

PLANNERS NETWORK

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THE SEVENTH GENERATION

In our every deliberation, we must consider the impact of our decisions on the next seven generations.

-- From the Great Law of the Iroquois Confederacy

Which Labor, Which Community?

On May 12, the largest union demonstration in years hit New York City streets. Workers from the public sector, services, and construction trades came together to demand that city and state surpluses go to raise worker pay instead of tax breaks for the rich. Even the police union was there.

This is yet another sign that organized labor may be regaining some of its militance and working together on political strategy.

But something's missing here. The massive presence and unity of labor was sorely missed in recent demonstrations against police brutality and homophobic violence. Some unions have been outspoken in support of community issues of concern to progressive planners in the city. But most have not. Where are the city unions in the struggles over the concentration of waste transfers stations, bus depots and industrial sites in communities of color? The campaign to save community gardens? Where is the union of planners on the govern-

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LABOR AND COMMUNITY Cooperation or Contention?

Special Conference Issue

Lowell, Massachusetts

June 17-20, 1999

IMMIGRANT ECONOMIES AND NEW YORK CITY'S GARMENT INDUSTRY

Challenges for Community Development

By Tarry Hum

Despite its dramatic and continued decline, apparel production remains the largest manufacturing industry in New York City. It is viable, in large part, due to the mass influx of new immigrants "sweating" it out in cramped, poorly ventilated factories for a piece-rate that averages a dollar or so per assembled garment. The government employs a "carrot and stick" approach to the declining garment industry - rewarding legitimate firms with subsidies and technical assistance, while investigating and

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Planners Networker

UPDATES

Thanks to all the PNers who sent in news this month. Let your fellow members know what you are up to — send in your update today!

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World Village Foundation is a new international nonprofit organization that has joined Planners Network. WVF is working with communities in developing nations to address environmental and social issues at the intersection of rapid development and planning. They can be located at <worldvillagefnd@hotmail.com> or write to them at WVF, 153 Tunhua North Road, Suite 4A, Taipei, Taiwan.

Stacey Daigle is a new PN member and she works as a Community Capacity Builder in Glace Bay, Nova Scotia, Canada. She holds a degree in Environmental Planning from Nova Scotia College of Art and Design, a program which focuses heavily on community based planning. She is currently working on defining Glace Bay's capacities and assets, mobilizing the community to build upon their assets, and form dynamic partnerships. You can reach her in at 902-849-1794 or at <staceydaigle@hotmail.com>.

Joell Vanderwagen is a writer and planning consultant who helps communities implement the vision and principles of the "new urbanism." Joell's approach to planning integrates land-use and transportation planning to produce compact, human-scale com-

munities designed for walking, cycling, and public transportation. Joell has served on government advisory bodies, written publications such as Ontario's "Transit-Supportive Land-Use Planning Guidelines," and has conducted many community workshops. Joell is a new PN member and can be reached at 416-482-9328.

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THE UNCERTAIN FUTURE OF WORKER OWNERSHIP: TWO DECADES OF LESSONS

By Len Krimerman

Worker-owned enterprises, sometimes called "worker cooperatives," have a long history, even in the United States. But they face an uncertain future.

In May, 1791, Philadelphia's Journeyman Carpenters started the nation's first working-class cooperative. A century or so later, the Knights of Labor were advocating industrial cooperatives as a way to replace the capitalist wage system; about 130 such enterprises were inspired by this trade union movement. And in the late 1930s, plywood in the Northwest was largely produced by medium-sized cooperatives, the assets of which were owned and controlled by their workers.

These bursts of cooperative economic activity, however, suggestive of a different vision of worklife, did not survive. Within a decade or two, those plywood coops in Oregon and Washington state had become so "successful" that their original worker-owners began to work less and less, they hired "second class" wage labor instead of adding new owners, and in most cases eventually sold out to conventional corporations, reaping immense profits on their initial investments.

On the other hand, many cooperatives simply lacked the business acumen or, more crucially, the money, to compete effectively on capitalism's extremely uneven playing fields. Thus, by the mid-1970s the idea of extending direct democracy into the American workplace - each worker having one and only one vote on crucial issues facing their enterprise - hardly seemed within reach.

America Discovers Mondragón

This, however, was soon to change, as Americans began to "discover" a unique European phenomenon. It was called "Mondragón", after the small, mountain-surrounded Basque town where it started. At that point, Mondragón was a 25-year-old association of worker owned and controlled enterprises that produced a wide range of high tech products including buses, robotics, refrigerators and stoves. It was more productive than its capital-controlled rivals in the same sectors. It was spinning off new, but always interconnected, coops at a

remarkable rate, and had developed internal sources of health insurance, retirement benefits, and education and training. Moreover, in the early 1960s, it created a novel (to us) economic institution, the Caja Laboral Popular, or "People's Labor Bank." The Caja functioned as an economic development vehicle. It enabled existing coops to expand and compete, prospective ones to be carefully assessed and, if found feasible, to survive and prosper. The bank made capital available at affordable rates and provided business assistance to the network's cooperative firms.

What were the lessons of Mondragón ?

First, that workers themselves can be a source of capital, by reinvesting some or all of their profits as owners. The Mondragón coops insist that worker-owners invest in their own firms, first by agreeing to weekly deductions from wages, then by postponing their share of annual profits until they leave the firm. In these ways, worker-generated capital becomes available to reinvest in new or improved technology and additional lines of production.

Second, Mondragón was not a set of isolated or disconnected trees, but a mutually supportive forest. Firms were connected to other firms, through co-production and co-marketing, and to "support" organizations which provided them with essential forms of financial, business, legal, and educational assistance.

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News of Mondragón's success fueled the "new wave" of worker ownership in this country. It began in 1975 with the formation of a Funding and Educational Development Organization (FEDO). FEDO's aim was to build, within the wasteland culture, an economy based on liberating worklife, democratic participation and worker ownership.

A few dozen FEDO activists set about to transform a few mid-sized firms in the Northeast, and eventually the entire American economy. In those initial and heady days, we sometimes fancied ourselves an undercover vanguard surreptitiously replicating Mondragón-like federations from Maine to California. Our aim was not to set up and operate democratic workplaces, but to construct support systems for them. In time, we imagined surpassing even the Basques by reaching into the inner city and the labor and environmental movements, providing women and men equal access to ownership, and linking up worker owner-

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policing sweatshops to enforce minimum labor standards.

Sunset Park, Brooklyn is targeted for both the carrot and the stick. A series of raids conducted in 1996 focused public attention on its growing sweatshop economy and in 1998, it was designated to receive public funding for the development of a garment manufacturers incubator. But while the Asian and Latino immigrant community in Sunset Park may feel the stick, it is highly unlikely that they will dine on the carrot.

New York City's Garment Industry

The massive deindustrialization of New York City has been accompanied by a simultaneous reindustrialization in the form of downgraded manufacturing, sweatshops, and industrial homework. Immigrant Asian and Latino workers are concentrated in these labor-intensive industries which produce garments, textiles, furniture, electronics, and footwear. Close to three-quarters of New York City's garment production workers are from the People's Republic of China, Dominican Republic, Mexico, or South Korea. Increasingly, multi-ethnic immigrant neighborhoods in New York's outer boroughs, namely Brooklyn and Queens, have become important garment production sites as the corporate real estate market has expanded into historic manufacturing districts. Many immigrant contractors have moved their operations from Manhattan's Chinatown to escape rising rents and a unionized workforce.

Sunset Park has emerged as a key production site in New York City's apparel industry. Since the early 1980s, a growing segment of Sunset Park's neighborhood economy has been fueled by small Asian and Latino immigrant-owned garment factories. There are approximately 500 to 600 garment factories in Sunset Park employing a labor force of well over 10,000 workers, the majority of whom are Chinese, Dominican, and Mexican immigrant women. An estimated one in two garment firms in Sunset Park is a sweatshop. An investigation into Sunset Park's garment industry conducted by the Brooklyn District Attorney's office in 1996 brought public attention to the prevalence of substandard work environments including blocked fire exits, lack of ventilation, and exposed wires. Community protests continue to expose numerous incidents of worker exploitation such as the with-

holding of wages in Sunset Park's garment industry.

Recognizing the growth potential of Brooklyn's garment industry due to transportation links, underutilized industrial spaces, and a ready labor supply, the Brooklyn Borough President conducted a study, to "identify the role that government can play in assisting Brooklyn's garment industry to move into the twenty-first century." The key recommendation was to develop a garment manufacturers incubator. In mid-summer 1997, Sunset Park was designated the site for the incubator.

The planning and development of the incubator suggests that Asian and Latino immigrants and their community development needs have been effectively marginalized. The garment manufacturer's incubator is not intended to move the immigrant-dominated segment of the garment industry into the 21st century. Instead, Asian and Latino workers will continue to eke out a living under the harshest conditions well into the new millennium.

Sunset Park's Immigrant Economy

In both the scholarly and popular press, Sunset Park, Brooklyn has recently been touted as an example of immigrant-driven neighborhood revitalization. Designated a poverty area in the 1970s, Sunset Park was described as "an old dying industrial neighborhood." The influx of Chinese and Dominican immigrants in the early 1980s transformed the demographic, cultural, and economic life of Sunset Park. The primary engine for Sunset Park's renewal is the ethnic economy comprised of numerous small immigrant-owned retail and manufacturing firms.

While immigrant economic activity is central to the reversal of Sunset Park's economic decline, this new prosperity is countered by uneven growth characteristic of ethnic enclave economies. Immigrant working and jobless poverty, the expansion of a sweatshop economy, and the casualization of employment relations are also part of the economic life of Sunset Park.

The garment industry continues to be a key mode of economic incorporation for many immigrant groups. Of the 4,500 contracting facilities in New York City, more than two-fifths are owned by immigrants. A key competitive advantage of these firms is access to a vast co-ethnic labor pool. Sunset Park's garment industry is a critical part of a globalized system of production where the tasks of design, pattern mak-

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ing, cutting, and assembling have been outsourced to many different countries in search of the cheapest labor.

Hypercompetition encourages immigrant contractors to outbid each other in production costs and timeline, which then is passed on to their workers in minimal piece rates and 12 hour workdays. In Sunset Park, immigrant women labor under substandard conditions in direct competition with their overseas counterparts in Asia, the Caribbean, and Latin America.

Sunset Park's Community Board initiated a Garment Industry Task Force in June 1996 to address the growing informal garment industry. Comprised of representatives from UNITE (Union of Needletrades, Industrial and Textile Employees), Kings County Apparel Association (a group of Chinese garment shop owners), and community groups, the Garment Industry Task Force represented a unique, albeit tenuous, forum for immigrant workers, employers, and the community at large to discuss workplace issues. Upon release of the Brooklyn Borough President's report, the task force saw an opportunity to secure resources to address Sunset Park's garment industry. In addition to enhancing business competitiveness, the Garment Industry Task Force advocated that "critical attention will be paid to the cultural, social, and economic aspects of workers' lives to accommodate the needs of the large number of Asian and Latino employees working within the industry." Their vision of the garment incubator addressed broader community development needs pertaining to the immigrant working poor.

Incubator = Community Economic Development?

While community participation helped to get an incubator for Sunset Park, the goal of creating a garment center with a comprehensive approach to building a viable neighborhood economy has not been met. The Brooklyn Chamber of Commerce has been commissioned to coordinate and manage the development of the incubator, now named Brooklyn Mills. The proposed benefits include the reduction of operating costs and, most importantly, access to technology and technical assistance in export and marketing. The Brooklyn Borough President has allocated more than \$400,000 and the New York State legislature has committed an additional \$200,000 for the project. Since Brooklyn Mills will be located in a New York State Economic Development Zone, tenants will also benefit

from tax savings for purchasing equipment or hiring new employees.

Approximately 27,000 square feet will be renovated to house Brooklyn Mills, scheduled to open in July 1999. The current plan calls for six to ten tenant firms. The tenant selection criteria favor small manufacturing firms that demonstrate the potential to internalize all aspects of garment production from design to production. In a sense, however, Brooklyn Mills is not a true incubator since the tenants will not be startups, but rather firms that are vertically integrated with strong ties to the fashion industry.

Apparel remains the largest manufacturing industry in New York City and is central to the economy of neighborhoods such as Sunset Park. Although there was initially great enthusiasm about the development of

a garment center, community leaders are disappointed. In fact, there is a sense of betrayal. Despite the involvement of Sunset Park's Garment Industry Task Force, Brooklyn Mills, in the words of Chang Xie, Executive Director of the Chinese Planning Council, felt like a "closed door deal." With the exception of an invitation to the official announcement of Brooklyn Mills, Xie noted that community leaders have "received no news at all" about its planning and development.

In developing strategies to increase the competitiveness of New York's garment industry in the global marketplace, economic strategies are geared towards firms that are positioned to benefit from production technologies, innovation, and cost efficiencies. The more prevalent form of garment production in New York is, however, based on the cheap labor of risk-taking immigrant business owners and their co-ethnic workers. Since the emphasis is to internalize production in fairly established small manufacturers, Sunset Park's immigrant contractors and workforce are effectively closed off from establishing linkages to Brooklyn Mills resources. Without sound planning and economic development strategies, small immigrant contractors will continue the "low road" of garment production where marginal profits are based on squeezing labor such that slavery is not a far-fetched metaphor for immigrant work conditions.

The development of Brooklyn Mills is instructive in how the state intervenes in immigrant communities. On the one hand, the state acts as surveillance and policing entity to regulate the conditions in the sweatshop economy. While enforcement of labor standards is necessary, the state

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ment's lack of commitment to community planning? When will the building trades advocate as strongly for low-income housing and affirmative action as they do for their union pay? One of the biggest problems for communities of color is the growth of the prison-industrial complex in exurban and rural areas, a trend benefiting the construction trades and corrections officers -- two well organized sectors of the labor force. When will there be a union drive against this discriminatory and unequal system?

Some unions have consistently gone beyond the narrow interests of their membership in wages and benefits and taken strong and principled stands on social issues. Others haven't. So when we talk about labor and community, which labor are we talking about?

Community without Labor

And which community are we talking about? While important sectors of labor ignore communities, many communities are hostile or indifferent to labor. In any case, communities are by nature diverse and reflect a wide social spectrum. Like the broader society, they tend to be dominated by elites. And all too many community organizations are downright exclusionary.

Community planners should be on the side of labor but most are not. Most aren't in unions. Planners deal with land use and development, industrial location, transportation between workplace and residence, and the environmental impacts of economic development. They focus on the spatial organization of production and services. But they rarely look inside production and at exploitation in the workplace. Planners should be concerned about every aspect of the lives of the people they are planning with and for, and there's nothing more central to our lives than work.

Some planners have distinguished themselves by countering the false dichotomy between jobs and the environment. Some have raised questions about the quality and distribution of jobs in discussions about community economic development schemes. Some have helped to stop factory closings and worked against union-busting privatization schemes.

But most planners don't think of themselves as part of labor and swallow the myth that they're independent professionals. They work for government, which puts forth the

myth of neutrality, or their clients, who demand loyalty. Urban planners, we're told, aren't supposed to get involved in union issues -- wages, job security, benefits, or the workplace environment. They're not to interfere (can anyone?) with the sanctity of corporate planning. Urban planners are taught to plan comprehensively for and with communities; but the communities they work with are strictly territorial -- neighborhoods and towns -- and they usually don't include organized labor. When it's time to hold a participatory planning party, unions aren't invited.

Labor without Community

It's only natural that unions deal mainly with bread and butter issues - wages, benefits and the workplace environment. Their main job is to protect their membership through collective bargaining and, increasingly, the provision of union-financed services. Some unions provide quality health care, housing and social services to their members. Many go beyond this to support national reforms, like universal health care, that would benefit the entire working class, and some have been outspoken in support of civil rights and environmental issues.

The isolation of organized labor from community issues is part of the history of conservative trade unionism characterized by the American Federation of Labor (AFL). The building trades, which are directly concerned with community development, have been notoriously conservative. In some places they are still white enclaves. They promote urban growth at all costs, and overlook the environmental damage done by homebuilders, highways and gigantic

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pork barrel public works projects. They talk about the need for jobs, but not about who gets the jobs, whether workers are producing anything useful for society, or whether the jobs enrich the lives of workers. Devoid of militancy, they won't stand in the way of the bull-

dozer unless it's to drive it themselves. (Tarry Hum's story in this issue points to the problems involved with a union's support for a government economic development scheme that doesn't address the issue of structural inequality.)

To be sure, there are signs of a turnaround in labor. The AFL-CIO's new leadership has started to organize the unorganized. The Labor Party and some key unions have tried to get union politics out from under the heel of the Democratic Party. But it's not easy to put together a labor program that's not totally tied to trade unions.

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ORGANIZING A CHILDCARE UNION IN PHILADELPHIA

By Peter Pitegoff

"What an awesome gathering!" Kim Cook, a union organizer from Seattle, smiled as she looked around the meeting room of the National Union of Hospital and Health Care Employees in Philadelphia in mid-June. Just one month earlier, this affiliate of the American Federation of State, County, and Municipal Employees (AFSCME) had chartered the new United Child Care Union.

Cook and two dozen others from around the nation met for a day-long strategy session on organizing Philadelphia's childcare industry. In the room were childcare experts, union and community organizers, economic development specialists, and policy advocates. Childspace Cooperative Development Inc. (CCDI), a Philadelphia-based developer of worker-centered childcare enterprises, cosponsored the gathering with a local think-tank. CCDI is a driving force behind this unusual organizing campaign, mobilizing employers and employees alike.

CCDI is best known for developing worker-owned daycare centers that create better childcare jobs and careers, while giving parents and community residents a say in their operation. Its strategy is also one of "replication": CCDI builds on the knowledge gained creating one enterprise to form others within the same industry. Two Childspace centers in Philadelphia were the start, and now there are centers in Denver and the San Francisco Bay Area.

The unionizing campaign reflects how worker ownership can lead to broader strategies of change. By allying with unions, CCDI and its worker cooperative affiliates provide labor with an entry point for organizing the childcare workforce. They envision building a movement to empower childcare providers, in a service sector atomized by underfunding, low wages, few benefits, and limited

career opportunities. It's a natural alliance.

Childcare employers and the union face a shared dilemma, due in part to inadequate funding. "You can't just organize workers to get more money because there is no more money," explains Denise Dowell, CCDI's Director of Organizing and Training and a leader in the Philadelphia campaign. Simply organizing and bargaining for better wages and working conditions in the childcare context makes little sense - even childcare employers who want to do the right thing can hardly afford to make ends meet. Shannah Kurland, a community organizer with Rhode Island's Direct Action for Rights & Equality (DARE), suggests that the industry as a whole has to change. "You have to look from the outset on how to structure the childcare industry - not just how to organize the workers." Deeper change requires more than a new union.

That's where the idea of organizing the employers comes in. With an employer perspective and a commitment to workers, CCDI can take the lead in building an employers' association alongside the workers' union, an initiative the brand new union endorsed at its founding convention in May. CCDI can serve as a potential bridge between employers and the nascent union. What would organizing the employers achieve? The association - composed of owners of for-profit centers, directors of non-

The unionizing campaign reflects how worker ownership can lead to broader strategies of change.

profit centers, and self-employed home daycare providers - might create pooled benefit funds allowing all childcare providers in the area to buy affordable health insurance or pensions. It might bargain a master contract with the new union (as do employers in Seattle), or at least agree upon baseline standards. Together with the union, the employers could fight government cutbacks and wrest sufficient support for childcare workers and the daycare centers that employ them.

Yet the unlikely alliances reflected at the Philadelphia meeting present daunting challenges, and not just the ones arising from labor-management tensions. The divergent interests of corporate chain daycare, community-based nonprofits and home-based caregivers will make organizing a single employers' group difficult. On the labor side, the persistent competition among unions organizing the same workforce, and the checkered relationship between unions and worker-owned companies in the past, suggest some uneasy combinations. Unions and worker cooperatives often operate in two different worlds, largely oblivious of one another. As for the unions, it is no small achievement that the June strategy session witnessed real cooperation among organizers from a Service Employees

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International Union (SEIU) local in Seattle, a United Auto Workers local in western Massachusetts, and an AFSCME local in Minnesota, all engaged in organizing childcare workers, as well as national staff from AFSCME and SEIU. The head of the AFL-CIO's Working Women's Department and the organizing director of the national Center for the Child Care Workforce both came from Washington D.C. to join the meeting. Add the employer perspective of Childspace managers and their allies in finance and economic development, and the result is a potentially powerful but volatile mix.

Despite notable success stories, worker ownership is not an end in itself. For many of us in the field of worker ownership in the 1970s and 1980s, "worker capitalism" was never our goal. We wanted instead to alter power relations and apply principles of democracy to the workplace, not just put shares of stock in the hands of workers. Today, the childcare union effort stands out as an example of worker cooperatives committed to economic and social change beyond their own enterprises.

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ship to the struggles of all excluded and disempowered groups.

It was not quite in the cards. FEDO perished after two short years, but not before it had assisted several worker buyouts on the East Coast. It perished, mainly, from internal strains and stresses. Some members felt its five scattered chapters (Boston, Connecticut, Philadelphia, Washington, and Ithaca) lacked a common and concrete agenda; others felt that its central staff was insufficiently responsive to the needs and priorities of local chapters.

In FEDO's wake, more durable technical assistance organizations arose, animated by a similar vision. The first of these, the Industrial Cooperative Association (now the ICA Group) of Boston, formed in 1978, is still alive and well, and still uncompromising in its support for democratically owned and run workplaces. Other technical assistance groups have now joined the ICA, and today worker-owned firms and ESOPs receive valuable support in virtually any

part of the country.

A Guardedly Optimistic Assessment

In 1991, Frank Lindenfeld and I assessed the first 15 years or so of this would-be transformative economic activity. Examining cooperative enterprises in diverse sectors from textiles to steel mills to teacher-managed public schools, we reached a guardedly optimistic conclusion: the "new wave" of worker ownership in the United States displayed unique strengths that gave it the potential to challenge corporate domination. There was a nationwide contingent of savvy and well-trained technical assistance providers to whom worker coops could turn for assistance. There was support from several unions, notably the Steelworkers. An initiative to replicate Cooperative Home Care Associates, the Bronx-based service cooperative (owned and controlled by 200-plus low income women), had been launched in several cities. And some revolving loan funds serving coops had been established. Employee-owned firms had entered virtually all sectors, and were faring at least as well as conventionally owned firms. All of this, and lots more, had materialized in less than two short decades.

This budding movement was hardly problem-free. Like other progressive struggles, it had a severe capital shortfall and its far-flung advocates and activists knew little of one another and hardly ever worked collaboratively. It had failed almost entirely to develop internal sources of education for, or about, worker ownership. There were few if any places where those willing to work for a democratic economy could acquire the expertise to start, run, expand, or finance successful enterprises.

Where are we now?

Today the picture and the prospects seem more murky. On the plus side are several encouraging developments. The Ohio Employee Ownership Center's steady growth into a large network of industrial, highly democratic, and mutually supporting ESOPs is a powerful reminder of what can be done within the crusty shell of the evil empire. It should help point the way for other regional or state-wide networks. The union-led efforts to replicate the Childspace day care cooperatives in Philadelphia, described here by Peter Pitegoff, and similar efforts to replicate the home health care cooperative in New York City, suggest that worker coops can succeed in the service

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EMPLOYEE STOCK OWNERSHIP -- ESOPS

By Corey Rosen

If you've worn Gore-Tex lately or flown on United Airlines, you've patronized a company most of whose stock is owned widely by its workers, through employee stock ownership plans, or ESOPs. During the last decade, the number of ESOPs and their control of assets has boomed. ESOPs now exist in about 11,000 U.S. companies, and in about 2,500 of them employees are the majority shareholders. An ESOP is a kind of employee benefit plan. Shares are given at least to all full-time employees who have worked for a minimum of one year. Allocations are based on relative pay (but with a cap at \$160,000 or, in one-third of the cases, a more equal formula such as seniority or a lower pay cap). When an employee leaves the company, he or she can sell the shares on the market (if there is one) or back to the firm at a price set by an outside appraiser (if there is no market).

Employees give up wages for their ESOP in about 2% of the cases, and other existing fringe benefits are changed around half the time. Contrary to popular impression, only about 1% of all ESOPs are set up to save a failing company. The vast majority of ESOPs are in "closely held" companies (those whose stock had previously been owned by one or a few people), rather than ones whose stock is publicly traded. And the percentage of stock owned by employees is typically much higher in private than public companies. But on average the public companies are larger, so half the total workers with ESOPs are in publicly traded firms. About 50% of the ESOPs in private firms are used to buy out an owner of a successful company; the rest are typically used by companies primarily as an employee benefit.

Worker Control and Company Performance

ESOPs are governed by a trustee appointed by the company's board. In all publicly traded companies, employees must be able to direct the trustee on how to vote their shares, while in closely-held companies, it is up to the company to decide. Employees have been given full voting rights in only about 40% of those cases in which they own a

majority of the stock. When workers own most of the stock and have full voting rights, they have the potential to elect their own board members, but often vote for whoever was already on the board. Non-management employees are represented on the company board in only 4% to 5% of ESOPs.

ESOP companies are much more likely to set up employee participation programs, such as self-managing teams, than are those without ESOPs, according to surveys in Michigan and Ohio. But probably a third of all ESOPs do little, if anything, to involve employees in work-level decisions.

In a 1987 study by the National Center for Employee Ownership, we found that participative ESOP firms grew 8% to 11% faster with their plans than they would have without them. Several subsequent studies have confirmed this relationship. Of course, there are risks for workers, since not all employee ownership plans succeed. About 0.8% of all ESOPs have gone bankrupt, for instance, harming workers' retirement savings.

Corey Rosen is the Executive Director of the National Center for Employee Ownership in Oakland, California <www.nceo.org>. Reprinted with permission from the joint issue of Dollars & Sense and Geo, Sept./Oct. 1998.

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has failed to allocate resources to proactively pursue alternative economic development strategies. This is reflected not only in the question of whether conventional economic development tools such as a business incubator is a meaningful form of public investment for Sunset Park, but also in how community involvement in the development process was marginal and token at best. In part, a new challenge is to define community-based asset building in a neighborhood where small business ownership is common but the goals of equity, workforce development, and community wealth remain elusive.

Tarry Hum is Assistant Professor in the Department of Urban Studies at Queens College, CUNY and visiting scholar at the Asian/Pacific/American Studies Program at New York University.

WORKER COOPS

By Chitra Somayaji

Cooperatives come in several types: producer-owned, consumer-owned, and worker-owned, the last being our focus here. Unlike ESOPs, pure worker coops are 100% controlled by the worker-owners, normally on a one-person one-vote basis (although some coops have hired additional employees who are not owners).

Worker-owned coops are most prevalent in bookstores, building/renovation firms, retail food stores, bakeries, restaurants, and plywood manufacturing. Estimates for the number of worker coops in the United States today range from 150 to 1,000. In 1991 the ICA Group in Boston counted 154 coops with 6,545 members. (ICA also estimated that there were 87,000 employees in majority-owned ESOPs, and 68% of them gave the worker-owners full voting rights.) According to a survey done by Dick Gilbert of the Southern Appalachian Cooperative Organization and others, about two thirds of the worker coops have less than 25 members.

Accurate data on coops is difficult to find because the businesses are no different from other corporations in how they register with the government. Both the IRS and the Department of Labor, which keep track of ESOPs, ignore coops. Hence the only way to collect information on them is through surveys, a method which is both expensive and unreliable. In general, coop businesses have the same success rate as other businesses, according to experts like Carol DiMarcello of ICA, but their failures receive more attention because of their unique form of control. Failures tend to result from three causes - market competition, lack of capital, and personnel problems.

Seventh Generation/Continued from Page Eleven

makes commuting to work unhealthy and adds to the economic and health costs that workers pay for holding a job. Community planners need to work with organizations of labor, including unions, as a cornerstone in participatory planning. Housing and economic development projects shouldn't undercut the wage gains and benefit packages won by organized labor. Planners should keep alive the vision of a future in which labor controls planning for production and consumption in a healthy urban environment.

-- Tom Angotti

WORKER COOPS BY THE NUMBERS

Number of worker-owned coops	154
Number of members	6,545
% of coops in which all workers are owners	60%
Median* annual sales revenues per coop	\$500,000
Average annual sales per coop	\$6,000,000**
Average number of members per coop	43
Distribution of coops by size of membership	
1-10 members	37%
11-25	26%
26-50	12%
51-100	7%
101 or more	17%
Distribution by industry type	
retail	29%
manufacturing	28%
food related businesses	23%
large-scale manufacturing	12%
printing and publishing	11%
building/renovating	10%
books	7%
arts/crafts	5%

* half of coops make more than this, half less.

** higher than median due to a few much larger coops.

Urbanbomb Renewal - A Guide

Find a small moderately developed country with a nasty president who has human rights problems (Iraq and Serbia are already taken). Bomb them back to underdevelopment. Bomb military targets. Bomb industry and infrastructure. Bomb civilians and call it collateral damage. Keep bombing. Boycott and bomb. Bomb several countries at the same time. Spend the budget surplus on bombs. Say bombing protects human rights and everyone will believe you: bomb your way to credibility. Learn to chant, "Give bombs a chance!" If you ever stop the bombing, redevelop the property for the highest and best use.

Krimerman/Continued from Page Eight

sector as well as in manufacturing.

The road to Mondragon , or to any other form of economic democracy, has been very bumpy. Worker cooperatives (as distinct from firms with Employee Stock Ownership Plans, or ESOPs) in the United States today number less than 200, fewer perhaps than in the 1970s. By contrast, the single province of Quebec has more than double that number. The 25 or so United Steelworker-connected mills that were majority worker owned at the beginning of this decade have slipped to minority status in all but two or three cases, and many seem plagued by recalcitrant management and weak union involvement. Aside from the steelworker, airline pilot and machinist unions, organized labor still has not endorsed or utilized worker ownership very much, and the AFL-CIO leadership has kept its distance.

Education for (and about) worker ownership, economic democracy, or democratic business management has remained patchy and undeveloped. Where will managers, financial advisors, and marketing specialists learn about and become comfortable with worker and community-driven enterprises that stray from the bottom line criterion of profit? We need our own schools of business if we want to create enterprises that can recruit people with entrepreneurial expertise who share our longer range goal of building a genuinely democratic culture and a sustainable planet.

And we need to develop more ways to crack the ideological dominance of corporate capitalism -- the pervasive belief that, rotten as capitalism may be, all other alternatives are worse or out of reach. Unless we do, Americans will remain unable to name more than one or two worker-owned enterprises, much less identify any of the four cooperative networks that exist throughout the world.

Len Krimerman is Editor of GEO Newsletter and co-author with Frank Lindenfeld of When Workers Decide: Workplace Democracy in North America (1991), available from GEO, RR1 Box 124A, Stillwater, PA 17878; 800-240-9721; www.geonewsletter.org. Reprinted with permission from the joint issue of Dollars & Sense and Geo, Sept/Oct 1998.

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Receive this publication six times a year, hear about national, international and local activities. See inside back page for details.

Seventh Generation/Continued from Page Six

Challenges for Labor and Community

One of the most difficult challenges facing unions in future years will be breaking away from the industrial workforce model that both unions and corporations have protected in their contracts. The entrance of women in the workforce has raised demands from workers for more flexible work schedules, even while businesses see flexibility as an instrument for greater exploitation. Another challenge is for unions to be just as concerned about consumption as they are about the production process. The working class in this country is enslaved to consumerism, and lavishes products that are unhealthy and addictive, from SUVs to television to soda. Submission to consumerism weakens labor, robs workers of their wage gains and degrades the quality of life.

It's worth looking at the efforts to build and sustain communities in which labor begins to take control of capital. In

Can labor's organizations respect the diverse needs of the working class instead of replicating capitalism's wasteful and destructive growth?

this issue, Len Krimerman's article on worker-owned enterprises, Peter Pitegoff's article on a worker-owned childcare cooperative, and the other pieces on worker-owned coops and employee stock ownership plans (ESOPs) offer a window into what could possibly be an economic world governed by labor. Community development corporations represent another form of economic association. It is important that planners study these experiences and help sustain the knowledge and experience gained from them.

How can such alternative economic institutions foster cooperative relations among labor without reproducing all the negative characteristics of capitalism -- narrow profit-driven behavior, overproduction, displacement and insecurity? Can labor's organizations respect the diverse needs of the working class instead of replicating capitalism's wasteful and destructive growth machine?

The challenge for communities and community planners is to focus more on how communities can foster healthier and more humane work environments. Auto dependence

Continued on Page Ten

PN99 Planners Network 1999 Conference

Working for a Decent Living:

Bridging the Gap Between Labor and Community

June 17-20, 1999

University of Massachusetts, Lowell, Massachusetts

Preliminary program as of May 1, 1999 -- subject to change

For detailed information and registration information, CALL 617-983-3202. Email: <marie.kennedy@umb.edu> or <chris_tilly@uml.edu>, or visit <http://www.plannersnetwork.org>

Thursday through Sunday, June 17-20 -- Coburn Hall

- Registration, Video Screenings, Exhibits, Literature Tables, Democracy Wall

Thursday, June 17

- 3:00 pm Community Tours (mini-buses will leave from UMass Lowell)
 - Boston: United for a Fair Economy
 - Lawrence: Merimack Valley Project
 - Lowell: Coalition for a Better Acre
- 6:00 Light Dinner
- 7:00 Agitarte—Labor-Community Hip Hop

Friday, June 18

- 8:00 Continental Breakfast
- 9:00 Welcome and Orientation
- 10:00 Successful Strategies—concurrent workshops
 - The E-Team: Community-Labor Sponsored Job Training
 - Women's Institute for Leadership Development
 - Sustainable Development
 - Industrial Retention—Worker Buyouts and Local Organizations
 - Affordable Housing and Labor-Community Coalitions
 - Community Standards for New Development
 - Fighting Shutdowns—Protecting Good Jobs in the Community
 - The Right to Organize
 - The Federation of Architects, Engineers, Chemists and Technicians
- 11:15 Lunch
- 1:15 Cultural Tools—concurrent workshops
 - Dramatizing Income Inequality
 - Art to Enhance Demonstrations and Rallies
 - Popular Theater
 - Poetry
 - Singing
- 3:00 Building New Connections—concurrent workshops
 - Immigration Issues in Labor and Community
 - Job Training for Immigrant Workers
 - Occupational Health and Safety
 - Job Creation in Environmental Industries
 - The Transportation-Jobs Connection
 - Labor-Community Electoral Coalitions

Friday, June 18 (continued)

- Fighting Privatization in Social Services
- Labor and Community in Post-Socialist Europe
- From the Garment Trade to Workfare
- Organizing around Contingent Work
- Planners in Unions
- 5:00 Tribute to Bennett Harrison
- 5:45 Dinner
- 6:45 Challenges and Prospects for Labor-Community Alliances
 - **Bill Fletcher**, Education Director, US AFL-CIO
 - **Gilda Haas**, Director, Strategic Action for a Just Economy
- 9:00 Hip Hop Presentation with Agitarte

Saturday, June 19

- 7:30 Continental Breakfast
- 9:00 Community Relations with the Building Trades: The Boston Case
- 11:15 Working Through Conflicts and Challenges—concurrent workshops
 - Labor-Community Coalitions Around Job Training
 - Building Coalitions Across the Class Divide
 - Organizing Against Sweatshops
 - Unions, Communities and the Growth Machine
 - Welfare Rights and Labor
 - Union Labor vs. Affordable Housing?
- 12:45 Lunch
 - Planners for Equal Opportunity (PEO) Revisited
- 2:15 Strategies for the Future—concurrent workshops
 - The Politics of Training
 - New Models for Immigrant and Multiracial Organizing
 - Environmental Justice
 - Bottom-Up Regionalism
 - Full Employment
 - Living Wage
 - Building Trust Between Labor and Community
 - Linking Labor and Community in the Global South
 - Labor Organizing Moving into the 21st Century
- 4:00 Strategies for the Future
 - **Kathy Casavant**, Secretary-Treasurer, Mass AFL-CIO
 - **Teresa Córdova**, Associate Professor, University of New Mexico
 - **Lydia Lowe**, Co-Director, Chinese Progressive Association and Workers Center
- 6:00 Dinner
- 7:00 **Erminia Maricato**, Lessons from Brazil's Labor-Community Alliance
- 8:00 Dance Party

Sunday, June 20

- 7:30 Continental Breakfast
- 9:00 Barriers and Strategies—Participant-Organized Workshops
- 11:15 Planners Network Business Meeting (with box lunch)
- Afternoon:
 - Lowell National Historical Park Canal Boat Tours
 - Historical Tour of Nashua, NH

Resources

Jobs

CALIFORNIA

Chinatown Community Development Center seeks a **Housing Project and Portfolio Manager**. Responsible for re-financing and debt-restructuring, securing funds, rehabilitation, and monitoring portfolio. 3 years experience in housing development and/or property management, Master's degree, experience with SRO's, and developments for low-income populations. Salary is \$40-42K. <www.chinatowncdc.org>. Resume and cover letter to Norah Forman, CCDC, 1525 Grant Ave., San Francisco, CA 94133-3323.

Institute of Urban and Regional Development at the University of California at Berkeley seeks an **Assistant Director (Academic Coordinator)**. Create, develop and implement a variety of collaborative initiatives involving faculty, students, public agencies, nonprofits, business, and community leaders in policy research, planning, design, and community development. <www-iurd.ced.berkeley.edu>. Send resume, cover letter, and 3 references to Dr. Judith Innes, Director, Institute of Urban and Regional Development, 316 Wurster Hall #1870, UC Berkeley, Berkeley, CA 94720-1870.

Asians and Pacific Islanders for Reproductive Health seeks a **Community Organizer**. Organizer will be part of the HOPE Project that supports Southeast Asian high school girls to help improve their communities through leadership development, popular education, and community organizing. Located in Long Beach. <www.apirh.org>. Fax or send letter and resume to Que Dang, Asians and Pacific Islanders for Reproductive Health, 3620 Long Beach Blvd. C9, Long Beach, CA 90807.

Our Schools, Our Media is seeking an **Executive Director**. OSOM partners with local public schools, teaching students to create community publications that mobilize community action on behalf of their schools. Fundraising, management experience, urban public schools/school reform and low-income communities. Located at San Francisco, CA. Resume and letter of interest to Morrison Associates, Attn: OSOM, 3907 Harrison St., NW, Washington, DC 20015. Fax 202-223-6523. Full description <www.osom.org/openings.htm>.

We Interrupt This Message seeks a **Program/Media Associate**. We are an innovative national non-profit media training and media services center challenging racism and stereotypes in the media. Several years experience with media, training or community organizing helpful. Salary \$30-\$34K. Call 415/537-9437.

The Center for Third World Organizing seeks **Executive Director**. We are a 20-year-old multi-racial organization on the cutting edge of social justice work in the U.S. Qualifications include background in organizational and fund development, community/labor organizing, nonprofit management; and experience fighting for racial and economic justice on a national level. Send inquiries to: Search Committee, CTWO, 1218 E. 21st Street, Oakland, CA 94606.

National Technical Assistance Organization is seeking a **Housing Development Specialist** in the San Francisco area. Position will implement HUD-funded CHDO grant to develop and strengthen Community Housing Development Organizations in selected cities and the development of affordable housing strategies and projects. Salary range \$50-70K. For more info fax 702-259-0244.

COLORADO

The Native American Rights Fund seeks a **Systems Administrator**. Maintain networks for three locations. Experience with Novell required + demonstrated knowledge of PCs, MS-DOS, Windows 3.11/95. Web skills desired. Experience in law office a plus. Ideal candidate will be a strong computer support generalist. Salary \$3,381-\$4,691 plus, DOE. <www.narf.org>. Send resume and cover letter to Clela Rorex, Native American Rights Fund, 1506 Broadway, Boulder, CO 80302.

FLORIDA

The Association of Collegiate Schools of Planning is soliciting applications for **Editor** of the Journal of Planning Education and Research. The editor will serve a four and one-half year term from 1/1/2000 to 6/30/2004. Interested applicants are encouraged to contact the present Editors of the publication as well as the Search Committee Chairperson for any additional information and details. Editors: Mickey Lauria and Robert Washington, College of Urban and Public Affairs, University of New Orleans, NO. LA 70148; 504-280-3206. Chairperson: Charles E. Connerly, Department of Urban and Regional Planning, Florida State University, Tallahassee, FL 32306; 850-655-0641.

ILLINOIS

Second Harvest is seeking a **Senior Grants Representative** in Chicago. Bachelor's degree with 5 years experience in soliciting and securing major gifts from corporations and foundations required. For more info <dawilson@secondharvest.org> or fax 312-263-5626; Attn: H. R. Manager 116 South Michigan, #4 Chicago, IL 60603.

The Village of Arlington Heights seeks a **Marketing Coordinator**. Assist in the marketing of a Central Business District (CBD). Should have a bachelor's or master's degree in marketing or urban planning/economic development. Internship begins June for 12 months,

half time. Resume with cover letter to: Martha Harley, AICP, Economic Development Planner, 33 S. Arlington Heights Rd., Arlington Heights, Illinois 60005; or fax to 847-368-5988.

MASSACHUSETTS

East Boston Ecumenical Community Council is seeking an **Executive Director**. Work with immigrant groups and grassroots community organizing. Bilingual/bicultural preferred in Spanish, Vietnamese, Khmer or Portuguese. Salary range \$40-50K. For more info <EBECC@igc.org> or mail resume to EBECC, Attn: Kevin Whalen, 28 Paris Street, East Boston, MA 02128.

Planned Parenthood League of Massachusetts is seeking a **Human Resources Specialist**. Qualifications BA/BS and 1 year of HR experience or 2-3 years of experience in HR field. Ability to maintain strong customer relationships and excellent organizational and time management skills. Public Information Coordinator manages communications and media program. Responsible for writing and production of publications. Qualifications: 3-5 years of experience in writing, public relations, communications or marketing. Send cover letter and resume to HR, PPLM, 1055 Commonwealth Avenue, Boston, MA 02215.

Howard/Stein-Hudson Associates, Inc. seeks a **Transportation Planner**. Work on multiple projects, have excellent personal skills, strong analytical and PC skills, work in team setting on state/regional corridor, neighborhood transportation planning, and large complex multi-disciplinary public works projects. B.S./B.A. in Planning, Transpo. or related field with 0-3 years experience required. Salary is \$30-35K. For more info <www.hshassoc.com>. Resume and letter with salary requirements to: Human Resources Department, Howard/Stein-Hudson Associates, Inc. 38 Chauncy Street Boston, MA 02111.

MINNESOTA

The City of Minneapolis seeks a **City Planner I**. Requires exceptional analytical, critical thinking and communication skills in planning processes of comprehensive, community, strategic and systems planning, research and policy analysis. Emphasis in design. Master's Degree in City, Regional or Community Planning or Bachelors Degree in same and 2 years experience. Salary range \$29-46K. For more info call 612-673-2282. Resume to City of Minneapolis HR, 250 So. 4th Street, Mpls, MN 55415.

NEW HAMPSHIRE

Nashua Regional Planning Commission seeks a **Transportation Planner**. The Commission seeks an experienced transportation planner or engineer who has a demonstrated ability to manage large projects. Skills and experience in project management, capacity analysis and conceptual design, public involvement, and familiarity with federal transportation regulations is necessary. Salary mid 30's to upper 40's. Masters in planning related field preferred. Resume to Andrew Singelakis,

Executive Director, Nashua Regional Planning Commission, P.O. Box 847, 115 Main Street, Nashua, NH 03061.

NEW JERSEY

New Jersey Citizen Action seeks an **Organizer/Activist** to coordinate advocacy/outreach campaign on policy issues such as lower utility rates, health care, consumer rights. Public speaking, phone, writing and computer skills necessary. Car required. Salary \$30K. Fax cover letter and resume 732-214-8385.

NEW YORK

ACORN is looking for a **Community Organizer**. After training 6-10 weeks, organizer works directly with local groups, coordinating campaigns and building each group through leadership development and membership growth. Conversational Spanish or Creole is a plus. For more info <david_ries@hotmail.com> or fax 718-246-7939; David Ries, ACORN, 88 Third Ave., 3rd Floor, Brooklyn, NY 11217.

Brooklyn-based Community Development Corporation seeks a **Grantwriter**. The Grantwriter for the Education and Arts Division program is responsible for preparing and submitted of applications and proposals to education and arts funding sources. Salary commensurate with experience. Send resume and writing samples to: BSRC, c/o Judith Anglin, 1368 Fulton Street, Brooklyn, NY 11216. Fax 718-857-5984.

Hunger Action Network seeks a **Community Organizer**. Grassroots organizing of low-income communities. Focus on job creation, improving welfare safety net, economic justice. Spanish-speaking a plus. Salary \$28K+ DOE. Fax cover letter and resume to Hunger Action Network 212-741-7236.

The New York Community Trust seeks a **Program Officer** that will be responsible for community development, civic affairs and technical assistance. Should have at least 5 years experience in community development, nonprofit management, and have excellent writing, speaking and analytical skills. Advanced degree preferred. Send resume to: Joyce Bove, Vice President, Program and Projects, The New York Community Trust, 2 Park Avenue, New York, NY 10016.

The Pratt Area Community Council seeks an **Organizer** for the Fort Greene area of Brooklyn. Establish a network of community groups and residents to work on community issues. Work with tenants in distressed properties providing counseling education and organizational assistance. Spanish speaking a plus. Salary mid to high \$20s. Send cover letter and resume to: PACC, 201 De Kalb Avenue, Brooklyn, NY 11205. Fax 718-522-2604.

Delaware County Planning Department seeks a **Planner**. Assistance to towns/villages, including subdivision and zoning reviews. Experience with grant writing, SEQR, and GIS a plus. BA in planning or BS in related

field and one year of experience. Salary range \$29K-33K. Resume to Delaware County Planning and Economic Development, Box 367, Delhi, NY 13753.

UNHP seeks a **Project Coordinator and Community Outreach Coordinator**. The PC will assist with UNHP's technical assistance, loan packaging and homeownership projects. The project coordinator will work with community housing organizations, tenant associations and various private and public lenders on specific housing initiatives. The COC will work closely with the staff of UNHP to develop and implement a community outreach plan. Spanish and college degree preferred. For more info <www.unhp.org>. Mail resume to UNHP, 2751 Grand Concourse, Bronx, NY 10468.

NOW Legal Defense and Education Fund seeks a **Legal Intake Coordinator**. National women's organization seeks individual to staff helpline and develop resource materials. Computer, office skills, public interest experience, required and Spanish helpful. Resume plus 3 reference to: Intake Position, NOW Legal Defense and Education Fund, 395 Hudson St., New York, NY 10014.

The Working Families Party is an independent, multi-racial progressive political party working through elections and legislative campaigns to advance the work of community organizations and labor unions. The WFP is seeking **committed staff persons** to organize local, grassroots political organizations in low- and moderate-income neighborhoods. Call Bill at 718-222-3796.

Times Square Program seeks a **Program Director**. TSP is a housing residence for 650 low-income tenants, many of whom have a history of mental illness, homelessness, substance abuse and/or HIV/AIDS. Requirements: CSW, 5 years direct service experience with the population served by the program, 4 years supervisory experience, 3 years admin. and management experience. Salary: \$58K plus benefits. Resume and cover letter to: Suzanne Smith, The Times Square, 255 West 43rd Street, NY, NY 10036

The Jessie Smith Noyes Foundation is seeking a **Program Officer** to focus on one or more of the following program areas: Toxics, Sustainable Agriculture, Sustainable Communities and Metropolitan New York Environment. Experience with or in a nonprofit organization, community organizing and with organizations and communities of color. Cover letter, resume and writing sample to Program Officer Search, Jessie Smith Noyes Foundation, 6 East 39th Street, NY, NY 10016. <www.noyes.org>.

JusticeWorks Community, a national Brooklyn-based public policy and advocacy organization for women prisoners and ex-prisoners and their children, seeks a **Development Associate**. Minimum of 3 years fundraising experience, excellent writing and organizational skills and computer proficiency required. Fax resume and letter of interest to Mary-Elizabeth Fitzgerald, Executive Director, at 718-832-2832.

Strengthening Neighborhood Assets Program seeks a **Coordinator**. Coordinate, implement, liaison with grantees, and admin. program activities. MA or 2 years experience with urban planning, social work, community organization or related field required. Bilingual and knowledge of diverse communities preferred. Salary mid \$30s. Resume, salary requirements and short writing sample to: BC, CCNYC, 305 7th Avenue, 15th Floor, NYC 10001.

Bronx CDC seeks a **Director of Property Management** to oversee 30 buildings with 1,200 housing units, and supervise a staff of 36. Minimum of three years experience in Property Management with supervisory experience required. Experience in leasing guidelines (SIP, VCP, Tax Credit) preferred. College degree and CPM certification preferred. Mid \$40s plus full benefits. Send resume with cover letter to: Acting Executive Director, MHHC, 2003-05 Walton Avenue, Bronx, NY 10453. Or fax: 718-583-6557.

NYC Public Advocate seeks a **Social Services Specialist** for policy development, investigations, research, drafting testimony, outreach to City agencies and advocacy groups; knowledge of NYC and current social welfare issues, including child care, welfare and homelessness. Policy experience and excellent writing skills required. Fax letter and resume to Laurel W. Eisner 212-669-4701.

Economic justice law office seeks computer-literate **Administrative Assistant** to maintain website; troubleshoot computer system; assist with quarterly newsletter; do litigation support, database entry and management; maintain and purchase office supplies and equipment; copying and faxing. High \$20s, based on union contract; excellent benefits. Resume and writing sample to: NELP, 55 John Street, 7th Floor, New York, NY 10003; fax 212-285-3044 or <nelp@igc.org>.

ANHD seeks a **Project Director** for its Neighborhood Organizing and Advocacy Initiative. Works closely with NYC organizing and preservation groups to lead advocacy efforts, administer trainings and workshop for organizing staff. Must have professional organizing experience, program management experience, a BA or above, a solid familiarity with NYC's neighborhoods and a thorough awareness of the critical issues facing our lower income communities. Salary \$30-40K. Fax resume to ANHD at 212-463-9606.

The Neighborhood Preservation Coalition of NYS, a statewide membership organization of community-based housing groups, seeks dynamic **Coordinator** for NYC office. Responsibilities include: providing TA, advocating for members, fundraising, managing the downstate office located in Brooklyn. Three years experience in housing and/or community development required, Bachelor's degree preferred, Spanish a plus. Submit resume to NPC of NYS, 303 Hamilton Street, Albany, NY 12210.

Resources

Jobs - Continued

The Ms. Foundation for Women seeks a skilled organizer and detail-oriented person for the position of **Program Assistant** to the Economic Security Program. Responsibilities: Coordinate the logistics of large meetings, make travel arrangements, filing, sort mail, write correspondence and manage grant disbursements. Requirements: 2 years administrative experience, related program experience a plus. Fax resume to Stephanie Banuelos, 212-742-1653.

Associated Black Charities seeks a **Director of Program Development** for federation of 42 community-based agencies providing health and human services to African-American community in NYC. Minimum five years experience in human services field. Send resume to Executive Director, Associated Black Charities, 105 East 22nd Street, New York, NY 10010.

OREGON

The Northeast Community Development Corporation is looking for an Executive Director. Must have knowledge of laws and regs governing construction, housing and finance. Salary range \$60-70K. For more info contact <mbrooks@sbrooks.com> or fax 503-284-7977, S. Brooks and Associates, Inc., 1130 NE Alberta, Portland, OR 97211.

Waldron Resources is seeking Planners in the Washington and Oregon area. Short and long term assignments. Comprehensive land-use, subdivision-short plat, and code writing desirable with 4-year degree. Send resume and cover letter to: fax 503-228-2732, or c/o Waldron Resources, 200 SW Market St., #1950, Portland, OR 97201; phone: 503-721-0811.

SOUTH CAROLINA

City of Beaufort seeks a **Staff Planner** and **Historic Preservationist**. Responsibilities are staffing the City's Board of Architectural Review, the Zoning Board of Appeals, and writing and administering grants related to historic preservation. Qualifications are a masters degree in city planning, historic preservation, or related field plus one year experience in local government planning, or equivalent combination of education and experience. Salary is \$29,352+. Resume to Human Resources Department, P.O. Drawer 1228, Beaufort, SC, 29901.

WASHINGTON D.C.

Environmental Support Center is looking for a **Program Associate**. College graduate preferred. Experience should include working with groups that have modest budgets and/or groups representing and serving low-income people and people of color. Flexibility to travel and an understanding of environmental issues and grassroots environmental work is helpful. Salary range is \$30-40K. <general@envsc.org> or fax 202-966-4398; ESC, 4420 Connecticut Ave., NW, #2 Washington, DC 20008.

Greenpeace seeks a **Director of Development** at Washington D.C. site. Work closely with domestic and international campaign and communications staff and create the overall development strategy. Work with BOD, Executive Director and an effective team of managers and lead Greenpeace US in a global capital campaign. Have 8-10 of experience in development, including three in a top management position working with a minimum \$5 million budget. Send resume to: Ford Webb Associates, P.O. Box 645, Carlisle, MA 01741, Attn: DD.

Habitat for Humanity International is seeking a **Director of Urban Programs**. Must have a Bachelor's degree in related field and a minimum of five years related program experience in housing and community development, knowledge of international urban issues preferred. Salary range \$40-50K. For more info contact <hrstaffing@habitat.org>; fax 912-924-0641; Attn: Staffing, 322 W. Lamar Street, Americus, GA 31709.

Center for Policy Alternatives is looking for an **Executive Assistant** for the Vice President. CPA is a progressive public policy and leadership development institute. Salary \$20-30K. For more info <lbroglio@cfpa.org> or fax 202-986-2539.

WASHINGTON

Common Ground is seeking a **Housing Development Consultant** in Seattle. Requires 3 years experience in affordable housing development, planning, architecture, real estate, and a degree in business or public admin., planning, arch., construction management, or related field. Thorough knowledge of public and private financing for low-income housing. For more info fax 206-461-3871; Common Ground, Attn: M. Shafer, 110 Prefontaine Place S, #504, Seattle, WA 98104.

VERMONT

Windham Regional Commission of Brattleboro seeks an **Assistant Planner**. Provide TA to 27 town region preparing or amending municipal plans and bylaws. Provide support for planning studies and projects on natural resources, community facilities, transportation, land use, etc. Degree and one year experience. Salary \$22,389. Mail/fax/e-mail resume to: Executive Director, WRC, 139 Main St., Suite 505, Brattleboro, VT 05301. Fax: (802) 254-6383. E-mail: wrc@sover.net

Publications and Videos

Shelterforce has a new issue out that focuses on public housing, CDCs, social capital and the collapse of Eastside Community Investments. Contact Shelterforce at <nhi@nhi.org> or 973-678-9060. <www.nhi.org>

Make It Unanimous is a new strategic planning book by Fred Stainken and Harry Hill that uses a process that gets parties with competing agendas to join forces for problem solving. Called "Unanimity Planning," it replaces the outworn top-down mandates and focuses on a more horizontal approach to resolving problems and uniting factions. Order from Pathway Book Services, 800-345-6665; <pbs@monad.net> or fax 603-357-2073.

The Economic and Social Impact of Electronic Commerce by Andrew Wyckoff and Alessandra Collechia provides an assessment of electronic commerce and its effects on jobs by drawing on existing qualitative evidence. Available through OECD Publications at OECD Washington Center, 2001 L Street, NW, Suite 650, Washington, D.C. 20036 or 800-456-6323.

Events and Conferences

May 26 - 29, 1999: Neighborhoods USA Conference "Building Neighborhoods Block by Block" in Madison, Wisconsin. Over 80 workshops, neighborhood tours of Madison, speeches, receptions, and cultural events. For registration materials: Phone 608-261-9989; Email <dmorgan@ci.madison.wi.us>; for more info Website <www.ci.madison.wi.us/planning/neighbor.htm>.

June 3-6, 1999: Association for the Study of Food and Society and the Agriculture, Food, and Human Values Society will hold a joint annual meeting at Ryerson Polytechnic University in Toronto, Ontario. For info and submissions contact: Jo Marie Powers, Hotel and Food Administration, University of Guelph, Guelph, ON N1G 2W1, Canada. Phone: 519-822-3086; Email: <jpowers@uoguelph.ca>. Website: <www.ryerson.ca/~foodsec/index.html>.

June 6-9, 1999: Canadian Institute of Planners (CIP) Conference "The City and its Region" will take place in Montreal, Canada. The focus will be on rapid urban growth, globalization of markets, private-public partnerships, and reforms in municipal government structures. For more info write CIP, 116 Albert St., Suite 801, Ottawa, Ontario, Canada K1P 5G3. Phone 800-207-2138; Email <montreal99@cip-icu.ca>; Website <www.cip-icu.ca>.

June 6-10, 1999: 23rd Annual Conference of the International Urban Development Association. The theme is "The Inclusive City: Cities for the World, Cities for the People." The location is Lyon, France. For more info contact: Irene Mitchell, International Urban Development Association, Email: <intainfo@inta-aivn.org>; Website: <www.inta-aivn.org>.

June 6-10, 1999: Building Bridges: Getting to the Point, the 13th Annual National Low Income Energy Conference and the 15th Annual National Fuel Funds Network Conference will be holding back to back conferences in Pittsburgh, PA. For more info contact 614-460-6940 or 412-431-5087.

June 9-23, 1999: Urban Design and Planning in Cuba, a Program offered by Virginia Tech. The focus of this program is urban design and planning under colonial, republican, and revolutionary rule; housing; the role of NGOs in Cuba's changing political economy; and the new private/mixed market. The course is open to any individual. For more info: Phone 540-231-7504; <www.arch.vt.edu/CAUS/UA/cuba.html>.

June 11-13, 1999: Community Research Network Annual Conference "What Works, What Doesn't? Community-Based Research and Strategies for Change" in Amherst, Massachusetts. Inspiring, interactive, restorative conference bringing people together to share their experiences with community-based research, and inform a growing movement. For more info contact the Loka Institute Phone 413-559-5860; <loka@amherst.edu>; <www.loka.org>.

June 12-15, 1999: Community-Campus Partnerships for Health 4th Annual Summer Service-Learning Institute, in the Cascade Mountains of Washington State. The theme is advancing educational innovations for improved student learning and community health. The application is available by fax by dialing 1-888-267-9183 and requesting document #206, or <futurehealth.ucsf.edu/ccph.html>.

June 15-18, 1999: The American Council for an Energy-Efficient Economy is holding a conference/summer study on Industry and Innovation in the 21st Century in Sarasota

Springs, New York. For more info Phone: 202-429-8873; Website: <aceee.org>.

June 17-20, 1999: Planners Network Conference at the University of Massachusetts at Lowell. The main theme is "Working for a Decent Living: Bridging the Gap Between Labor and Community". Papers/workshops/activities on this theme and others are welcome. Activities include tours, charettes, meetings with local groups, community events, etc. For more info contact Marie Kennedy at 617-287-7262 and Email: <marie.kennedy@umb.edu>, or Chris Tilly at 978-934-2796 and Email: <chris_tilly@uml.edu>.

June 23-26, 1999: Rails-to-Trails Conservancy's Second International Trails and Greenways Conference in Pittsburgh, PA. Approximately 1,000 trail and greenway experts and advocates will come together to share ideas, reach new constituencies and build new partnerships. You are also invited to submit a proposal for presentation. Contact Susan Doherty 202-974-5151, Email: <rtc-conf@transact.org>.

June 24-26, 1999: The Microcredit Summit's Meeting of Councils in Abidjan, Cote D'Ivoire. This conference is designed to be a working meeting of lead institutions in the global campaign to ensure that 100 million of the world's poorest families, especially women, are receiving credit for self-employment and other financial and business services. For more info Website: <www.microcreditsummit.org>.

August 16-30, 1999: Women, Community & Development in India. Reality Tours is providing a hands-on, interactive opportunity to explore some of the crucial issues facing women in India. Visit grassroots organizations, women's groups, activists, ashrams, villages, and palaces in both rural and urban settings. For more info contact Susan at 800-497-1994.

August 25-27, 1999: "Deepening Our Understanding and Practice" a conference on participatory development and beyond in Ottawa, Canada. Inquiries: Email <pdconference99@caidc.ca>; Website <www.caidc.ca>.

September 17-20, 1999: International Society of City and Regional Planners, 35th Congress

in Gelsenkirchen, Germany. The Future of Industrial Regions - Regional strategies and local action towards sustainability. For more info Phone: (31) 70-346 26 54; Fax: (31) 70-361 79 09; Email: <isocarp@bart.nl>; Website: <www.soc.titech.ac.jp/isocarp>.

November 11-14, 1999: The Association for Women in Development presents the 8th International Forum "Leading Solutions for Equality and Justice" to be held in Alexandria, Virginia. For more info <www.awid.org> or <awid.info@reply.net>.

November 18-21, 1999: Eighth Biennial Conference on Planning History in Washington, DC. The conference is on all aspects of the history of urban, regional, or community planning. For more info: Prof. Christopher Silver, Department of Urban and Regional Planning, University of Illinois at Urbana-Champaign; 111 Temple Buell Hall; Urbana, IL 61280. Phone 217-333-4555; Email <silver@uiuc.edu>.

CALL FOR PAPERS

The International Making Cities Livable Conference announces a call for papers and invitation to exhibit for the 25th IMCL Conference in Carmel, CA, Nov. 1-5, 1999 and the 26th IMCL Conference in Charleston, SC Feb 13-17, 2000. Special emphasis of the Carmel conference is Cyberspace, Y2K and the Sustainable City. The Charleston conference will be The City of Short Distances. Those wishing to present papers or serve as a moderator should submit a 150-200 word abstract. Deadlines are June 25th and June 30th. Send abstracts and proposals to Suzanne H. Crowhurst Lennard, PhD., IMCL Conferences, PO Box 7586, Carmel, CA 93921 or fax 831-624-5126.

WEBSITES/ELECTRONIC SERVICES

The International Institute for Sustainable Development (IISD) is conducting a major update of the online Compendium of Sustainable Development Indicator Initiatives and Publications. The Compendium is an information tool that includes over 140 different initiatives detailing measurement methods, indicators, experts and publications. The purpose is to promote mutual learning, synergies and alliances. Those who wish to include descriptions of their work, or the work of others in the Compendium, can easily do so by using our online form available at Website <iisd.ca/measure/compsub.asp>. For more info Email <ahay@iisd.ca>; Website <iisd.ca/>.

To subscribe to the Planners Network email listserv, send an email message to:
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ALLIANCE FOR JUSTICE CALLS FOR FIRST MONDAY CELEBRATION

We invite you to join the Alliance for Justice, and key housing and homelessness groups, including Poverty & Race Research Action Council, National Low Income Housing Coalition, and the National Coalition for the Homeless, on **October 4th** in its **sixth annual First Monday celebration** of public interest work. The Alliance for Justice is an association of 50 civil rights, consumer, and environmental organizations. The Alliance works to advance the cause of justice for all Americans, to strengthen the nonprofit sector's influence on public policy, and to cultivate civic participation among young people.

First Monday was conceived in 1994 as an annual campaign to inspire young people to pursue public interest work. It has become a year-long project that engages students in shaping public opinion on important policy issues, strengthens the work of activists by bringing increased visibility to their efforts, and conducts concrete organizing and advocacy projects on pivotal national issues.

This year is the 50th anniversary of the 1949 Housing Act in which Congress declared that the nation required "...a decent home and a suitable living environment for every American family." First Monday 1999 will examine three components of the housing crisis: the lack of affordable housing, housing discrimination, and homelessness. We are expanding our program beyond our traditional focus on undergraduate and law schools to include schools of social work and urban planning. The Alliance will produce a film exploring the themes of First Monday, to be made available for campus events, law firms, bar associations, grant makers, and public interest organizations.

For information contact:

Alliance for Justice
2000 P Street N.W., Suite 712
Washington, DC 20015
202-822-6070

Future Issues

July/August 1999 Immigration Issue

Guest Editor: Arturo Sanchez

DEADLINE: July 1

September/October 1999 Growth Machine Issue

Guest Editor: Dick Platkin

DEADLINE: September 1

Ann Forsyth will guest edit a future issue on Technology.

Feature articles of 500 to 1,500 words are always welcome. Please submit articles, notes, updates, and resources typed and double-spaced. Submissions on disk or by email are greatly appreciated. Send to the Editor at <tangotti@pratt.edu> or Planners Network, 379 DeKalb Ave., Brooklyn, NY 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 newsletter, 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 American 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. 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, PNers 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!

All members must make an annual financial contribution. 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
- \$50 for organizations and libraries

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.

Yes! I want to join progressive planners and work towards fundamental change.

I'm a renewing member — Keep the faith!

Enclosed is my check payable to **PLANNERS NETWORK** for \$ _____

MAIL THIS FORM TO:

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379 DeKalb Ave.
Brooklyn, NY 11205

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Organization _____

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NOTE: Your contribution is tax deductible to the extent permitted by law.

INTERNATIONAL MEMBERS: Please send a check in U.S. funds as we are unable to accept payment in other currency. Thanks.

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First Class - Do Not Delay

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