Labor and Community

LIVING WAGE, LIVE ACTION

by Robert Pollin

This past summer, security workers at LAX airport in Los Angeles began their first-ever union organizing drive. They were motivated, labor activists say, by the city’s foot-dragging in implementing a living-wage ordinance that had passed the previous year and guaranteed a minimum of $7.25 an hour (rising with inflation every July 1), plus health benefits and twelve paid days off. Workers unaccustomed to challenging income and power inequities suddenly felt emboldened by the experience of that earlier drive, which, like similar efforts taking off elsewhere in the country, began with the simple premise that no one who works for a living should have to struggle in poverty.

As of 1997, 7.3 million American families were officially poor, and in 66 percent of them at least one person had a job. At the current minimum wage of $5.15 an hour, someone who works full time for fifty weeks earns only $10,300 a year — below the national poverty threshold for a family of two. A “traditional” family of four with one wage-earner falls nearly 40 percent below the line. True, this family is eligible to receive an earned-income tax credit, food stamps and Medicaid, but the need for such programs to support a full-time worker’s household only underscores the fact that $5.15 an hour is not close to being a living wage.

In opposition to this state of affairs the living-wage movement was initiated four years ago by unions, community groups and religious organizations. It has succeeded in passing living-wage ordinances — higher minimum-wage standards for workers affected by the measures — in seventeen cities. Now organizing campaigns are pressing forward in twenty-four other municipalities.

There are a number of lessons from these campaigns, not least that even in an expansion, real wages will not rise without strong, creative organizing efforts. The real value of the minimum wage is 30 percent below what it was in 1968, even though the economy is 50 percent more productive than it was thirty years ago, and even after the seven-year “Clinton boom.” Now it looks as if we’re coming to the end of that boom.

Given the September 22 defeat of Senator Kennedy’s bill to raise the minimum wage by a dollar over two years, it’s clear that, in a weakening economy, workers can win higher wages and better conditions only if they fight effectively.

The living-wage movement has been strategically astute since its inception. It has emerged primarily at the level of municipal politics because organizers correctly assessed that their efforts have a greater chance of suc-
PN MEET AT ACSP RAISES FUNDS

Ken Reardon’s animated fundraising appeal brought in $700 in contributions for PN at the annual conference of the Association of Collegiate Schools of Planning (ACSP) in Pasadena, California on November 6. Reardon’s PN Sunday prayer, appealed thinly to the guilty feeling student faculty members whose notion of social responsibility is to pay the student rate. This, along with the $2,100 we received since the last issue of PN, will help move PN’s annual deficit of approximately $5,000. But we’re still thousands of dollars short. If you make more than $55,000 a year, won’t you join the PN Sustainer list and send us a check for $100 or more? PN’s only source of funds is member contributions.

The PN meeting, attended by 8 Steering Committee members, included discussions of PN finances, the newsletter/publication, fundraising and chapter development, and was followed by a reception.

FEBRUARY PN STEERING COMMITTEE MEETING

There will be a full-day meeting of the PN Steering Committee on February 27, 1999 at Pratt Institute in Brooklyn, New York. New York area members are welcome to attend; call the PN office for details.

PN NY CONTACT INFORMATION:

To find out more about PN NY’s activities and learn how you can volunteer with the organizing committee, call or write:

Tina Chin, Co-chair, (718) 854-9564,
<ctj307@columbia.edu>

Kevin Huang, Co-chair, (718) 783-0499,
<KHuang559@aol.com>

UNIVERSITY OF ILLINOIS, URBANA-CHAMPAIGN CHAPTER NEWS

A group of students at the University of Illinois were so inspired by the mission of Planners Network and by the example of the New York chapter that they decided to start a local chapter in Illinois. In the Fall of 1997, six students began soliciting the interest of students who were focused on social equity planning and progressive action. The group managed to amass twenty students to partake in community service projects, recruit speakers, and visit local examples of good practice. Activities over the last year included a speaker series on equity issues, a trip to the Woodlawn neighborhood in Chicago to view revitalization efforts, a Masters student research discussion series, and various local volunteer efforts.

In May of 1998, PN-Illinois lost several key members to graduation. A smaller group was chosen to continue the efforts of PN-IL. The three main objectives of this group are:

- Influence academics on behalf of planning students interested in issues of equity and social justice;
- Serve as a link with local groups doing progressive planning work; and
- Spread the word about PN National.

To meet its second objective, the group has started a Web page that serves as a communication link between planning students and groups doing progressive planning and community work in the city.

ARE WE PROGRESSIVE PLANNERS?

By Ruth Yabes

What should Planners Network and progressive planners be doing? How can we possibly answer that question since I don’t feel I am a true progressive planner. I am embarrassed to admit this, but I don’t think I am alone among PN members.

The classes I teach have not been as successful as I wish in drawing the community into the curriculum or bringing the curriculum to the community. And although I know that the connections between labor and the community are important and I want to learn about them, I am not familiar with the issues raised in the upcoming PN Conference, “Working for a Decent Living.”

So what should I do? I quietly and humbly acknowledge that I have much to learn about progressive planning, and ask PN and progressive planners to help me and others who are in the same boat. I need to do my homework. I will read this newsletter and previous issues and make them required reading in my various classes, as suggested by Keith Pezzotelli at the recent PN meeting at ACSP, in order to “connect students who do not necessarily think of themselves as progressive with progressive planners,” as Gwen Urey suggested in the last PN. As an educator, I appreciate Kippy Kumpf’s suggestions that we become advocates for progressive planning education, and I will seek ways to implement her three proposed changes: 1) link theory to practice, 2) take seriously students with practical experience, and 3) embrace diverse communities in the planning curriculum.

So, if you are like me and are worried that you aren’t “progressive enough,” let’s agree to stop apologizing or feeling embarrassed or guilty and get down to the business of learning about and embracing progressive planning issues in our classrooms, our practice, and our communities.

Ruth Yabes teaches in the School of Planning and Landscape Architecture, Arizona State University, 602-965-7188, <Ruth.Yabes@asu.edu>
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BACKTALK: PN NY'S NEW READING AND DISCUSSION GROUP

A half dozen of us met October 11, to read from The Sex of Architecture, by Diana Agrest. We dug into planning, architecture, film, text, and sex. The backtalk flew around the table. Come join the heat and help us select more books to inspire planning and play, too. Under consideration: A Tale of Two Cities by Charles Dickens, and Towards Cosmopolis by Leonie Sandercock. For more information contact PNer Peggy Dye at (212) 864-6438.

The next meeting will be in a roundrobin format:

Wednesday, December 9, 6-7:30 pm
Housing Works Cafe/Bookstore
120 Crosby, bet. Houston & Prince
Manhattan Subway: B, D, Q, F to B Way/Lafayette or 6 to Bleecker
Phone: (212) 334-3324

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I support Cathy Klump’s call (in the previous issue) for PN to become a more vocal advocate for progressive planning education. In my experience, planning students are among those most interested in organizing and getting involved in Planners Network locally. They are eager, energetic, and interested in developing the knowledge and skills that will allow them to promote a more sustainable and socially equitable environment. PN could play an important role in advocating on their behalf and ensuring that planning education keeps pace with their changing needs.

Barbara Rahder is a PN Steering Committee member and Associate Professor in the Faculty of Environmental Studies at York University in Toronto.

7TH GENERATION

Continued from first page

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Truth is, it’s only cleaner and more orderly in the neighborhoods where three-piece suits define the fashion. In the neigh- borhoods without a Starbucks, where tourists never tread, most improvements can be traced to the hard struggles and efforts by people who live and work there. The inflated Giuliani reputation, a product of Madison Avenue, not Bedford Avenue, covers up the fact that crime declined at the same rate under his predecessor. Mayor David Dinkins, and the downward trend is a national one. Were it not for the Wall Street boom, the City would be broke and the pain from Giuliani’s service cuts would be unbearable.

The biggest omission in the Giuliani fairy tale is the degree to which he has become the hero for the bare majority of white folks in New York City — and the big majority in the ‘burbs — while arousing deep distrust among African-American, Latinos and other minorities. With less than half the eligible voters showing up at the polls, he got 80% of the white vote and less than 20% of the black vote.

The Mayor has been the darling of right-wing elements in the mostly white police force and has resisted even moderate calls for an independent police review commission to investigate police brutality. At a 1992 City Hall rally, he egged on a group of rowdy, beer-soaked cops yelling racial slurs. He sharply criticized David Dinkins, the city’s first African-American mayor, for restraining the police during the Crown Heights riots. The rather mild-mannered New York Times columnist Bob Herbert, commenting on the army of police sent to occupy Harlem during the peaceful “Million Man March” this year, said the Mayor “abused the power of his office by turning a large section of Harlem into a police encampment. By doing that he humiliated thousands of perfectly peaceful and law-abiding residents whose only offense was that they are black ...”. Rudolph Giuliani would never, but never, treat an entire neighborhood of white people the way he treated the people in the vicinity of Lenox Avenue.” This is the Mayor who reportedly told a Washington Post reporter, when asked about African-Americans and Latinos, “they’re alive, aren’t they?”

Giuliani’s nightstick is not only for blacks. A recent peaceful vigil to com-

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Neighborhoods and Planning

For community development efforts in neighborhoods this mayor has been a dis-

aster. His administration routinely ignores the 59 advisory community boards, and has done nothing to support community-based planning. Far from “reinvigorating” government, the imperial Pooh-bah has chased out independent civil servants and installed only loyalists. Consequently, few agency heads will stick their necks out to support community initiatives that don’t have City Hall’s explicit blessing. And any person or organization that criticizes the Mayor will not get that blessing. For example, the city’s largest non-profit provider of housing for people with AIDS was cut off by City Hall because they criti-
kized the Mayor.

Here are a few samples of this admin-

istration’s record. While balking about the “quality of life,” Giuliani has set out to take over thousands of community gar-

dens for housing sites — in the city with the lowest ratio of open space per person in the country. His administration is closing down the city’s last landfill and planning to truck most solid waste through low-

income waterfront neighbor-

hoods already saturated with toxic facilities. At the same time he has cut recycling and waste reduction efforts. His energetic enforcement of welfare "reforms" has cut off a major source of income in some neighborhoods, and put welfare recipients to work for the city with unlivable wages and no job protection. His budget this year included less money for education and mass transit, despite a $1 billion sur-

plus. In Albany and Washington, he has gone along with and even cheered budget cuts that affect education, health care and social services.

So it’s Giuliani time! The hero of Manhattan’s Upper East Side, arguably the richest neighborhood in the world, is hopping around the country looking for Republican support for a possible run for national office. He fits right in with the Republican tough guy image. He’s New York’s John Patterson, full of populist rhetoric, mean-spirited and unyielding before the powerless.

see 7TH GENERATION page 7

PLANNERS NETWORK #132 5
PROMOTE INTERNATIONAL NETWORKING AND LOCAL ACTION

by Barbara Loevinger Rahder

The value of Planners Network for me is the opportunity it provides for networking with progressive planners, academics, and activists in other places, and the support and ideas that these contacts offer my work locally. In thinking about where PN might develop in the future, I'd like to see these strengths built on through more international networking and local organizing, including more organizing within planning schools.

Encouraging more international links is important for a couple of reasons. Networking with progressives in other countries can provide PN with a broader perspective on planning issues and strategies to address these issues. Learning about the experiences of progressive planners in other contexts can stimulate new thinking about what might be possible in your own country or local area. Hearing about organizing efforts and local actions, as well as policy initiatives, undertaken in different settings — sometimes within very different political systems — helps us imagine other possible futures. This is not to say that networking and discussion of national urban policy within the U.S. aren't needed, but there is also much to be gained by opening up the sometimes introspective focus of PN to consider these issues within a broader, more international or global framework. It seems reasonable to concentrate this international networking, at least initially, with neighbors — Canada, the U.S. and Mexico. One might even argue that NAFTA (The North American Free Trade Agreement) makes this a necessity. We need to discover the progressive opportunities for planning within this new trade environment before these possibilities are wiped out by the corporate agenda.

Canadian membership in PN has been growing over the past few years. The series of recent PN articles and editorials has encouraged us to think about organizing a local Toronto chapter. I'd like to see PN explore similar links in Mexico and other countries, and support local organizing efforts as part of this strategy.

Support for local organizing is important for the future of PN. While networking with progressives in other contexts is an important source of support and new ideas, most of us work within a local or regional context. Organizing locally is an important means of promoting a progressive local agenda, or at least resisting the onslaught of neo-liberal thinking. It is not enough to have a network of spatially isolated progressives — either within the U.S. or across North America — though this is better than nothing. It is better to have a network of local chapters in which we can exchange ideas and experiences, and provide support and encouragement for planning practices that emphasize social and environmental justice.

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LABOR AND COMMUNITY

Not an Easy Marriage

By Maryann Leshin

The prospect of bringing together labor and community at the PN 1999 Conference brings to mind several critical discrepancies between the agendas of these two groups. I see labor and community from the perspective of someone who has worked for affordable housing and community development for the past two decades, a one-time union organizer, and the wife of a union organizer and activist. While I wholly support such a collaboration, and in fact view it as an ideal to strive toward, I’m pretty skeptical about it because of what I have seen in the San Francisco Bay Area. The issues that divide labor and community in practice are: prevailing wages, local hiring practices, NIMBY, and the utilization of nonprofits.

Prevailing Wages

Should nonprofit housing developers pay prevailing union wages, or should they be able to pay lower wages to help make housing affordable? This issue has lead to razor sharp conflict between unions and nonprofits. For affordable housing developers, their projects mean much needed housing, with the added bonus of creating construction jobs. However, if they pay the prevailing wage in the Bay Area, that adds 20-30% to the cost of building affordable housing. Prevailing wage can mean the difference between a project moving forward or going bust. The prevailing wage can be avoided if non-federal sources are used — this is more likely as federal funding declines. These new funding sources include tax credits, tax exempt bond financing, and local grants and loans for predevelopment and front end financing. And many local governments are more than happy to skirt state prevailing wage requirements.

Local Hiring Practices

Requirements that nonprofit builders hire local workers, low-income and homeless people may not be consonant with the union agenda for hiring, particularly in the Bay Area. There have been a few battles over the utilization of nonprofits.

Unionization seems to be a dirty word in my world of nonprofit housing and community development. As my husband put it, if management is treating folks right, they’re not going to want a union. Or as I think of it, if management is treating folks right, a union presents itself as no threat to continuing in that mode.

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PLANNERS NETWORK NY NETWORK FORUMS

<www.plannersnetwork.org/ny.htm>

All forums held on Fridays at the Puck Building, Bway & Lafayette, Manhattan.

Doors open at 5:30 for refreshments.

DECEMBER 4, 1999
The Privatization of Municipal Services Differing Strategies, Differing Goals.

JANUARY 8, 1999
The Privatization of City Planning The Role of Public, Private, and Nonprofit Sectors.

(see Events listings on page 12 for further details.)
cess when they attempt to change municipal laws rather than those of states or the federal government, where business has a great capacity to use its money and lobbying clout. Various local campaigns are gaining strength through building national connections. This past May, the first National Living Wage Campaign Training Conference, sponsored by labor groups and federal government, brought together from thirty-four cities to discuss strategy and consider ways to coordinate their work. But a local focus is still central to building grassroots support.

Organizing at the municipal level is at the most effective tactic for fighting the trend toward outsourcing—contracting out government services to private firms. Because private contractors pay lower wages and offer fewer benefits, outsourcing saves cities money by driving down the living standards of workers. In Chicago, the outsourcing of public sector jobs from 1989 to 1995 meant income losses of between 25 and 49 percent for watchmen, elevator operators, cashiers, parking attendants, security guards and custodians whose jobs were privatized. Forcing private firms with city contracts to pay living wages at least weakens the incentive for cities to achieve budget cuts on the backs of their workers.

The first living-wage victory was in Baltimore in 1994. The ordinance there stipulated that firms holding service contracts with the city pay a minimum of $6.10 an hour, rising to $7.20 as of July 1998 and after that moving in step with inflation. A single mother working full time at $7.20 an hour would thus be able to live with her child above the poverty line. However, a family of one jobholder, one homemaker and two children would still be in poverty. The Baltimore “living-wage,” in other words, is not much of a living, though in light of the precipitous fall in the real value of the national minimum wage, it was a major breakthrough.

Within four years of the Baltimore ordinance, living-wage laws passed in New York, Los Angeles, Chicago, Boston, Milwaukee, Jersey City, Durham, Portland, Oregon, and eight other cities. Municipalities with ongoing campaigns include Philadelphia, New Orleans, Albuquerque, Knoxville and Santa Cruz. Proposals vary, but the basic idea is the same almost everywhere: If private firms want city contracts, they must pay their workers substantially better than the sub-poverty wage of the national minimum.

Living-wage laws targeting city contractors will, however, affect only a small proportion of low-wage workers. Some organizers have thus taken a more obvious approach, pushing for laws that would apply to all workers in a municipality, regardless of who’s employer is, as just as national or statewide minimum-wage laws apply to virtually all workers within a geographic area. Recently, organizers in the Seattle Heathcare passed these more ambitious proposals but were soundly defeated at the polls. At least in part, they lost because of their ambitious scope, which invited an even more determined opposition. So how are living-wage organizers now working to limit the range of possibilities before them? And how are they to answer their critics?

Will Living-Wage Laws Backfire?

Opponents of minimum-wage laws — of which the municipal living-wage ordinance is one variant — have long argued that such laws actually hurt their intended beneficiaries, pricing unskilled workers out of the job market and so causing unemployment among the poor [see Pollin, “Barley Minimum,” April 6]. Against municipal living-wage laws in particular, opponents put forward two arguments: that these will place severe strains on the already over-stretched budgets of cities, perhaps forcing painful cuts in other benefits to low-income families; and that they will discourage firms from locating in municipalities, thus increasing unemployment and poverty in these areas.

Blustering politicians are usually the most visible mouthpieces for such views. In Los Angeles, then-deputy mayor for economic development Gary Mendoza said a living-wage law there would mean “entire industries could be wiped out or move overseas.” Such fulminations can be easily dismissed. But can we be confident that the critics are completely wrong?

The answer depends, first, on the specifics of any given ordinance. The LA law, for example, affects employees of three types of private businesses: those holding city service contracts of more than $25,000, such as accounting or janitorial companies; concessionaires on city property, such as LAX; and firms receiving city subsidies of more than $1 million. This law, as applying it does only to city contractors and subsidy recipients, reemphasizes the need for a citywide ordinance.

My colleague Stephanie Luce and I have estimated that, at the outside, this ordinance will raise the pay of 7,600 full- and part-time workers in LA. Over a year, the income of a full-time living-wage worker will rise to $36,000. Those increases will be spread among the roughly 1,000 firms that are obligated to comply with the law, making the cost per firm about $24,000. But since these 1,000 firms produce about $4.4 billion in goods and services in a year, the extra $24 million in their combined wage bill amounts to only about 0.5 percent of their annual budgets.

The health benefits to workers and the paid days off provided under the ordinance will together amount to another $28 million. A final likely, though not mandated, effect of the law is likely to be a rise in the future wage increases for workers in the affected firms who now earn more than the $7.25 minimum. This ripple effect of wage increases is likely to perturb to workers earning perhaps as much as $9.25 once their lower-paid co-workers get a raise.

When we add these additional costs to the basic mandated wage increases, the sum comes to only about 1.5 percent of the total annual budget of the average affected firm. Indeed, for about 85 percent of the firms involved, the total annual increase in costs will be less than 1 percent of their budgets.

City Budgets Won’t Go Bust

Most companies faced with a cost increase of 1 percent or less would not be willing to absorb the cost if it were the only condition on which they could keep winning city contracts. Some may refuse to absorb these increases, and competitors seeking the same contracts would likely step into the breach. This means that, through intelligent bargaining, a city government can purchase essentially the same quality of services from most private firms after the passage of a living-wage ordinance with virtually no impact on its budget.

For the roughly 15 percent of firms that will experience cost increases over 1 percent, a city should expect to absorb some of these increased costs if it wants to maintain at least a stable level of services. Here too the impact should be negligible. If, for example, LA’s city government allowed companies to pass on all increases above 3 percent of their total budgets, the new costs to the city would amount to less than 0.5 percent of its $3.4 billion budget.

Will firms simply exit the city rather than face the higher costs? In fact, there is nothing in the Los Angeles ordinance or its equivalents elsewhere that encourages relocation. That’s because these ordinances apply to all firms with city contracts, regardless of where they are located. The same rules for city contracting, including adherence to the living-wage ordinance, apply to companies whether they are in LA, an adjacent city like Santa Monica, or anywhere inside or outside the United States.

Moreover, consider that many companies already pay their workers higher minimums and still compete successfully. They do so because they have much lower turnover and absenteeism and higher morale. A living-wage ordinance encourages more companies to operate along this high efficiency/high morale path, thereby diminishing the cost increases they face.

Considering all these factors, it is not hard to understand the striking result that emerged in both Baltimore and LA after their initial year of experience with living-wage ordinances. In both cities, the law on the books had no significant impact on contracts. To understand this, Mark Weisbrot and Michelle Sfloria of the Preamble Center for Public Policy interviewed business owners in Baltimore affected by the ordinance.

These owners were actually positive about how the living-wage law affected bidding field. One bus company manager said, “We feel more able to compete against businesses who were drastically reducing wages in order to put in a low bid.” All these estimates of the impact of living-wage laws do, however, suggest one important condition: that the affected city contractors will abide by the law. This will not happen automatically. In LA the mayor’s office vehemently opposed the ordinance, and has sought to exempt as many contractors as possible. This and experiences elsewhere make it clear that living-wage supporters cannot assume their job is done once a law has been passed.

Would a Citywide Living-Wage Law Work?

The very features that make the LA proposal and its equivalents so manageable are also their limitations. Getting raises for 7,000 low-wage workers in a city is a major accomplishment. But 2.4 million other low-wage workers in the LA area are still not covered by the ordinance. What would be the impact of a more sweeping municipality-wide law, such as those that were proposed but defeated in Denver and Houston and the one that is now getting off the ground in New York? Peter Phillips, an organizer in Sonoma County, California, told me at a recent conference that this sort of proposal was the only one that made sense for his area. With either proposal, he argued, the organizers would have to launch an ambitious educational campaign. But only a few hundred workers would get raises through a contractors-only proposal, while several thousand would benefit through the municipality-wide approach.

In LA a countywide minimum wage of $7.25 would bring raises to some 2.4 million workers. At the same time, the impact per firm, on average, would not be significantly different from that of the contractors-only law now in place in the city. In terms of creating incentives for firms to raise wages, the ordinance would be more effective. This is because, under such a proposal, affected firms could afford paying higher wages by moving outside the municipal boundaries.

In conclusion, therefore, is how many firms would actually leave rather than pay a living wage, and what would be the effect of their departure? In fact, even here, there are a mass exodus are unfounded. Most companies facing significant cost increases under a countywide ordinance would not relocate. A high proportion of these are restaurants, hotels or retail stores, and are tied to their existing locations. Indeed, only one type of firm would have a strong incentive to relocate. These are manufacturers that are not tied to their locations and that employ a high percentage of low-wage workers. Some of these may choose simply to raise wages rather than incur the costs of relocation. But even if we assume that all such manu-
cess when they attempt to change municipal laws rather than those of states or the federal government, where business has a great capacity to use its money and lobbying clout. Various local campaigns are gaining strength through building national connections. This past May, the first National Living Wage Campaign Training Conference, sponsored by labor groups including MNW and NDN, brought together various local leaders from thirty-four cities to discuss strategy and consider ways to coordinate their work. But a local focus is still crucial to building grassroots support.

Organizing at the municipal level is the most effective tactic for fighting the trend toward outsourcing — contracting out government services to private firms. Because private contractors pay lower wages and offer fewer benefits, outsourcing saves cities money by driving down the living standards of workers. In Chicago, the outsourcing of public sector jobs from 1989 to 1995 meant income losses of between 25 and 49 percent for watchmen, elevator operators, cashiers, parking attendants, security guards and custodians whose jobs were privatized. Forcing private firms with city contracts to pay living wages at least weaker the incentive for cities to achieve budget cuts on the backs of their workers.

The first living-wage victory was in Baltimore in 1994. The ordinance there stipulated that firms holding service contracts with the city pay a minimum of $6.10 an hour, rising to $7.20 as of July 1998 and after that moving in step with inflation. A single mother working full time at $7.20 an hour would thus be able to live with her child above the poverty line. However, a family of one jobholder, one homemaker and two children would still be in poverty. The Baltimore “living wage,” in other words, is not much of a living, though in light of the precipitous fall in the real value of the national minimum wage, it was a major breakthrough.

Within four years of the Baltimore ordinance, living-wage laws passed in New York, Los Angeles, Chicago, Boston, Milwaukee, Jersey City, Durham, Portland, Oregon, and eight other cities. Municipalities with ongoing campaigns include Philadelphia, New Orleans, Albuquerque, Knoxville and Santa Cruz. Proposals vary, but the basic idea is the same almost everywhere: If private firms want city contracts, they must pay their workers substantially better than the sub-poverty wage of the national minimum. Living-wage laws targeting city contractors will, however, affect only a small proportion of low-wage workers. Some organizers have thus taken a more obvious approach, pushing for laws that would apply to all workers in a municipality, regardless of who's employer is, just as national or statewide minimum-wage laws apply to virtually all workers within a geographic area. Recently, organizers in the Houston area expanded these more ambitious proposals but were soundly defeated at the polls. At least in part, they lost because of their ambitious scope, which invoked an even more determined opposition. So how are living-wage organizers doing? Twenty-six of them have passed or are on the verge of passage across the country.

My colleague Stephanie Luce and I have estimated that, at the outside, this ordinance would raise the pay of 7,600 full- and part-time workers in LA. Over a year, the income of a full-time living-wage worker will rise to $9,600. These increases will also be spread among the roughly 1,000 firms that are obliged to comply with the law, making the cost per firm about $24,000. But since these 1,000 firms produce about $4.6 billion in goods and services in a year, the extra $24 million in their combined wage bill amounts to only about 0.5 percent of their annual budgets.

The health benefits to workers and the paid days off provided under the ordinance will together amount to another $28 million. A final likely, though not mandated, effect of the law will be a fringe benefit, wage increases for workers in the affected firms who now earn more than the $7.25 minimum. This ripple effect of wage increases

is likely to percolate to workers earning perhaps as much as $9.25 once their low-paid co-workers get a raise.

When we add these additional costs to the basic mandated wage increases, the sum still comes to only about 1.5 percent of the total annual budget of the average affected firm. Indeed, for about 85 percent of the firms involved, the total annual increase in costs will be less than 1 percent of their budgets.

City Budgets Won’t Go Bust

Most companies faced a chance increase of 1 percent or less would be willing to absorb the cost if it were the only condition on which they could keep winning city contracts. Some may refuse to absorb these increases, but competitors seeking the same contracts would likely step into the breach. This means that, through intelligent bargaining, a city government can purchase essentially the same quality of services from most private firms after the passage of a living-wage ordinance with virtually no impact on its budget.

For the roughly 15 percent of firms that will experience cost increases over 1 percent, a city should expect to absorb some of these increased costs if it wants to maintain at least a stable level of services. Here too the impact should be negligible. If, for example, LA’s city government allowed companies to pass on all increases above 3 percent of their total budgets, the new costs to the city would amount to less than 0.5 percent of its $3.4 billion budget.

Will firms simply exit the city rather than face the higher costs? In fact, there is nothing in the Los Angeles ordinance or its equivalents elsewhere that encourages relocation. That’s because these ordinances apply to all firms with city contracts, regardless of where they are located. The same rules for city contracting, including adherence to the living-wage ordinance, apply to companies whether they are in LA, an adjacent city like Santa Monica, or anywhere inside or outside the United States.

Moreover, consider that many companies already pay their workers higher minimums and still compete successfully. They do so because they have much lower turnover and absenteeism and higher morale. A living-wage ordinance encourages more companies to operate along this high efficiency/high morale path, thereby diminishing the cost increases they face.

Considering all these factors, it is not hard to understand the striking result that emerged in both Baltimore and LA after their initial year of experience with living-wage ordinances. In both cities, the law on the books had no significant impact on contracts. To understand this, Mark Weisbrod and Michelle Sforza of the Preamble Center for Public Policy interviewed business owners in Baltimore affected by the ordinance.

These owners were actually positive about how the living-wage law affected bidding for contracts. One bus company manager said, “We feel more able to compete against businesses who were drastically reducing wages in order to put in a low bid.” All these estimates of the impact of living-wage laws do, however, miss one important consideration: that the affected city contractors will abide by the law. This will not happen automatically. In LA the mayor’s office vehemently opposed the ordinance, and has sought to exempt as many contractors as possible. This and experiences elsewhere make it clear that living-wage supporters cannot assume their job is done once a law has been passed.

Would a Citywide Living Wage Work?

The very features that make the LA proposal and its equivalents so manageable are also their limitations. Getting raises for 7,000 low-wage workers in a city is a major accomplishment. But 2.4 million other low-wage workers in the LA area are still not covered by the ordinance.

What would be the impact of a more sweeping municipality-wide, such as those that were proposed but defeated in Denver and Houston and the one that is now getting off the ground in New York? Peter Phillips, an organizer in Somoma County, California, told me at a recent conference that this sort of proposal was the only one that made sense for his area. With either proposal, he argued, the organizers would have to launch an ambitious educational campaign. But only a few hundred workers would get raises through a contractors-only proposal, while several thousand would benefit through the municipality-wide approach.

In LA a citywide minimum wage of $7.25 would bring raises to some 2.4 million workers. At the same time, the impact per firm, on average, would not be significantly different from that of the contractors-only law now in place in the city. In terms of creating incentives for firms to relocate or close, a citywide ordinance would be substantially different. This is because, under such a proposal, affected firms could afford paying higher wages by moving outside the municipal boundaries.

For the moment, therefore, is how many firms would actually leave rather than pay a living wage, and what would be the effect of their departure? In fact, even here, if a mass exodus are foundund.

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Reserve chairman Alan Greenspan. Testifying that the economy's performance in 1997 was "extraordinary" and "exceptional," he noted that a major factor contributing to this outstanding performance was "the heightened sense of job insecurity and, as a consequence, subdued wage gains."

Thus, for Greenspan, the "economy is doing well when workers can't get raises. Could it be more clear that the real barriers to achieving a national minimum wage of $7.25 are not economic but political? But how can political power be mobilized in support of economic justice? Here we return to the central importance of the living-wage movement. Organizers are clear that their agenda includes more than passing local ordinances, even while the ordinances themselves represent major victories. Tammy Johnson, until recently with Progressive Milwaukee, an affiliate of the New Party, says that because of living-wage campaigns, "the phrase 'living-wage job' is in the vocabulary in a way it wasn't two or three years ago. When jobs are being created, people will ask, 'Is it a livable wage job?'" The director of the LA Living Wage Coalition, Madeline Janis-Aparicio, says the goal of the campaign has been, first, "to directly affect the lives of workers who are getting a raise." But she also sees the campaign as "a tool for union organizing, for confronting the problem of wage inequality and for expressing a certain level of dignified treatment of workers." That such a campaign can spark further demands on the part of workers is illustrated by the LAX union organizing drive.

The living-wage proposals gaining ground will directly contribute only modestly toward eliminating poverty. But their importance far exceeds their immediate measurable impact. As more cities gain experience with these laws over the next few years, their limitations as well as strengths will become evident. The processes of political and economic education will then provide a platform from which to launch more ambitious egalitarian wage and employment programs and to deepen the movement for economic justice in this country.

This article is reprinted with permission from the November 23, 1998 issue of The Nation.

**PN '99: June 17-20, Lowell, Massachusetts**

**WORKING FOR A DECENT LIVING**

**Bridging the Gap between Labor and Community**

We are planning an exciting PN conference to be held at the University of Massachusetts-Lowell June 17-20, 1999. We ask you to do the following:

- Propose a paper, workshop, or activity! Our theme is labor and community, but papers / workshops / activities on other themes are welcome as well. Activities can include tours, charrettes, meetings with local groups, participation in ongoing community events, etc.
- Spread the word! Email (or photocopy) this announcement to other interested folks. If you would like a formatted attachment file (quickly Windows or Mac), let us know.
- If you are in the Lowell/Boston area, join the local planning committee! The local planning committee will work on planning the content, lining up co-sponsored and keynote speakers, fundraising, logistics, and recruiting attendees. We will keep meetings at a minimum and try to do most of our work by email and phone. Let Marie Kennedy or Chris Tilly know if you are interested.
- Mark your calendars now! The dates will be June 17-20, 1999.

**Conference Committee**

Marie Kennedy, Center for Community Planning, College of Public and Planning Service, University of Massachusetts, 110 Morrissey Blvd, Boston MA 02125-3393 <marie.kennedy@umb.edu> (617) 287-7262; (617) 983-3202 [home]

Patricia Nolan <stapeland@primary.net> (617) 271-9605

Ken Reardon, Department of Urban and Regional Planning, 312 Temple Buell Hall, 411 Taft Drive, Champaign IL 61820 <kjrmm@uiuc.edu> (217) 244-5384

Chris Tilly, Department of Regional Economic and Social Development, University of Massachusetts, Lowell MA 01854 <chris_tilly@uml.edu> (978) 934-2796; (617) 983-3202 [home]

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**RESOURCES**

**EVENTS**

December 6, 1989: Parents Network Forum — "The Privatization of City Planning: The Role of Public, Private, and Nonprofit Sectors." The City Planning Commission and Department of Planning will discuss the role of major land use decisions and the capital bud-

**PUBLICATIONS**

**The New Encyclopaedia of Housing includes contrib-

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**African Development Bank - African Development Report 1998 - Human Capital Development.** 1998. This is the tenth issue of the most authoritative annual survey of economic and social progress in Africa. The report provides a comprehensive analysis of the state of the African economy, examining develop-

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**Making the Land Use, Transportation, Air Quality Connection — LRTA is a project to challenge auto-based transportation projects and auto-depen-

**Leadership, Training, Leaning, Urban Development, public work, organizational learning, and government actions.** For info contact Yellow Wood at 950 Main Street South, St. Louis, MO 63104 (314) 314-404-0044, 314-404-0044@earthlink.net.

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**John I. Gleditsch seminar committee on conferences for educational programs in the United States and Canada; April 1990:**

**Toronto, 1990:**

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GREENMAP Visit the Green Apple and Green Map systems website at www.greenmap.com. This collaboration helps people produce Green Maps that identify green space, and link their own city's resources. So far, 67 cities in 20 countries are participating.

IOWA The J. N. Stark Memorial Fund was established by friends and family in memory of Jo Stark, who believed deeply in the need for persons of integrity to serve their communities and organizations through public service. The sum of $1,000 will be awarded to one or more undergraduate or graduate students working in public service. The award is meant to enable the student to gain practical experience in public service either full-time or as part of a job internship during a summer or other term. Preference will be given to applicants who have already found such a position, but who require additional funds. To apply send resume with a statement of goals and a letter of recommendation to: The J. N. Stark Memorial Fund, 1523 34th Street, NW, Washington, DC 20037. Deadline: March 15, 1999. Winners will be notified by May 1, 1999.

Note: Many job announcements are edited for length. For full information, contact employers.

JOBS

Looking to fill an open position with someone who can link to the right person. Send your job announcement to the national office or email it to -pr@pratt.edu-

If you can format your announcement in the style we use, that will save the volunteer time. Please limit listings to 50 words!

CALIFORNIA A nonprofit,forerving the West Oakland neighborhood through programs of youth activity, employment training, earning development, emergency food, and a thrift shop is seeking a Director of Hew Development. The Director oversees community activities relating to project development including acquisition, financing, and design/construction for both new projects and refinancing and renovation of T.W.'s existing portfolio. Qualifications: minimum three years progressively responsible experience in nonprofit project management. Salary: $40,000 - $45,000. Send cover letter, resume to: Hew Development Search Committee, 12th Street, West Oakland, CA 94111. Interviews with the West Coast contact Peter Lamerton (510) 893-3184 x12, (acme@hewoffice.com). West Coast contact: Eli Thorsom (808) 635-9354, <eli@acme.com>.

DISTRICT OF COLUMBIA The Corporation for Enterprise Development (CED) has been approved by the Corporation for National Service to run a national demonstration that will place 50 AmeriCorps VISTA at community organizations across the country that are operating Individual Development Account (IDA) programs. CED will hire two IDA VISTA Program Coordinators. Qualifications: B.A./B.S., excellent writing and communication skills, management experience, proficiency in Windows-based software including Word, Excel, and Access databases. Salary: $27,500-32,000, full or part-time and references with cover letter including salary history to: Debbie Marley CED, 777 North Capitol Street, NE Suite 400, Washington, DC 20002, (202) 297-3989.

LOUISIANA Louisiana Public Health Institute is seeking an Executive Director. Requirements: graduate degree in public health with minimum five years of experience, knowledge of public health issues in Louisiana, and excellent people relations skills. Starting date: at least six years of work experience, one of which is in management, demonstrated excellence in interpersonal, negotiation, and written communications, entrepreneurial abilities, successful experience in fundraising including grant development and collaboration with various public/private entities, and willingness to travel inside and outside the state. (FAX) 504-586-8754 or email: substrate@lphi.org, to the Assistant Secretary's Office, PO Box 60390, New Orleans, LA 70160.

IDAHO Boise Neighborhood Housing Services, Inc., a 10-year-old housing and community development organization, is seeking a new position of Community Development Director. The position is responsible for directing the operations of a $450 million nonprofit with $16.6 million operating budget and a staff of 34. Major duties include developing new projects, strategic planning, development, administration, and human resources. The candidate will have demonstrated skills, knowledge, and experience in the following areas: nonprofit management, strategic planning, fund raising, community development, and affordable housing. Minimum three years managerial and supervisory experience and bachelor's degree in business administration, community development, or related field. Minimum salary: $40,000. For information write: Boise Neighborhood Housing Services, Inc., 1450 S. 10th Street, Suite 200, Boise, Idaho 83702. For information write: Boise Neighborhood Housing Services, Inc., 1450 S. 10th Street, Suite 200, Boise, Idaho 83702.

ILLINOIS Chicago Mutual Housing Network is seeking an Executive Director. CMH is a federation of housing on-campus and off-campus, provides training and technical assistance, sponsors neighborhood development projects, and advocates on behalf of mutual housing. Candidate must have experience with co-operative development, resident development, resident training, and fund raising. Minimum salary $46,500. For full job description write: Search, CMH, 20 North Michigan Avenue, Chicago, Illinois 60661; or call (312) 773-2928, <cmh@cmh.org>.

The Organization of the Northside (OS), a 25-year-old community organization on Chicago's north side, is pleased to offer a full-year position: Internship in Community Organization. The position is open to students of color who are interested in exploring a career in community organizing. Full-time is preferred but part-time applicants will be considered. Monthly stipend is $600. Contact: Sarah Jane K, Executive Director, OS, 312 North Clark Street, Chicago, IL 60661 (773) 797-3223, FAX (773) 797-0729.

AORC Housing Corporation seeks a Project Coordinator for its Little Rock and Chicago offices to develop affordable housing for low-income people. Duties include coordination of property development, fundraising, hiring, contract management and staff supervision. Qualifications: housing development, strong communication skills with persons of diverse economic and racial backgrounds, highly motivated, and management experience. Reference and salary expectations to: Personnel Director, AORC Housing Corporation, 29 W Harrison Street, 2nd Floor, Chicago, IL 60605.

MISSESSIPPI Jackson State University Department of Urban and Regional Planning seeks a full-time tenure-track faculty position. The newly established department will offer graduate degree programs at the master's and doctoral levels. PhDs or related terminal degree are required of all applicants (ACRP preferred). Salary commensurate with qualifications and experience. The position is in the Department of Community and Economic Development. Send letter of application, current vita, 3 letters of reference, and official transcripts to: Personnel Director, Jackson State University Department of Urban and Regional Planning, Jackson State University, MS 62150 Ridgewood Lane, Box 23, Jackson, MS 39211.

NEW JERSEY The Center for Urban Policy Research (CUPR) at Rutgers University is seeking a Post-Doctoral Fellow for a one-year non-tenure track appointment beginning in Fall 1999. Research will be in the areas of interest of the Center's research, a 3 and 3 letters of recommendation. Send letter of application, current vita, 3 letters of recommendation, and official transcripts to: Director, Center for Urban Policy Research, Rutgers University, 71 Livingston Avenue, Suite 406, New Brunswick, NJ 08901.

The Tri-City Peoples Corporation is seeking a Director of Community Development with five years experience in housing and community revitalization in the Tri-City Region. Skills and experience include ability to form partnerships and leverage community resources to expand housing and economic development opportunities for the West Side Park community of New Brunswick. Salary $40,000-50,000. Send cover letter and resume by May 15 to: Director, Communications, The Tri-City Peoples Corporation, 675-681 South 19th Street, New Brunswick, NJ 08901.

MASSACHUSETTS Associate Director at CERES. Required experience: nonprofit management; excellent academic background; organizational skills; demonstrated administration and communications abilities; experience with environmental issues and groups and understanding of investment institutions and large corporate and private endowment strategies. 23 years experience working within a coalition; sensitivity to diverse environmental interpersonal skills; strong initiative and motivation, ability to work independently and with a team. Salary $40,000-50,000. 

<name risking>.FAX: (617) 367-5460, Attn: Search, CERES, 11 Arlington Street, 6th Floor, Boston, MA 02116.

Director of Engagement & Review Programs at CERES. Required experience: strong working knowledge of business community and at least one more curriculum of CERES familiarity with, and commitment to, social issues, challenges our society faces; graduate degree in business and/or environmental studies; experience in diversity; excellent interpersonal skills and leadership ability; excellent communication skills; and ability to work indepen- depending on or for a team. Salary $50,000-60,000. <name risking>.FAX: (617) 367-5460, Attn: Search, CERES, 11 Arlington Street, 6th Floor, Boston, MA 02116.
RESOURCES...continued

JOBS

Looking to fill an open position with something that can be linked to the right person. Send your job announcement to the national office or email it to -pm@pratt.edu-.

If you can format your announcement in the style we use, that will save the volunteer time. Please limit listings to 50 words!

Notes: Many job announcements are edited for length. For full information, contact employers.

ILLINOIS
Chicago Mutual Housing Network is seeking an Executive Director. CMHN is a federation of housing cooperatives and co-ops, providing training and technical assistance, sponsors neighborhood development projects, and advocates on behalf of mutual housing. Coopboard must have experience with co-operative development, resident development, tenant organizing, and marketing, and have a proven track record. Applications, including letter of inquiry, to LIEH, 74 New Montgomery Street, Suite 250, San Francisco, CA 94111.

The Low Income Housing Fund is seeking a Deputy Director. The Low Income Housing Fund, a San Francisco-based organization, directs all lending functions. Major duties include leading a department of management, administration, new product development, including marketing. A bachelor's degree is required. Resume and cover letter to LIEH, 74 New Montgomery Street, Suite 250, San Francisco, CA 94111.

Internships with the Hotel Employees and Restaurant Employees Union. Contribute to the fight for justice and equity on the job and earn academic credit. Interns will assist members, and work with organizers in the field, learning investigative techniques, and organizing community support and organizing events. West and East Coast Internships are available. For the West Coast contact Pat Lerbom (503) 893-3184 x128, <cherrobom@uha.org>. East Coast contact Elizabeth Thoren (800) 635-9334, <cher@uha.org>.

DISTRICT OF COLUMBIA
The Corporation for Enterprise Development (CFED) has been approved by the Corporation for National Service to run a national demonstration that will place 50 Maryland VFDs at community organizations around the country that are operating Individual Development Accounts (IDA) programs. CFED will hire two IDA VISTA Program Coordinators. Qualifications: B.A./B.S., excellent writing and communication skills, experience in management development, proficiency in Windows-based computer applications, ability to establish and maintain large client bases. Salary $27,500-$30,000, plus health and retirement. For more information, contact the Corporation for Enterprise Development, 277 South Capital Street, NE, Suite 110, Washington, DC 20002, (202) 480-7879.

LAW OFFICE OF JOSHUA L. DAVIS, PLLC.
The Law Office of Joshua L. Davis, PLLC (312) 567-3650.

MISSISSIPPI
Jackson State University Department of Urban and Regional Planning seeks a tenure-track faculty. The newly established department will offer graduate degree programs at the master's and doctoral levels. Ph.D. or terminal degree required. All requirements of appropriate (ACRP preferred). Salary commensurate with qualifications and experience. The position is in the Community Development Division of the Department of Civil Engineering, Architecture, and Urban Planning. Contact: Campus Mailroom, Box 1703, Jackson State University, 1450 West Street, Jackson, MS 39217.

LOUISIANA
Louisiana Public Health Institute is seeking an Executive Director. Responsibilities include leading a staff of 18, managing a budget of $1.2 million, and directing an organization of five-year work experience, 3 of which are in management, demonstrated excellence in interpersonal, negotiation, oral and written communication, entrepreneurial abilities, successful experience in fundraising. Including grant development and collaboration with public/private entities, and willingness to travel inside and outside the state. Salary $50,000-70,000 and includes health and retirement. For more information, call 504-687-8744 or send email to pubaffairs@lphi.org, to the Assistant Director's Office, PO Box 60530, New Orleans, LA 70110.

IDAHO
Boise Neighborhood Housing Services, Inc., a 28-year-old housing and community development financial institution, is seeking an Executive Director. Responsibilities: B.A./B.S. or equivalent, minimum five years management of nonprofit or for-profit organization. Responsible to Board of Directors for implementation of strategic plans and reporting to board. Excellent verbal and written communication skills required. A minimum of 25 years experience working within a coalitions; sensitivity to diverse communities; entrepreneurial interpersonal skills; strong initiative and motivation, ability to work independently and with a team. Salary $40,000-50,000.

MASSACHUSETTS
Associate Director at Ceres. Required experience: nonprofit management; excellent academic background & organizational skills; demonstrated administration and communications skills; knowledge of environmental issues and groups and understanding of investment institutions and large companies. Excellent interpersonal skills with ability to work independently and with a team. Salary $40,000-50,000.

Jobs • PLANNERS NETWORK #132 15

MISSOURI
The City of St. Louis' Planning and Development Department has a new planning director for its Community Development Division. The position requires a Master's degree in City Planning or related field. For information contact the City Planning Commission at 314-622-0100.

NEW JERSEY
The Center for Urban Policy Research (CUPR) at Rutgers University is seeking a Post-Doctoral Fellow for a one-year non-tenure track position beginning in the fall of 2000. The position will be of interest to planners, and 3 letters of recommendation. CUPR is the Center for Urban Policy Research, Rutgers University, 500 Huygen Avenue, New Brunswick, NJ 08901.

The City of Providence is seeking a Director of Community Development with five years experience in housing and community revitalization. The Director will have skills and expertise to form partnerships and leverage community resources to expand housing and economic development opportunities for the West Side Park community of Newport. Salary $40,000-$50,000. Send cover letter and resume to: The City of Providence, 675-671 South 19th Street, Newark, NJ 07102.
JOBS continued...

La Casa de Don Pedo, Inc. a community-based orga-
nization in New York's North岸 works candidates for the following positions: Director of Family and 
Family Services, Director of Economic and Job Development Project Manager, Peer Educators, and 
Early Childhood Development, Senior Community Organizers, and Clinicians. Contact La Casa de Don Pedo, Inc. Attn: Deputy Executive Director, WCB, 75 Park Avenue, New York, NY 10016. FAX (917) 462-1883 or <info@la-casadonpedo.com>

LISC, a National CDC intermediary, seeks creative, experienced, Program Director to manage multi-site NJ program. Strong background in leadership develop-
ment, fundraising, real estate finance and com-
unity revitalization. Ability to work with diverse 
groups, foundations, corporations, and government agencies. Community development ex-
perience is mandatory. Required. Cover letter and résumé to Richard Ruzin, President, LISC, 753 3rd 
Avenue, New York, NY 10017.

NEW YORK

The Community and Regional Planning Program of the University of New Mexico School of Architecture and Planning is seeking a tenure-track faculty mem-
ber at the Assistant or Associate Professor level beginning with the 1999/2000 academic year. Send a let-
ter of application, résumé, and three or four references to: Dean, Graduate School, University of New Mexico, Albuquerque, NM 87106 (505) 277-5406, FAX (505) 277-0206, <comm planners@unm.edu> or <unm@gunn.org>.

The City University of New York Graduate Center, School of Social Work, seeks an Associate Professor in the sociology of non-
profit organizations. Ph.D. in non-profit organiza-
tions or related field and experience in related 
administrative work with non-profit organizations is required. Application letter, short statement of research interests and teaching goals, vita, and three letters of recommen-
dation must be submitted to Professor Myra Marceaux, Chair, Search Committee, Graduate Center, City University of New York, 33 West 42nd Street, New York, NY 10036. FAX (212) 308-7537.

The Political Economy of Urban Development Program, New School for Social Research, New York City, seeks a Post-Doctoral Fellow to work on a project on the new York City Community Reinvestment Act (CRA) and the role of CRA and the role of political economy of urban development in explaining urban social and economic outcomes. A Ph.D. in political science, economics, sociology, urban studies or related field is required. Send letter of interest and CV to: Professor Robert B. Hofman, Director, Political Economy of Urban Development Program, New School for Social Research, New York City, NY 10012. FAX (212) 478-2125.

The New School for Social Research seeks an experienced Human Resource Director. The New School is an equal opportunity employer committed to diversity. The position is responsible for the overall management of the School's human resource functions, including recruitment, selection, training, development, performance management, compensation, benefits, and compliance with laws and regulations. Requires five years experience in human resources and one to three years experience in higher education. Applicants should submit a letter of interest, a résumé, and names of three references to: Professor Robert B. Hofman, Director, Political Economy of Urban Development Program, New School for Social Research, New York City, NY 10012. FAX (212) 478-2125.

The New School for Social Research seeks an experienced Director of Family and Community Development. The Director of Family and Community Development will be responsible for the overall management of the School's human resource functions, including recruitment, selection, training, development, performance management, compensation, benefits, and compliance with laws and regulations. Requires five years experience in human resources and one to three years experience in higher education. Applicants should submit a letter of interest, a résumé, and names of three references to: Professor Robert B. Hofman, Director, Political Economy of Urban Development Program, New School for Social Research, New York City, NY 10012. FAX (212) 478-2125.

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PLANNERS NETWORK
SUSTAINER CAMPAIGN

Over the last ten months, a good number of PNs have stepped forward to help Planners Network as Sustaining Members with contributions of $100. The Sustainer Campaign has raised $4,000 of the $5,000 we need to cover our annual deficit — a budget shortage that results partly from not holding an annual conference this year.

1998 has been an extraordinary year of strength and growth for PN. With our new by-laws, our new, member-elected Steering Committee, new local “chapters” of PN forming in Illinois and elsewhere, a dynamic conference on Labor and Community planned for next June, and an expanded staff of volunteers working on this newsletter, PN is set to make 1999 even better.

Recent issues of the newsletter have featured a wide array of “Whitero PN!” commentaries in which members have initiated new projects and articulated new objectives that are invigorating PN. This check, you send today makes it possible for PN to support these new activities and to sustain and continue PN’s growth as a strong voice for progressive, community-based planning. Member contributions are PN’s only source of income, and the average contribution is $25.

Our Goal is 50 Contributions of at least $100 each.

With $1,000 left to reach our goal, we need just ten more Sustaining Members. Won’t you consider becoming one of them? Your contribution to PN is tax-deductible. Send a check to

PLANNERS NETWORK
Attn: Dallia Hall
379 DeKalb Avenue
Brooklyn, New York 11205

FOR MORE THAN TWENTY YEARS, Planners Network has been a voice for progressive professionals and activists concerned with urban planning and social justice. PN’s 1,000 members receive this bimonthly magazine, network online with PN-NET, and take part in the annual conference. PN also gives progressive ideas a voice in the mainstream planning profession by organizing sessions at annual conferences of the American Planning Association and the Association of Collegiate Schools of Planning.

The PN Conference has been held annually each spring since 1994. These gatherings combine speakers and workshops with exchanges involving local communities. PN conferences engage in discussions that help inform political strategies at the local, national, and international levels. The 1999 conference will be held June 17-20 in Lowell, MA (see pages 11 and 17). Recent conferences have been held in Washington, D.C., East St. Louis, IL, Brooklyn, NY, and Pomona, CA.

Whether face-to-face, in print, or over the internet, PNs are part of a network that shares progressive ideas and experiences. Join Planners Network and make a difference while sharing your ideas and enthusiasm with others.

Annual financial contributions are voluntary, but we need funds for operating expenses. The Steering Committee recommends the following amounts as minimums for Network members:

$15 for those with incomes under $25,000, students and unemployed
$25 for those earning between $25,000 and $50,000
$45 for those earning over $50,000
$30 for organizations and libraries
$100 Sustaining Members — if you earn over $50,000, won’t you consider helping at this level?

MOVING?
Please make sure to let PN know if your address changes. It saves us money and helps you ensure you don’t miss an issue!

Your Participation Wanted!

Future issues will cover energy policies, planning and race, and other topics.

Please submit articles, notes, updates, and resource linked and double-spaced. Feature articles of 500 to 1,500 words are always welcome. Submissions on disk or by email are greatly appreciated. All electronic submissions should be sent as ASCII text. Send your submissions, resources or job listings to the editors at <plannersnetwork@pratt.edu> or the address given at left. All updates should be directed to Dallia Hall, <dallia@pratt.edu>.

THE PLANNERS NETWORK

The Planners Network is an association of professionals, activists, academics, and students involved in physical, social, economic, and environmental planning in urban and rural areas, who promote fundamental change in our political and economic systems.

We believe that planning should be a tool for allocating resources and developing the environment to eliminate the great inequalities of wealth and power in our society, rather than to maintain and justify the status quo. This includes opposition to racial, economic and environmental injustice, and discrimination by gender and sexual orientation. We believe that planning should be used to assure adequate food, clothing, shelter, medical care, jobs, safe working conditions, and a healthful environment. We advocate public responsibility for meeting these needs, because the private market has proven incapable of doing so.

Mail This Form To:

PLANNERS NETWORK
379 DeKalb Avenue
Brooklyn, NY 11205

Name ____________________________
Organization ______________________
Street ____________________________
City __________________ State _______ Zip Code _______

Email ____________________________ Fax ___________________

Yes ___ I want to join progressive planners to work for fundamental change.

I’m a renewing member — Keep the faith!

Enclosed is my check payable to PLANNERS NETWORK for $________. 

NOTES: Your contribution is tax-deductible!

International members, please send a check in U.S. funds as we are unable to accept payment by credit cards or in other currency at this time.

Thanks!

18 November/December 1998

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Moving?

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