

PLANNERS NETWORK

#60—October 20, 1986

1901 QUE STREET, NW

WASHINGTON, DC 20009

(202) 234-9382

PN CONFERENCE SESSION: By now, you will have received the program for the big PN-et al. December 12-14 conference, "Housing and Economic Development: State, Local, and Grassroots Initiatives." (If by chance it hasn't arrived, let us know, and we'll send a replacement. The program was mailed 1st class about 10 days before this was mailed 3rd class.)

We hope you'll come to the conference, as it promises to be a terrific event. We're planning to have a meeting of all PNers there; partly just to get together; partly to discuss anything about the conference people want to talk about; and partly to see what contribution we can make to establishing and implementing a national agenda of state, local, and grassroots housing and economic development initiatives.

We're planning to meet right after Saturday's afternoon workshops, which end at 4:45 p.m., and we'll go for an hour or so, until dinnertime. A location will be announced. See y'all.

FINANCIAL MINI-REPORT: Since the August newsletter, 73 Networkers have contributed \$1,347 for our operating expenses. Thank you very much.

For a summary of where the money goes, see "PN Budget Update" in Number 58.

Passing the Word

HOMELESSNESS BOOK: *The Faces of Homelessness*, by PN members Marjorie Hope and James Young, is a 320-page, compelling, carefully documented study which takes a reader to the streets to meet the homeless and those who endeavor to help them. The book explores causes, and proposes both short- and long-term responses. Copies are \$15.95, from: Lexington Books, D.C. Heath and Co., Lexington, MA.

MANAGEMENT WORKSHOPS: The Support Center (1410 Q St. N.W., Wash. DC 20009, 202/462-2000) has issued its fall workshop schedule for the Management Development Institute, covering a range of topics for nonprofit organizations. Other Support Center offices are in San Diego, San Francisco, Chicago, Houston, Boston, Newark, New York, Oklahoma City, Tulsa, Providence.

DISPLACEMENT DATA: From Frank Wilson (Dept. of Sociology/Anthropology, Bowdoin College, Brunswick, ME 04011): I have been doing research on gentrification and resi-

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 system.

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. 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.

We oppose the economic structure of our society, which values profit and property rights over human rights and needs. This system perpetuates the inequalities of class, race, sex and age which distort human relationships and limit the potential for a decent quality of life. We advocate a shift in current national budgetary priorities to favor human services, social production and environmental protection over military and other nonproductive expenditures.

We seek to be an effective political and social force, working with other progressive organizations to inform public opinion and public policy and to provide assistance to those seeking to understand, control, and change the forces which affect their lives.

The Planners Network Newsletter is published six times a year as the principal means of communication among Network members. Annual financial contributions are voluntary, but we need funds for operating expenses. The Steering Committee has recommended the following amounts as minimums for Network members: \$10 for

students and unemployed; graduated payments for the employed of \$20 plus \$1 for each \$1,000 earned above \$10,000.

Members of the Steering Committee: Chester Hartman, DC, Chair; Emily Achtenberg, Boston; Eve Bach, Berkeley; Bob Beauregard, New Brunswick, NJ; Donna Dyer, Durham, NC; William Goldsmith, Ithaca; Charles Hoch, Chicago; Joochul Kim, Tempe; Judy Kossy, Buffalo; Jacqueline Leavitt, LA; Peter Marcuse, NYC; Jackie Pope, NYC; Alan Rabinowitz, Seattle; Tony Schuman, NYC; Andree Tremoulet, Pittsfield.

Newsletter Editor: Prentice Bowsher.

Enclosed is my check payable to the Planners Network for \$ _____

Please check here if this is a new membership.

Please check here (current members only) if this is an address change, and write your former zip code _____

Name: _____

Address: _____

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dential change in the Washington, D.C., area. In some recent studies, it is becoming common to see authors lump what appears to be more displacing actions under "normal" or voluntary movement. I would be interested in any research or commentary which tries to disentangle some of the confusion and misinterpretation in "minimalist" interpretations of displacement. I would also be interested in exploring and sharing information on the relocation side of gentrification.

□ **COMMUNITY SELF-HELP:** *The Self-Help Handbook*, by Jane W. Schautz, is a 200-page guide for establishing self-help projects at the community level. Based on experience in New York with rural water and wastewater systems, the book also has a wealth of information on community-based self-help generally. Copies are \$15, from: The Rensselaerville Institute, Rensselaerville, NY 12147, 518/797-3783.

□ **CITY CHARTERS:** The Hartford (Conn.) City Council has appointed a commission to study charter revision, and to make proposals for changes. The Citizens' Research Education Network (32 Elm St., Hartford, CT 06106, 203/249-1416) wants to know other cities with experience in charter revision. Its main focus is on citizens' participation in the charter revision process.

□ **DEVELOPMENT STRATEGIES:** From Networkers Linda Gardner and Victor Rubin (Institute of Urban and Regional Development, Univ. of California, Berkeley, CA 94720): We are working on finding new economic development strategies for the city of Oakland. We are currently investigating models of public-private economic and community development partnership organizations around the country, looking for ones that might be appropriate starting points for Oakland. We are interested in hearing from Networkers who have been involved in successful or unsuccessful efforts; or who live in areas where these organizations exist, and have thoughts on how effective they've been. We're especially interested in organizations that go beyond a narrow downtown focus to include neighborhoods and neighborhood people in the process.

□ **MEMBER UPDATE:** From PN Member Michael S. Brown (Office of Safe Waste Management, Dept. of Environmental Management, 100 Cambridge St., Boston, MA 02202, 617/727-3260): I've been working for the state for the last six months on hazardous waste programs for small-quantity generators. We've been doing education and outreach programs designed to help small businesses properly manage their waste. Our office is also involved in public participation and education efforts, especially on household waste and facility siting. I'd love to hear from other PN members working on alternative approaches to hazardous waste management, particularly for small businesses and households.

□ **ALTERNATIVE HOUSING: Arrangements: A Selected Information Guide** is an illustrated bibliography of options for nontraditional households. Available for \$5, from: HUD User, Dept. FF, Box 280, Germantown, MD 20874, 301/251-5154.

□ **FUNDERS' INDEX:** The *Index of Progressive Funders* is a directory of 130 foundations, trusts, church groups, and individuals that make grants to advocacy and social change organizations. Prepaid costs are \$40 for nonprofits, and \$50 for others. Write to: Public Media Center, 466 Green St. #500, San Francisco, CA 94133.

In Tribute: Mauricio Gaston

Mauricio Gaston, an architect/planner, communist activist, and faculty member of the Center for Community Planning of the University of Massachusetts' College of Public and Community Service, died unexpectedly in Boston on September 13. A native of Havana, Cuba, Mauricio's life and work were dedicated to the struggle for economic, political, and social justice in Boston's Latino and black communities.

As a graduate of Princeton, with a Master's degree in Urban Planning from MIT, he lent his considerable energies and technical skills to local tenant and community organizations, working in the early 1970s as an "advocate planner" for Urban Planning Aid.

A key organizer and strategist for the Puerto Rican Socialist Party, and an active member of the Antonio Maceo Brigade, Mauricio brought an international perspective to his professional practice, teaching, and research that broadened our understanding of local issues and struggles.

In recent years, Mauricio provided technical assistance to a coalition of community organizations in Boston's Roxbury neighborhood, which is seeking to prevent displacement by gaining control of a proposed major redevelopment effort. His research and analysis with colleague Marie Kennedy (see "A Neighborhood Under Pressure: From Disinvestment to Displacement in Roxbury," *Shelterforce*, September/October 1986, and "Capital Investment or Community Development? The Struggle for Control of Turf by Boston's Black and Latino Community," in *Antipode*, forthcoming) provide an example of progressive planning at its best that epitomizes Mauricio's professional and political contribution.

Contributions on behalf of Mauricio's three-year-old son can be sent to: Pablo Gaston Trust Fund, Box 782, Roxbury Crossing, MA 02120.

— Emily Achtenberg
Marie Kennedy

□ **RENTAL HOUSING: Potential Reduction in the Privately Owned and Federally Assisted Inventory** is a new publication by the General Accounting Office regarding various HUD programs such as sections 8, 221(d)(3), 101 and 201. For a free copy: GAO, Box 6015, Gaithersburg, MD 20877; ask for "Acct. no. 130171, GAO/RCED-86-176 FS."

□ **TOXIC DUMP SITES: Toxics and Minority Communities** by the Center for Third World Organizing, reports that most waste disposal companies locate toxic dumpsites in low-income, minority communities. Copies are \$5.95. Call 415/654-9601.

□ **NEIGHBORHOOD CRIME: Safe and Secure Neighborhoods: Physical Characteristics and Informal Territorial Control in High- and Low-Crime Neighborhoods** is available free from the National Institute of Justice, Box 6000, Rockville, MD 20850.

□ **POVERTY PROFILE: USA in the 'Eighties** discusses reasons for the increase in poverty since 1978, and describes how poverty is undercounted in the United States. Copies are \$2.50 prepaid,

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The Labyrinth of Progressive Success

by Bryan R. Higgins

I always enjoy hearing about progressive political success, such as described by Pierre Clavel (*PN #52 Special Feature*), and also nod in appreciation when progressive planners give another view, such as provided by Donna Dyer (*PN #54 Special Feature*).

Clearly, addressing the relationship between electoral politics and planning is necessary to achieve fundamental change in the United States, and one applauds heartily the limited success of progressive politicians during the 1980s.

While such initiatives are important, also critical is an understanding of the dynamics between progressive politicians and progressive planning. What contradictions develop, for example, even after a city elects a progressive mayor or council member? Are the conflicts which arise under a progressive administration idiographic, or do they indicate broader structural tensions?

In this regard, my planning experience in Burlington, Vermont, suggests that the path toward progressive success is much more convoluted than simply electing progressive politicians.

First, once progressive politicians are elected, they face obvious bureaucratic obstacles when translating their goals into public programs and policies. For instance, without a council majority, it may be impossible for a mayor to appoint key administrators or fill vacancies on public commissions. This is an especially common problem with respect to planning, since planning boards and/or commissions are frequently isolated structurally within city government.

In Burlington, Bernie Sanders (Independent-Socialist) has been mayor since 1981; but the Progressive Coalition has never held a Council majority, although it has been able to sustain mayoral vetoes. Consequently, each year an intense period of inter-party horse-trading occurs the week before commission appointments.

In the case of the planning commission (with seven members and four-year staggered terms), after five years under a Progressive Mayor, only two of its seven members are Progressives. Since the Plan-

ning Commission is the final authority for interpreting zoning and amending Burlington's Master Plan, these crucial powers have been influenced only minimally by Progressives.

Another less explicit dilemma involves the overall character of economic policies at the local level.

Most cities have powerful pro-growth advocates who support economic growth in general. In contrast, progressive planners usually work toward socio-economic equity and a more democratic economy. How does a progressive administration handle these distinct approaches toward growth? Certainly the constraints on local government within the United States preclude many alternatives.

In Burlington, while some small, economic projects work towards social equity, the major public initiatives have supported economic growth as usual.

This paradox was most poignantly illustrated in Burlington during the fall of 1985 when the mayor and prominent Progressives were part of an unlikely coalition with Republicans and big business developers in support of a \$6-million tax increment bond issue for waterfront development. The plan called for a luxury hotel, condominiums starting at \$150,000, retail businesses, a museum, pedestrian promenade, marina and boat house, art center, parking and open space.

In opposition to the plan was an equally unlikely coalition of the conservative Citizens for America, liberal Democratic environmentalists, Vermont Tenants Inc., the school board, and the Northern Vermont Greens. They questioned the project for its emphasis on tourism and the rich, its impact on gentrification in a nearby low-income neighborhood, and its failure to increase school revenues more quickly.

On election day, while 53.4 percent voted in favor, a two-thirds vote is required for a bond issue. More telling perhaps was that Wards which had been a stronghold for the Progressives voted soundly in opposition.

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Civil Rights Implications of Employee Ownership

by Gregory D. Squires

In no area of public life have progressive politics and principles retreated more rapidly than in civil rights, particularly in the federal government's civil rights law enforcement efforts.

The Administration has attempted to rewrite the rules, and has failed to enforce even those rules it purports to espouse.

At the same time, civil rights analysts and advocates from diverse ideological perspectives acknowledge that effective enforcement of civil rights laws alone would have limited effects on the objective conditions of racial minorities and women. Critics ranging from Clarence Pendleton Jr., Reagan's mouthpiece who serves as Chairman of the U.S. Commission on Civil Rights, to William J. Wilson, who argues for the ascendancy of class in accounting for conditions that minorities

confront today, agree that securing economic opportunities is the next stage of the civil rights movement.

In light of multifaceted transformation of the U.S. economy in recent years, the structure of economic organizations and the structure of inequality in general, not simply the distribution of minorities within those configurations, must become a focus of attention, if the objective conditions and relative status of minorities are to be significantly altered.

The proliferation of employee ownership in recent years may provide one effective mechanism for altering the overall patterns of inequality within economic organizations as well as the position of racial minorities and women.

The key feature of many employee-
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Labyrinth

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Another area that illustrates the continuing power of business interests under a progressive administration is downtown Burlington.

Two urban development action grants totaling nearly \$5 million were awarded for downtown expansion in 1985. This booming economic environment (\$300 million in proposed development for a city of 38,000) would be perfect for a downtown-development, linkage-type ordinance.

Yet, even though citizen surveys demonstrate substantial resident support for such a concept, this alternative has been discarded by the administration. While progressive rhetoric may be very critical of business development, the establishment of viable alternatives is less easily forthcoming.

Finally, the topic of grassroots participation is usually a challenge for any administration.

In Burlington, before 1980, formal citizen participation was not a part of city planning. In 1982, as part of a non-partisan effort, the Progressive Coalition helped establish Neighborhood Planning Assemblies throughout the city.

This substantial improvement has subsequently stagnated.

First, since many Neighborhood Planning Assemblies disagreed with the city administration, they were designed only to comment on issues referred by the administration, and not to develop an independent character. Minimal staffing was provided and staff was responsible to city administrators. As tensions ebb and flow, the Neighborhood Planning Assemblies can be used to diffuse criticism, without diluting centralized control.

In other instances, potentially controversial issues are simply not referred to the NPAs.

During the revision of the City's master plan, for example, Neighborhood Planning Assemblies were not consulted on neighborhood land use and zoning. Many neighborhoods wanted to maintain the existing low-density character, while key progressive officials wanted higher density zoning classifications. The issue was never referred to the NPAs. Consequently, building effective neighborhood assemblies is still problematic, even with progressives in power.

In overview, our planning and educational schemes tend to emphasize main-

PN Special Feature

In its Special Feature, *Planners Network* presents thoughtful, provocative writing about substantive concerns and issues in the planning professions. Essays typically highlight a single issue, and illuminate it with examples and insights.

The Special Feature editor is Bob Beauregard (Dept. of Urban Planning, Rutgers Univ., New Brunswick, NJ 08903, 201/932-4053; 932-3822).

Networkers wishing to contribute a Special Feature essay or commentary should contact him.

We are grateful for Networkers' support of this feature, and encourage continued ideas, suggestions, commentary, and dialogue.

taining the present system and critically examining its operation. What is too often left out of the dialogue is the development of viable alternatives.

Conflicts and contradictions exist even with a progressive administration.

In-depth case studies are needed to identify alternatives for progressive praxis.

Progressives must not only critique the present system, but also work to establish new planning methods, democratic processes and grassroots strategies for progressive planning.

Bryan Higgins is in the Department of Geography at the State University of New York at Plattsburgh.

Employee Ownership

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owned firms that is conducive to amelioration of race and gender inequality is a conscious effort to reduce inequality between higher and lower paid employees. Given the concentration of racial minorities and women at the lower rungs of the occupational structure, any effort to flatten current employment hierarchies should, perhaps unintentionally, reduce inequalities associated with race and gender.

Among the kinds of egalitarian policies that many employee-owned firms have implemented are the following: elimina-

tion of such management perquisites as executive parking lots and lunch rooms; special training programs to upgrade the skills of lower level employees; creation of job ladders to permit mobility from lower skilled to higher skilled positions; job sharing and rotation; participation of employees in management including representation on boards of directors; profit-sharing plans in which profits are shared equally rather than as a proportion of current salary; temporary salary reductions for all rather than layoffs for some when business is slow; and "caps" on the maximum allowable difference between the highest and lowest salaries.

The experiences of a Washington, D.C., employee-owned insurance company illustrate how these policies can be translated into reductions in wage inequalities associated with race and gender.

The company provides job training for lower level employees so they can move into professional positions. Workers have management responsibilities in addition to owning the firm. No employee can earn more than five times the salary of the lowest paid employee, compared to a 17-fold average difference industrywide in the metropolitan area. Several additional steps have been taken to implement participatory democracy.

In this company, blacks earn an average salary that is 71 percent of the average white salary, compared to a ratio of 54 percent for all insurance companies in the Washington, D.C., metropolitan area. Comparable figures for women relative to men are 75 percent within the company and 65 percent for the industry citywide. Racial minorities and women in this insurance company are clearly doing better, relative to whites and men, than they are throughout the nation's capital.

Obviously one example is merely suggestive. More systematic research is essential before final conclusions can be drawn.

Certainly there are problems in many employee-owned businesses that cannot be overlooked.

Employee ownership has been used primarily as a device to secure wage reductions and other concessions from workers.

In some employee stock ownership plans (ESOPs), the structure of employee ownership has been simply a vehicle for management to raise capital. In others, creation of the ESOP has posed significant risks for workers as they find they have

placed all their eggs in one basket.

Employee ownership can take several different forms, not all of which are necessarily in the interests of the workers.

Yet, at a time when civil rights enforcement efforts are in retreat and economic opportunity appears to be the next stage in

the civil rights movement, employee ownership may constitute an important vehicle for reducing race and gender inequality in American society.

Gregory D. Squires is an associate

professor of Sociology at the University of Wisconsin-Milwaukee. Prior to joining the faculty in 1984, he served seven years as a research analyst with the Midwestern Regional Office of the U.S. Commission on Civil Rights.

Passing the Word

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from: Office of Publishing, Campaign for Human Development, U.S. Catholic Conference, 1312 Massachusetts Ave. N.W., Wash. DC 20005.

□ **LITERACY NEWSLETTER:** Push Literacy Action Now (1332 G St S.E., Wash. DC 20003, 202/547-8903) has a bimonthly newsletter, *The Ladder*, as a resource for persons concerned with the educational and social effects of illiteracy. It surveys advocacy, funding, instruction, and legislation. Subscriptions are \$10.

□ **HISTORY FOR ORGANIZERS:** *Blacklisted News* is a 733-page resource on New Left organizing efforts. Copies are \$12.95, from: Bleeker Publishing, 5 E. Long St. #312, Columbus, OH 43215.

□ **HOME BUYING AID:** Housing Counselling Services and two low-income homeownership groups in Washington, D.C., are developing a "club" concept for encouraging and supporting very low-income homeownership. The club provides home purchase education, financial planning information, peer support and professional counselling, and other support as needed. The moving force is two Networkers, Onka Dekker (Housing Counseling Services, 2436 18th St. N.W., Wash. DC 20009), and Letty Shapiro (626 E St. S.E. #2, Wash. DC 20003). They'd like to know if others are also working on this type of "club" support concept, or are interested in hearing about their efforts.

□ **ROXBURY PLAN:** In Boston, the Dudley Street Neighborhood Initiative has issued a request for proposals for creation of a comprehensive plan of development for the Dudley Street neighborhood of Roxbury, a low-income section of Boston. The plan will cover four components—planning, housing, economic development, social services—with a great deal of attention on implementation strategies and neighborhood participation. For a copy of the RFP or further information: Peter Medoff, Dudley Street Neighborhood Initiative, 385 Dudley St., Roxbury, MA 02119, 617/442-9670.

□ **DUTCH JOURNAL:** *The Netherlands Journal of Housing and Environmental Research* is a new scholarly quarterly by and for researchers in the field of the built environment, in the broadest sense. It includes English-language contributions. Subscriptions are Dfl. 90, from: Delft Univ. Press, Stevinweg 1, 2628 CN Delft, The Netherlands.

□ **DISPLACEMENT ESSAY:** "An Urban Planner's Perspective on Displacement and Urban Revitalization," by PN Chair

Chester Hartman, is a 13-page article in the *Public Law Forum* (Vol. 5 (1986), No. 1) from the St. Louis Univ. School of Law. It's readable, anecdotal, partly autobiographical. A key point: "If displacement is to come to an end, we have to look toward a basic shift of control over residences and neighborhoods from a market-dominated system of profit maximization, to a system where decent, affordable, and secure housing is a right . . ." For reprints while they last, a self-addressed stamped (39¢) envelope (at least 10 x 7) to: Chester Hartman, IPS, 1901 Que St. N.W., Wash. DC 20009.

□ **MEMBER UPDATE:** From Scott Carlin (9 Ryder St. #11, Arlington, MA 02174, 617/641-1806): I have recently moved to the Boston area, and would like to learn about part-time research/computer-programming positions. Previously, I worked for a Washington-based consulting firm as a socioeconomic analyst.

□ **MOBILE HOUSING STUDY:** *Residential Property Value and Mobile/Manufactured Homes*, by Networker Thomas E. Nutt-Powell, David Hoaglin, and Jonathan Layzer, is a 60-page working paper from the Joint Center for Housing Studies (MIT, 53 Church St., Cambridge, MA 02138). The analysis is a case study of Belmont, N.H., where nearly half the year-round residential units are mobile homes. Copies are \$5.

□ **DISPLACEMENT QUERY:** From David Hayden (Justice House, 1011 Woodrow Ave. S.E., Roanoke, VA 24013): For about 10 months now, I've been leading the opposition to a proposed project to develop a major tourist attraction here, the River Project, which is to include a major zoo and a scenic parkway. I pastor a low-income area of the city, and Justice House is a shelter for the homeless. While it seems that relatively few families will be directly displaced by the River Project, large numbers of poor and marginal folks will face displacement at the hands of increased rents, general upward pressure on the cost of living, real estate speculation, and so forth. Do you know of any resources, or do you have any suggestions on how to combat this project.

□ **IMMIGRATION STUDIES:** The Urban Institute (Library/Information Clearinghouse, Box 7273, Wash. DC 20044) has issued two more studies on California immigration: "Immigration to Southern California: Fact and Fiction" (26 pages, \$5), and "Why the United States Needs Immigrants" (39 pages, \$5.75). (For earlier titles, PN #58, p. 6.)

□ **STUDENT QUERY:** From Christine McIntyre (Box 93, Saxapahaw, NC 27340): I am a graduate planning student in the Dept. of City and Regional Planning at the Univ. of North Carolina at Chapel Hill. After graduation in May 1987, I am

moving to the Southwest to work in economic and community development to help Native American Indians. Are there any P'Ners working with Indians in the New Mexico and Arizona areas?

□ **WHITE HOUSE FELLOWS:** The President's Commission on White House Fellowships (712 Jackson Pl. N.W., Wash. DC 20503, 202/395-4522) is accepting applications for the 1987-88 Fellowship year. The application deadline is December 15. The one-year fellowships run from September to August.

□ **CHICAGO REDLINING:** The Woodstock Institute (53 W. Jackson Blvd. #304, Chicago, IL 60604, 312/427-8070) has released a study of 1980-83 lending data for Chicago-area banks and savings and loans. The study documents that a serious and pervasive pattern of disinvestment continues, and threatens the well-being and viability of Chicago and its suburbs. The study is titled, "Partners in Need." No price listed.

□ **PLANT CLOSINGS:** The Corporation for Enterprise Development (1725 K St. N.W. #1401, Wash. DC 20006, 202/293-7963) has prepared a special issue of its newsletter, *The Entrepreneurial Economy*, on economic development planning and analysis in connection with plant closings. An emphasis is on the dislocated community as a whole; case studies are included. Single copies are \$5.

□ **HOME SAFETY:** The Andrus Gerontology Center (Univ. of Southern California, University Park MC-10191, Los Angeles, CA 90089) has completed a home environmental checklist and home resource booklet on home safety for the elderly. The checklist is structured to fit the floor plan of any home; the resource booklet offers solutions to problems noted in the checklist. The set is \$10.

□ **POLICY INSTITUTE:** The Institute for Public Policy and Administration (1400 20th St. N.W. #118, Wash. DC 20036, 202/463-1961) assists in the design, development, and implementation of action-oriented policy and research projects, and provides accredited, nonresidential, individualized Ph.D. opportunities for mid-career professionals. The Institute is a program of the Cincinnati-based Union for Experimenting Colleges and Universities.

□ **DESIGN AWARD:** The Bruner Foundation (132 W. 43rd St., New York, NY 10036, 212/575-5115) has established a \$20,000 "Rudy Bruner Award for Excellence in the Urban Environment," which will stress the importance of collaboration in good urban design. Community groups, among others, are eligible applicants.

□ **BLOCK GRANTS:** The Coalition on Human Needs (1000 Wisconsin Ave. N.W., Wash. DC 20007, 202/342-0726) has a report, *Block Grants: Beyond the Rhetoric*, on preliminary findings in a three-year project monitoring four block grant programs. Copies are \$10.

□ **GRASSROOTS GROUPS:** The Abelard Foundation (222 Agriculture Bldg., The Embarcadero, San Francisco, CA 94105) has published a report, *Reducing Instability in Grassroots Organizations*. No price listed.

□ **HOMELESSNESS:** *Search for Shelter* is a 133-page resource guide to design solutions and strategies for shelters for the

homeless. Copies are \$18. Contact: Laurie Anderson, 202/626-7572.

□ **HOUSING PROPOSAL:** *Housing: The Third Human Right* is a report from the Campaign for Human Development (1312 Massachusetts Ave. N.W., Wash. DC 20005), with a recommendation from New York Archbishop Cardinal John O'Connor for a major commitment to housing. Copies are \$2.50.

□ **RELIGIOUS FUNDERS:** The August-September issue of *Resources* (National Congress for Community Economic Development, 2025 Eye St. N.W. #901, Wash. DC 20006, 202/659-8411) takes an in-depth look at community-based development and roles for local congregations and synagogues.

□ **LOAN FUND:** In Hartford, several local churches and community groups are investigating creating a revolving loan fund to provide assistance with security deposits for low-income persons. There is no apparent precedent for such a fund in Hartford. The Citizens' Research Education Network (32 Elm St., Hartford, CT 06106, 203/249-1416) needs information on similar funds elsewhere.

□ **PART-TIME JOBS:** 9 to 5 National Association of Working Women (614 Superior Ave. N.W., Cleveland, OH 44113, 216/566-9308) has a report, *Working at the Margins: Part-Time and Temporary Workers in the United States*, which shows part-time and temporary work eroding the full-time work base, and thus resulting in a more marginal workforce. Copies are \$8 for individuals, \$11.50 for institutions.

□ **WORKER OWNERS:** Twin Streams Educational Center (243 Flemington St., Chapel Hill, NC 27514, 919/929-3316) has a report on its fifth annual worker-owners conference last summer, as well as a few remaining copies of a 1982 report, *Making Production, Making Democracy: A Case Study of Teaching in the Workplace* (20 pages, \$2).

□ **BIKES FOR NICARAGUA:** Bikes Not Bombs (Box 5595, Wash. DC 20016) is celebrating its second anniversary this fall of providing bicycles for teachers and health care workers in Nicaragua. It has sent 400 so far, with more planned. Write for details. In addition, contributors of at least \$30 receive a Bikes-Not-Bombs tee-shirt.

□ **CO-OP CATALOGUE:** Co-op America (2100 M St. N.W. #310, Wash. DC 20063, 202/872-5307) has published its 80-page fall/winter alternative catalogue of gifts and services from organizational members. Copies are \$1.

□ **CHANGING MALE ROLES:** The National Organization for Changing Men (Box 451, Watseka, IL 60970) provides a network of support and resources for men and women committed to positive changes in men's roles and relationships. It publishes a three-times-yearly newsletter, *Brother*. Memberships begin at \$25.

□ **NY TENANT MOVEMENT:** *The Tenant Movement in New York City, 1904-1984*, edited by Ronald Lawson, provides a highly readable, 290-page, illustrated history of the tenant movement, from its turn-of-the-century origins to the present. It is published in paper (\$15) and hardcover (\$35) by: Rutgers University Press, 109 Church St., New Brunswick, NJ 08901, 201/932-7365.

□ HOMELESSNESS: "The Housing Part of the Homelessness Problem," by Chester Hartman, is a chapter in *The Mental Health Needs of Homeless Persons*, edited by Ellen Bassuk. It is newly published by Jossey-Bass. A self-addressed stamped envelope to Chester at Network Central will get you a reprint.

□ ACCESSIBILITY: From Alan Gartner (CUNY Graduate Center, 33 W. 42nd St., New York, NY 10036): *Environment and Planning* (1986, Vol. 4) features an article on "Disability and the Urban Environment: A Perspective on Los Angeles," which reports a pressing need for greater accessibility for disabled persons to fulfill constitutional principles of freedom and equality.

□ NETWORK FEEDBACK: From Networker Mary Vogel (Baker Road, Shutesbury, MA 01072, 413/259-1684): Kudos to Brenda Torpy for her article in PN #59 on the Burlington Community Land Trust. It was an excellent, concise summary of how the land trust model can move us in the direction of more progressive public policy.

I am now living at Sirius, an intentional spiritual community in western Massachusetts on land that was once a sacred ceremonial ground for Native Americans. I am trying to bridge a gap between the "New Age" and the peace and social justice movements. I am very eager for PN members to come for visits.

□ LANDLORD/TENANT: The Chicago City Council has adopted a Residential Landlord and Tenant Ordinance after a years-long process which included consideration of a tougher law with a Fair Rent Commission. Details: Alderman David D. Orr, 49th Ward Service Office, 6925 N. Ashland, Chicago, IL 60626, 312/764-3617.

□ PHILADELPHIA ELDERLY: The Philadelphia Health Management Corp. (841 Chesternut St. #1290, Philadelphia, PA 19107, 215/629-8200) has completed a 52-page report on *Philadelphia's Elderly: Their Health and Social Status, Utilization and Access to Services*. One conclusion: "A significant number of Philadelphia's elderly are highly vulnerable, with marginal income, minimal family and informal supports, and substantial unmet social service needs." Copies are \$16.

□ CO-OP RESOURCES: The National Cooperative Business Institute (Box 8293, Ann Arbor, MI 48107, 313/665-2667) has a 20-page pamphlet on publications and gifts on cooperatives.

□ SANTA CRUZ REPORT: Three items from the Monterey Bay area: Santa Cruz County may be meeting an annual affordable housing requirement, but still is falling short of low-income housing needs. Details: Pete Parkinson, County Planning Dept., 701 Ocean St., Santa Cruz, CA 95060.

The *Santa Cruz Sentinel* reported in August the last 21 billboards in the city were coming down as required by city ordinance, after an 18-year battle between the city and the sign company.

Santa Cruz food retailers will be required to identify irradiated food, according to a county Board of Supervisors ordinance its backers say may be the country's first.

□ NICARAGUA TRIP: Ventana (c/o Nicaraguan Support Project, 339 Lafayette St., New York, NY 10012, 212/475-7159) is planning a Nicaragua trip November 2-11 for cultural workers and artists. Contact: Arlene Wege, 212/427-4027.

□ FOOD NETWORK: The United Nations (United Nations, NY 10017) provides a quarterly information service, the Food Clearinghouse, on world food and agricultural issues. A recent mailing included *The Report of the World Food Council; Pills, Pesticides, and Profits*, edited by Ruth Norris, compliments of the Council of International and Public Affairs; and publications and information from the Pesticide Action Network of North America, Marketplace Intelligence Services, and the World Hunger Information Service. Contact: Michael McCoy, Non-Governmental Liaison Service.

□ PN UPDATE: From Networker Kevin Knudtson (2085 Adams St., Eugene, OR 97405): I have just begun working for the Bureau of Governmental Research and Service at the University of Oregon in Eugene, having recently completed the Urban and Regional Planning graduate program here. I am interested in resurrecting and, where appropriate, furthering activity around critical housing and development issues as they affect low-income populations in Oregon and around the country. I am pursuing funding for several specific ideas for studies concerning the role of nonprofit housing development corporations.

□ SOCIAL NETWORKS: The International Network for Social Network Analysis (Center for Urban and Community Studies, Univ. of Toronto, Toronto, Ontario M5S 2G8, Canada) links network analysts from the social sciences, mathematics, and statistics, and publishes a thrice-yearly journal, *Connections*. Memberships begin at \$15.

□ WELFARE EMPLOYMENT: *Perspectives on Women and Welfare Employment* is a 20-page report from the National Coalition on Women, Work, and Welfare Reform. It provides resources and a guide for assessing welfare employment proposals. Copies are \$5, from: Wider Opportunities for Women, 1325 G St. N.W. #LL, Wash. DC 20005, 202/638-3143.

□ ENVIRONMENT RESOURCES: Island Press (Box 7, Covelo, CA 95428, 707/983-6432) has issued a 24-page catalogue of books and resources on hazardous waste management, water resources, urban open spaces, wildlife, forestry, and land conservation.

□ DEVELOPMENT IN BRITAIN: The Planning Exchange (186 Bath St., Galscow G2 4HG, Scotland) has issued two publications on local economic development. *Creating a Local Economic Development Network* (Pounds 7.50) is a case study of an outstanding and particularly effective London Borough Council. *Workplace Developments for Small Businesses* (Pounds 6.00) is a review of experience in Britain with small business incubators.

□ STATES' BRIEFING: *America's States: Building a Progressive Future* is a 300-page briefing book on 55 key issues confronting the states. Topics include crime, health care, and workplace security, among others. Copies are \$16.45, from: National Center for Policy Alternatives, 2000 Florida Ave. N.W., Wash. DC 20009, 202/387-6030.

□ EDUCATION FOR ACTION: The Learning Alliance (339 Lafayette St., New York, NY 10012, 212/473-3689) has issued a 12-page fall catalogue with 70 action-oriented courses designed to provide people with the information and skills for making their city, the country, and the planet a better place to live.

Networkers' Reports

A June Visit to Nicaragua

by Kathryn Kasch, Boston

In June, I joined the fourth trip to Nicaragua sponsored by Architects and Planners in Support of Nicaragua. Fourteen others were also on the trip.

Our time was evenly split between Managua, a city without a center, and Matagalpa, north in the mountains toward Honduras.

We met with a variety of architects and planners from the Ministry of Housing, the School of Architecture, the resettlement project, and the institute of land use studies (which included people who really have the long-range planning responsibilities in Nicaragua). When peace finally comes, there will still be earthquakes (like the one which destroyed Managua in 1972), volcanos, and shifting water tables that will govern all future plans for Nicaragua.

Meanwhile, because of the war, which drains over half the nation's budget, most plans for improved housing, roads, and water are completely stalled. As a result, the efforts of volunteer foreign brigades, like those sponsored by APSNICA, really do count in the national statistics. When no housing is being built, 20 houses here and 20 houses there show up in the annual reports.

The greatest emotional swings of our trip came in a 24-hour period when we visited two farm cooperatives in the mountains east and northeast of Matagalpa.

We went first to Venecia, where APSNICA has been sending brigades to build 25 houses and a school, and to install a new water system. We visited with eight Americans who had been there for the previous six weeks, saw the houses and the new water pump, and heard the people discuss their hopes and plans for the future.

The next day, after much discussion about the security situation, we set out in pick-up trucks to visit a cooperative which had been built by Swiss volunteers in 1984. It had been attacked by the Contras 10 days before, during the night after a Mother's Day celebration. Sixteen people had been killed, and we visited the new cemetery.

From one day to the next, we saw U.S. efforts both to build and to destroy Nicaragua; we felt first pride, then shame.

Since the houses at Venecia are almost finished, APSNICA will be starting a new project at another cooperative in December, as well as a technical assistance project evaluating the resettlement work.

The next delegation will visit Nicaragua January 7-17. Anyone interested in a trip focussed on housing and community development is urged to join.

In addition, there continues to be a need for all kinds of material assistance for our colleagues working and teaching in our fields: drafting supplies, graphic materials of all kinds depicting current architecture and planning, technical information on building types, construction materials, hydrology, earthquake studies, etc., etc.

Think what you can contribute, and contact Steve Kerpen, APSNICA, Box 1151, Topanga, CA 90290, 213/455-1340.

Upcoming Conferences

□ **TAX ANALYSIS:** The National Low Income Housing Coalition (1012 14th St. N.W. #1006, Wash. DC 20005, 202/662-1530) is the lead sponsor in tax conferences October 22-23 in Washington, D.C., and October 30-31 in the San Francisco Bay area. The theme is "New Frontiers in Housing." Registration is \$200 for persons associated with a nonprofit, \$225 for others. Contact: Nancy Chek.

□ **REVITALIZATION:** The National Trust for Historic Preservation (1785 Massachusetts Ave. N.W., Wash. DC 20036) is sponsoring a conference November 11-13 in Washington, D.C., on applying the Trust's "Main Street" approach to revitalizing urban business districts. The format includes workshops and case studies. Registration is \$225.

□ **REAL ESTATE FINANCING:** The Urban Land Institute (1090 Vermont Ave. N.W., Wash. DC 20005, 202/289-8500) is sponsoring a seminar November 17-18 in Boston on "Innovations in Debt Financing for Real Estate." The format includes speakers and roundtables. Registration is \$375 for ULI members; \$400 for others.

□ **CRIME PREVENTION:** The National Crime Prevention Institute (Univ. of Louisville, Louisville, KY 40292, 502/588-6987) is sponsoring a conference November 5-7 in Louisville on "Crime Prevention through Environmental Design." The format includes speakers and panels. Registration is \$250.

□ **SMALL BUSINESS:** The New Jersey Institute of Technology and the Port Authority of New York and New Jersey (One World Trade Center #82-S, New York, NY 10048) are sponsoring a conference October 21-22 in New York on "Italy's Industrial Renaissance: A Strategy for Developing Small Manufacturing Business." Registration is \$100.

□ **RETIREMENT HOUSING:** The Northwest Center for Professional Education (13555 Bel-Red Rd., Bellevue, WA 98009, 206/746-4173) is sponsoring a conference on financing, developing, marketing, and managing retirement housing. Registration is \$395. The dates are November 20-21 in Orlando; December 11-12 in Washington, D.C.

□ **DOWNTOWN HOUSING:** The Urban Land Institute (1090 Vermont Ave. N.W. #300, Wash. DC 20005, 202/289-8500) is sponsoring a conference October 30-31 in Seattle on "Downtown Housing." Registration is \$400.

□ **ANTI-HUNGER:** The National Anti-Hunger Coalition (1319 F St. N.W. #500, Wash. DC 20004, 202/393-5060) will hold its annual meeting October 23-25 in Washington, D.C. The theme is "A Multitude at Risk: Hunger and Poverty in a Changing America." Registration is \$35.

□ **ELDERLY HOUSING:** The National Leased Housing Association (2300 M St. N.W., Wash. DC 20037, 202/785-8888) is sponsoring a national seminar on "Developing Affordable Housing for the Elderly." The dates: October 23 in Minneapolis; November 7 in New York.

□ **RURAL HOUSING:** The Housing Assistance Council (1025 Vermont Ave. N.W., Wash. DC 20005, 202/842-8600) is spon-

soring a workshop on "New Directions in Rural Housing Finance, Syndication, and Development." The dates: November 3-4 in San Francisco; November 6-7 in Dallas; November 10-11 in Atlanta. Contact: Joe Belden or Cathy McManus.

☐ **AFFORDABLE HOUSING:** New Jersey Assemblyman David Schwartz will convene a coalition of local and statewide groups November 14-15 in New Brunswick on "Affordable Housing Strategies for America." Contact: Rick Ferlauto, 202/545-8310.

☐ **ORGANIZING:** Grassroots Leadership will sponsor a conference November 16-21 in Rock Hill, S.C., on "Basic Skills for Organizers." Contact: Michelle Handler or Si Kahn, 704/332-3090.

☐ **POVERTY:** Consumers Union will sponsor a conference November 20-21 in Washington, D.C., on "Ending Poverty: Issues for the Middle Class." Contact: Linda Gross or Jean Halloran, 914/667-9400.

Calls for Papers

☐ **IRANIAN REVOLUTION:** For an April 3-5 conference at the Univ. of Pennsylvania on "Individuals and Institutions in the Iranian Revolution," papers are being invited on all aspects of pre- and post-revolutionary Iran in the social sciences and the humanities. Contact: Hamid Dabashi, Conference Coordinator, c/o The Middle East Center, 838 William Hall, Univ. of Pennsylvania, Philadelphia, PA 19104.

☐ **HOUSING:** The City of Glasgow is hosting a major international housing conference July 7-10 on the theme, "City Renewal through Partnership." Topics include co-ops, tenant participation, private and public roles, and rental housing. Contact: Secretariat, International Housing Conference, CEP Consultants Ltd., 26 Albany St., Edinburgh EH1 3QH, Scotland, 031-557-2478.

New *Shelterforce* Appears

A newly designed, more readable, magazine-format *Shelterforce* appeared with the 24-page September-October issue, celebrating its 10 years of history, and offering a new look for changing times.

The new *Shelterforce* is a bimonthly, and thus can provide timely coverage of news and events in its continuing role as a clearinghouse for the national housing movement. Popular regular columns will be retained: "Keeping the Heat On," "Where To Find It," and "From the Grassroots." New features and columns will be added.

Subscriptions are \$15 for individuals and organizations, \$25 for institutions, law offices, and libraries. Sample copies are \$2.

For *Planners Network* readers, there is a special deal: Say on your *Shelterforce* subscription request that you are a *Planners Network* member, and *Shelterforce* will send the *Planners Network* \$5. You get a year's good reading, and we get some money.

Contact: *Shelterforce*, 439 Main St., Orange, NJ 07050, 201/678-3110.

Jobs

☐ **PN REMINDER:** Some of the jobs we list may have application deadlines earlier than when you receive the Newsletter. But deadlines can be adjusted sometimes. So we urge you to phone first, if a number is listed, and check on the deadline schedule.

☐ **EXECUTIVE DIRECTOR:** The Ann Arbor Community Development Corp. seeks a full-time Director. Among the CDC's purposes are creation of jobs in a low-income community and community control of the economy. Send resume and references to: CDC, 1594 Jones Dr., Ann Arbor, MI 48105. Salary up to \$18,000.

☐ **HOUSING DIRECTOR:** Crispus Attucks Development Corp. (605 S. Duke St., York, PA 17403, 717/848-3610) seeks a person experienced in housing development to direct a non-profit, community-based effort, with emphasis in acquisition, rehab and construction management, marketing, and property management. Salary is in mid-\$20s. Housing may be provided at minimal cost. Contact: Robert L. Simpson, Executive Director.

☐ **VOTING ORGANIZER:** The Human SERVE Fund (622 W. 113th St. #410, New York, NY 10025, 212/280-4053) is seeking a Los Angeles-based West Coast organizer to work with public and private human service agencies, urging them to offer voter registration services to their low-income and minority clients, and to the public at large. Salary is negotiable, in the \$20s. Contact: Linda Davidoff.

☐ **URBAN SOCIOLOGY:** The University of Toledo has a tenure-track opening for an assistant professor in the Department of Sociology, Anthropology, and Social Work, with a demonstrable record of effective teaching and significant research and publication in urban sociology. Contact: Cary S. Kart, Recruitment Committee, Dept. of Sociology, Anthropology, and Social Work, Univ. of Toledo, Toledo, OH 43606.

☐ **FUND MANAGER:** A newly established community-based revolving loan fund corporation seeks its first fund manager to start and administer two lending vehicles designed to attract capital from socially responsible investors and to underwrite primarily non-profit corporations involved in affordable housing development. Undergraduate degree plus three years of experience in community development, organizing or finance. Salary: \$21,000-\$25,000. Apply to: Worcester Community Loan Fund, c/o Committee on Homelessness and Housing, 10 Edward St., Worcester, MA 01605.

☐ **URBAN PLANNING:** The Graduate Urban Planning Program in the Graduate School of Architecture, Planning, and Preservation at Columbia Univ. anticipates a full-time faculty position, beginning spring term 1987, with professional rank depending on professional training and experience. Applicants must have an appropriate Ph.D. degree, and be able to teach core planning courses, as well as courses in one field of specialization. Contact: Networker Robb Burlage, Director, Graduate Program in Urban Planning, 410 Avery Hall, Columbia Univ., New York, NY 10027.

☐ **EXECUTIVE DIRECTOR:** The Allston-Brighton Community Development Corp. (427 Cambridge St., Allston, MA

02134, 617/787-3874) has an opening for an experienced executive director. No salary information listed.

□ **SENIOR FACULTY:** The Department of City and Regional Planning at the University of North Carolina announces the availability of a senior faculty position beginning in July 1987. The field of planning or policy is open, but candidates must bring an active program of scholarly research, and have an established record of scholarship, to qualify for tenured appointment at the full-professor level. Contact: Edward Kaiser, Search Committee Chair, Dept. of City and Regional Planning, New East #33-A, Univ. of North Carolina, Chapel Hill, NC 27514.

□ **TENURE-TRACK:** The Division of Urban and Environmental Planning at the University of Virginia anticipates a tenure-track position at the assistant or associate professor level, beginning in Fall 1987. Candidates must have a Ph.D., and be able to teach in the area of housing as well as in urban development with an economic emphasis. Contact: William M. Harris, Search Committee Chair, Division of Urban and Environmental Planning, Univ. of Virginia, Charlottesville, VA 22903.

□ **PROJECT DIRECTOR:** The California Community Television Network (3852 Martin Luther King Jr. Way, Oakland, CA 94609, 415/547-7699) has an opening for a project director in the start-up phases of a community-based, non-commercial TV station in central coastal California. Contact: Arlene Kimata.

□ **FIELD REPS:** The Campaign for Human Development (1312 Massachusetts Ave. N.W., Wash. DC 20005, 202/659-6650) has openings for two field representatives to process grant applications and monitor projects. Salary is in the high-\$20s. Contact: Jim Jennings.

Ex Conferences

□ **WOMEN AND HOUSING:** The newly formed Women's Housing Coalition held an organizational meeting September 10 at the Association of Neighborhood and Housing Development in New York. Follow up: Irma Rodriguez, Forest Hills Community House, 108-25 62nd St., New York, NY 10036.

□ **MICHIGAN CO-OPS:** The Michigan Alliance of Cooperatives (Box 8032, Ann Arbor, MI 48107, 313/663-3624) sponsored a symposium September 30 in Lansing on cooperatives and economic development.

□ **ACTIVIST CONGREGATIONS:** The Council on Foundations, Eastside Community Investments, the Lilly Endowment, and the National Congress for Community Economic Development sponsored a conference October 1-3 in Indianapolis on "Congregations as Partners in Community Revitalization." Follow-up: Eastside Community Investments, 3228 E. 10th St., Indianapolis, IN 46201, 317/269-1939.

□ **REVITALIZING COMMUNITIES:** The National Congress for Community Economic Development (2025 Eye St. N.W. #901, Wash. DC 20006, 202/659-8411) sponsored a conference October 3-6 in Indianapolis on "Building Community Revitalization Partnerships."

□ **EMPLOYEE OWNERS:** The National Center for Employee Ownership (927 S. Walter Reed Dr., Arlington, VA 22204, 703/979-2375) held its fifth annual conference October 17 in Chicago on "Unions and Employee Ownership." Contact: Corey Rosen.

Etcetera

□ **DECEMBER PN DEADLINE:** The arrival deadline for copy for the December *Planners Network* is Monday, December 8. We're departing slightly from our first-Monday rule, so we can include a report on the PN conference, "Housing and Economic Development: State, Local, and Grassroots Initiatives." With an extra week, we look forward to hearing from even more of you than we usually do. Our thanks always to those who type their notes. It's a great help in production, and it reduces our chances of misreading what you write.

Arrival deadline for #61 copy: Monday, December 8.

□ **TALK UP PN:** Please don't be shy about sharing news of the Planners Network with others. Let them know about us. Probably the best outreach we have is when you educate and recruit your friends, co-workers, acquaintances, and others. We have a good, one-page introductory sheet, "The Planners Network—What It Is," which we can send you in any quantity you wish. "What It Is" includes a statement of our principles, a brief organizational history, a list of Steering Committee members (who also double as regional contacts) and the method for calculating contributions. If you wish, you can also send us a list of prospective Networkers, and we will contact them for you.

□ **PERSONAL UPDATES:** There are a number of short communications in this issue from Network members, letting us know about new jobs, projects, what's happening in their lives, etc. We encourage this. Sharing this kind of "where-I'm-at" information helps create a sense of community, provide contact, generate support, and generally act like the network we strive to be.

□ **ADDRESS CHANGES:** Many Networkers seem to move around a lot. When you do, please let us have your old address and zip code as well as your new ones. Names (like luggage) sometimes are identical, and we want to be sure we change the right address card. Moreover, our cards are maintained in zip code order (because that's the way the Post Office wants the mail); so if we don't have your old zip code, we can't find your old card; and we wind up paying postage for phantom recipients. So please help out and send both old and new addresses.

□ **"CALL" STATEMENT:** We have a one-page, broadside version of the "Call for Social Responsibility in the Planning and Building Professions," which appeared in PN #49. Copies are available on request. It makes a good addition to "The Planners Network—What It Is" in recruiting members.