposed to sending it away to be chipped, make the value of reuse more easily understandable to lay people. Therefore, after several years in joint ventures with governments and nonprofits, Crimmel and two colleagues from Recycletown have opened their own dismantling business.

"My aim is to try to prove that you can do this kind of thing and still make money," she said. Their business, Beyond Waste, works with demolition contractors to salvage parts of buildings before they are bulldozed to shreds. "The big trick is to charge less than the bulldozer."

Some of what they glean they sell "as is" in their warehouse located near Recycletown, but the bulk of their business has been hardwood flooring and wainscoting made from Douglas Fir and other woods recovered from demolition projects. The marketing advantage is that this vintage lumber has imperfections—swirls and knots—that add character not found in commercial retail flooring. Beyond Waste has sold products as far away as Colorado and throughout Northern California. Another marketing trend they have uncovered is that customers are giving preference to contractors that incorporate recycle and reuse into their demolition process. In 2001 Beyond Waste will train low-income individuals to work in recovery of materials from California's historic Treasure Island.

"We're Always Movin' and Shakin'"

HOPE HAVEN INDUSTRIES, CHILLICOTHE, MO

Recycling centers are well suited for management by nonprofit organizations, which are able to fulfill their social service missions through joint ventures with municipal utilities. Private corporations probably cannot fulfill their money-making missions through the business of recycling.

When the Missouri Solid Waste Minimization Law went into effect in the early 1990s, Chillicothe, like other Missouri towns, was required to reduce its landfill-bound waste by 40 percent by 1996. Chillicothe had tried a voluntary recycling program in 1989, which was utilized by a mere 15 percent of Chillicothe's 9,000 residents. In order to comply with state law, the city switched to a volume-based system of waste collection. The city lowered its rates for garbage collection, but in order to have their trash picked up, residents were required to pay for and use city-issued garbage bags. Recyclables, on the other hand, were collected free of charge. In a volume-based system, families who generate more trash or don't recycle their trash pay more than those who create less trash and recycle. Leroy Butts, Director of Recycling at Chillicothe Municipal Utility (CMU), said that compliance with the city's recycling program jumped to almost 100 percent "over night." These days, Chillicothe's curbside recycling program reroutes 45 percent of its solid waste from landfills. In addition, the 15,000 pounds of newspaper and junk mail that gets thrown away in Chillicothe every day is collected by the city, converted to pellets and burned with coal, resulting in reduced utility costs for Chillicothe residents.

This success is possible due to a joint venture between the City of Chillicothe and Hope Haven Industries, a nonprofit organization that manages all of the city's recyclable waste. CMU collects all its refuse in one truck with one crew. Plastic, glass, metal, aluminum cans and the like are put in one section of the truck, landfill-bound waste in another. Junk mail and other paper, which constitute the largest volume of recyclable material in Chillicothe, are separated from other garbage.

Then, Chillicothe's recyclable materials are delivered to Hope Haven Industries, an extended employment workshop that employs fifty developmentally disabled adults, ages 16–71, in one of its six industries. Hope Haven general manager, Jim Dye, said, "We got into recycling before it became fashionable." Hope Haven was buying and reselling aluminum cans as early as 1969. Twenty years later, Hope Haven began to process all recycling for Chillicothe, including steel, plastic, glass, and cardboard. Nowadays Hope Haven also operates the pellet plant that converts recycled paper into energy.

CMU pays Hope Haven a small fee for accepting its wastepaper. At the plant, paper is mashed with water and formed into pellets. These pellets are then sold back to CMU at $4 per ton to be blended with coal and burned for electricity. The fees the city pays to Hope Haven still add up to less than the costs of sending the paper to landfill. At $4 per ton, paper pellets are a "giveaway" to the city, Dye said.

Dye remarked that recycling markets are very low, so Hope Haven can't pay for recyclable materials these days; it accepts donations, however, and tries to sell what it can. A for-profit recycling operation would have a hard time in today's capricious marketplace. "Six months ago, cardboard was worth $100–$120 a ton," Dye explained. "Today it's worth $45 a ton." And that comes "after you put it through a piece of equipment that you spent $50,000 for and you pay the people who toss it onto the conveyer," he added. In fact, the city had been involved with a for-profit company which originally operated the pellet plant, but it became too expensive for CMU, so CMU bought out the contract and Hope Haven stepped up to bat.

- Many states report that their landfills will reach capacity within five years; half our landfills will be full in less than ten years.
- 500,000 trees are used each week to produce two-thirds of the newspapers that are never recycled.

Unstable recycling markets don't put Hope Haven in jeopardy, Dye said, because Hope Haven is a diversified operation and is not at all dependent upon either the City of Chillicothe or revenue from the recycling joint venture. "We were successful before we got into the curbside operation with the city, and we would remain successful long after the city has moved on," Dye said. Besides processing recyclables for Chillicothe, Hope Haven manages refuse for corporations. In one case, its "full-recycle" service for a local foods industry processes three 48-foot truckloads of recyclable goods a week.

The fees the city pays to Hope Haven add up to less than the costs of sending the paper to landfill.

In addition to recycling, Hope Haven reconstructs and manufactures wooden pallets and crates, which accounts for 75 percent of its $1 million-plus annual sales. Workers reassemble old pallets by resizing them to make "new used pallets," and they also produce their own wood and create pallets from scratch. Last year, Hope Haven sold over 118,000 pallets, crates, and repair boards. Pallets that can't be salvaged (as well as garden waste, tree trimmings, and other refuse which can't be burned) are turned into mulch and sold. Hope Haven also operates a large work activities center where employees

assemble and repackage cups, candy and other items for companies large and small. "We're always movin' and shakin'," Dye said.

Of ninety-one extended employment workshops across the state, Hope Haven is 19th in the state for average hourly wage, paying 38 cents over the state's average. Some employees are making $5.50 an hour, some have made over $7.00 an hour. Hope Haven ranks 12th among the state's extended employment workshops for sales per capita. Staff are supervised by managers who understand their limitations yet motivate them to excel. Dye said, "We try to get them to perform at their peak and maintain it."

Dye makes sure that in its diversity, Hope Haven offers the community necessary services. "There's a need for everything we do," he said. While Chillicothe peaked at 47 percent landfill reduction a few years ago, and is slowly creeping down, Dye sees a future for recycling and reuse. With landfills brimming over, "Anybody in their right mind knows it has got to happen," he said.

NOTES

1. A more detailed list can be found in Crimmel's *Reevaluating Freedom, A Source Reduction Strategy,* 1991. Available through Garbage Reincarnation.


Champion Buildi
Soames Dunn Bl
Main Market
POST ALL
ANTIQUES

Our Elders

DESPITE THE FACT THAT AMERICANS ARE LIVING LONGER and staying healthy well beyond retirement, tenacious stereotypes perpetuate the myth that life after 55 entails an inevitable progression into weakness, loneliness, illness, and despair. Although the average age of Americans has increased throughout the 20th century, only fairly recently have civil rights followed people out of middle age and enabled older people to continue to work, to receive necessary services, and to avoid premature institutionalization. As a culture, we still tend to glorify youth and to dread old age, so much so that youth refuse to prepare for old age, and elders, often ashamed of their needs or afraid of being consigned to nursing homes, won't ask for the help they require. ¶ In the emerging new society, systems are in place to meet the needs and utilize the strengths of our aging population. Elders play an essential role in the sensible design of all facets of our community; they stay active as students, teachers, spiritual leaders, artists, caregivers, and community leaders. Some seniors never retire; others leave formal jobs but continue to serve the community as volunteers. Together we plan ways to safeguard their independence, health, and contentment. ¶ Some elders need round-the-clock medical assistance; for others, having assistance a few hours a day ensures that they can remain at home. In the emerging new society, our seniors receive this assistance in surprising ways.

- One in every six Americans is over age 60.
- Every day, more than 22 million people do something to help an older person live independently at home.
- 3.7 million children live in households headed by a grandparent.

"We Lose Very Few to Nursing Homes"

GRACE HILL MEMBER ORGANIZED RESOURCE EXCHANGE, ST. LOUIS, MO

One of older peoples' most dependable sources of assistance is each other. Many older people have an abundance of skills that may be traded in cash-free systems.

Jessie White, 64, can get her hair done without paying for it. She can also have someone come in and clean her house, fix her air conditioner, or repair her car for no charge. If she wants, someone will take her to a nearby store where she can pick up paper goods, cleaning supplies, and canned and dry goods without paying for a thing.

White participates in Grace Hill's Member Organized Resource Exchange (MORE), a complex system of community-operated services that fulfills many of the daily needs of Grace Hill neighborhood's poorest residents. One of MORE's programs is the Time Dollar Exchange (MTDE), wherein neighbors who have little cash but plenty of time and talent assist one another for no cash outlay, allowing them to save their money for rent, utilities, and other cash-only facts of life.

White, for example, has recently helped her neighbors with bookkeeping and paperwork, and has spent time on the phone linking them with senior services in the area. She earns one Time Dollar for every hour of service she provides others. Credit is given for baby-sitting, sweeping a driveway, fixing a car, baking cookies, "anything you do that you don't charge money for," said Geraldine Gandy, Self Help Group Advisor at Grace Hill. After a service has been provided, both parties fill out a brief form recording their names, hours, and the type of favor that was done. One of them returns the slip to an Information Station, where the facts are entered into a computerized database crediting the volunteer's account and debiting the receiver's account. Every month, active members are issued a statement with their balance. Every six months, Gandy's office mails statements to members who were active during that period. She recently mailed about 1,000 MTDE statements totaling 25,000 service hours, but "I know that they aren't recording all their hours, because I see 'em," said Gandy. "I'll say, 'Ms. Williamson, didn't I see you runnin' over to Ms. so and so's? Did you write down those hours?' If I catch 'em, they write it down," she said.

MTDE's nineteen Information Stations provide state-of-the-art touch-screen computer access for thirty-three neighborhoods. Located in churches, clinics, or other high-traffic areas, at Information Stations neighbors can call up their MTDE account balance or locate a favor by accessing a database by zip code, neighborhood, or service requested. "We always try to use resources in the immediate neighborhood first," said Gloria Drake, former time dollar Organizer. Some services, such as baby-sitting, can usually be obtained immediately; other services, such as auto repair, might take a few more days.

In addition to providing access to MTDE services, Information Stations connect neighbors to job databases, community service providers, transportation services, bus routes, maps, and more. For those who aren't comfortable with computers, Computer Mentors (who also earn Time Dollars) are at each station to assist members.

Unlike regular banks, MTDE members can actually make a withdrawal before making a deposit. "After you spend down about ten hours, we try to encourage you to come in and do something for somebody," said Gandy. Many people initially can see that they have needs, but they don't believe they have anything to offer in exchange. Gandy disagrees. "Every day of your life you do something for somebody," she insists. Time Dollar volunteers, who of course receive Time Dollars for their assistance, can help members discover their skills and resources. But if a simple skills evaluation isn't enough

to convince someone of his or her abilities, the Neighborhood College Program teaches useful skills to be traded in the MTDE program.

Neighborhood College classes are generally free of charge and conveniently scheduled. Several courses award Time Dollars upon completion, and Time Dollars are also awarded as "payment" for outreach in classes such as Voter Promoter. Neighborhood College classes teach leadership skills, job skills, and service skills, and include typing, peer counseling, stress management, and MORE Information Station training—fifty classes in all. About 1,300 people per year take neighborhood College classes. And negotiations are underway with a local community college to award credits for the successful completion of Neighborhood College Program classes.

MTDE service is member-to-member; both volunteer and recipient must be members. Enrolling is simply a matter of filling out a registration form and getting a brief introduction to how Time Dollars work at Grace Hill. "It really helps a lot of people," one participant said. "It teaches them to help themselves and others."

MTDE is managed by neighborhood boards and a steering committee that meet monthly to assess needs and evaluate the program, resolve problems, and brainstorm solutions. One tangible result of those meetings was the creation of ten Time Dollar shops, which sell donated clothing, laundry detergent, diapers, and other items people can't purchase with food stamps. Members determine all store policies such as staffing and hours of operations. The only thing they don't discuss is the pricing. Everything costs the same. "A stove or a pair of socks costs one time dollar," said Betty Marver, Director for Neighborhood Organization Programs. "It's based on need."

Funded in part through private donations and in part through the United Way, Drake says the MTDE runs smoothly: "If seniors say they're going to do something, they're going to do it." Originally developed to meet the needs of the elderly, MTDE is no longer just for seniors; people as young as 10 years old can become members as well. "Absolutely," said Gandy. "Especially at Christmas when kids are looking to buy something for their mama. They sometimes save up time dollars from mowing lawns in the summer."

"A stove or a pair of socks costs one time dollar. It's based on need."

STAES

Most of the neighborhood elders also participate in Grace Hill's System to Assure Elderly Services (STAES) program, which gives community members the skills to identify the needs of their older neighbors and to help those neighbors to continue to live at home.

Gandy explained that STAES is a wide network of elderly volunteers and team captains who ensure that their more frail elderly neighbors "take their medicine, turn on the AC when it's hot, and keep living independently." STAES service providers receive training to identify at-risk cases, health and nutrition issues, and social or personal problems among their clients. They learn how to recognize those with Alzheimer's disease or other incapacitating conditions, how to deal with people one-on-one, and how to keep the client's sprits up. Said former team leader Joyce Bastian, "The first thing I learned was how to prevent a person from being institutionalized." STAES team leader volunteers pay regular visits or make daily phone calls, with each team leader caring for about ten seniors. The program used to be staffed, but when the Reagan Administration cut off their grant in 1981, volunteers came to the rescue to keep the program alive.

Gandy told the story of two STAES team leaders who had worked together for years, checking in on and helping out other elders in the neighborhood. One of them suddenly became frail and soon after, fell and couldn't get up. Checking in on her friend, as she did

three or four times daily, the team leader found him and got help. In another situation, this gentleman might have died or been institutionalized. At Grace Hill, he got a home health nurse and two team leaders to help him stay independent and functional.

STAES has over 170 team leaders who log more than 1,700 volunteer hours per month and well over 40,000 service units to 1,000 elderly people a year. "We're dealing with the frail, and we lose very few to nursing homes," said Mary Hamilton, former Director of STAES and Special Projects, "Within the community, they're able to get support services from each other, and we feel real good about that."

"The first thing I learned was how to prevent a person from being institutionalized."

- Computer sales and Internet use is growing fastest in the 55+ age group.
- 20% of those now surfing the Web are over 50.
- Almost 50% of older people work as volunteers.
- Women age 50 and over constitute the fast growing group of Internet users in the U.S.

"It Becomes Whatever the Community Needs"

SENIORNET, SAN FRANCISCO, CA

Computers can enhance the lives of older people in simple ways, and seniors who want to live on the cutting-edge can stay abreast of new technologies through online interaction and personal involvement as trainers in the computer industry.

Gladys Green, then 70, scoffed when she was first asked by the Whitney Foundation to investigate the possibility of bringing computer classes to older adults in Minnesota. "Who cares?" she thought, and recalled numerous classes on technology offered to seniors through community colleges and night school. But as she learned more about SeniorNet's method of making computer technology accessible to people over 50, "I had to agree," she said, "it's not the same."

One difference from traditional computer courses is that SeniorNet instructors avoid technobabble while explaining the computer's usefulness in every day life. Green summed up the feelings of many users old and young alike when she said, "I don't know how much hard drive I have and I don't care. If your mother wants to learn to drive a car, do you think she wants to take a course on fuel pumps?"

A second difference is that SeniorNet lessons start from the beginning. Those who don't know how to turn on a computer will find a suitable class as easily as the advanced user. SeniorNet offers instruction in word processing, spreadsheets, databases, purchasing a computer, and other skills. More creative classes are offered, as well. After an advanced graphics class, seniors will know how to scan photos into the computer, blow them up, and make calendars. Courses in financial planning, creating home pages, and tracing genealogy will be offered soon. The standard seven-week course costs about $30, though prices may vary from center to center.

Seniors Only

The most important difference in the SeniorNet methodology is the fact that classes are taught by other seniors. Class size is limited to ensure that students receive individual attention. The Minneapolis center has eight computers and offers three two-hour classes four days a week. Friday is a lab day. Since April 1996, computer instructors have introduced the benefits of computers to over 1,000 seniors, some of whom have gone on to become instructors.

SeniorNet can be likened to a national club. For a $30 annual fee, members can use SeniorNet resources and attend classes any-

where in the United States. There are currently 200 learning centers in thirty-eight states. With only twenty paid staff members and earnings of just $1.27 million, "We could do practically nothing without our [4,000] volunteers," said Stacy Dieter, Director of Development. SeniorNet received a Points of Light Award for volunteerism in July 1998.

"If your mother wants to learn to drive a car, do you think she wants to take a course on fuel pumps?"

SeniorNet was established in 1986 as a way to keep older people current in communication technology and to provide a medium through which to share their wisdom with the world. Its popularity—there are now 38,000 members—invalidates any assumption that older adults shun new technology. Indeed, wherever SeniorNet centers open, they rapidly acquire lengthy waiting lists. In early 1996, Green opened her center in Minneapolis with typical Minnesotan understatement and no fanfare, yet she reported "only two vacancies in class since day one." Now renamed the Gladys Green SeniorNet, the center is located in a huge mansion in Minneapolis' trendy Loring Park neighborhood. Other classrooms around the country are located in community centers, clinics, and educational institutions. Though SeniorNet is a national organization, operations decisions are flexible and determined by local needs. Because each SeniorNet center is sponsored and managed locally, "It becomes whatever the community needs," Green said.

Though SeniorNet classes bring older adults out of the house and into contact with others in the classroom, the intention is to keep seniors connected—to expand their connections—once they return home. SeniorNet's classes, literature, and Web site encourage communication and interaction across and among generations. Simply by establishing an e-mail account, "seniors have contact with grandkids by e-mail when they haven't written a letter in five years," SeniorNet aficionado Glen Gilbert exclaimed. "Suddenly they're in touch a couple times a week, and the grandparent who feels disconnected is suddenly reconnected." Likewise, SeniorNet's award-winning Web site has been celebrated for encouraging users to build community both online and off, to meet in coffeeshops as well as in chat rooms.

"People Ask, 'Can We Do That?' Yes, You Can"

CYBERMOBILE, MUNCIE, IN

Public institutions can be the leaders not only in utilizing the latest technologies but also in ensuring that those technologies are made available to residents who would otherwise be left behind.

A revolutionary invention to democratize information technology was developed not in high-tech centers in Silicon Valley or Atlanta, but in Muncie, Indiana. The invention, designed to bring the power of the Internet to those who currently have little or no access, doesn't *look* revolutionary: it's an old, clunky, decidedly non-aerodynamic 33-foot refurbished bookmobile with an image of Garfield painted on its sides. It can't travel faster than 40 miles per hour or its satellite dish might fall off. And as the Cybermobile traverses infamous Midwestern potholes, the equipment inside remains secured by a web of rubber cords.

The Cybermobile is a moveable classroom equipped with six complete Internet stations including CPUs, 15" monitors, keyboards,

- 28 percent of households with annual incomes under $13,000 can't afford telephone service, let alone computers and modems to go online. Only one in seven U.S. households currently has Internet access.
- By 2000, 60 percent of jobs required Internet skills.
- 72 percent of public libraries have Internet connections for public use, up from 45 percent a year ago.

chairs, and modems. Wireless technology enables users to receive and send information from the Cybermobile via satellite and/or using digital modems. Cybermobile even has its own network server. To facilitate the Cybermobile's use as a compact classroom, all stations are on one side of the van facing the front, with monitors on arms that swing out from the side.

John Drumm, creator of the Cybermobile, was finishing his second Master's Degree at Ball State University with Dr. Frank Groom, professor of Information and Communication Sciences. Drumm's thesis needed to demonstrate how new technologies could modernize an aspect of his current field. After twenty-three years as assistant director of the Muncie Public Library, Drumm said, "I knew bookmobiles pretty well." Drumm and Groom brainstormed ideas and subsequently published an article about their cybermobile concept. Next, they secured a $50,000 grant from the Federal Library Services and Technologies Act to implement their idea to refit an old bookmobile with satellite technology and another $18,000 in electronic equipment. The Cybermobile is equipped with a wheelchair lift, and nowadays, Drumm noted, new software is being developed and refined to make technologies widely accessible to those with sight, motor, or hearing limitations. Retrofitting the Cybermobile cost about $60,000 and its yearly operational expenses average $7,000.

Customized Classes

"Things are changing in libraries as fast as they are everywhere else, and we need to keep up," Drumm said. His vision has always been that the Cybermobile will serve the elderly and the disadvantaged, those who have no routine contact with the new technologies that are rapidly transforming U.S. culture. In September 1998, the Cybermobile took the "Information Superhighway" to the back roads and byways of eastern Indiana. Brian Hamilton, Cybermobile Coordinator, reported that the reception was excellent from the beginning. Hamilton, who drives the Cybermobile to various locations, establishes a satellite connection, orients new users to the Cybermobile, and teaches classes, said the Cybermobile and computer classes are available on request to any group, private, public, or nonprofit, at no charge. He has already stopped at all fourteen of Muncie's Head Start centers to teach computer skills to parents of Head Start children, for example, and he'll return soon to give classes to Head Start teachers. His appointment book includes stops at senior centers, home schools, neighborhoods, and a fire station.

"Things are changing in libraries as fast as they are everywhere else, and we need to keep up."

Most of Hamilton's students have never sat in front of a computer before. "People come on board, and they are pretty astounded by the whole idea in general," he said. "Many users come with the idea, 'I've heard about the Internet; I've heard all these bad things about it, so what can it do for me?' and it's fun to show them." Computer classes are about two hours in length. Hamilton teaches basic computer use, tips for buying and maintaining a computer, word processing, searching the Internet, and the like. Students leave with hands-on experience, an article reminding them how to use a mouse, and a list of computer terms and definitions. Cybermobile student surveys indicate that the small class size and individual attention given to students are important to new users. "Many of our clients are older and they love the structure of our classes," said Hamilton. "They tell us that the short sessions are just what they are looking for."

Drumm and Hamilton would like to address specific community needs by creating specialized classes based on need, such as how to use the Internet to conduct genealogy searches, for example, or how to access

information about jobs and colleges. The uses of the Cybermobile are "limited only by your imagination," said Drumm. The classes offered are for both new and more experienced users. The preliminary courses familiarize the user with the PC and searching on the Internet. Advanced courses orient the students to use the World Wide Web to research genealogy, investing, and travel. And if they get disconnected, the Cybermobile has special software that allows instruction of Internet skills offline.

Cybermobile's current emphasis is on nonprofits, local organizations, clubs, or small companies that can't afford to pay for expensive Internet training. "In addition," said Hamilton, "we are finding that many people who want training aren't in a cohesive group [such as a company, club, or school] and that they have felt that Cybermobile wasn't for them as individuals." So Cybermobile is reaching out to these people, partnering with individuals in neighborhoods and neighborhood associations on a geographic basis. In this way, communities are strengthened as neighbors who might not have known each other previously now become classmates, brought together by a common interest—some would say an eyesore—parked in front of their homes.

"You get few chances to do something that no one else has done."

Hamilton said, "It's really fun, and you get few chances to do something that no one else has done." Muncie is the first, but it won't be the last. The Cybermobile concept is taking off, and Drumm has consulted with folks in several cities across the United States who are eager to experiment with a Cybermobile of their own. Drumm said, "People ask, 'Can we do that in our town?' and I tell them, 'Yes, you can.'"

"Her Remaining Years Were Wonderful"

GATEKEEPERS, SPOKANE, WA

Volunteering for our community is not necessarily best consigned to evenings and weekends. One of the greatest services we can provide for others—noticing them—we can do in the course of our regular jobs.

There are several health services available for those in need, noted Raymond Raschko, activist and former Geriatric Outreach Coordinator at the Washington Institute, but "the system is very passive." To take advantage of services, he observes, "*you* have to contact *it.*" While this method may work for most people, it decidedly does not work for people who need help the most. According to Julie Jensen, Ph.D., a research associate at The Washington Institute For Mental Illness Research and Training, "High-risk human beings, whether they're 10 or 80, do not self-refer to agencies in the community; they do not pick up the phone and say, 'I need help.'"

When Raschko began his tenure as director of Elder Services in 1978, he noticed that although 17 percent of Spokane's population was over the age of 60, only three percent of all people receiving mental health services were over 60, and they weren't new cases, he noticed; they were people who had been in the system for years. The underrepresentation of older people isn't a problem unique to Spokane. "If you look at mental health agencies across the United States—and other social services agencies, as well—one

- Every 90 seconds a baby boomer turns 50.
- By 2020, one-third of the U.S. population will be over 55.
- Three out of five people over 65 are women.
- 75% of elderly persons living below the poverty level are women.

of the things you're going to notice is that the percentage of people over the age of 60 served by those agencies is far, far below their actual proportion of the population."

Mobilizing an Army

Because older adults traditionally get connected to services through attentive family members, doctors, and other service providers, Raschko's concern became identifying the 40 percent who did not have those resources, and reaching the 12–15 percent high-risk portion of the isolated elderly population who suffer from depression, Alzheimer's disease, or dementia and thus may never ask for help or discuss their problems with others because they don't believe they are at risk.

Raschko's solution was to train a vast army of workers to notice the condition of the elders whom they encounter in their daily routine as apartment managers, cab drivers, bank tellers, postal carriers, meter readers, tax assessors, and so on. Called Gatekeepers, these observers don't have to know a thing about illness or social work: they just have to call Elder Services with an address—and a name, if possible—when they encounter a senior who appears to be in need of help. In the past, Gatekeepers have been alerted by newspapers piling up in front of a house, or by someone attempting to pay a small bill with thousands of dollars in cash. One postal worker informed Elder Services that a senior hadn't taken mail from her mailbox in three days. She was found lying in her home with a broken hip. In Spokane County alone, more than 4,000 Gatekeepers have already been trained.

"High-risk human beings do not self-refer to agencies in the community; they do not pick up the phone and say, 'I need help.'"

Elder Services usually trains Gatekeepers in large groups at the group's work site. They will go to postal stations at 6:00 A.M. to reach volunteers, for example. In only an hour, Gatekeepers learn how to become keen observers of an older person's personal appearance, mental and emotional states, personality changes, physical changes and losses, social problems, substance abuse, conditions of the home, caregiver stress, and financial hardship. Volunteers then learn how to respond with a meaningful referral if necessary. Training prepares Gatekeepers for what they might encounter, and, according to Jensen, "training destigmatizes a lot of the problems that older people can have. It can destigmatize mental illness."

Once a referral has been made, an RN and a case manager from Elder Services visit the individual to make an assessment. This team has tremendous resources: pharmacists, psychiatrists, and physicians are available to provide an evaluation and usually all care in the elder's home, if needed. Elders are seen at no cost to themselves.

Over the years, a steady 35 percent of referrals to Elder Services have been made by Gatekeepers, which translates into over sixty new clients a month. Raschko reported that they rarely receive a "wrong" referral. "Without Gatekeepers, these people would be found only when things get so bad that they get put away in a state hospital or nursing home," Raschko said. Gatekeepers consistently identify a larger percentage—34 percent—of those over 85 who need help than do traditional referral sources. They also refer significantly more elders who live below the poverty line. Over 50 percent of those seen by Elder Services were receiving no public services whatsoever at the time they were referred by Gatekeepers. The program has been especially successful in helping depressed seniors, prompting the American Association of Retired Persons to recommend the implementation of gatekeeper programs to identify elders at risk for suicide. Several years after the Gatekeeper program was implemented in Spokane, the suicide rate for seniors fell to the lowest in the state, dropping from 28 to 16 per 100,000 people, with the median rate for the rest of the region remaining at 26 per 100,000.

"Training destigmatizes a lot of the problems that older people can have."

The current director of Elder Services, Pamela Sloan, tells the story of a woman in her late 80s who was bent over so far at the waist "she was taller sitting down than she was standing up." One day when a postal carrier brought a package to her door, he stepped through a rotten plank on the porch. Concerned that the whole house could be deteriorating around the old woman, he called Elder Services.

"She was very private and very proud," Sloan said. "She was very adamant that she did not need help" when an Elder Services team dropped by to check up on her. When the woman finally let them into her house, they negotiated through the house along paths piled high on both sides with items she had acquired year after year. The walls of the house were black with soot, and there were very obvious signs of a rat infestation.

The old woman hadn't been to a doctor in years, and the crowding of her organs from her bent back was keeping her in severe pain. After making frequent trips to the woman's house for about four months, the service team was finally allowed to bring a doctor to examine the woman and ease her pain.

The woman had been proud of her home that was once very beautiful. As she began to trust the team from Elder Services, she showed them pictures of her house in its better years. Later, with her permission, Elder Services relocated her for three days to make some repairs. They hauled out trash, exterminated the rats, and utilized the services of Minor Home Repair to fix the porch and roof. They painted her walls and cleaned up the house, preparing for her return. "When we brought her back, we had her close her eyes and come into the house. When she opened her eyes and looked around, she cried and cried," Sloan said. The woman lived in the house for nearly a decade before she became ill and died. "Her remaining years were wonderful," Sloan said.

Gatekeepers can provide an invaluable service to people who, in Sloan's words, are "a banana-peel away from being whisked out of their home into long-term care somewhere." Sloan, who has twenty-seven years of professional experience in mental health and started the Gatekeepers program with Raschko, said that it is often the case that repeated home visits are required before the trust of elderly people is won. She added that service providers must "try to find some common ground" before trying to solve problems. "You don't confront the issue until you have some kind of relationship with them or you'll lose them." Raschko confirmed that "the most important service they bring is themselves; everything else is secondary."


MEET THE
YIELD TO PEDESTRIANS


M
M
M

Our Means of Transportation

CONVINCED THAT OUR COMMUTES WOULD BE UNBEARABLY LONG without our automobiles, we spend increasingly more time sitting in traffic with 195 million other vehicles on the road in the United States today. Yet, finally fed up with congestion, pollution, and road rage, the honeymoon is over. While Americans aren't yet ready to abandon their cars, a quiet but persistent doubt has crept into the minds of drivers who have begun to link automobile dependency with stress, environmental destruction, high taxes, sprawl, anonymity, class and race segregation, pollution, cancer, mountains of scrap metal, and death. ¶ Due to decades of federal and local policies that have focused largely on developing automobile-centered infrastructure, nowadays most people have little choice but to purchase, maintain, insure, and drive cars. In many towns and cities, small businesses crumble within city limits as county land is squandered to accommodate jumbo warehouses, and miles of asphalt separate us from completing the most basic chores of our lives. The poor, the elderly, the handicapped, the young, and others who don't drive are especially isolated by automobile-centric designs. In the emerging new society, we have banded together with surrounding communities to plan for growth, reduce air pollution, and enhance the quality of life for all residents, and we have created a comprehensive transportation program that serves all cities in our region, not just the wealthy ones.

- The United States spends $200 million a day building and repairing roads.
- The United States generates the largest quantity of the world's carbon emissions, a greenhouse gas, at 1.3 billion tons a year; China, with more than 4.5 times the population of the U.S., generates 830 million tons.
- It costs $10,000–$15,000 to build a single parking space and maintain it for 20 years.

"Building a More Liveable Community"

TRI-MET, PORTLAND, OR

Widespread community involvement in decisions regarding transportation and land use will pay off with a more committed and informed citizenry.

Forty-one percent of Oregon's population already lives in the Portland metropolitan area, and over the next twenty years, the region expects to accommodate 500,000 newcomers, more than doubling its current population. Many U.S. metropolitan areas handle similar rapid growth by allowing city centers to starve while outlying areas binge on development—and only later worry about the economic, social, and environmental damage caused by urban sprawl. But if, as Thoreau said, "It is a characteristic of wisdom not to do desperate things," then no wonder the world turns to Portland for guidance in the art of sane urban development.

For Portland area residents are nothing if not visionary. One report notes that as early as 1925, Portland residents complained that the automobile was leading to "rapid and unplanned suburbanization." Proactive citizenry and local leadership have a history of thinking ahead and steering massive change down consensually drawn lines—greenlines. Over the past twenty years, Portland has managed to accommodate 50,000 new downtown jobs without any significant concessions to the automobile, while simultaneously limiting urban sprawl, cleaning their air, bringing millions of development dollars to the downtown area, and reducing traffic congestion. Central to the area's success is its commitment to developing far-sighted alternatives to an automobile-centered infrastructure that meet the needs of the entire region, not just individual cities. The Portland metropolitan area has created an elected regional government, Metro, and a regional transportation commission, Tri-Met, which consider the needs and desires of the metropolitan region as a whole.

While the bulk of the area's growth is expected to occur in the next two decades, Portland engineers and residents have looked ahead to the next five decades and designed the *2040 Growth Concept,* a 50-year growth management plan. *2040* will continue to safeguard Portland area green space primarily by linking new development to public transit stations. *2040* goals are hefty. They will ensure that more than 60 percent of new jobs and 40 percent of new households will be built in existing centers and along transit corridors, limiting new growth to within a five minute walk of a transit stop, for example. *2040* also aims to reduce the number of miles driven per capita by 10 percent, increase public transportation use by 41 percent, decrease congestion along major downtown corridors by 11 percent, decrease road construction by 25 percent, and reduce downtown parking spaces by 10 percent by 2015. While of course concerned with improving roads and calming traffic, the Office of Transportation also spends a portion of its $98.4 million budget on alternatives to automobile dependency.

Light Rail and Buses

Built by public mandate in the mid-1970s, Portland's first light rail line, the Eastside Metropolitan Area Express (MAX), turned out to be one of the lowest cost-per-mile light rail systems in the United States and, more importantly, a catalyst to the revitalization of Portland's downtown area. Developing its thirty stations along a 15-mile corridor created more than 13,000 jobs and brought $285 million into the local economy. The Eastside MAX transit corridor has already seen more than $1.9 billion in development, and nearly every available parcel of land along the Eastside corridor is under development or planned for redevelopment. Affirming this success, in a 1997 Portland State University study, a single-family home next to a light rail station on Portland's east

side commands a 10 percent higher price than one 1,000 feet away from the station.

Portland's newest line, Westside MAX, opened in September 1998, connecting neighboring towns to Portland with twenty stations and eighteen miles of track. At $963.5 million, Westside was still less expensive than the estimated $1 billion on roadwork, tunnels, ramps and service roads a connecting freeway would have required. Westside MAX has brought more than $856 million in new development along its corridor—bringing the combined total of MAX development to $2.4 billion—including 8,000 new housing units now under construction. Before Westside MAX opened, nearly 9 million people a year rode MAX. Today, 21.2 million people ride Eastside and Westside MAX. Just nineteen months after it opened, Westside Max surpassed 2005 projections of 25,200 average daily rides.

"Transit and land use have enjoyed great support in Portland because they are not an end in themselves. They are the tools our community leaders have used to build a more liveable community."

G.B. Arrington, Jr., Strategic Planning Director for Tri-Met, wrote, "Transit and land use have enjoyed great support in Portland because they are not an end in themselves. They are the tools our community leaders have used to build a more liveable community."[1]

MAX is convenient; it runs twenty-two hours a day, every ten to fifteen minutes on weekdays—twice as frequently during rush hour—and on weekends. Many trains now have low floors that ease boarding for everyone, especially passengers maneuvering wheelchairs or strollers. MAX carries downtown commuters to a thirty-six–block transit mall, the first in the nation. Twenty-six percent of Portland's downtown employees take transit to work. Most work within two blocks of the transit mall, and those who don't can make connections to buses and heavy rail trains. The transit mall is closed to automobiles and reserved for bus use only. There is no charge to ride buses or MAX in the 300-block "fareless square" around the transit mall. Outside the fareless square, Tri-Met has persuaded major corporations to purchase transit passes for employees to encourage use of the Tri-Met system. So far, corporations have purchased more than 25,000 annual transit passes.

Portland's public transit is environmentally sound. Tri-Met buses emit one-third less carbon monoxide per passenger mile than the average car. Tri-Met operates four liquefied natural gas buses; regular buses are emitting 90 percent fewer particulates and nitric oxides than they did ten years ago through the use of "clean diesel" fuel that has been reformulated to reduce sulfur by 90 percent. In addition, Tri-Met is currently retrofitting 289 buses to burn 25 percent cleaner and an additional fifty-eight older buses are either being retrofitted with an EPA-certified kit that greatly reduces particulates or being fitted with catalytic mufflers. Finally, Tri-Met is investigating the feasibility of using hybrid electric/Liquid Natural Gas or Diesel buses. Tri-Met now operates 712 buses serving 8,450 bus stops along 101 routes.

Portland public transit supports the local economy as well as the environment. Tri-Met purchases 95 percent of its methane fuel from local suppliers, boosting the local economy while improving air quality. Similarly, whereas 85 cents of every gasoline dollar leaves the local economy, 80 cents of every transit dollar goes directly to local wages, which are in turn spent at local establishments, further boosting Portland's local economy.

Tri-Met's success is hard to deny. It has had twelve years of continued growth in ridership (topping off 2000 with 81.2 million boardings) and is adding two new MAX lines. The Portland metropolitan area is one

of the few regions in the country where ridership growth is outstripping vehicle miles traveled and population growth. Ridership grew 20 percent faster than vehicle miles traveled and 40 percent faster than population growth.

Bicycles

Besides showing a commitment to fare-based transportation, Portland has taken steps to encourage bicycle and pedestrian traffic. Over 185 bike lanes accommodate cyclists throughout the metro area, with several streets devoted exclusively to bicycle traffic. Publicly owned bike racks number 2,000 and Portland has thirty-seven bike locker locations. Every day, more than 5,000 people commute to downtown by bicycle.

Portland makes it easy for cyclists to combine bicycle use with other modes of transportation. For $5 one can purchase a lifetime permit to bring bikes on MAX and buses. The first year the permanent permit was offered, 63,000 people watched a brief instructional video and bought permits. All buses are equipped with bike racks, and bicycles are allowed on all MAX trains, with the unfortunate exception of low-floor, downtown-bound trains during morning rush hour. In the Portland metro area, nearly 80,000 bike trips a year are used in conjunction with public transit.

2040 plans include developing 630 miles of connected bicycle lanes and installing 30,000 new bicycle parking spaces downtown in order to increase the bicycle modal share by 10 percent. Parking garages will be required to provide one bike space for every twenty car spaces.

Yellow Bikes

The Community Yellow Bike Project makes riding possible even for those who don't own their own bicycles or can't bring their bikes to town. Modeled after a project in the Netherlands, the not-for-profit Community Cycling Center (CCC) locates and overhauls discarded bikes, paints them entirely bright yellow, and disperses them around town for the free use of all. Anyone who needs a bike can simply take it, then leave it for the next person after they've reached their destination. Those who need a bike for a two-way trip such as to the grocery store or library often temporarily lock up the bike to let others know it's in use.

> Whereas 85 cents of every gasoline dollar leaves the local economy, 80 cents of every transit dollar goes directly to local wages, further boosting Portland's local economy.

CCC recently turned loose over 300 newly-acquired Yellow Bikes on Portland's major streets. In an effort to reduce the time and cost of tire repair, Yellow Bike inner tubes are replaced with high-pressure water hose inserts to make a hard tire that doesn't go flat. CCC staff member Bruis Forest said, "our goal is to get people cycling more and to have a lot of bikes sitting out there so they are accessible to anyone who wants to ride." Forest said that over half the bikes are used most of the time by the same people.

In addition, CCC is involved with a new federally funded project to promote bicycle use within welfare-to-work programs. "We provide bikes to low-income individuals after we receive a reference from social services," said Executive Director Daniel Bonn. "It's going well!"

Pedestrians

Portland is a pedestrian-friendly city by design. Street bumps and extended curbs slow traffic—which benefit merchants as well as pedestrians. Encouraging development with pedestrians in mind, Portland requires that new buildings face the sidewalk, have storefront windows, and devote at least 60 percent of the ground floor to retail. In addition, one percent of the budget for new buildings must be dedicated to public art.

Sidewalk networks are designed to bring pedestrians swiftly and safely to public

transportation boarding areas. Transit stops are zoned for mixed use to allow a variety of activities to happen within walking distance, which reduces street congestion, improves air quality, and makes cities more liveable. Benches, greenery, fountains, awnings, and pleasant public meeting spaces make walking more enjoyable and provide alternatives to consumer-based activities. Even light rail enhances pedestrian traffic by supporting sidewalk-level platforms that keep sidewalks lively. Through thoughtful "pedestrian scale" development, Portland hopes to increase pedestrian modal share from four percent to ten percent over the next few years.

Telework

The Oregon Office of Energy (OOE) reports that transportation gobbles up 40 percent of the state's energy each year, largely due to transportation to and from work. One of the surest ways to conserve that energy is to reduce the need for the daily commute altogether, and telework does just that.

In 1996, Employee Commute Options, a.k.a. "ECO Rules," challenged Portland Metropolitan area employers to reduce the number of one-person automobile commutes made by their employees. ECO Rules will ensure that Portland air meets federal Clean Air Act standards through 2006. Kathy King, OOE Transportation Program Manager, said that her office is now helping all state agencies establish systems which will make telecommuting available for their employees where appropriate.

OOE actively promotes telework to employers as a way to help reduce pollution and road congestion. A pilot program in the early 1990s showed that telecommuters in OOE's program alone—by no means comprising all the teleworkers in the state—had reduced emissions by 3.8 millions pounds each year. Employers who offer telecommuting options to their employees receive a tax break, the same offered to employers who encourage alternatives to the automobile commute.

King estimates that seven to eight percent of Portland's 1.3 million employees currently telework—this percentage does not include home-based businesses. It is estimated that half of Oregon's residents could telecommute but "not everybody should telecommute," King said. "Not everybody wants to." A person must have a job that is possible to do at home, a home environment conducive to work, and good work habits. She noted that some people prefer or need the esprit-de-corps found in the office environment to stay motivated. "If we could get 15 percent of the working population telecommuting, we'd be thrilled," she said. Her office manages "thousands of requests" for telework materials and training from Portland, the state, and around the country. Telework programs can increase worker productivity, save employers money on office space and parking expenses, and allow employers to recruit workers who typically have difficulties with daily commutes, such as those who are disabled, older, or who live a long distance from the work site.

The government is a strong backer of telecommuting as well. State law requires that state agencies plan and develop rules and regulations for the telecommute option and consider requests by employees to telecommute (although individual agencies may use their discretion to decide). In addition, the City of Portland recently engaged in a successful telecommuting pilot program involving thirty employees in eleven bureaus, which found that quantity and quality of work improved slightly or stayed the same while employee morale improved, as did effectiveness. "The City Council and I have given our wholehearted endorsement to telecommuting as an option for city employees," said Portland Mayor Vera Katz. "Tele-commuting is one more way government can help citizens get more value for their tax dollars, while helping the environment at the same time. This is the kind of innovative solution to maintaining liveability that Oregon's been known for."

"What is the Value of a Person on a Bicycle?"

THE BIKESTATION® AND BIKEABLE COMMUNITIES, LONG BEACH, CA

Bicycles are slowly being perceived not just as recreational vehicles or as transportation for kids, but as a legitimate and growing mode of transportation for adult commuters.

- An estimated 1 million Americans commute to work by bicycle.
- 100 bicycles can be manufactured for the resources it takes to build just one mid-sized car.
- The U.S. bicycling industry is $5.4 billion strong.

In Long Beach, California, a commuter can ride his bicycle to the transit mall, then turn the bicycle over to a valet who parks it for him. He can let the attendant know that he'd like a tune up while he's at work, or that he needs air in the tires. After he has changed into his work clothes in one of the Bikestation's changing rooms, he can read the paper and enjoy an espresso in the morning sun before making his connection to downtown.

In March 1996, the first full-service Bikestation® opened in the United States. Located at the First Avenue transit hub in Long Beach, the Bikestation connects commuters to light rail, shuttles, regional and local buses, and over thirty miles of scenic waterfront bike trails. In addition to free valet parking, the Bikestation offers changing rooms, restrooms, tune-ups and repairs, a bicycle accessories shop, and an outdoor cafe. Bicycles can also be rented there. The station operates Monday through Friday 6 A.M. to 7 P.M., and 9 A.M. to 6 P.M. on weekends.

John Case wasn't a bicycling advocate before he initiated the idea of building a Bikestation in Long Beach; it just seemed like "a logical idea." Case, a board member of Bikeable Communities, was familiar with bikestations overseas—there are nearly 3,000 Bikestations across Europe and over 8,500 in Japan. His background in real estate gave him the know-how to create, package and promote the idea to the City of Long Beach. "I believed in the concept," he said. "If you know you can do it, why not just step up to bat and make it happen?"

Community-Oriented

The bikestation was more than a new transit option, advisory board member Georgia Case explained. Long Beach, like many downtowns across the United States, was struggling to stay relevant. "We have put a lot of energy into revitalizing our downtown to make it a prosperous, liveable place. The Bikestation was a part of that revitalization effort." The Bikestation has already won a Building a Better Long Beach Design Award for "Neighborhood Designs that Work" as well as an award from the EPA. "Bikestation," said Bikestation Coalition Executive Director Mark Shandrow, "is just one component in a larger infrastructure, transportation, marketing, and development plan for Long Beach—a component that helps maintain the focus on sustainable, smart transportation and planning."

Thanks to devoted public education efforts, publicity, and collaborations with local businesses, ridership goes up every month at the bikestation. In May 1996, there were 300 users a month; four years later the number had increased to over 1,500 monthly.

Georgia Case emphasized that the bikestation is "community oriented, not just transit oriented." The Bikestation works with local businesses to offer various commuter discounts and coordinates with transit agencies to provide services such as issuing permits to carry bikes on the train. The Bikestation also offers bike safety programs and assists schools and organizations in providing internships and service-learning opportunities. In the Earn-A-Bike program, at-risk youth can come to the station between noon and 3:00 P.M. on Saturdays to learn about bike safety, maintenance, and repair, and after about fifteen hours of hands-on experience, they will have built a bicycle from scratch that they ride away from the station.

The Bikestation, owned by the City of Long Beach, was—and still is—considered

an experiment; hence, the bright yellow and red structure was built to be moved when a developer wants the area. But the staff is confident that the concept is here to stay. In fact, the Bikestation has been swamped with calls from around the country requesting start-up advice, so Bikeable Communities branched off from the Bikestation in order to address that need, and it obtained nonprofit status in July 1998. The goals of Bikeable Communities include creating "a network of publicly financed, locally operated bikestations around the country," said John Case.

In California, there are Bikestations in Palo Alto, Berkeley, and two new stations recently opened in San Francisco and Oakland, each equipped with amenities and services specialized to meet their communities' needs. For example, Palo Alto serves many reverse commuters, tourists, and day-trippers who come in on the train and want a bike to ride around Palo Alto. Therefore, the Palo Alto Bikestation has electric bicycles available for its tourist crowd. In addition, Palo Alto offers overnight parking because many of its commuters use bicycles as the second half of their morning commute. For example, one regular rides the train to the Bikestation and takes her bike—stored overnight—to work. Berkeley, with the most active Bikestation, serves a commuter business crowd using San Francisco's BART rail system and stores more bikes during the day than any other bike station. In Long Beach, the Bikestation has a fleet of fifteen regular bikes and ten electric bikes to lend out to individuals and companies to promote bicycle use. Said Shandrow, "In Long Beach, blue-collar and low-income workers are our bread and butter, so it's a good idea to have bikes to lend. We even market in Spanish to reach out to working-class Latinos." John Case compared Bikestations to recycling: "In the early 1970s, only the hippies were doing it," he said, but now the practice is commonplace.

"The concept of a bicycle as transportation is not being aggressively pursued by the United States."

Struggling for Validity

Shandrow said a large hurdle to establishing full-service Bikestations is reluctance on the part of urban planners to consider the bicycle a serious mode of transit. "The concept of a bicycle as transportation is not being aggressively pursued by the United States," he asserted.

Georgia Case would agree. She said that in establishing the Bikestation in Long Beach they didn't face outright resistance so much as apathy. "People could not see the importance of it," she said. "What is the value of a person on a bicycle?"

Ray Gorski of the South Coast Air Quality Management District perhaps has an answer. At this point, does the fact that Long Beach has 71 fewer cars on the road each day make a noticeable difference in air quality? "Realistically? No," he said. "But they have demonstrated that having programs and facilities make bicycling a practical alternative [to commuting by automobile]. They are replicated and become more common." Noting that other countries have developed thousands of such stations, Gorski said, "You have to start somewhere."

"Some Parents Just Go Home and Take a Long Bath"

TAMIEN CHILD CARE CENTER, SAN JOSE, CA, AND TOT STOP, BALTIMORE, MD

Lively transit hubs can whisk commuters to their connections; provide places to meet friends for food, drink, and shopping; and even offer a safe, convenient place for children during the workday.

- Only 13% of U.S. families have a male wage-earner and a stay-home mother.
- Almost 13 million children under age 6 receive regular child care and education from someone besides a parent.
- Childcare issues cost U.S. corporations $3 billion per year.

Commuting by public transit is often considered too inconvenient for parents who must drop children off at child care facilities every morning and pick them up again every afternoon. To determine whether ridership would increase if parents had more convenient options for child care, in 1995 the Santa Clara Valley Transportation Authority (VTA) opened the first child care center in a major urban transportation hub. Conceived by congressperson Zoe Lofgren, the Tamien Child Care Center is located in San Jose's busiest transit center. Tamien is located near two freeways, next to light rail, CalTrain, bus stations, and free parking. School buses also drop off in front of the center, making Tamien a safe and convenient place for children who participate in Tamien's after-school programs.

After a favorable feasibility study conducted by the International Child Resources Institute, the $2.3 million project was built largely with federal Intermodal Surface Transportation Efficiency Act funds (ISTEA). Tamien Child Care Center is operated by Bright Horizons Children's Centers, Inc., a national child care provider catering to corporate accounts. VTA provides Bright Horizons with the building and land at no cost, and Bright Horizons manages its own services, maintenance responsibilities, security, marketing and staffing.

Tamien Child Care Center cares for 147 children from six weeks through 12 years old. It operates twelve hours a day, Monday through Friday, all year round. Besides providing children with several age-appropriate programs, meals prepared on-site, and frequent field trips, Tamien offers special services for parents, such as an on-site children's haircutting service and drop-off dry cleaning and shoe repair, which take a dent out of weekend chores. Tamien hosts social events and offers parents classes in child rearing, health, and family issues. Child care is provided at no charge during these discussions. Also, one Friday night a month at Tamien is Adult's Nite Out. On those evenings, the center stays open until 10 P.M. to give parents an opportunity to go out, "although some parents just go home and take a long bath," said Director Mary Ostrowski.

To encourage ridership, discount transit passes can be purchased on-site, and slight tuition discounts are offered to parents who use public transit. But with household incomes averaging over $80,000, discount passes haven't proved a significant motivator. Other incentives include priority enrollment for transit users and free commuter parking. Thirty-one percent of Tamien's parents ride public transportation, up from 11 percent who used transit before enrolling their children at Tamien. Parents who use public transit indicated in a recent survey that though their commute time is longer, 80 percent felt their commute experience has

stayed the same or improved. About one-third of Tamien staff commute by transit, and Tamien children use transit when their teachers take them on field trips to museums, zoos, and swimming lessons.

At $380–$1,212 per child per month, Ostrowski acknowledges that "most of the people in the neighborhood can't afford to use [the center]." However, the center does offer scholarships and accept vouchers, and those who use transit get a 4 percent discount. There is a nine-month waiting list for admission.

Perhaps most interesting about Tamien is the wide range of economic and cultural diversity of their clients, which according to Ostrowski "is partly because we accept funded [low income] families, partly because of our location on the train line, and partly because of California's diversity." Seventeen languages are spoken by Tamien kids, and staff members speak thirteen of them.

Fifty percent of parents use public transportation after dropping off their children.

The Metro Tot Stop

In May 1998, another transit mall child care center opened its doors in Baltimore, Maryland, with help from the Federal Transit Administration's Liveable Communities Initiative. Built on an underused parking lot, the Metro Tot Stop can serve eighty-two children from six weeks through five years old. The teacher/child ratio is one to three, and a staff cook prepares snacks and meals in the Tot Stop's commercial kitchen. Operated by Childtime Children's Centers, a nationwide child care organization, the Metro Tot Stop offers extended hours and both full- and part-time enrollment options.

Tuition at the Metro Tot Stop is $145 to $209 per week, depending upon the age of the child. Low-income families are able to use the facility with city- or county-issued vouchers. Tot Stop Director, Kim Byrdie reported that fifty percent of parents use public transportation after dropping off their children.

NOTES

1. *Beyond the Field of Dreams: Light Rail and Growth Management in Portland,* Tri-Met. March, 1995. 1.


OF THE

Our Arts

IN MANY COMMUNITIES, THE ARTS MAY BE A REGARDED as little more than a pleasant adornment like flowers on a table, nice if you can afford them, but never essential. In the emerging new society, the arts aren't relegated to galleries and museums, but permeate our parks, schools, businesses, buses, and homes, respected and supported as a crucial force in personal and community vitality. Our widespread support of both professional and amateur arts acknowledges our fullness as human beings and ensures that access to the arts is affordable to all. The arts show us how to express ourselves emotionally, intellectually, spiritually, and politically. ¶ In the emerging new society, citizens have gone public with their artistic inclinations. Besides showing works on stage, galleries, cafés, and businesses, youth and experienced adult artists share their talents with those in prisons, detention centers, schools, hospitals, and retirement homes. Drama is used to help troubled individuals acknowledge pain, puppetry is used to teach acceptance of diversity, dance helps the infirm extend their physical and emotional limitations, and sketching can free mental blocks. The arts have returned our community's investment a hundred-fold. ¶ Our artists teach us to think differently; they demonstrate the value of discipline, the fruits of teamwork, and the power of a free mind. Artists keep us on our toes and they bring us to our feet, and for all this we treasure them.

- Arts programs can function as a bridge between the public and social institutions such as law enforcement, education, and social services.
- 100% of America's fifty largest cities have arts programming that addresses social issues such as teen pregnancy, literacy, public safety, drug use, and AIDS.
- A growing number of our nation's 17,000 community organizations are implementing arts programs to help at-risk youth develop self-discipline, communicate effectively, do better in school, learn job skills, and prepare for successful futures.

"Listening Itself is a Profoundly Revolutionary Act"

TEENS + EDUCATORS + ARTISTS + MEDIA, OAKLAND, CA

Performance art is special: though it may resemble daily life, it is understood to be fiction. Nevertheless, audiences willingly suspend disbelief, and for a brief time the performance stands in for reality, making performance art a powerful tool for conveying perspectives, especially those of youth, that are typically disregarded.

One summer evening in 1994, on the roof of a parking lot in downtown Oakland, California, two young black men watched the sun go down as they sat in a convertible talking. One was quietly telling the other about his daily battles with racial stereotyping. While these men softly conversed, an older white man silently approached their car and eavesdropped on their conversation. The two men didn't even glance at him; they just continued their conversation. Then a Latina woman came by to listen, then another black youth. Before long, a group of about ten people had surrounded the car without saying a word. They squatted by the car, bent over the window, leaned against the hood, craned their necks and strained their ears to catch every word.

The effort they had to make to listen to the teens was part of the plan, said Suzanne Lacy, co-founder of Teens + Educators + Artists + Media (TEAM) and director of the unprecedented multimedia performance, *The Roof Is on Fire.* On that parking lot roof, 200 teen actors sat in cars, trucks, and jeeps, and talked with each other about politics, sex, school, money, their futures—the usual—while 1,000 Bay Area residents strolled from car to car to hear what the youth had to say. The teenage actors, though having preplanned their topics, engaged in otherwise unscripted conversations. They argued, laughed, and raised their voices, usually in English, but not always. The audience was instructed simply to listen, not to talk with the actors. In having to make an effort to catch the show, to try to hear what was being said, the audience "performed the act of listening," Lacy explained.

Art Lessons

Lacy believes public art can be more than merely a performance, and TEAM projects always involve collaborations with educators, police, politicians, and others so that the teens and their performances may influence policy makers and affect public policy. Besides learning performance art, TEAM artists learn "to look at themselves and each other and to formulate a political position and an analysis," Lacy said.

Each TEAM project has three components: Media Literacy and Activism analyzes widespread images of youth; Public Conversations (staged as public performances) provide an opportunity for teens to practice speaking out and for community members to practice listening; and Active Citizenship pushes participants to find concrete solutions to civic problems. For example, the six months preceding *The Roof Is on Fire* consisted not simply of actors planning and rehearsing the project. While Lacy handled the performance end, TEAM co-founder Chris Johnson and former actors-turned-staff Unique Holland and Julio Morales recruited teens and worked with local educators to implement media literacy programs in their high schools and to develop educational materials to help students understand and critique images of teens in the media. Workshops were held for school staff and faculty, and participants held bimonthly meetings to devise meaningful lesson plans and educational activities. In the meantime, TEAM brought national media attention to *The Roof Is on Fire.* Television coverage expanded the audience by millions. Teenagers were involved in all aspects of the theatrical, marketing, and educational components of the program. Teens also recruited other actors for the projects.

"Art creates a frame around something; it lets people know that what they're doing is

important. They think about what they're doing, and that reflection creates learning," Lacy said, referring not simply to the students, but to other participants in TEAM's public conversations, as well.

"Art creates a frame around something; it lets people know that what they're doing is important."

Teens Collaborate with Police

The phenomenal success of *The Roof is on Fire* inspired former Oakland Chief of Police Joseph Samuels, Jr. to call on TEAM in an effort to reduce tension in what may at best be called mutual distrust between many youths and the Oakland police. That project, *Youth, Cops and Videotape*, began on common ground. "Both cops and teens have interesting mediated images to contend with," Lacy said. "They live under the onus of their own stereotypes and both are maligned by the press and public."

Youth, Cops, and Videotape assembled artists, teachers, city and U.S. Justice Department officials, and youths. One of the striking things about the resulting video is the willingness everyone displayed, when in front of a camera, to listen to each other. In the video Johnson points out, "Listening itself is a profoundly revolutionary act."

Since 1991, TEAM has produced seven large public performances (including one in Tokyo), held classes, sponsored symposia, and made thirteen youth-produced videos and four video documentaries. "The large-scale public dialogue coupled with the amalgam of activism and acting draws a lot of attention," said Lacy, but equally important are the workshops and training "with art as the focal point to more advocacy." Funding for TEAM comes through its fiscal agent, Oakland Healthy Cities, a nonprofit organization that works on creative visions. Annual budgets vary from $30,000 to $150,000, depending on the project at hand.

One of TEAM's current projects brought the voice of youth to the table in Oakland's Neighborhood Crime Prevention Councils. "Youth need to be at the center of this process," Lacy said. *Code 33,* cop-talk for "Emergency: Clear the Air," began by training fifteen youths in leadership, community organizing, and public art skills in order to prepare them for roles as spokespersons and neighborhood recruiters. These teenagers received stipends for their participation. The first workshop lasted nine months and evolved into a series of workshops for creating videos focusing on issues and people—on both sides of the law—in Oakland's neighborhoods, so as to develop and enhance strategies for improving police-youth relations.

In October 1999, after more than a year of preparation and planning, the *Code 33* performance piece was staged on the roof of an Oakland parking garage. With a cast of 100 youth and 100 police performing—free-forming scripts around set topics—more than 1,000 audience members, including Mayor Jerry Brown and Police Chief Richard Word, listened in on conversations that may inform future policy as it relates to the police and youth. Helicopters whirred overhead and cameras beamed live coverage to local television stations.

"*Code 33* really pushed the envelope in terms of relations between kids and the police," said Lacy. Though police training has been slow in coming, OPD has set up a youth advisory committee. And, according to Lacy, Chief Word is a big supporter of the ongoing *Code 33* projects, supporting mandatory workshops for every officer. "If the Police Department needs to improve on anything, it's our relationship with young people in the community. *Code 33* represents a model of youth-oriented policing," said Chief Word. And, added Mayor Brown, "*Code 33* will help in breaking down the barriers between police and youth and in creating collaboration."

"They Ask You Theoretical Questions About Art"

GALLERY 37, CHICAGO, IL

Paying children to study art sends the message that the arts are important and that their talents are valued by society. By expecting professionalism, tutors reward the hard work and discipline that apprentices must practice in order to reach their potential.

- High school art students typically score 50 points higher on the SAT than their non-arts peers.
- In 90% of U.S. schools, students have no opportunities to learn dance; 85% offer no lessons in theater; 28% offer no lessons in music; and 36% offer no lessons in visual arts.
- In 1980, only two states required some arts study for high school graduation; a decade later, 28 had arts requirements.

For eight weeks every summer, huge, carnivalesque white tents cover Chicago's downtown Block 37. Underneath the canopy in one corner, a group of young adults receives a lesson in metallurgy as they work silver thread into jewelry; on stage, a professional director helps someone refine her diction; and across the way a group of teens huddle over blueprints. But these 650 teenagers with paintbrushes, hammers, and artistic visions aren't here to play at arts and crafts; they're here to work. Gallery 37's Carrie Friedman said, "They may begin thinking it's an art camp, but they soon find out they'll be fired if they're late, and they get the message." Art is serious business at Gallery 37.

While their friends are tubing down a river or shooting hoops, Gallery 37's Downtown Program apprentices are putting in full days of work five days a week. Trained and supervised by working artists, these apprentices are expected to be on time and to conduct themselves in a professional manner while they learn a craft. "The whole mentality is one of a job program," Friedman said. "The apprentices are expected to produce something."

The professional atmosphere begins with the selection process. Each spring, Gallery 37 conducts a massive, citywide recruitment campaign. Students apply in person much as they would for a job interview and must be prepared to show a portfolio or a writing sample, or to audition. Since Gallery 37 uses public funds, more than a little paperwork must be accurately completed by the candidate. Candidates go through an oral interview in which they are asked to discuss their apprenticeship preference. "It's a realistic employment procedure," Friedman said. Accepted candidates are given a math and reading test, which has no bearing on their placement, but which will be measured against the results of the same test given to them at the end of the program.

Once hired, apprentices receive training in basic artistic concepts before beginning specialized instruction in woodworking, theater, ceramics, textiles, portraiture, printmaking, or numerous other marketable skills. A professional artist works with about ten apprentices at a time. Besides providing hands-on training, artists can give their protégés insider knowledge about their particular field. In addition, artists coach students in the soft skills necessary for success in a work environment, such as how to work with others who may have backgrounds vastly different from their own, and how to handle criticism about their work.

Wendy Clinard, a dancer and painter who has taught several sessions at Gallery 37, noted, "It's a unique experience: it's not like school, and it's not like a job, and it's not like a traditional apprenticeship." Clinard recently worked with a visiting artist from Belfast and a teacher's assistant (TA) to guide twenty-eight students in a public performance titled "Myth, Cupid, and Psyche." Twelve-foot-tall puppets and gigantic masks told the tale of Cupid and Psyche in a dance choreographed to Ravel's *Bolero.* Clinard explained that she chose the myth because it tells the story of a young love that evolves into a mature, spiritual love, a theme she thought appropriate for the age group.

To prepare for their performance, Clinard's troupe first read the myth by themselves, and then a Greek historian visited and presented the myth to them again. "He talked about what myth is and got them to think about symbolism and the psychology of it," Clinard said. Then, as stu-

dents constructed their puppets and masks from scratch, puppeteers from Chicago's famed Redmoon Puppet Theater offered additional guidance.

Apprentices receive performance evaluations midway through the program and at the end of the program. They participate in exit interviews and have an opportunity to evaluate the program.

"They may begin thinking it's an art camp, but they soon find out they'll be fired if they're late, and they get the message."

Furthermore, since everyone works, everyone is paid. Salaries are supported by Job Training and Placement Act funds and private sources. Apprentices are paid minimum wage, but if an apprentice has been through the program once before, has received positive evaluations, and is over 18, then she can become a senior apprentice and earn a little bit more. Friedman noted, "It's pretty exciting when they get their first paycheck."

Gallery 37 employs professional artists at two levels. Lead artists must possess MFAs and have considerable teaching experience in addition to a full body of work, such as publications, exhibitions, or shows. Junior artists may be hired as teacher's assistants. TAs usually have BFAs and a smaller body of professional work than lead artists. But both lead artists and TAs must be working artists in order to be hired by Gallery 37. Lead artists are compensated at $20–$30 per hour, while TAs make about $12–$15 per hour. Gallery 37 has provided over 15,000 jobs to artists, TAs, and apprentices since 1991.

One of the realities faced by professional artists and craftspeople is saying good-bye to their commissioned work, and the same is true for Gallery 37 apprentices. They don't take their portraits, jewelry, and furniture pieces home with them at the end of the summer. After closing ceremonies at the Chicago Cultural Center, all artwork is taken to Gallery 37's year-round store to be sold. The recent work of Clinard's apprentices was an exception. The puppets they constructed became the property of the City of Chicago and will be used year after year in the city's Halloween Carnival.

Arts Fill the City

The phenomenal success of the original Downtown Program recently allowed an additional Downtown Program to begin. Held in the Chicago Cultural Center rather than under tents, the newest Downtown Program employs sixty youth and professional artists for ten to twelve weeks each semester during the school year. (Gallery 37's success has been a model for sixteen other programs, including ones in Jacksonville, Florida; Racine, Wisconsin; England; and Australia.)

In addition to the Downtown Program, Gallery 37 hires artists and apprentices through its Neighborhood Program and its Schools Program. The community-managed Neighborhood Program hired over 900 apprentices at more than thirty-five sites in 2000. Functioning only during the summer, the Neighborhood Program hires youth to produce plays, performances, and exhibits. In addition, neighborhoods enjoy murals, painted benches, and banners produced by participants.

The Schools Program now hires about 1,300 apprentices in participating schools. Students who want to apprentice with an artist must belong to a school where the program takes place, interview with the lead artists, and commit to working for the length of the program. School programs occur after school during the school year (nine hours per week for ten weeks), and in the day during the summer (six weeks). Currently in thirty-five schools, Gallery 37 intends to expand the School Program to eventually include all Chicago Public Schools. These three programs are funded

by the City of Chicago, the Chicago Board of Education, and Gallery 37.

Clinard, who has worked in social service, museums, public schools, and more, said that what the apprentices take with them from the program largely "depends on the apprentice." She noted that several of her students seem to have "a genuine calling" and have begun art programs in college following the summer apprenticeship.

Clinard's professional experience is enhanced by her participation in Gallery 37. The apprentices have "more aspiration than I had at that age," she noted. "They ask you theoretical questions about art, and you can get from them a thousand different shades of commentary because these kids are mixed economically, culturally—everything. It's wonderful to see motivated, curious kids with whom you can share what you love and what you know."

- The nonprofit arts sector alone employs a larger percentage of the U.S. workforce than policing and fire-fighting sectors combined.
- Nonprofit arts in the U.S. generate $6.8 billion in business, support 1.3 million full-time jobs, and pay workers over $25.2 billion in personal income, contributing $790 million to local economies.
- Cultural tourism is a rapidly-growing industry.

"It Was Incredible What That Tiny Little Event Did for This Area"

BLACK ECONOMIC UNION OF GREATER KANSAS CITY, KANSAS CITY, MO

Long before San Francisco had Haight/Ashbury, Kansas City had 18th & Vine, birthplace of the be-bop style of Jazz, where Count Basie, Charlie Parker, Big Joe Turner, Jay McShann, and hundreds of others let loose a rebellious rhythm that went on to inspire rock and roll. In the 1920s and '30s, in over 300 clubs, folks all over KC danced and partied all night every night, earning KC a reputation as the "wide open city," the "Paris of the plains." But the '40s brought a clampdown on permissiveness, and when KC musicians left town to seek their fortunes elsewhere, the soul of 18th & Vine went with them.

"The area was blighted for years," acknowledges Pat Jacobs MacDonald, Director of Cultural Development for the Black Economic Union of Greater Kansas City (BEU), a nonprofit community development corporation. Once home to several thriving black-owned businesses, financial institutions, and the Kansas City Monarchs, it came to resemble "your idea of a dangerous neighborhood," she said. Thus, despite its history, 18th & Vine no longer played host to outside visitors.

Then, in 1969 the Black Economic Union of Greater Kansas City made its home at 18th & Vine with the intention of breathing life back into the district, the center of KC's African American community. BEU "realized the power of the arts," said MacDonald, and tapped the force of the district's musical history to attract hordes of people back to 18th & Vine for an annual Heritage Jazz Festival.

Dancing in the Street

For one weekend every August, food carts lined the streets, local organizations displayed their goods and services, and bands played well into the evening. Admission to the festival was free, and it drew visitors from down the street, across town, and around the world. Cars were forbidden, and, as in the old days, dancing was strongly encouraged. MacDonald gives 18th & Vine neighbors the credit for creating a welcoming, festive atmosphere for friends and strangers alike. The festival entertained octogenarians as well as tiny children. MacDonald described a scene where whites and Blacks and Latinos who had never before met one another took to the street

together and danced all night. "It was incredible what that tiny little event did for this area," she said.

For the first dozen years, the Heritage Jazz Festival drew 5,000 people each weekend day. Knowing the festival hadn't reached its potential, the BEU obtained a grant from the Ford Foundation in 1994 that allowed them to form a culturally diverse festival committee and to improve marketing locally and nationally. To market the event locally, the BEU convinced KC businesses and organizations to purchase and display huge signs for the event and to hire musicians to play wherever signs were displayed at gas stations, bookstores, and courtyards all around the city. Jazz was in the air a month before the festival date; as a result, the festival drew almost ten times the previous numbers, attracting 45,000 people each weekend day.

> "We have to take a comprehensive approach and look at the relationship of all the components of a community: physical, economic, and social."

The BEU was committed to keeping the festival free so that cost would not prohibit people in the neighborhood from attending. MacDonald said, "It was an opportunity to continue to have as many people as we could, and to remind them of this area's potential, and to keep them involved in the push for securing funding for the development—and it worked beautifully." She added, "18th & Vine is very visible now in the press. Everybody knows what 18th & Vine needs, and they come to us in droves with ideas."

Several other cultural events played a part in the comeback of 18th & Vine. In September 1997, the Negro League Baseball Museum opened in a new home that it shares with the new Jazz Museum. The BEU spent almost a decade securing $20 million for the museums through piggybacking on a $150 million city bond. The Jazz Museum features recordings of Jazz giants from KC and around the nation. The Blue Room is a non-smoking jazz club attached to the museum. The museum also hosts the Jazz Academy, a six-week intensive music school with jazz professionals. Concerts are held across the street from the museums in the recently renovated 500-seat Gem Theater.

The 18th & Vine district is also home to other cultural organizations and businesses, such as Ethnic Art, an independent business that offers cultural programming and art education, and the Mutual Musicians Foundation, an organization formed nearly 100 years ago by local musicians who got together to jam with each other after their official gigs. The Mutual Musicians Foundation is beginning to jam again with some help from the BEU; its senior members, now in their 80s, have a lot to pass on to younger members.

"It was so quiet here for so long that artists weren't staying," MacDonald said. She hopes the museums and other cultural events will have a lasting impact on the community by inspiring and retaining local talent, increasing economic traffic in the area, and creating a vibrant neighborhood for residents.

A New Direction

The BEU recently realized that it had fulfilled its role as catalyst for the Heritage Jazz Festival and made the painful decision to turn over the reigns to a private organization for sponsorship and administration. "We felt like we had established the Jazz Festival, that it was self-sustainable, and it is. It was time to look for ways to catalyze other projects in our area," said MacDonald.

BEU president Sylvester L. Holmes explained, "Like any successful community redevelopment project that wants to be around a while, the project involved not only the cultural component—we were fortunate to have such rich history—but also involved the residential and economic development of the 18th & Vine district and the

peripheral areas." The arts gave 18th & Vine a jump start, but BEU doesn't rely solely on the power of the arts in its revitalization efforts. Holmes said, "If we are ever going to make progress in arresting the economic and social deterioration in our cities, we have to take a comprehensive approach and look at the relationship of all the components of a community: physical, economic, and social. In any given project, BEU directly takes on whichever component it is best qualified to handle and then looks for partnerships with the private sector or other community organizations to help move the project forward."

"We have seen firsthand how the arts can impact an area's economic goals."

The BEU owns development rights for the 18th & Vine Historic District as well as for areas to the south and east. It has been involved in developing commercial spaces, restoring historic buildings, creating business parks, and hundreds of other projects. BEU built Basie Court, eighty-eight units of affordable townhouses in the neighborhood, as well as Renaissance Cove, a mixed-income subdivision of single-family, three- and four-bedroom homes starting in the low $100,000s. BEU also spearheaded the building of Martin Luther King Apartments, a project that renovated an old hospital and created 108 apartments for use by the elderly. In addition, it is building Centennial Villa, with forty-six more housing units for seniors. Finally, BEU is involved in a partnership to redevelop sixty-two loft-style apartments by 2002.

In its 32-year history, BEU has secured over $100 million in loans for local businesses, but loans alone "could not impact our community because our community was deteriorating," Holmes said. In 1996, BEU began a small-business incubator that has helped minority entrepreneurs, accountants, lawyers, and others share resources and attract clients. But so far the biggest victory in BEU's struggle to develop a solid economic base came through forging partnerships with other area agencies and working together to convince Sprint Corporation to open a call center at 18th & Vine in 1997.

The call center, one of eight in the U.S., manages over 1,500 calls an hour. Of its fifty employees, about 60 percent of them had received public assistance prior to accepting full-time positions with Sprint. Quality at the 18th & Vine call center has exceeded all expectations. In fact, the center has done so well, it is being expanded.

BEU is also pulling plans together to develop 80,000 square feet of commercial space to house restaurants, clubs, and retail shops. The push is to bring viable restaurants into the area to feed its growing number of employees and tourists. To Holmes, community development is "not an issue of the chicken before the egg," and he emphasized that one must look at interrelationships of development. "If you put your plan together and you give it some thought, and there has been a real and sincere participatory process, then you can implement programs based on your strategic plan and you're also prepared for opportunities that crop up."

In August 1998 another opportunity for BEU cropped up. The Missouri Arts Council unanimously appointed BEU to be the new administrator for the state's Minority Arts program. Today BEU manages $645,000 annually for disbursement to minority artists and arts organizations. BEU offers hands-on technical assistance in the form of development planning, polishing and preparing grant applications, and organizational development. In three years they have seen the number of grant applications rise from thirty to fifty. Further, the Missouri Arts Council has adopted the organizational development procedures developed and implemented by BEU. "We feel like we are in a position to effect change. We have seen firsthand how the arts can impact an area's economic goals," MacDonald said.

Conclusion

IN AMERICA, OUR DISCOURSE TURNS OFTEN TO THE TOPIC OF DREAMS: the "American dream," common dreams, and dreams of a just society. A dream or vision is an important starting point for undertakings both large and small, but a dream is a beginning, not an end. Much of the transformation described in the preceding pages has been inspired by hopes and visions, but this report is not a document of dreams. This report highlights the very concrete progress that has been made by those who, upon waking, have taken steps to implement those dreams in their capacity as teachers, administrators, volunteers, farmers, social workers, executive directors, neighborhood organizers, developers, artists. Some constantly experiment with untested ideas that nag to be acknowledged and developed, and untold others know only that they somehow must be involved, and so they jump in immediately when an opportunity presents itself. Not in Dreamland, but in cities and towns across the nation, these individuals have worked with whatever they could find to create better schools, better city governments, better work sites. Some of the pieces of this mosaic are relatively new; others, such as the Gatekeepers program, have been in place for decades. This emerging new society is already in progress. Every day, somebody somewhere is adding a small piece to the big picture.

Innovative, persistent, far-thinking, committed, diligent, daring: the people who have ushered fundamental change into our basic institutions are all these things. The transformations they have initiated are undeniably inspiring, in some cases jaw-dropping, but these people are not superheroes who have swooped down upon Washington, DC, to find jobs for gang members before flying off to Minneapolis to teach seniors how to get online. Tyrone Parker doesn't change into his work clothes in a phone booth, and Gladys Green didn't recruit her elderly students using a golden lasso. Our humanness is our strength. As with the Weed and Seed job center, progress on our mosaic is spurred by the unpredictable synergies that spontaneously arise when willing human beings come together determined to make a difference. Unlike superheroes who remain untouched by the communities they aid, we must be willing not simply to implement change in the world around us, but to be changed ourselves in the process. We have seen that as youths help determine their own scholastic curriculum, they reconsider their futures; as police officers reduce infant mortality, they rethink their job descriptions; as citizens take it upon themselves to green their neighborhoods, they redefine democracy; as workers become invested in their jobs, they reform the culture of work. As the people in this report transform their communities, they point the way forward for the rest of us. For those interested in learning more about this continuing transformation, additional resources are listed on the following pages.

Resources

Our Arts

Americans for the Arts
Americans for the Arts is a national research center, clearinghouse, and advocacy organization for artists. The organization works to increase public access to the arts and promotes community-based arts organizations, arts education for children, and more.
1000 Vermont Avenue, NW, 12th Floor
Washington, DC 20005
202-371-2830
http://www.artsusa.org

Arts Incubator
Arlington County commits several resources to attracting artists and art groups to the area for its economic and cultural enrichment. Since its inception in 1990, the arts in Arlington have grown from a $1 million to a $5 million industry, and artistic and cultural events have grown from 200 to 1300 a year.
Gunston Arts Center
2700 S. Lange Street
Arlington, VA 22206
703-358-6990
http://www.arlingtonarts.org

Black Economic Union
1601 E. 18th Street #300
Kansas City, MO 64108
816-474-1080

Iowa-Cultural Alliance Recruitment and Development
Operation New View developed I-CARD to make enjoyment of the arts accessible to low-income people. Special cards enable low-income people to purchase tickets to arts and cultural events at a discount and enable participating arts organizations to expand their viewer base.
1449 Central Avenue, 3rd Floor
Dubuque, IA 52001
319-556-5130

Gallery 37
Chicago Department of Cultural Affairs
78 E. Washington Street
Chicago, IL 60602
312-744-8925
http://www.gallery37.org

Manchester Craftsmen's Guild
An intercultural arts program that encourages college education for its apprentices, for three decades the Guild has brought a wide range of arts education and performance opportunities to some of Pittsburgh's poorest youth.
1815 Metropolitan Street
Pittsburgh, PA 15233
412-322-1773
http://www.artsnet.org

Meet the Composer
Since 1974, this national organization has placed U.S. composers of all styles of music in cultural institutions and community settings (such as battered women's shelters and housing agencies) in order to expand opportunities for composers and to infuse the power of the arts into New York residents' daily lives.
2112 Broadway, Suite 505
New York, NY 10023
212-787-3601
http://www.meetthecomposer.org

MotherRead, Inc.
This national nonprofit organization has programs in several states that teach reading, writing, and storytelling skills to parents in order that they might become models of literacy to their children.
3924 Browning Place, Suite 7
Raleigh, NC 27609
919-781-2088

Oakland Sharing the Vision
1212 Preservation Parkway
Oakland, CA 94612
510-238-6707

Teens+Educators+Arts+Media
Suzanne Lacy
1151 Mountain Blvd
Oakland, CA 94511
510-594-5001
http://www.code33.org

How We Learn

Appalachia Educational Laboratory
AEL is a regional nonprofit organization that implements several programs intended to enhance the learning experience of underserved students.
PO Box 1348
Charleston, WV 25325-1348
304-347-0400
http://www.ael.org

ATLAS
Education Development Center, Inc.
55 Chapel Street
Newton, MA 02158
617-969-7100
http://www.edc.org/FSC/ATLAS

Center for Youth as Resources
This organization provides small grants to youth groups who create and implement service projects through schools, clubs, and community groups.
1700 K Street, NW, Suite 801
Washington, DC 20006-3817
202-261-4131
http://www.yar.org

Florida Learn and Serve
930 W. Park Avenue
MC-4180
Tallahassee, FL 32306
904-644-3342
http://www.learnandserve.org

The Metropolitan Regional Career and Technical Center
Each student at the Met has a team-created personal learning plan and spends the majority of his or her school day in internships, community service programs, and other hands-on learning activities.
80 Washington Street, Room 325
Providence, RI 02903
401-277-5046

Minnesota New Country School
210 Main
Box 488
Henderson, MN 56044
507-248-3353
http://www.mncs.k12.us

National Service-Learning Clearinghouse
The NSLC is the information center for Learn and Serve America programs and other K-Higher Ed school- and community-based service-learning programs in the U.S., and it is a valuable resource for teachers and researchers.
University of Minnesota
1954 Buford Avenue, #R460
St. Paul, MN 55108
800-808-7378
http://nicsl.coled.umn.edu

Smart Start
Smart Start helps community members form nonprofit organizations so that they may implement county-based initiatives that meet state goals, ensuring that North Carolina's children are "school ready" by the time they enter kindergarten.
Assistant Secretary for Human Services & Educational Policy
Department of Health and Human Services
State of North Carolina
Adams Building
101 Blair Drive
Raleigh, NC 27603
919-733-4534

Vaughn Next Century Learning Center
Vaughn's principal used California's charter opportunities to turn a failing school in a poor, immigrant neighborhood into a national model of success. Unlike most other charter schools, Vaughn remains affiliated with seven employee unions.
13330 Vaughn Street
San Fernando, CA 91340
818-896-7461
http://www.vaughn.k12.ca.us

Our Elders

Administration on Aging
AOA is a national advocacy organization that administers Older Americans Act programs and distributes several publications and resources on health, home, safety, work, and many other issues relevant to older Americans.
200 Independence Avenue, SW
Washington, DC 20201
202-619-0724
http://www.aoa.dhhs.gov

Cybermobile
Muncie Public Library
315 West Adams Street
Muncie, IN 47305
765-747-8209
http://www.munpl.org

Gatekeepers
Elder Services
Spokane Mental Health Division
5125 N Market
Spokane, WA 99207
509-458-7450

Golden Crescent Senior Employment Program
This program identifies low-income seniors and trains them for part-time employment. Seniors are then matched with businesses that pay all wages and, in some cases, insurance benefits.
Golden Crescent Regional Planning Commission
PO Box 2028
Victoria, TX 77902
512-578-1587

Grace Hill Neighborhood Services
2600 Hadley Street
St. Louis, MO 63106
314-241-2200

SeniorNet
121 Second Street, 7th Floor
San Francisco, CA 94105
415-495-4990
http://www.seniornet.org

Time Dollar Institute
PO Box 42519
Washington, DC 20015
http://www.timedollar.org

The Washington Institute for Mental Illness Research and Training
601 W First Avenue
Spokane, WA 99201
253-756-3988

What We Eat

American Community Gardening Association
To help community gardens prosper, this organization links new community gardening organizations with experienced practitioners.
100 N. 20th Street, 5th Floor
Philadelphia, PA 19103
215-988-8845
http://www.communitygarden.org

American Farmland Trust
AFT works to save America's farmland and to encourage sustainable, environmentally friendly farming.
1200 18th Street, NW, #800
Washington, DC 20036
202-331-7300
http://www.farmland.org

Bio-Dynamic Farming & Gardening Association
Since 1938, this nonprofit association has promoted bio-dynamic farming in conferences, workshops, books, and journals. It maintains a list of CSAs in the U.S. and Canada.
PO Box 550
Kimberton, PA 19442
800-516-7797
http://www.biodynamics.com

City Harvest
159 W. 25th Street, 10th Floor
New York, NY 10001
917-351-8700
http://www.cityharvest.org

Community Supported Agriculture of North America
This is a resource for CSA activity and a network for members.
818 Connecticut Avenue, NW, #1800
Washington, DC 20006
http://www.umass.edu

FoodChain
FoodChain is a network of over one hundred food-rescue programs that deliver donated food to more than 12,000 social service agencies across the U.S. The national office is a clearinghouse and resource center, and organizes an annual conference.
912 Baltimore, #300
Kansas City, MO 64105
800-845-3008
http://www.foodchain.org

Food from the Hood
In 1993, students at Crenshaw High School cleaned up a lot behind their school, planted a garden, and created a successful salad dressing business that allows them to learn, earn money for college, and donate a portion of their profits to charity.
Crenshaw High School
5010 Eleventh Avenue
Los Angeles, LA 90043
213-295-4842
http://www.foodfromthehood.com

Food Research and Action Center
FRAC is a nonprofit, nonpartisan public interest law firm that conducts research, supports U.S. anti-hunger organizations, develops public information campaigns, and monitors the status of food programs and hunger nationwide.
1875 Connecticut Avenue, NW, Suite 540
Washington, DC 20009
(202) 986-2200
http://www.frac.org

Homeless Garden Project
For nearly a decade, this organic vegetable and flower garden has provided homeless people in Santa Cruz with a peaceful setting in which to learn job skills. Several hand-crafted, value-added products generate additional revenue for the program.
127 Washington Street
PO Box 617
Santa Cruz, CA 95061
831-426-3609
http://www.infopoint.com

Just Food
625 Broadway, #9C
New York, NY 10012
212-674-8124

Philadelphia Green
Pennsylvania Horticultural Society
100 N. 20th Street, 5th Floor
Philadelphia, PA 19103
215-988-8800

Roxbury Farm
PO Box 338
Kinderhook, NY 12106
518-758-8558

San Francisco League of Urban Gardeners
SLUG is a grassroots organization that promotes composting, gardening, and greening projects in the San Francisco Bay Area.
2088 Oakdale Avenue
San Francisco, CA 94124
415-285-7584

Governance

American Public Power Association
2301 M Street, NW
Washington, DC 20037-1484
202-467-2903
http://www.appanet.org

Communities Organized for Public Service
One of the original Industrial Areas Foundation programs, COPS unites San Antonio churches in order to pressure city government to make jobs, education, and social services available to low-income neighborhoods.
2300 W. Commerce Street, #207
San Antonio, TX 78207
210-222-2367

Competition and Costing
This program challenges the city of Indianapolis to reduce its costs and to compete with private companies in providing services typically provided by the city. By reducing management costs, city union employees have won the majority of contracts while competing against private firms.
Office of the Mayor
200 E. Washington Street, Suite 2501
Indianapolis, IN 46204
317-327-3744

Dudley Street Neighborhood Initiative
504 Dudley Street
Roxbury, MA 02119
617-442-9760
http://www.dsni.org

Glasgow Electric Plant Board
PO Box 1809
Glasgow, KY 42142
502-651-8341
http://www.glasgow-ky.com

Hosford-Abernathy Neighborhood Development Association
www.teleport.com/~hand/HAND.html

Portland Office of Neighborhood Involvement
1221 SW 4th Avenue, #110
Portland, OR 97204
503-823-4519
http://www.ci.portland.or.us/oni

The Urban Institute
Since 1968, this influential nonprofit policy research organization has worked to educate the U.S. public about social problems and to stimulate critical analysis in order to solve them.
2100 M Street, NW
Washington, DC 20037
202-261-5709
http://www.urban.org

Health

Cooperative Home Care Associates
349 East 149th Street
Bronx, NY 10451
718-993-7104

Florida Healthy Kids Corporation
223 South Gadsden Street
Tallahassee, FL 32301
888-FLA-KIDS or 850-224-5437
http://www.healthykids.org

Genesis
This program identifies local pregnant teens and links them with medical, educational, and social services. Former teen mothers are assigned to work closely with the teens to ensure that they receive proper prenatal care and stay focused on their futures.
Teen Program
Boulder County Health Department
3450 Broadway
Boulder, CO 80304
303-441-1138
http://bcn.boulder.co.us

Growing Into Life
7 Burgundy Road
Aiken, SC 29801
803-648-8520
http://www.growing-into-life.org

Healthworks
In an effort to fill numerous positions in Memphis hospitals and to provide welfare recipients with viable employment opportunities, Healthworks trains candidates for three months to a year for such positions as surgical technicians and dental assistants. Because hospitals commit ahead of time to hiring Healthworks candidates, trainees are guaranteed jobs at the successful completion of training.
1183 Madison Avenue
Memphis, TN 38104
901-722-9631
http://www.utmem.edu

Institute for Child Health Policy
5700 SW 34th Street, Suite 323
Gainesville, FL 32608
352-392-5904
http://www.ichp.ufl.edu

Moms and Cops
Aiken Public Safety
PO Box 1177
Aiken, SC 29802
803-642-7749
http://adps.scescape.net

Paraprofessional Healthcare Institute
349 E. 149th Street, #401
Bronx, NY 10451
718-402-7766

Housing

Camel Ridge Subdivision
Camel Ridge provides low-income workers with affordable rental housing consisting of freestanding homes on large lots. Tenants in these 22 units maintain their own home and land, and receive training intended to enable them to eventually own their own homes.
Franklin-Vance-Warren Opportunity
PO Box 1453
Henderson, NC 27536
919-492-0161

The CoHousing Network
The network advises those interested in creating cohousing communities, provides links to national resources, and publishes the CoHousing Journal.
PO Box 2584
Berkeley, CA 97402
510-486-2656
Colorado Office:
Zev Pais
303-413-9227
http://www.cohousing.org

Creekside Cohousing Association
113 Elkhorn Road
Charlottesville, VA 22903
804-961-9402
http://avenue.gen.va.us/go/Cohousing
Tom Hickman, developer
804-295-1639

Elder Choice
This program works with private developers to build assisted-living housing for elderly people who need some attendance daily but don't require nursing-home care.
Massachusetts Housing Finance Agency
1 Beacon Street
Boston, MA 02108
305-547-0418

Homeless Services Network
The Homeless Services Network is a public-private partnership supplying emergency housing and other services such as meals, laundry and shower facilities, and child care to the homeless or those at risk of homelessness, enabling them to increase their incomes and find secure housing.
St. Louis Dept of Human Services
634 N. Grant, Suite 720
St. Louis, MO 63103
314-658-1168

National Coalition for the Homeless
NCH is creating a nationwide, grassroots network of activists working to safeguard the civil rights of homeless people. Projects include voters' rights education and newspapers focusing on issues of homelessness.
1012 Fourteenth Street, NW, Suite 600
Washington, DC 2000
202-737-6444
http://nch.ari.net

The Police Homeowners Loan Program
PHLP offers low-interest, no down-payment mortgages to police officers who agree to renovate and live in sub-standard housing located in the neighborhoods they patrol.
Community Development Department
1225 Laurel Street
Columbia, SC 29201
803-733-8315

Self-Help Housing Corporation of Hawaii
1427 Dillingham Boulevard,
Suite 305
Honolulu, HI 96817
808-842-7111

Work

Corporate Watch
Corporate Watch utilizes the Internet to disseminate information intended to promote corporate social and environmental justice.
PO Box 29344
San Francisco, CA 94129
415-561-6568
http://www.corpwatch.org

Green Institute
At the site of a proposed waste transfer plant in one of Minneapolis' poorest neighborhoods, this community organization intends, among other goals, to open a reuse center and operate an eco-industrial park that includes a business incubator for green entrepreneurs.
1433 E. Franklin Avenue, Suite 7A
Minneapolis, MN 55404
612-874-1148
http://www.greeninstitute.org

Handmade in America
This nonprofit organization capitalizes on the talents of local artists and craftspeople, whether professional or hobbyist, to empower and enrich North Carolina's rural communities and to share the prosperity that the arts bring to the region.
67 N. Market Street
Asheville, NC 28801
704-252-0121
http://www.wnccrafts.org

The National Center for Employee Ownership
NCEO is a great resource for information, news, and updates on employee ownership and related issues.
1201 Martin Luther King Jr. Way, 2nd Floor
Oakland, CA 94612
510-272-9461
http://www.nceo.org

National Congress for Community Economic Development
NCCED is a national research and advocacy organization for community development corporations.
1 Dupont Circle, Suite 325
Washington, DC 20036
202-234-5009
http://www.ncced.org

NCC
233 West Market Street
Newark, NJ 07103
973-639-7805
http://www.newcommunity.org

Pathways to Teaching
Urban blue-collar and clerical school employees, especially African-American men, are recruited and offered paid time off and funding in order to earn a bachelor's degree and teaching certificate at Armstrong Atlantic State University.
Professor of Education & Program Director
Division of Curriculum and Instruction
College of Education
Armstrong Atlantic State University
11935 Abercorn Street
Savannah, GA 31419
912-921-2342

Pioneer Human Services
7440 W. Marginal Way S.
Seattle, WA 98108
206-768-1990

Rachel's Bus Company
Considered by the National Association of Working People as a "great place to work," Rachel's helps impoverished neighbors move from welfare to work. Rachel's was founded in 1989, and now is one of Chicago's largest school-bus services.
3014 West Fillmore Street
Chicago, IL 60612
773-533-1406

W. L. Gore & Associates, Inc.
555 Paper Mill Road
Newark, DE 19714
302-738-4880
http://www.gore.com

Peace

Alliance of Concerned Men
1424-16th Street, NW, #103
Washington, DC 20036
202-535-1061

Center for Court Innovation
Independent planners work within the court system to discover and implement innovative strategies to make court operations more efficient and effective. Teams have created several award-winning programs to address community needs, such as community courts and domestic violence courts.
Center for Court Innovation
351 West 54th Street, 2nd Floor
New York, NY 10019
212-373-8080

Community Mediation, Inc.
Although available to assist in any conflicts among peers, Community Mediation is especially useful in giving parents and their children a way to resolve problems that doesn't usher them into the mental health or juvenile justice systems.
134 Grand Avenue
New Haven, CT 06513
203-782-3500

Community Policing Consortium
A partnership of five major U.S. police organizations, the International Association of Chiefs of Police, the National Organization of Black Law Enforcement Executives, National Sheriffs' Association, the Police Executive Research Forum, and the Police Foundation, CPC was created to train police departments and to promote community policing and research.
1726 M Street, NW, #801
Washington, DC 20036
202-833-3305
http://www.communitypolicing.org

Fort Worth Crime Prevention Resource Center
605 E. Berry, #104
Fort Worth, TX 76110
817-314-7400
Fort Worth Police Department
David Garret
817-877-8202

Reparative Probation Program
RPP puts a human face on crimes that whittle away at community security. Community members form boards that address small, petty crimes committed by youth and determine how the crime can be acknowledged, the victim can be compensated, and the offender can remain connected to the community.
Vermont Department of Corrections
103 South Main Street
Waterbury, VT 05671-1001
802-241-2307

Start Making It Liveable for Everyone
Oakland County Friend of the Court
PO Box 436012
Pontiac, MI 48343
248-858-0424

Teen Court
This is a voluntary program now operating in a majority of states wherein youth act as judge and jury and determine sentencing for peer offenders under an adult judge.
American Probation and Parole Association
The Council of State Governments
PO Box 11910
Lexington, KY 40578
606-244-8215

Trauma Intervention Program
Citizen volunteers fill in where emergency workers, due to their primary responsibilities, often fall short and provide immediate emotional and practical support to victims of crime and trauma 24 hours a day, seven days a week. Follow-up support is also available.
Trauma Intervention Programs, Inc.
National Office
1420 Phillips Street
Vista, CA 92083
619-967-2239

Weed and Seed
National Association for Weed and Seed Communities
National Capitol Station
PO Box 75574
Washington, DC 20002
202-216-0413

Recycling / Reuse

Beyond Waste
3262 Wilder Road
Santa Rosa, CA 95407
707-792-2555

Hope Haven Industries
304 Clay Street
Chillicothe, MO 64601
660-646-5172

Institute for Local Self-Reliance
ILSR promotes environmentally friendly economic development and offers several resources and links to a wide variety of educational material.
http://www.ilsr.org

Materials for the Arts
The NY Department of Sanitation and the Department of Cultural Affairs have banded together to make donated reusable materials available to NY artists, healthcare organizations, nonprofit groups, and city agencies.
410 West 16th Street
New York, NY 10011
212-255-5924
http://www.ci.nyc.ny.us/html/dcla/html/mfa.html

Orange County Community Distribution Center
2000 Lucerne Terrace
Orlando, FL 32806
407-836-4412
407-836-0293

Recycletown
Garbage Reincarnation
PO Box 1375
Santa Rosa, CA 95402
707-584-8666
http://www.garbage.org

Shop Rite Supermarkets
New Jersey's Shop Rite stores have implemented a composting program that turns 80 percent of their organic wastes, including greens, trimmings from food and plants, and paper into compost, which is then sold, saving each store $15,000–$40,000 in disposal costs annually.
Environmental Affairs
Wakefern Foods Corp/ Shop Rite Supermarkets
33 Northfield Avenue
Edison, NJ 08818
908-906-5083

South Central Kansas Economic Development District
Monthly, SCKEDD converts about 140,000 used tires into crumb rubber, which can be added to asphalt, synthetic turf, and other products. The crumb rubber, added to Kansas' highways, reduces the state's cost of constructing new roads.
151 North Volusia
Wichita, KS 67214
316-683-4422

Transportation

1000 Friends of Oregon
Since 1975, this nonprofit organization has been educating and mobilizing a diverse group of citizens around land use issues, advocating for "common-sense planning and managed growth."
503-497-1000
http://www.friends.org

Bikeable Communities
105 The Promenade North
Long Beach, CA 90802
562-436-2453
http://www.bikestation.com

CarSharing Portland, Inc.
1905 NE Clackamas Street
Portland, OR 97232
503-872-9882
http://www.carsharing-pdx.com

Kids Wheels Ltd.
This for-profit company provides weekday door-to-door transportation at a flat rate for anyone 17 or younger.
8745 W. 14th Avenue
Littleton, CO 80215
303-202-2700

RideOn Metrobus
Montgomery County, Maryland, bus drivers will call ahead to taxi companies so that elderly riders can have a taxi waiting at the bus stop to bring them to their final destination. RideOn drivers also drop riders at safe spots along transit routes after 9 P.M., and RideOn provides no-fare transportation on days when air quality is predicted to be unhealthful.
Montgomery County DPW&T

Tamien Child Care Center
1197 Lick Avenue
San Jose, CA 95110
408-271-1980
http://www.vta.org

Telework
Oregon Office of Energy
625 Marion Street NE
Salem, OR 94310
503-378-4040
http://www.cbs.state.or.us

Tot Stop
Childtime Children's Center
6100 Wabash Avenue
Baltimore, MD 21215
410-318-8585

Transit Service Division
110 N. Washington Street
Rockville, MD 20850
301-217-7433
http://www.dpwt.com

Yellow Bike Project
2407 Alberta
Portland, OR 97211
503-280-9648
http://www.c2.com

Other

American News Service
The American News Service (ANS) provides over 500 media outlets with news stories and sources on innovative public programs both large and small and on the people who are working towards solutions to America's pressing social problems.
289 Fox Farm Road
Brattleboro, VT 05301
800-654-NEWS
http://www.ans.org

Bilingual Outreach
This organization links new immigrants to local resources to help them better negotiate United States systems of law, education, medicine, finance, and the like. It also helps new residents find affordable housing.
Arlington County Parks
Recreation & Community Resources
2100 Clarendon Boulevard
Suite 414
Arlington, VA 22201
703-358-3339

Community Voice Mail
In order to provide a necessary utility to those seeking housing, employment, and services, homeless clients receive access to personal voice mailboxes from which they can retrieve messages privately.
PO Box 61385
Seattle, WA 98121
206-441-7872 x150

The National Center for Social Entrepreneurs
This organization provides several services to help nonprofit organizations establish for-profit ventures.
Bassett Creek Office Plaza, Suite 310
5801 Duluth Street
Minneapolis, MN 55422
612-595-0890
toll-free: 800.696.4066
http://www.socialentrepreneurs.org

The Quickening of America
This is an informative text on how to strengthen democratic participation on a grassroots level in several areas. It includes success stories and personal assessment "quizzes" throughout.
Francis Moore Lappe and Paul Martin Du Bois
San Francisco: Jossey-Bass, Inc., 1994.

Street Sheet
The Coalition on Homelessness produces this newspaper so that homeless people can sell it to raise money and others can stay informed on issues related to homelessness.
468 Turk Street
San Francisco, CA 94102
415-346-3740
http://www.sfo.com/~coh

Teen Line
Free of charge to any California teenager, the Teen Line is staffed by volunteers ages 14–18. Participants receive 60 hours of training and are observed for a lengthy period before they take calls and provide referrals on their own.
8730 Alden Drive, #E246
Los Angeles, CA 90048
310-855-3401

Trust for Public Land National Office
This nonprofit organization partners with businesses, governments, and community groups to acquire and protect land for public use.
116 New Montgomery Street, 4th Floor
San Francisco, CA 94105
415-495-4014
http://www.tpl.org

Yes! A Journal of Positive Futures
Yes! is a quarterly journal reporting on the strides made in sustainable living, peace, democracy, and other areas. Its articles and interviews discuss alternatives to non-sustainable ways of living.
PO Box 10818
Bainbridge Island, WA 98110
206-842-0216
http://www.futurenet.org

The Democracy Collaborative
1241 Tawes Hall
University of Maryland
College Park, Maryland 20742 USA
Tel: 301-405-9266
www.democracycollaborative.org

$20