

## FIFTH CITY HUMAN DEVELOPMENT PROJECT

## PHASE II REPORT

## I. ACCOMPLISHMENTS

During the majority of Phase II, the FHDP post operated as four task teams. The results of their work are reported below.

BUSINESS AND INDUSTRY TASK FORCE. The formation of the 5th City Business Association was solidified during this phase. Visits to all of the community business places, many of them the "Ma and Pa" store fronts, yielded a good cross-section of participation. Approximately 16 businesses are currently represented, including such individuals as the Shell gas station proprietor, the Shopping Center proprietors, two prominent funeral home directors, a barber, auto-body shop owner, and so forth. A major task of the Association has been the creation of a business directory which includes all 5th City businesses, their hours, chief products or service, and the proprietor's name. The directory is seen as a tool for promoting more unity in the business community, as well as being an advertising mechanism. It will be delivered to every residence in the community as soon as printing is complete. Printing and paper are being donated. The Business Association was recently incorporated as a non-profit organization, which will allow it to apply for certain public funds and to raise money for various cooperative efforts related to community service.

The industry development this phase has been largely related to preparing a facility, and continuing research relative to what light industry might be secured. A \$3,000 gift from Universal Oil Products has been earmarked for materials to rehabilitate the industry building. Additional funds will be required to do the skilled labor. A preliminary clean-up and general repairs were accomplished by a youth task force this summer as well as several week II work days.

Presently in the works, is a complete plan for the business and industrial development of the community over the next four years. The focus of development will be the Fifth Avenue business strip. Negotiations have continued to go on with the city regarding the Iron Man Plaza which will begin construction October 18, and will stand at the center of the business strip. Additional face-lifting that has already been initiated includes several new lighted signs on the Shopping Center, and some street repair on Jackson. A \$30,000 Urban Renewal grant in matching funds has been awarded for the rehabilitation of 321 South Trumbull, enabling work to begin on a new space for a small business as well as several apartment units that will face on 5th Avenue.

SUMMER PROGRAMS/EDUCATION. Two youth programs, in addition to the preschool, were actuated this summer. The Mayor's Youth Summer Employment Program (MYSEP) was offered for 100 community residents, ages 14-21. The program was kicked off with a Westside Youth Issues Forum, which produced a very fine articulation of the concerns of this age group for their community. In general, the MYSEP Program consisted of a variety of work experience opportunities in such arenas as housing and maintenance, the preschool, public works (clean-up projects). In addition the curriculum called for various outings within the city, to broaden the youth's awareness of their environment and provide constructive

recreation.

The Jets program (elementary age children) also had its focus in community service projects and outings. Their major on-going activity was a series of fund raising events to get money for a community tractor. They succeeded in earning \$160.00 by means of bake sales, car washing and door-to-door solicitation.

The preschool launched into an upward swing during Phase II, with the objective of increasing enrollment to capacity (150 students). To date, enrollment has doubled, as a result of a new enrollment plan which allows parents to volunteer time in the preschool as teaching assistants in lieu of paying full tuition. The new plan has enabled the preschool to add children while still meeting the state requirements for child-adult ratios, without the cost of hiring additional staff. The other advantage to this plan has been the opportunity to train more community adults in imaginal education methods. The end of the summer session was marked by a great staff celebration and planning session. It was a long awaited opportunity for the whole staff to participate in re-deciding their task as the guardians of community education.

HOUSING AND MAINTENANCE: Housing in the community was a highly visible campaign during Phase II. Construction on the Pack III Apartment Rehabs was in full swing, and to date three of the five "new" buildings have been completed and totally rented. The other two will be completed by the first part of November. The rehabs are all located along Homan Avenue, a major thoroughfare through the community. The housing program continues to involve a complexity of relationships and negotiations between the 5th City Citizens Redevelopment Corporation, HUD, Model Cities, FHA, and the general contractors, in order to maintain steady progress and complete the project on time.

A maintenance push on the Pack I Apartments was continued through this phase. Each apartment was systematically evaluated relative to needed repairs and a maintenance team began to work consistently to alleviate plumbing problems, re-paint where necessary, fix doors and windows, etc. In addition to providing upkeep necessary to sustain the Pack I apartments in adequate repair, the program has also enabled some training of community "apprentices". This is a dynamic that will be intensified in Phase III. The maintenance campaign has also brought the FHDP maintenance team into close contact with other local property owners and apartment managers, which represents the seed of new community housing possibilities. Already there has been some cooperative purchasing of supplies among these residents.

Repairs on other community facilities have also been accomplished, notably preschool buildings "B" and "C". Work was also done on the Infant Care Center (preschool building "A"). We are continuing to move that facility toward the realization of strict code requirements that currently are preventing its full use.

COMMUNITY ENGAGEMENT AND SAFETY: A key event that kicked off Phase II was the Community Issues Forum. Over 250 residents registered for the day-long workshop (fee \$1.00), thus demonstrating wide-spread concern over the issue of neighborhood safety. The event itself turned out approximately 100 adults and 30 children; and an excellent document was created with highly concrete and practical proposals.

Out of the steering committee for the CIF, and in direct response to one of the proposals, emerged the 5th City Blocks Association. This group has been one of the main cores of new leadership within the community. Or, rather, it has been a pulling together of people who have been leadership on their own blocks for years, perhaps, and allowing these people to begin to converge about

a corporate task in bringing off the whole community. The Blocks Association has met regularly one night a week during Phase II, with an average attendance of about 10 residents per meeting. This group has created a plan for expansion which will be actuated during Phase III.

A host of block work-days and festivals occurred throughout the summer. Notably, the auxiliary was not the initiator of these events. The events seemed to pop up spontaneously under the leadership of various block clubs and individuals. One block (3500 Van Buren), which had been in worse repair than average for the community, was completely transformed over a period of several months. Their plan of attack followed the suggestions of the 5th City Block Beautification Manual, and included repainting porches and house trim, planting flowers and grass, clearing trash, repairing fences, and so on.

Stake calling has been an on-going event since the consult. One evening per week the auxiliary has made calls on people throughout the community, familiarizing residents with the 5th City story and specific programs, and cultivating potential leadership. Every opportunity has been taken to involve community people in the calling. Records of all visits are kept in a card file ordered by stake-areas. The cards contain as much data as we are able to obtain regarding arenas of interest as well as name, address, phone, etc.

Another on-going activity has been the FHDP Bulletin. We continue to publish one edition per week, and attempt to have them delivered to each community residence. Black and red "Bulletin Racks" with the 5th City symbol have recently been constructed to install in apartment building entrances and places of business, in order to improve mass distribution. The Bulletin has turned out to be a major item of expense when photography, paper, and printing all are taken into account. We are therefore seeking in-kind donations of supplies and/or services to help curtail the cost.

The Safe Streets Patrol has continued to develop during Phase II, into a strong community guild. Each patrolman now works four nights per week (every other night plus Saturday) between the hours of 10:00 p.m. and 2:00 a.m. Eighteen men are currently on assignment. Community residents in general testify to an awareness of decreased street violence and crime. There have been major efforts to control the prostitution business in the community, and the Patrol is now beginning to speculate on what strategy could be used to cut down the drug traffic in targeted areas of the community.

ACTUATED GUILDS AND AGENCIES: The following is a list of the community structures through which the project is being directly implemented:

- 5th City Men's Club
- 5th City Business Association, Inc.
- 5th City Safe Safe Streets Patrol
- 5th City Preschool
- 5th City Blocks Association
- 5th City Commercial Corporation
- 5th City Property Management Corporation
- 5th City Citizens Redevelopment Corporation
- 5th City Health Outpost
- 5th City Industrial Promotion Corporation

## II. CHALLENGES AND RESPONSES

Following are some of the arenas in which we found major challenges during Phase II, plus some indication of how we responded.

COMMUNITY SHADOWS. What does it mean to take seriously the decision to have community shadows? There are a number of jobs within the project which are currently being staffed by ICA consultants. These are on-going, specialized positions which require particular skills or credentials (preschool director, Pack I maintenance, housing development, etc.) Also, there are the more generalized full-time auxiliary position: The coordination of the project as a whole which includes development, in-kind, decor creation, battleplanning, community framing and so forth. When we face the issue of turning the project over to the community entirely, the need to train people in all of these roles becomes dramatically apparent.

We have found that demonstration of a role is the starting point. We do not put a community person up front to lead a meeting or workshop just for the sake of having someone black up front, if they are not equipped to play that role. We don't wait to start a project or task until we have community people ready to work with us. It is in the process of digging into a particular task that one finds the most likely community people to do the job. For example, it was not until the auxiliary began to push hard at apartment maintenance that we discovered the key property owners in the community who will form the nucleus of a group concerned with cooperative buying, tenant training, etc. The expertise is present in the community--more than we ever believed possible.

In terms of becoming acquainted with the on-going functions of the auxiliary, the shadow needs broad movemental training. Some of the experiences that we were able to involve leadership in during Phase II were the Community Issues Forum, the consult, pre-meeting planning sessions, indicative battle-planning, and "core" strategizing sessions. During Phase III we hope to begin moving selected leadership toward more formal training in structures like the GRA, guardians consults, courses and academy. We will intensify our shadow formulation by making specific assignments of shadow-auxiliary teams during Phase III.

SALARIED JOBS VS. "CONTRIBUTED TIME". Whenever a new program is initiated in the community, the issue of how to staff it arises. Will we seek "volunteer" staff, or will there need to be a salary developed in order to get the job done?

During Phase II we have faced these questions a number of times; for example, how do we maintain regular delivery of the FHDP Bulletin; how do we secure regular staff for the Jet Program; who will do security on the Pack II apartments? On the horizon, this same question will arise relative to a housing management bookkeeper, safe streets patrolmen, staff for youth programs, and full-time housing maintenance.

Our guiding principle in these situations has been to let the programs dictate the jobs--rather than trying to respond to the unemployment situation by creating salaried positions. In general we are out to establish the image of the "servant force" within the community, enabling people to see that many things need to be done, and can be done, without waiting for a grant to cover the cost of personnel. If a program requires a qualified person, and one cannot be found on this sort of "volunteer" basis, salary development must, of course, be considered.

CATALYSIS. Catalyzing community action is a challenge that is inherent to every program and activity. What we have learned about catalysis during Phase II is that it is something like starting a chemical reaction in which one doesn't have direct control of the outcome. Some striking examples of this "sur-

prise" element in catalysis include the evolution of the Safe Streets Patrol and the formation of block clubs throughout the community. When the auxiliary began to promote a neighborhood safety program, a fleet of "C.B." equipped patrol cars was never in the picture. In fact, there were serious doubts as to the viability of using the special radio equipment, period. As it turned out, the C.B. radios, have been a key gimmick in expanding the patrol and establishing its collegiality. Likewise, the auxiliary attempt to promote block activities (beautification, stake calling, recruitment for the CIF, etc.) evolved into the formation of a number of block clubs. We had actually been opposed to block club formation, fearing that an unhelpful parrochialism would be inevitable. As it turns out, the formulated clubs are far more approachable for participation in the Blocks Association, and they seem to be producing an abundance of cooperative leadership. All of this is to say that we are learning to welcome some of the unpredictable creativity that emerges as a result of our catalysis.

MEETING SPACE. Symbolically (and practically), where is the best place to hold a meeting? When is it most helpful to use public community space; when "ICA space"; and when would meeting in a community home be most appropriate?

Our approach during Phase II, when a larger variety of gathering places has been required, has been to experiment with many different settings. In the meantime we are taking note of where people will go for meetings and what seem to be the recognized nodes. Some of the responses have been surprising, such as the willingness of people to use Institute facilities (partially out of curiosity). We have also come to recognize how large an issue security is in selecting a meeting site--and transportation to and from the meeting, if it is at night.

On a purely practical level, we are attempting to consolidate meeting spaces in such a way as to make the best possible use of certain facilities, and avoid the high up-keep involved in maintaining seldom used space.

### III. PHASE II IN RELATION TO THE WHOLE PROJECT

To use poetic imagery, if Phase I was a time of plowing and planting, Phase II would be a time of cultivation. Much of what reached the research and planning stages during Phase I actually was initiated during Phase II. We eased out of the one-shot miracle blitzes, and began to work our way into program implementation. (Although, the use of highly impacting miracle events will still be important.)

Another characteristic of this phase was a deeper level of community webbing. Whole networks became apparent that we had only scratched the surface of before, for example the apartment owners and the businessmen. Likewise, we began to enable the networks to be self-conscious, introducing people with common interests to one another. This work has laid the foundation for the creation of various guild structures.

Phase II allowed us to really get our feet on the ground relative to development. During Phase I we had nothing to sell but an incredible plan as manifest in the consult document. People were very intrigued, but they did not give. Enough was happening in Phase II to be able to point to concrete things that were already underway. This demonstration of feasibility was key in breaking loose several significant donations.

During Phase II, community residents began to grasp their geography as never before. A ritual was created to continually rehearse the realities of the FHDP:

FHDP IS LAND: 40 SQUARE BLOCKS  
 FHDP IS PEOPLE: 11,000 CITIZENS  
 FHDP IS SOCIAL AND ECONOMIC PROGRAMS: FOR COMMUNITY GROWTH  
 FHDP IS DEMONSTRATION: FOR THE FUTURE OF HUMAN COMMUNITY

Little by little the prevalent folk-myth about 5th City being some sort of elite organization that owns a lot of buildings, began to be dispelled among doubtful community residents. More and more of the leadership got hold of a story that held for them the significance of FHDP. This has allowed the new leadership to tell the story to others; and thus they begin to be the liaisons of the project themselves, with the consultants playing a less visible role. (There is no better training for shadows than for them to lead a site visit, or rehearse the story at a community meeting. With each telling their own clarity and commitment grows.)

#### IV. THE EDGE: ANTICIPATIONS OF PHASE III

As we enter the next three month phase of the 5th City Human Development Project, certain new challenges and possibilities are beginning to unfold. The whole issue of replicability is becoming more clear. The launching of the Ivy City Consult in Washington, D.C. has highlighted the fact that 5th City is already providing a transferable urban model in the U.S. (Much of the funding for the Ivy City Consult was developed by virtue of the 5th City story--a concrete sign of where the consult will lead in terms of concrete action.) We see now that replication might be most significant on a national level, rather than beginning another project within the same city, as we had once sensed to be the most viable way to begin the replication process.

We see a need now to think big; to think long range; to hold the whole plan created at the consult in our heads at once. "Be ready to leap" is the image. Development is finding that people are not interested in the piece-meal approach to giving nearly as much as they are in seeing the whole job get done. Therefore, we are training ourselves to be bold in inviting participation. When an opening appears in talking with a potential supporter, we need to be able to come through with a way to utilize his gifts to the fullest, within the context of what the project needs over the next two to four years.

Internal to the neighborhood, we are at a point where the stakes and guilds are beginning to swirl together. We anticipate that we will no longer have a particular group in charge of stakes, for instance; but rather everyone will be working through the stakes in relation to doing various program activities. Being out in the community is just as important as in Phases I and II, but the calling will relate to particular networks like preschool parents, Health Outpost prospective patients, block activities, etc.

Engage, engage, engage is the watchword for leadership development. When people are put to work doing what they already know how to do, suddenly they blossom with deepened commitment and new vitality. They are grateful for having a way to share their wisdom and gifts with the whole community, and they find themselves to be newly vocationed.

PROG	COMP	SUBT	PHASE	MOD	PROG	COMP	SUBT	PHASE	MOD	PROG	COMP	SUBT	PHASE	MOD	PROG	COMP	SUBT	PHASE	MOD
I	1	134	II	3	VI	21	110	II	2 & 3	IX	35	26	III	4	XI	44	57	I	3
I	2	136	IV	4	VI	21	112	II	2&3	IX	35	59	II	4	XI	44	77	II	3
I	3	10	III	3	VI	21	115	II	4	IX	35	60	I	1&2	XII	45	156	II	5
I	3	139	III	3	VI	21	3	II	2&3	IX	35	63	II	3	XII	46	45	II	5
I	4	146	III	4	VI	22	19	II	2&3	IX	35	64	III	4	XII	47	46	II	2&3
II	5	147	II	4	VI	22	117	III	3	IX	35	65	III	4	XII	47	47	II	5
II	6	4	II	4	VI	22	125	III	5	IX	35	71	II	5	XII	48	157	III	5
II	7	131	II	3	VI	22	126	III	3	IX	35	72	II	4	XIII	49	89	III	5
II	8	148	I	5	VI	22	127	III	3	IX	35	79	II	5	XIII	49	91	IV	5
III	9	123	III	3	VI	22	129	I	2&4	IX	35	80	III	3	XIII	49	122	I	4
III	9	132	III	3	VI	22	130	II	2&3	IX	35	81	II	4	XIII	50	88	III	4
III	10	135	IV	4	VI	23	21	II	1&2	IX	35	82	III	3	XIII	50	94	IV	3
III	11	133	II	1&2	VI	23	28	II	4	IX	35	83	III	3	XIII	51	92	II	5
III	12	1	III	3	VI	23	111	III	4	IX	35	84	II	4	XIII	52	52	III	3
IV	13	8	II	5	VI	23	114	II	3	IX	35	85	III	4	XIII	52	90	IV	4
IV	13	9	IV	4	VI	24	101	II	1&2	IX	35	86	IV	4	XIII	52	93	III	2&3
IV	14	6	II	1&2	VI	24	102	II	3	IX	35	87	II	2&3	XIII	52	95	IV	4
IV	14	7	II	1&2	VI	24	103	II	4	IX	35	104	II	3	XIII	52	96	V	5
IV	14	17	I	1&2	VI	24	106	III	5	IX	35	107	III	5	XIII	52	97	III	4
IV	14	18	II	3	VI	24	109	II	3	IX	36	145	II	4	XIII	52	100	II	2&3
IV	15	14	I	3	VI	24	113	II	3	X	37	66	II	2&3	XIII	52	105	III	4
IV	16	11	II	4	VII	25	25	III	5	X	38	41	III	5	XIV	53	116	I	4
IV	16	12	II	4	VII	25	140		5	X	38	67	I	2&3	XIV	53	137	III	4
IV	16	13	II	3	VII	26	75	I	2&3	X	39	153	II	2&3	XIV	54	5	I	4
IV	16	15	I	2&3	VII	26	76		2&3	X	40	154	II	2&3	XIV	55	158	I	5
IV	16	124	II	3	VII	26	119		2&3	XI	41	44	I	5	XIV	56	159	IV	3
IV	16	138	II	3	VII	26	120		2&3	XI	41	50	III	5					
V	17	149	II	3	VII	26	128		1&2	XI	41	51	IV	5					
V	18	99	III	4	VII	27	118		4	XI	41	55	II	4					
V	18	141	II	2&3	VII	27	121	II	4	XI	41	56	II	3					
V	18	142	II	2&3	VII	28	22	II	3	XI	42	27	II	4					
V	18	143	II	4	VII	28	24	I	4	XI	42	29	III	4					
V	19	16	I	4	VII	28	25	II	4	XI	42	30	III	4					
V	19	74	I	2&3	VII	28	32		4	XI	42	31	II	4					
V	19	144	II	1&2	VII	28	35		4	XI	42	36	IV	4					
V	20	23	III	3	VIII	29	150	II	2&3	XI	42	37	III	3	XI	42	38	III	3
V	20	34	III	3	VIII	30	70		2&3	XI	42	39	III	4					
V	20	49	III	3	VIII	31	151	II	2&3	XI	42	42	III	3					
V	20	73	I	2&3	VIII	32	152	III	3	XI	42	48	II	4					
V	20	78	II	3	IX	33	53	I	2&3	XI	43	155	II	4					
VI	21	20	II	4	IX	33	62	I	3	XI	44	2	II	5					
VI	21	58	I	3	IX	33	98	II	4	XI	44	40	III	2&3					
VI	21	61	II	2&3	IX	34	68	II	4	XI	44	43	II	3					
VI	21	108	I	2&3	IX	34	69	II	4	XI	44	54	II	3					

FIFTH CITY HUMAN DEVELOPMENT PROJECT  
Report for Week 12 of Phase II  
September 28, 1976  
ICA Consultants

Week 12 of Phase II was one in which the economic undergirding of the FHDP was highlighted. A \$30,000 grant was awarded from Urban Renewal in matching funds for the rehabilitation of an apartment building at 321 South Trumbull. The building also has a face on 5th Avenue and is highly visible in the community. Its rehabilitation will be among the first signs of renewal along the west end of the 5th Avenue business strip. An extremely positive visit was made with Sears on the westside, to offer a proposal for light-industry equipment---wood-working and metal shop tools. A major task of envisioning a total economic re-development package was accomplished this week. The plan includes color-coded drawings of the proposed commercial, industrial, and residential development within the 5th City geography. Recommendations for every piece of vacant land are being made. A phasing plan is also included in this package, showing the progression of development over a four-year period.

A big push on leadership formation was also accomplished during week 12. A respected community elder (Wetzel Connie) led his first work-shop at the Blocks Association meeting, and did a masterful job. Men's Club officers met with house auxiliary to lay initial plans for a fund raising campaign for Safe Streets program. Two 5th Citizens have turned in paid registrations for the Ivy City Consult.

In the arena of education, the focus was again on preschool. Enrollment has continued to climb toward capacity, with parent volunteers being the key. A preschool board meeting was held during week II of week 12, which represented a significant shift in style and polity. A management team of four staff was initiated (two house auxiliary/two community teachers). Staff were asked to submit statements for their issues and concerns prior to raising them at the meeting, in an attempt to underscore the need for a disciplined, productive use of meeting time. Four students from Marshall High School began a part-time work-training lab in the preschool as part of a child development curriculum.

The FHDP post spent all of week II in a Phase III battleplanning session. The post will continue its work both morning and evening during week 13 to complete the plan. "Around the edges", the FHDP space (office and meeting) is being revamped with new paint and panelling, and new decor for the coming quarter.