



**Application for a Grant to Plan a Comprehensive
City Demonstration Program,
April 28, 1967**

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APPLICATION

TO THE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

BY

THE HONORABLE JAMES M. HEWGLEY, JR., MAYOR,
AND BOARD OF COMMISSIONERS,
CITY OF TULSA, OKLAHOMA

FOR

A GRANT TO PLAN
A COMPREHENSIVE CITY DEMONSTRATION PROGRAM



APRIL 28, 1967



OFFICE OF THE MAYOR

J. M. HEWGLEY JR.
MAYOR

April 28, 1967

The Honorable Robert C. Weaver
Secretary, Department of Housing
and Urban Development
Washington, D. C.

Dear Mr. Secretary,

It is my pleasure to submit herewith this application for
Tulsa's participation in the Model Cities Program.

Your Department is to be commended for the vital concerns
this legislation represents. Whatever may be the outcome
of your deliberations regarding this particular application,
it has already secured for Tulsa the recognition that its
many concerned agencies and individuals can communicate and
cooperate when there is inducement to do so; this proposal
is the result.

This office stands ready to provide whatever additional
information and cooperation you may require.

Sincerely,

A handwritten signature in dark ink, which appears to read "J. M. Hewgley Jr.", is written over the word "Sincerely,".

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PART I

PROPOSAL HIGHLIGHTS

A. DESCRIPTION OF THE CITY

Tulsa is a relatively new (1,390 population in 1900) community of 320,000 people, 8% Negro, 1% Indian and over 90% white. It is a beautiful City, and the majority of its residents are unaware of the isolated, segregated slum that resulted from the 1921 race riot, and which has been largely bypassed by the new developments. There is, with reason, great local pride, especially in Tulsa's ability to solve its own problems in its own way. As the hardy pioneers and oil magnates give way to a generation of inherited wealth, there is a new appreciation of the multiple character of urban problems and of the attitudinal changes necessary to address them. At the present, a new spirit of cooperation between, and responsible action from, both public and private sectors seems to be rapidly developing.

B. DESCRIPTION OF THE DESIGNATED AREA

The Washington Community contains approximately 30,000 people, 70% of whom are Negro. Most of this section is blighted, but there are areas of standard desirable housing which can be saved if the area is stabilized. The primary area has a density of population and degree of disorder unusual for this City. The secondary area is relatively undeveloped, zoned for light industry, but obviously becoming the slum of the future. The entire area is close to the center of the City.

C. PROBLEMS OF THE AREA

The problems of the area are those found in many urban slums. Overcrowding, deteriorated housing compound a host of sociological, psychological and physical problems in an interacting, interlocking network almost impossible

for the City or the individual to combat. Employment, housing, health and social services, and a general order are all pressing needs of the Model neighborhood. This is evidenced by the rates of crime, unemployment, tuberculosis, venereal disease, maternal and infant mortality and illegitimacy. These all add up to a climate of despair, apathy and alienation.

- D. The ultimate goal of this Proposal is simply to extend the decent, respectable standard of living, economically, physically, psychologically and sociologically to everyone in the project area. This ultimate goal implies a series of intermediate steps.
1. The transformation of Tulsa from a tale of two cities, separated by chasms of opportunity and color, into a tale of one city united in its goals and concerns, equal in its opportunity.
 2. Attainable and observable avenues toward better living in terms of employment, housing, education and general environment. Since people do not try in a situation that they perceive as hopeless, personal motivation will occur only when there appears to be some good chance of success.
 3. Greatly increased self-help and self-determination within the area. These actions, it is anticipated, will lead to the sense of identity and self-respect essential for productive, satisfying lives.
 4. The cooperation of Tulsa's established agencies and new agencies in extending needed services to the area on a coordinated basis.

E. PRIORITIES

1. The first order of priorities must of necessity be employment as adequate income is the prime essential for a decent living. This will in part be handled by extensive training and use of neighborhood aides to work first within the protected confines of an agency, then to move out into

private industries or to agency employment outside the Model Neighborhood. This constant movement out from the neighborhood aide status would necessitate constant outreach and training of more and more people who had not been thought, or who had not thought, themselves employable. Another aspect of employment will be assistance in terms of advice and training and arranging financing for small businesses. Many service functions such as lawn care, day care, laundry, etc. might be far more attractive, dignified and lucrative if established on a businesslike professional contract basis. Other small businesses, too, should be established. A third part will be a cooperative effort to locate low key industries within the secondary area, close to the homes of the potential work force. The non-profit, private vocational school is strategic to the entire plan, of course, for untrained manpower is commercially useless today.

2. Revitalization of the area by placement of superior facilities to be used on a city-wide basis. This is placed high on the priorities list because these facilities will have both tangible and intangible effects.

In addition to furnishing vitally necessary services, these facilities (a new health facility, a neighborhood social service center, a non-profit experimental school, an outdoor amphitheater, an all-weather lifetime Sports Facility, a miniature "Gaslight Square") will offer tangible proof of the City's concern with the area, will afford numerous job opportunities on many levels, will be a source of pride and symbol of community improvement, and will increase the mobility in and out of this previously by-passed area.

3. Neighborhood participation through many small groups with the hope of (a) improving channels of communication within the neighborhood and between the neighborhood and all Tulsa, (b) stimulating the individual's ability to analyze his own problems and select among alternative solutions, and (c) enabling the individual to implement his desires.

These three priorities and all their many implications seem to be at the heart of the Proposal, affecting every facet of the lives of the residents of the Model Neighborhood.

F. PROGRAM STRATEGY AND PROGRAM APPROACHES

The overall strategy will continue to place heavy emphasis on coordination of effort and inter-agency cooperation. Each of the planning directors will work with many groups and the whole thrust will be based on the intimate interrelationship of the social, physical, economic and psychological factors affecting the individual and the neighborhood. No one solution will suffice, no one agency will suffice, and this is abundantly clear to the entire City now. We have been attacking only parts, neglecting the close relationship of the parts to the whole and the parts to each other.

Great reliance will be placed on the computerized diagnostic digest and its potential for analysis, simulation and follow-up. The relationships mentioned above should become even more evident as well as more manageable through the use of data processing machinery.

Much of program approach seems implied in the priorities stated above and in the innovative characteristics listed below.

G. INNOVATIVE CHARACTERISTICS

The Model City grant has offered the impetus for many characteristics innovative to Tulsa.

1. The recognition that physical planning, while important, is not sufficient.
2. The emphasis on self-help and self-determination and on meaningful motivation in this direction.
3. The concept of locating superior facilities open to the entire City and unique for the entire City within the Model Neighborhood, thus opening up the area to total City use and increasing mobility in and out of the Model Neighborhood.
 - (a) The demonstration non-profit private school (Part III, F) to offer superior facilities to those who do not profit from the more usual educational offerings. This school would have special programs for the bright child, the adult, the employed teenager and for those simply desiring a choice of educational plans. It would be able to use many differing techniques and program materials, new learning environments, volunteer and paid housewives, businessmen and college students as teachers and would be experimenting to find out why some normal children never really learn and how they could learn.
 - (b) The entertainment and athletic facility described in Part III, H here clustered together would be an outdoor amphitheater, a lifetime all-weather sports center (swimming and tennis) and a small commercial center with coffee houses, jazz, craft shops, etc. run by private enterprise.

4. The common motor pool, providing necessary transportation to health and social services, places of employment, and to inaccessible cultural and recreational offerings, two important tangential benefits will be the jobs provided and the image of the increased availability of the entire City.
5. The program for constantly recruiting and training neighborhood aides and the provisions for moving them out of the aide positions to jobs in private industry as they become more employable and more confident.
6. The coordination found in the planning of this grant has been innovative for Tulsa and has yielded many fresh insights and understandings as well as new and useful working relationships.

H. ADMINISTRATIVE MACHINERY

The administrative machinery is, by design, clear and direct. The Board of City Commissioners is the Demonstration Agency. They will appoint and in turn delegate authority to a Director-Coordinator. Under the Director-Coordinator there will be five planning directors, one each for determining physical, social, economic and citizen participation plans. Connected and vital to all of them will be a director of research. Each director will work with the other directors and with a group of citizens and professional organizations germane to his particular post.

A Planning Council of twenty members will serve as an important two-way communications resource for the Director-Coordinator. Twelve of these will be elected as citizens-at-large. At least ten of them must be from the Model Neighborhood. Eight members will be appointed by the Mayor and will be professionals in fields such as architecture, planning, sociology, psychology, etc.

PART II

PROBLEM DEFINITION AND ANALYSIS

A. COMMUNITY DESCRIPTION

It is relatively easy to describe the physical aspects of a given community, even those of great size. Description of a city's "psyche," however--those intangibles which distinguish its prevailing values, its sense of purpose and self-identification--is much less easily conveyed, even when presumably understood. This brief description attempts both, because both seem indispensable to an adequate conceptualization of Tulsa's past and the future we believe to be now emerging from it.

Tulsa is a community of approximately 320,000 people, located in northeastern Oklahoma beside the Arkansas River, founded as one of several "way stations" on the Frisco Railroad line between St. Louis and Sapulpa, Oklahoma.

For reasons not now fully understandable, this nondescript little village (1390 population in 1900) seems to have been inhabited by numerous individuals of particularly strong will; when oil, for example, was discovered southwest of the city in 1906, a necessary bridge across the Arkansas was crowned with a plaque proclaiming : "It couldn't be done, but we did it." Both of these facts--oil and a relative sense of self sufficiency--seem necessary to adequately explain Tulsa's development. Physically, it grew phenomenally--18,000 people in 1910, 72,000 in 1920, and 141,000 in 1930--as oil, and all the supportive industries it requires, mushroomed throughout the area. And, as one resident familiar with this period and its dominant attitudes has noted, "When Tulsans wanted a college, they got a college," "pirating" Kendall College from a

neighboring community. (Subsequently developed into the present University of Tulsa, it is one of the more notable institutions of higher learning in the region.) Likewise, in 1928, "They wanted an airport; they got an airport," utilizing, in a single-minded focus upon results, methods of financing which look strange indeed forty years later. This sense of what the future required economically has paid off handsomely. Spartan Aircraft which located at Tulsa's new airport was followed by Douglas Aircraft in the 1940's, laying the base for the extensive aircraft activities now present.

The 1950's were, and are, generally understood to have been years of genuine crisis for this City, the most obvious of which was the great transformation within the oil industry's conception of itself. Forced to upgrade and diversify both its products and policies, several corporate headquarters were removed from this city. More or less simultaneously, however, the research facilities of several corporations were built or expanded, and additional facilities for processing, accounting, and billing were brought into the City. As a result, the oil industry remains the City's largest source of employment.

Its single largest employer, however, is not an oil firm but American Airlines, whose maintenance base employs over 4,000 people. North American Aviation and Douglas also employ large numbers. Together with extensive diversification within the oil-supportive industries, Tulsa's industrial base has widened very measurably. Indeed, manufacturing projections concerning job opportunities made in 1963 for the year 1970 have already been exceeded.

Moreover, Tulsa appears on the verge of another era of considerable expansion. Tulsa (or more precisely the immediately adjacent community of Catoosa) will form the northwest terminus of the Arkansas River Basin navigable waterway, presently scheduled for completion in 1970. This means, quite simply, that Tulsa will become a port for the shipment of nearly everything movable by water. While projections for economic growth figures vary, all are remarkably optimistic. Tulsa's 1963 Community Renewal Program, for example, sums up this aspect with the following:

"Tulsa holds great promise of becoming a significant transportation and distribution center, and a space, electronics and research center, as well as maintaining and strengthening its position as an oil center and retail, financial, educational and cultural center. Specialization in and the development of any one of the above can contribute to future growth."

When taken as a whole, Tulsa reflects this healthy economic outlook in other areas as education, income and skill levels. Average adult educational level, for example, is a very high 12.1 years; family income averages are estimated to be near \$9,000, up from the \$8,300 of 1960. So, too, with skill levels; the abnormal concentrations in Tulsa of petro chemical and oil research, space and aircraft activities, and corporate management functions have had the effect of creating numerous job opportunities which have, in turn, attracted high skill levels. This trend is very likely to accelerate over the near and intermediate term.

Likewise, Tulsa's minority population is unusually small comparatively; approximately 8 percent are Negroes and 1 percent is Indian. Over 90 percent are white. These figures illustrate the stable patterns of im-

migration during the past two decades. The Negro population has remained relatively constant, percentage wise; too, most of those who have come to the City have been Oklahomans from rural communities.

Tulsa has frequently been referred to as "America's most beautiful city," and if that statement is admittedly overdrawn, it does reflect the general condition and character indicated above.

There are, however, a number of jarring notes in this otherwise harmonious picture; Tulsa shares with other metropolitan areas a host of mounting social issues. Solidified by the disastrous race riot of 1921, the boundaries of Tulsa's Negro community were thereafter so clearly drawn that a post-war Urban League report referred to Tulsa as America's most completely segregated city. Whether or not this indictment was factually warranted, the implication is clear; lying in the city north of the railroad tracks, the Negro community had, and has, been largely bypassed as new developments have moved predominately to the south and southeast. Nor is this same semi-isolation apparent only to the north, for significant areas of poverty are also present along the Sand Springs line (northwest) and along the west bank of the Arkansas River. (see below, Part II, B, a)

For many Tulsans, there is considerable irony, paradox and shock in the O. E. O.'s recently-released study which marked Tulsa fifteenth among America's poverty-stricken cities. Comparatively, Tulsa is young, a product of the automobile, a product of men who understood years ago the value of careful, systematic physical planning. Wide streets, careful zoning,

a "white collar" reputation--many such factors are summed up in the statement that "many of the common blight factors of large urban cities are not found in the Tulsa urban area." (Tulsa Community Renewal Program Implementation - 1963, p. 2)

The paradox seems more explicable when seen within the context alluded to above, for a vital component of local pride, of the individualism normally associated with the "frontier," (in Oklahoma as well as elsewhere) was, and is, the nearly mystical belief in the power of voluntary, private relationships and their concomitant distrust of government at all levels generally, the federal most particularly. Problems of almost any magnitude in nearly all realms of endeavor have been understood in terms of the private sector. Tulsans generally took pride, for example, in the fact that federal projects of the 1930's, most notably the W.P.A., were systematically shunned as unnecessary intrusions of federal power. Tulsa, it was generally asserted, had no problems which local concern could not adequately solve. Whatever the validity of this position (that is not the question here), it helps account, we believe, for much of official Tulsa's attitude and action. A handsome city had been systematically planned and constructed, one which admirably served the needs and wishes of those most directly concerned.

These value positions and commitments are also a vital aspect of the crucial 1950's. For fifty years, political and economic leadership in Tulsa belonged to a first generation of men who could claim to have literally planned and built a city whose basis was oil. Their passing coincided in large degree with the significant shifts which occurred within the industry itself; Tulsa passed through this period of severe transition at

the very moment in which traditional leadership was dissolving. The implications of this are considerable.

1. The earlier resistance, for example, which, while taking justifiable pride in truly significant civic achievements, had severely resisted any suggestion that basic problems existed which private effort could or would not alleviate, has given way to a new appreciation of the multiple character of urban problems and the multiple approaches required to adequately address them.
2. Attitudes, hence, which denied the necessity for urban renewal or for public housing, have grudgingly, but surely, given way to a recognition that government's role should not, indeed, cannot, be limited to billion dollar waterways. Oklahoma passed enabling legislation permitting urban renewal in 1959, public housing in 1965. In both instances, Tulsa has responded to the need these programs were designed to serve by implementing local programs.
3. Nor is this attitudinal metamorphosis limited to Tulsa's present leadership. Urban renewal was bitterly protested in some quarters and was brought to public referendum by forces who opposed its plans and purposes. Although it survived this political encounter, urban renewal remained under threat of court action until 1967, not until which time its legality was officially determined. Yet, these same forces, when faced with the imminent possibility of public housing, were unable to mount anything resembling the earlier political battle, although they threatened to do so; the Tulsa Housing Authority came peacefully, quietly, into being in Tulsa during December, 1966.

We do not wish to suggest that value positions no longer reflect more traditional patterns. On the contrary, political and economic conservatism are undoubtedly the predominant values in this community. But increasingly, tension is evident; conservative spokesmen seem to appreciate the complexity of modern urban life in ways which permit and encourage cooperation between, and responsible action from, both the public and private sectors. This spirit is increasingly evident on the part of Tulsa's Mayor and Board of Commissioners.

It is from this position that we believe Tulsa is best understood.

B. THE MODEL NEIGHBORHOOD AREA OR AREAS

1. Model Neighborhood Area Description

a. As indicated in Part A above, three areas of blight within the City of Tulsa are readily identifiable:

- (1) The Sand Springs Line area, west of the business district and north of the Arkansas River.
- (2) The West Tulsa - Red Fork area, southwest of the business district and west of the Arkansas River.
- (3) Washington Community, more popularly known as Greenwood, including the Negro enclave, lying immediately north of the central business section.

While each of the above, by virtue of the many and depressing social-physical indices of poverty they contain, was examined as a potential Model area, the Washington Community (first chosen by a subcommittee charged with the question of selection) has not been seriously challenged by any of the many committees and individuals who have worked on this proposal. It is circumscribed by the following boundaries: on the West, the Osage County line to Apache Street; on the North, Apache Street east to Cincinnati, to Mohawk Boulevard, to 36th Street north; on the East, Yale Avenue; on the South, Apache Street west to the Cherokee Expressway, to Third Street, to the Osage County line. The reasons for this choice are several:

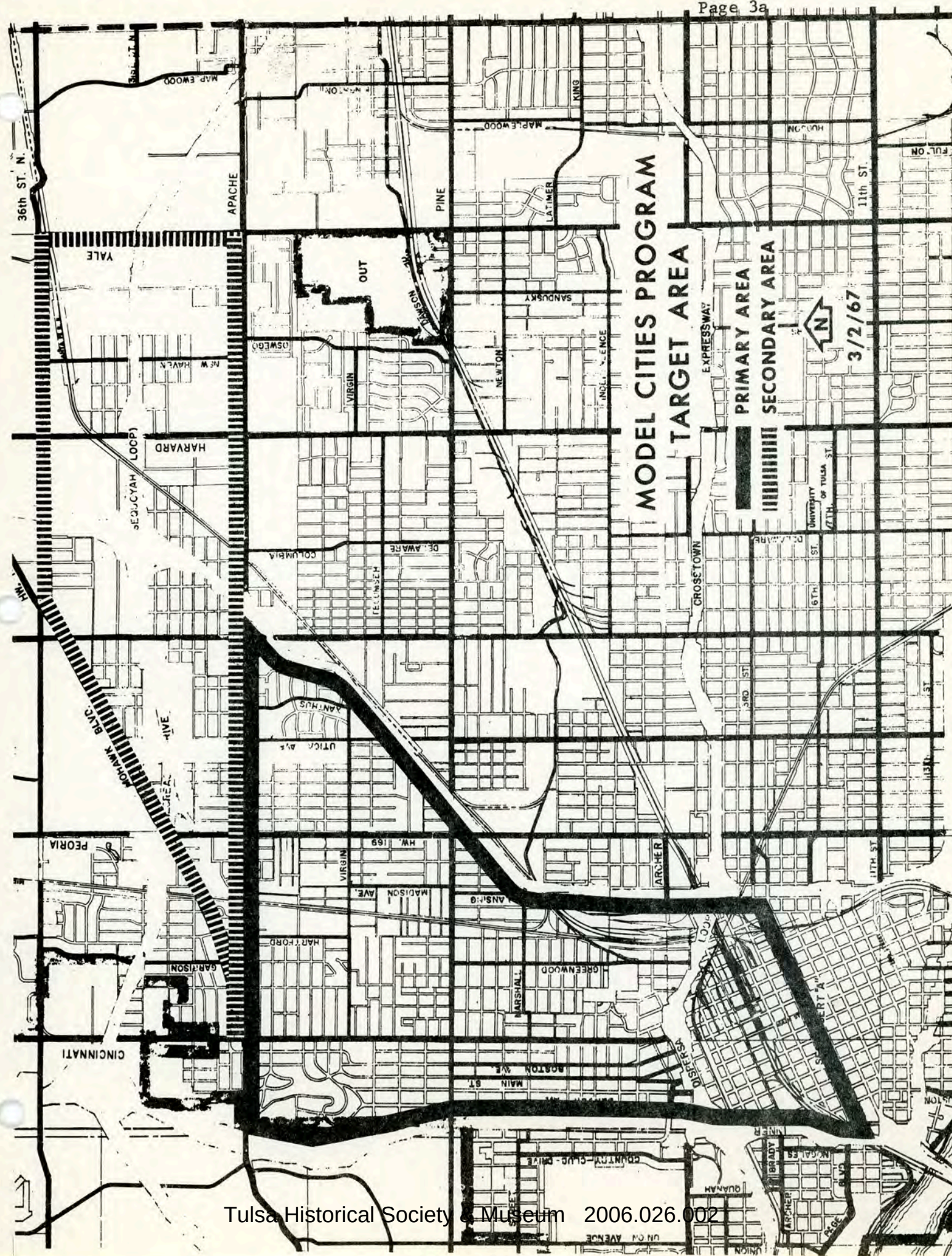
- (1) This area contains approximately 30,000 people, 70 percent of which are Negro. This represents 10 percent of Tulsa's total population.
- (2) Although generally blighted, this section of Tulsa still contains areas of standard, desirable housing which can be

saved, but only if the area is stabilized as a whole.

- (3) It has only been in recent years that Tulsans generally have recognized the very genuine blight, decay, and wasted human resources which pervade the Model area. Tulsa has frequently been cited as an example of effective city planning as represented by the Tulsa Metropolitan Planning Commission; an imaginative system of freeways and a dispersal loop; for example, suggest the excellence of this group's foresight and the City's willingness to finance an expanding economic potential. We recognize the great value of expressways as facilitators of movement and accessibility. We also recognize, however, that this proposed network of highways could have as an unintended latent effect an increasing isolation of the Negro community from the wider metropolitan area unless immediate and explicit action is undertaken. This fact is implicit, we trust, throughout the Proposal.
- (4) Unless such action is forthcoming, there seems no reason to suppose that whites now living within this section can be induced to remain. Continuing pressure from Negro expansion seems certain to follow the unhappy course observed to date, in Tulsa and nearly all other urban communities.
- (5) Until passage of the Model Cities Act, the size and complexity of problems existing in the area precluded serious consideration of the "comprehensive attack" now proposed. Attention has previously been centered on other sections of this City where problems have been, or at least were thought to be, more manageable. We believe

it is accurate to state, however, that individuals in positions of community leadership now recognize the very real potential which inheres in coordinated planning and action.

- (6) The Washington Community is one of five which Tulsa's Community Renewal Program identifies as having coherence or potential wholeness. The Model area closely follows this view although, as indicated on the attached maps, the area has been divided into two sections, primary and secondary. While we do not believe either can be adequately analyzed or acted upon without reference to the other--they form a logical unity--initial analytic considerations suggested this division, based upon the following rationale:
- (a) Population density and the lack of open space in the primary areas are two critical problems, amelioration of which must involve greater choice of housing elsewhere. Selection of the secondary area partially satisfies this basic requirement.
 - (b) While almost equal in size to the primary area, its population is less than 3,000, under 10 percent of the primary area. With large open tracts still available, planning need not be bound by either existing structures or the necessity for wholesale demolition.
 - (c) The secondary area, halved and quartered by proposed freeways, has attracted little residential interest and is presently zoned, in part, for light industry. Because freeways have not yet been constructed, however, little commercial activity is currently observable. In actuality, the "suspended" nature of the area (pending the indicated highway



construction), with a concomitant lack of code and zoning control, has permitted pockets of very substandard conditions to develop.

- (d) Hence, it is anticipated that systematic analysis and development of the secondary area will stabilize what promises to become Tulsa's newest slum. It will also provide space which relieves population pressure in the primary area, yet is close enough to it so that present ties of job and community are not fully disrupted. In addition, it will offer the possibility of considering ways of juxtaposing standard housing with "low key" industry, utilizing freeways as natural lines of division.

This possible arrangement suggests the further advantage of lessening the impact of, and necessity for, a highly developed transit system.

- (e) While not within the two Model areas, it should be noted that a small development of very attractive higher priced homes (built and occupied by Negroes) immediately north of the secondary area and presently threatened by the blight and industrial development to their south, will be made more secure and should thus attract others who desire and can afford such homes.

Likewise, Mohawk Park, Tulsa's largest and (in some respects) most complete, lies a half-mile north of the secondary area. Elimination of the encroachment of blight toward the park can only enhance its appeal for all of Tulsa citizens.

ITEM	CITY	MODEL NEIGHBORHOOD AREA	
	TOTAL	Primary	Secondary
<u>Population Density</u>			
Housing Units Per Acre	N/A	N/A	N/A
Percent Units Overcrowded (More than one person per room) (1)	8.0	14.6	20.6
<u>Family Income</u>			
Total Number of Families (1)	69,428	9,098	1,937
Total Number of Families with Income Less than \$3,000 (1)	11,211	3,776	548
Families with Income Less than \$3,000 as Percent of Total (1)	16.2 4.2	41.5 16.2	28.3
Families with Income Less than \$1,000 (1)	2,476	973	106
Families with Income Less than \$1,000 as Percent of Total (1)	3.6	10.7	5.5
<u>Unemployment</u>			
Males 14 and Over in Civilian Labor Force (1)	69,294	8,980	1,870
Percent of such Males who are Unemployed (1)	4.1	9.5	7.3
Females 14 and Over in Civilian Labor Force (1)	37,895	6,811	991
Percent of such Females who are Unemployed (1)	4.9	5.7	N/A
<u>Welfare</u>			
Persons under 21 (1)	99,153	14,056	3,720
Percent of Persons Under 21 Receiving A.F.D.C. Payments (1)	7.8%	27.5%	N/A

<u>ITEM</u>	<u>CITY TOTAL</u>	<u>MODEL NEIGHBORHOOD AREA</u>	
		<u>Primary</u>	<u>Secondary</u>
Persons Aged 65 and Over (1)	20,391	1,660	354
Percent of Persons 65 and Over Receiving Old-Age Assistance (2)	27.5	(1965) 56.4	N/A
<u>Crime and Juvenile Delinquency</u>			
Total Number of Persons under 18 Years Old (1)	90,289	12,557	3,458
Total Number of Juvenile Arrests (3)	1,287	243	21
Juvenile Arrests as a Percent of Persons Under 18 Years Old (4)	1.4	1.9	.6
Total Number of Persons 18 Years Old and Over (1)	167,916	25,009	4,449
Total Number of Criminal Arrests per Year (Excluding Minor Misdemeanors)(3)	13,065	6,532	179
Criminal Arrests as a Percent of Persons 18 Years Old and Over (4)	7.8	26.1	4.2
<u>Housing</u>			
All Housing Units (1)	91,871	16,077	2,411
Number of Housing Units which are Substandard (1)	14,800	6,175	613
Percent of all Housing Units which are Substandard (1)	16.11	38.41	25.4
Number of Housing Units which are Dilapidated (1)	3,015	1,439	100
Percent of all Housing Units which are Dilapidated (1)	3.3	9.0	4.2
<u>Education</u>			
Total Number of Persons 14 and 15 Years Old (1)	7,380	1,009	N/A

<u>ITEM</u>	<u>CITY TOTAL</u>	<u>MODEL NEIGHBORHOOD AREA</u>	
		<u>Primary</u>	<u>Secondary</u>
Percent of Persons 14 and 15 Years Old Enrolled in School	N/A	N/A	N/A
Total Number of Persons 16 and 17 Years Old (1)	7,263	1,005	N/A
Percent of Persons 16 and 17 Years Old Enrolled in School	N/A	N/A	N/A
Total Number of Persons 25 Years Old and Over (1)	146,340	21,566	3,838
Percent of Persons 25 and over with Less than 8 Years of Education (1)	12.7	24.5	26.2
Health			
Infant Deaths as Percent of Births per Year (5)	27.8	46.3	45.0
Incidence of Tuberculosis per Thousand Population (6)	.26	.51	.50

- (1) U. S. Census, 1960
- (2) State Welfare Department, 1967
- (3) City of Tulsa, Data Processing (1965-1966)
- (4) Oklahoma Law places 16 and 17 year old males in adult courts
- (5) City-County Health Department, 1961-1962
- (6) City-County Health Department, 1962-1963

2. Problem Analysis

- a. It may be true, we suppose, that "statistics can prove anything."

The statistical image which the above tables project, however, seems remarkably unambiguous; one discouraging fact or social indice follows another and the sum of them speaks with considerable clarity. What are the problems? Not at all surprisingly, they are the same social physical and economic problems which plague most urban areas.

Tulsa has slums. They are not as obvious, perhaps, as may be true elsewhere. But they exist, affecting directly, in O. E. O.'s recent report, one third of Tulsa's population.

Tulsa has housing problems. Because nearly all low-cost housing exists within the Model area and is presently occupied, and because nearly all new housing is financially or geographically out of reach for the overwhelming percent of area residents, and because Tulsa does not yet have publicly assisted housing, the issue is critical. Sixteen percent of Tulsa's homes are substandard; almost half of them are located in the Model area.

Tulsa has problems of job and income opportunities. It is not so much the case that people are actually unemployed (although our present data is grossly deficient at this point). The issue, rather, is that of underemployment, the inordinant number of instances in which fully-employed persons (in terms of hours worked) still remain at or near the usually-accepted levels for economic poverty.

So, too, with other categories, both physical and social; each reenforces the total image.

Nor do the causal factors seem particularly esoteric; segregation was, after all, the "law of the land" until recent years. Negroes have been the victims of racial prejudice in Tulsa no less than has been historically the case elsewhere. Semi-isolation, inadequate jobs, inferior schooling, minimal health services -- each is an aspect of this community's past. Tulsa's history (rather typical, we suspect, of other southwestern cities), with its above-described (see Part II, A) emphasis upon private initiative and self-help, and an abnormally small minority group percentage (indeed, the "poor" generally), seems quite logical when viewed internally, from within its dominant values and outlook. Political and economic leadership can hardly be expected to press for change and reform, particularly with governmental assistance, if it feels and assumes no accountability for conditions strongly believed to be matters of individual responsibility and industriousness (or lack thereof). And if, as a minority group, you constitute that 6 or 7 percent of a total population residing at the bottom of community economic and political power, overt protest has little more than symbolic meaning.

The present is different. Having already outlined the metamorphosis of this City, perhaps one need only restate the fact that Tulsa's Mayor and City Commissioners, the City's highest elected officials, stand behind this entire effort.

- b. This proposal is the product of, quite literally, hundreds of people. At some point, however, the extensive conversation and committee work upon which this document is based must finally be reduced to

manageable form and order. The actual writing, therefore, has been performed by an academic group known as Professors of the City, presently experimenting, in the City of Tulsa, in an attempt to bring four of Oklahoma's universities into a closer relationship with urban problems. (see Appendix M)

In the preparation of this proposal, we specifically, and we believe the committees generally, have been informed by the following assumptions:

- (1) The problems of Tulsa, given the impetus of, and resources from, the Model Cities Act, seem manageable. This assumption is strengthened by the presence in Tulsa of a relatively low percentage of individuals who fall within the usual definitions of poverty.
- (2) The Washington Community, with its generally inferior facilities and its self-contained nature, requires the development of superior facilities and services that are community-wide in nature, facilities and services which will draw all elements of the City within its borders as a matter of regular occurrence. If not new, the "superior facilities" concept does not appear to have been generally invoked in blighted areas across the nation.
- (3) The poor are poor because, by definition, the services and skills they offer for sale in society command less than that required to purchase what has been called "the decent life." While hardly exhausting the depressing social and emotional aspects of poverty, this view suggests that limited financial

means have seriously curtailed the freedom of movement and choice which are commonplace for most Americans. In terms of that sadly overworked truism, the poor stand outside "the mainstream of American life."

If one views poverty as a lack of salable skills or knowledge, then ideas and programs may be analyzed and evaluated in terms of their expected impact upon the crippling factors which produce such lacks. Men may be poor because, for example, they are inadequately trained or are in poor health or have given up to an apathy compounded by dreary environment and a sense of futility and marginality which in its circularity may well reinforce patterns of poor training and poor health which, in turn, support apathy which . . . The problem has been, therefore, at the level of imagery, two-fold. First, we have assumed it necessary to envision and bring together those programs which offer the possibility of providing the social tools which can upgrade an individual's "salability" or value. Simultaneously, we have assumed a necessity for wider sources of demand which seek to reach and utilize those individuals whose marginal condition is likely to bar them permanently from the usual sources of gainful employment, and the accompanying sense of personal worth, both psychic and social, which a so-called "slot" in society has traditionally provided.

- (4) "Innovation," we believe, has at least two fundamental aspects.
 - (a) It may mean or suggest that which is new, that which has no precedent, that which is creative and/or experimental.

In this context "innovative" may well mean programs which pioneer, programs whose basic efficacy and logic remain to be proven. We believe this Proposal contains one or two such elements.

- (b) The mere fact of cooperation and coordination between existing programs, the creation of channels and relationships between presently disparate parts, the implementation of what is already known, should also, we believe, be considered innovative. In Tulsa, as elsewhere, significant commitments of cooperation from individuals and agencies previously unaccustomed to thinking in such terms is an innovative occurrence of first importance. This element is also present in the pages which follow.

These basic assumptions underlie our understanding and study of the Model area neighborhood and explain, at least partially, the program elements indicated below.

A. PHYSICAL IMPROVEMENTS

L. DESIGN

We have combined these two program components, reasoning that "blight and decay" are by definition an integral aspect of poor design; conversely, proposals whose purpose is the arrest or eradication of physical deterioration must involve a "high standard of design" if they are to be functionally successful. Design is not, after all, substantively self-contained but rather exists as a principle or concept which serves both to shape and judge, within broad limits of preference and acceptability, planning and action in nearly all spheres of activity. On this premise, and within the context of this Proposal's preparation, three of the basic committees-- Committee "A" - Housing, Committee "B" - Preservation and New Technology, Committee "C" - Private Enterprise and Employment--were asked to address themselves to Design and Physical Improvements as they related to each committee's basic concerns. Their general consensus regarding design has been synthesized into the following analysis of Physical Improvements.

1. Need

The needs and problems of the Model area (Washington Community) are well summarized in the following statements:

" Inadequate original construction and overcrowding of land due to additions to original structures are the basic problems in Washington Community. The lack of any systematic and objective enforcement of basic health and sanitation codes, until the last few years, compounds these problems... A large percentage of the older housing in the community is presently substandard as a result of inadequate original construction, dilapidation, overcrowding and poor urban design..."

Tulsa Metropolitan Area Planning Commission's Community
Renewal Program, 1963

The basic problem in relation to the particular area could be called

one of lack of order from a visual viewpoint or, more simply, a disorderly appearance. This is the result of placing varied uses adjacent to each other which are not compatibly arranged from a visual viewpoint; lack of maintenance of existing property; disregard as to the visual appearance of certain functional aspects such as---
Committee "C" Report (see Appendix D)

The many elements which emerge in such definitive statements--over-crowding, health and traffic hazards, poor functional arrangements, lack of aesthetic appeal, (to cite the most obvious) - emphasize, we believe, the necessity for placing physical renewal and appearance within the larger context of a social and physical environment. It has become commonplace to assert that physical planning and planners have frequently ignored or not understood the complicated web of social and personal factors which foster visible blight. Concomitantly, however, adequate social renewal can hardly be expected to achieve oft-stated objectives when offered within the usual context of blight and depressing drabness. These assertions, within the framework of "Physical Improvements" and "Design" contain two fundamental connotations:

- a. Physical design - Tulsa's Community Renewal Program, having identified the many design inadequacies, the substandard structures (both residential and commercial), and detrimental land use within Washington Community, also offers with some specificity a format or basis for renewal. Stated somewhat differently, planning and design as embodied in the Community Renewal Program exemplifies a context or environmental overview, a general frame of reference which conceptualizes the area as a whole.
- b. The individual and the understanding of design. Design reflects, at least partially, the attitudes and values of those who occupy a given area or physical space. Again, stated in somewhat different

fashion, design portrays the individuals who reside within a context or environment, illustrating particular styles or peculiarities of living.

Two important postulates are derivative from the above:

- a. There clearly exists a division or dichotomy between sound and unsound design, between environmental contexts which facilitate human activity and those which depress and hinder.
- b. Within the broad limits of acceptable contexts, however, considerable variation must be recognized, variations with which individuals mould and shape their own institutions and structures, both social and physical. As one committee report suggests, "Hardly anyone can deny the charm and quaintness that can be created by a group who live in an area and who are determined to be concerned with appearance..." The emphasis - rightly, we believe - is upon the "will"; it does not specify the "what."

Basic need, therefore, exists for:

- a. Additional detailed planning of the context, of Washington Community, utilizing the Community Renewal Program as a basic working document.
- b. An educational program through which area residents are afforded an opportunity to learn what constitutes the basics of physical design. Further, design and physical improvement can hardly proceed within a vacuum. Social factors, discussed in detail elsewhere in this Proposal, feed the circular pattern of apathy or hopelessness, thus blight and decay, hence apathy...etc. Financial or knowledge limitations are also integral to the complex whole, negating the most firm intentions or resolve. In a basic sense, therefore, there exists

a very great need to resolve the multiple social deficiencies of which physical blight is both causal and caused, and to provide financial and technical assistance to those willing to utilize them.

- c. Channels of communication which assure careful and sympathetic consideration of residents' desires and expectations when planning decisions affecting them and their area are formulated. Stated somewhat differently, there exists a need to insure that neighborhood design is not wholly imposed from without or does not violate deeply-held neighborhood values.

2. Present Effort

- a. Seminole Hills. Tulsa's first Urban Renewal Project, Seminole Hills is a 91-acre program designed to strengthen a residential neighborhood through rehabilitation and new construction. Eighty-nine structures have been brought up to project standards; through clearance, land was acquired for the construction of 100 single family homes in a low-income Demonstration Project. This Demonstration, which utilizes an experimental method of financing home ownership, has been called the "first of its kind in the nation." This entire project is nearly complete (see Appendix N for detailed description).
- b. Pending: A Greenwood Survey and Planning application will be filed with the Department of Housing and Urban Development on about May 1, 1967. The area consists of approximately 310 acres of the very heart of the Model area, bounded generally as follows: on the North by a line which varies from 400' to 700' north of Pine; on the East by the Midland Valley railroad; on the South by the north leg of the Inner Dispersal Loop; and, on the West by an irregular line generally

along North Cincinnati. The Urban Renewal Plan will provide for diagnostic survey of the area, rehabilitation of structures, construction of new public housing, construction of non-profit sponsored low rent housing, land for expansion of a junior high school, land for construction of new elementary school, land for parks and playgrounds, land for development of a neighborhood action center to supplement and complement the pending Comprehensive Neighborhood Health Center sponsored by the City-County Health Department, and naturally, social and relocation assistance to project, residents. The plan will provide for full cooperation and recognition of the Model Cities Plan.

3. Goals

Having stated the needs, the problems and the limited scale of current rebuilding activities throughout the Washington Community, goals seem almost self-evident.

- a. Physical design and improvement. Blight and decay require control and eradication. The area, as indeed, with all segments of this City, should reflect planning, both functional and aesthetic, in keeping with -
 - (1) What is known technologically and
 - (2) What is environmentally pleasing to those who live in and with a particular geographical area.
- b. A second goal, therefore, derives from the first; channels for education and communication will be created, to the end that improvement and design both inform, and are informed, the area's residents.
- c. Several means will be utilized in order to assist area residents with financial and technical assistance in their own personal efforts

to upgrade property and/or homes.

4. Program Approach and Work Program

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5. Numerous program elements seem necessary for achieving the above-stated goals.

a. Physical design. As indicated above, the Community Renewal Program, prepared by the Tulsa Metropolitan Area Planning Commission, provides the basis from which future planning will proceed. Much detailed planning, however, is required if the multiple facets of physical renewal are themselves to be inter-related and are to effectively support and enhance the realization of larger social and economic goals. It is expected, therefore, that a General Neighborhood Renewal Plan Survey and Planning Application embracing the entire Model area will be filed at a very early date following approval of this Proposal. The advantages of this procedure are several:

- (1) Long-range development planning.
- (2) Long-range housing planning.
- (3) Coordinated effort by all public and private redevelopers.
- (4) Long-range economic planning.
- (5) Establishment of project priorities.
- (6) Provision, at the appropriate time and in the necessary quantity, of land for public use, including sites for public housing.

Because its planning and programs are indispensable aspects of nearly any extensive physical renewal plan, the Tulsa Urban Renewal Authority will be the primary agent for acquisition and clearance

of land to be made available, as necessary, for housing (public and private), commercial activity, open space and public facilities. Numerous specifics discussed elsewhere in this Proposal have been tentatively proposed for the area:

- (1) Open space. There is, presently, approximately 60 acres of playgrounds and playfields within the proposed Model area; the Community Renewal Program proposes the addition of approximately 50 more. Questions of location and development have been discussed in Part III, Section H. Open space, however, may take many forms. Actively-used railroad tracks bisect the area, for example, and as structures and streets which are currently located immediately adjacent to, and parallel with, the tracks are removed and closed, landscaped buffer zones which utilize close-growing shrubs and/or trees should be developed. These zones would serve the obvious purposes of removing living units from the immediate vicinity of trains and would enhance the area visually and aesthetically. There is a need for small "vest pocket" parks and for facilities which emphasize extensive, imaginative use of trees, shrubs, floral displays, small lakes and moving water. Nothing even approximating the Tulsa Rose Gardens presently exists in the area. The Park Department of the City recognizes these needs and is prepared to actively participate within the context of this Proposal. Housing and Urban Development's "Open-space Land in Urban Areas" and "Urban Beautification" programs are expected to be of assistance at this point.
- (2) An amphitheater on Standpipe Hill. The exact site for this

facility has not been yet determined. The Community Renewal Program recommends a site presently occupied by the Acme Brick Co. Whether it will be financially feasible to acquire this commercial activity has not yet been determined. The principle remains, however; having removed the substandard housing now present over much of it, the area's natural contour will provide several possible sites for this needed facility.

- (3) Community multi-purpose center. To be built and operated by Community Action Program, this structure will be located adjacent to the proposed public health center.
- (4) Public health center. Both of these facilities will be constructed upon the present site of Moton Hospital after it has been closed and demolished. Closing is scheduled for the summer months. (1967).
- (5) A shopping and entertainment section. Perhaps best described as a miniature "Gaslight Square", this small section, to be located in the immediate vicinity of the outdoor amphitheater and the sports center, will contain a "vest-pocket" park, coffee houses, jazz, and craft shops.
- (6) Municipal "allweather" sports and recreational facility. It will house, primarily, tennis and swimming, neither of which, indoors, presently exist in Tulsa.
- (7) Experimental motor pool. The location of this facility has not yet been determined.

This listing of physical improvements and additions, not at all exhaustive, reflects one of the fundamental working assumptions

guiding the Model area proposal; physical improvement and design are in large measure related to the introduction of superior facilities which bring into the area considerably more of the city's normal flow of people and commerce. These, and others which will almost certainly emerge during the planning process, are vital elements which, in their totality, form the context. Physical improvement and design will be the direct responsibility of the Director of Planning, as outlined in Part V, and will involve close working relationships with the Tulsa Urban Renewal Authority, Tulsa Metropolitan Area Planning Commission, and the Tulsa Housing Authority. Each agency, deeply involved in the preparation of this Proposal, has pledged full cooperation and coordination with the Director-Coordinator for the Model Cities Program and has agreed to assume the specific responsibilities that will involve.

b. The Planning Council. This Council, (its position in the administrative and planning body is explained in Part V) is another vital element in the planning for area improvement. Composed of twenty individuals, it has the following breakdown:

- (1) Eight architects, planners, and social scientists who, by virtue of their professional competence, can offer advice in the general design and plan of the community.
- (2) Twelve citizens-at-large, ten of which must come from within the area itself, and who will reflect, it is hoped, something of the needs, wishes and particularities of the Model area.

This Council, thus composed of men who understand questions of environment and its relationship to matters of design, and residents

of the neighborhood who bring with them their personal commitment to and expectation for the Model area, should serve as an excellent "sounding board" for the Director-Coordinator and his staff. It is also anticipated that this Council, given its neighborhood representation, can serve as vital, explanatory link, trusted by those upon whom some decisions must inevitably be imposed. The imposition of minimum health code standards, minimum building code standards, and minimum zoning requirements is, finally, rather independent of neighborhood wishes. Likewise, "renewal" also means some relocation, hence, dissatisfaction; it is, in that sense, sent down "from above." The Planning Council is one of several vehicles which we believe will have the capacity for understanding and explaining the benefits which derive from adequate zoning and building codes. (Other functions are explained in Part V and in c. below)

Physical location of the Director-Coordinator and his staff in the Model area is another essential element in the work program. Preliminary investigation has indicated that the Greenwood branch library building, to be vacated about June 20, is of sufficient size and has been tentatively agreed upon for this purpose. Situated very near the population center of the area, immediately adjacent to Carver Junior High School, it is also located within one block of the local Community Action Program's community service center and the Urban League's offices for Jobs Unlimited. The school district owns this building and has further evidenced its cooperation in the Model Cities Program by donating its use as a local contribution for a period of one year.

- c. The individual and the understanding of design. In accordance with our insistence that physical improvement and design necessarily belong within a wider social environment, both finally relate to each individual who lives within the area. That is, having created a general context, it still remains the individual owner or renter who in the aggregate, largely determines the general appearance and physical characteristics of a given neighborhood. The premise suggests that given the necessary tools, both physical and conceptual, and an incentive based in part upon the whole general uplift of the area, individuals will, in fact, upgrade the physical appearance of their properties.
- (1) Conceptual tools. The Design team, outlined in Section B (Housing) of this Part, this voluntary team, consisting of a landscape consultant, an architect, a construction contractor and an art consultant, would work through the leadership of neighborhood councils in assisting people by demonstrating techniques and offering ideas and knowledge about home and property maintenance and beautification. The role is that of catalyst, of an innovator, visually illustrating what is possible. It is expected that a small sum, appropriated out of the Model area supplemental grant, would be made available to the Planning Council who in turn will advise and direct the Design team as it demonstrates ideas and techniques to area residents.
- (2) Financial assistance. Also outlined in Section B of this Part are plans for extensive use of "pools of credit", that is, private sources of rehabilitation funds embracing a wider range

of "risks" than has hitherto been the case. Likewise, large numbers of federal rehabilitation grants seem nearly indispensable if renewal is to be successfully accomplished in those instances where private lenders find it impossible to extend credit.

We are reasonably confident that additional means for offering area residents rehabilitation assistance will emerge during detailed planning. Too, numerous projects and activities, "clean up, fix up" week, neighborhood competitions to determine innovative ideas for home improvement, variations on the "garden club" theme, etc., are obvious possibilities which may, in the aggregate, contain merit. Apart from the improvement, a reshaping of the context, which urban renewal is capable of bringing; however, we believe that truly significant upgrading of the physical characteristics of the area remain largely dependent upon other factors; only as job opportunities, health services, cultural programs, and intensified education begin to have measurable impact can we reasonably expect a new sense of what might be.

B. HOUSING SUPPLY & C. HOUSING CHOICE

As has been done elsewhere in this proposal, so, too, here; certain problems and needs, and the program approaches which we believe are required to alleviate them, have appeared so closely related or inseparable that even for analytic purposes, they require simultaneous discussion. We have, therefore, understood Housing Supply and Housing Choice to be aspects of the larger problem of adequate housing generally. Additionally, implications for Physical Improvement and Design are also present; it could hardly be otherwise. At yet another level, each of the foregoing must be understood as facets of a total environment. Adequate housing is undoubtedly crucial, but (as with Physical Improvement) it must, finally, be placed within a social and economic context if, as we would hope, the past shall not be merely a harbinger of a future sameness.

1. Need.

As indicated in Part II, paragraph 2, the supply of standard low-cost housing in the City of Tulsa is extremely limited. Rapid growth, limited financial inducement to build for low income groups, resistance to open occupancy, and elimination through freeway construction and urban renewal have each, in their way, been causative factors. And it obviously follows that if standard housing cannot be obtained at financial levels which realistically reflect ability to pay, the problem of choice is easily stated; there is none. Need is initially, therefore, a question of numbers - large numbers of housing units, most particularly for those least able to afford standard housing; and choice - diversity of offerings, to include multi as well as single-family units, rental as well as personally owned. Need is also a matter

of education. This has usually (and rightly so, we believe) been defined in terms of resident attitudes, and values toward, and knowledge about, the physical facilities he occupies. Blight, decay, and substandard structures are viewed as manifestations of other causative factors; real property is not cared for and/or appreciated because the area's dominant value commitment does not hold such activities in high esteem. Likewise, lack of care or appreciation may reflect a basic lack of knowledge regarding the most simple of maintenance techniques, and blight results in the absence of any corrective. A third explanatory factor involves the simple lack of sufficient financial resource, in the face of which determination and knowledge may count for little. Each of these three educational needs can be identified within the Model area.

Education contains another vital need, however, at quite a different level. Throughout the many discussions preceding the preparation of this Proposal, minimal awareness of housing possibilities which might be undertaken by private developers and/or non-profit sponsors was nearly always in evidence. In Tulsa, at least, private initiative and enterprise has, until very recently, been conspicuously absent in the Model area. To be sure, the problems are considerable. Sufficient acquisition and assemblage of land on the scale required for economic development, with a concomitant commitment from the City for necessary public facilities and for area-use plans which would minimize the dangers of engulfment by adjoining blight, have not previously been forthcoming. Likewise, only very recently has rent supplement given promise of bridging the gap previously existing between public

housing and self-liquidating 221(d)(3). The Model Cities Program affords a significant opportunity to overcome these deficiencies through careful planning for, and stabilization of, presently blighted areas, hence creating those conditions conducive to private development which were previously lacking. That this process will not inevitably produce the expected, desired result seems abundantly evident, however, at least in this community. Educational need, therefore, requires that attention be focused upon the housing possibilities increasingly available to the private sector in the Model area. Tulsa, having newly-created a Housing Authority, stands at an excellent point in time, whereby open and extensive conversation between the public and private sectors might be anticipated, thereby providing a comprehensive, complementary housing program in which each sector strengthens the other. The need seems obvious.

Two further considerations. As we have suggested above, the problems of standard housing may frequently involve a willingness to upgrade and improve while other factors--high risk areas, inability to secure credit, etc.--may effectively foreclose upon this possibility. Tulsa's Model area still contains many structures which warrant rehabilitation; a need exists for financial arrangements which will make this possible.

Secondly, this Proposal has not addressed itself directly to the question of "open occupancy". We believe that the overwhelming majority of citizens who participated in its preparation willingly endorse this principle; three committee reports explicitly do so. Additionally, several groups are presently addressing this problem on a community

wide basis. But we also recognize that "open occupancy" has increasingly become a shibboleth which obscures certain vital aspects of the problem; to insist upon the principle may result in ignoring the grimly oppressing facts amid which Negro poor presently exist. Nearly all the evidence at our disposal indicates more concern by its residents for the neighborhood's plight and the possibilities of its renewal and conservation than for the abstract "right" of geographical choice. This in no way lessens our concern for the very basic principles involved; we only suggest that at this moment in time, and in the light of considerations extremely crucial to the Washington Community, any strong, overt expression does not seem strategically justified. We do not seek to minimize this crucial issue, and Tulsans, as with Americans generally, must increasingly face the implications of past prejudicial action.

2. Present Efforts

These have been, to date, modest. Not surprisingly, private investors and developers, confronted with a multitude of factors relating to financing, building methods, and their own experiences regarding credit and "risk," have made no significant impact. Additionally, the approach most frequently invoked elsewhere - public housing - has not, until January of this year (1967), been an option in and for this City (see Part II, par A and B, 2). Within these limitations, however, one important experiment should be noted.

- a. Seminole Hills. As noted under Physical Improvements and described in detail in Appendix N, this is a 91 acre program designed to strengthen a residential neighborhood through both rehabilitation

and new construction. Construction and sale of the project's 100 new units has been designed to utilize, and gather test data on yet another possible method for offering single-family homes (for eventual purchase) to low-income families; as such, it has been funded by a H. U. D. Demonstration grant under joint sponsorship of the City of Tulsa and the Tulsa Homebuilders Association. Other activity is also present in the area.

- b. F.H.A. 221(d)(3) program - United Methodist Square. Sponsored by the Methodist Church, this is the only 221(d)(3) program to reach construction stage. Six hundred fifty additional units have been committed, or are being reviewed, by the FHA, as of this date.
- c. Private builders and developers. Some activity, meeting requirements for housing in the \$15,000 and over category, as well as apartments renting at \$100 and up, has been undertaken in the Model area; very recent announcements seem to assure that such housing will continue to be available as area residents find it possible to financially qualify.

3. Goals

In the light of stated needs and problems, the goals are several.

- a. Our ultimate goal can hardly be less than a "model community" within which exists, for each individual and/or family, access to a full range of standard housing within areas of their own choosing and within price ranges they can reasonably afford.
- b. More immediate objectives include the following:
 - (1) An increase of housing, especially low-cost.

- (2) Educational programs designed to alleviate apathy and/or insufficient knowledge regarding upkeep problems and methods.
- (3) An informational center, and channels of communication, which will facilitate and coordinate greater cooperation between the public and private sectors at the point of producing supplies of housing sufficient for residents of the Model area.
- (4) Establishment of sources from which loans and grants for purchase and rehabilitation may be forthcoming to those denied access to, or unaware of, normal channels of financial assistance.
- (5) Informational and service programs which can provide financial and maintenance guidance to area residents.

4. Program Approach and Work Program

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5. Not unexpectedly, numerous approaches and programs seem required to achieve the goals set forth above. The question of numbers must have multiple components, each of which is premised upon total anticipated demand for each possible type of dwelling. Tulsa's Housing Authority is currently conducting community-wide studies designed to provide necessary information. Nor will such units be limited to the Model area; several widely-separated sites have been discussed. Within the area, however, designation as a General Neighborhood Renewal Plan will permit detailed analysis in which both the Urban Renewal Authority and the Housing Authority, in close

collaboration, will determine specific need. Determination of where will result from extended cooperation and coordination with the Model area planning staff (see Part V, A) thus assuring that local residents will be heard at the point of community design and layout. We anticipate that urban renewal will provide, through land acquisition and clearance, sufficient quantities of public and private building sites. It seems neither wise nor necessary for Tulsa's Housing Authority to assume the full burden at this point. Private enterprise can operate, to both its own advantage and the community's, throughout the housing spectrum immediately above the lowest levels. The following programs are therefore contemplated.

- a. The Director for Economic Planning (within the Model area planning staff) will serve as an information center for developers and/or investors. He will assume as a prime responsibility the education of such developers and investors, explaining to and working with groups, both non-profit and limited dividend, who might logically undertake 221(d)(3) housing projects, with or without rent supplement. He will, additionally, in collaboration with the Director of Physical Planning, assist other groups in both determining the desirable ratio and quantity of public-private, and in providing the necessary channels of communication between the two sectors.
- b. Because the "total" approach envisioned within the Model Cities concept treats neighborhoods in some sort of "wholeness," the resulting land use plans, promise of stricter zoning, social and economic upgrading, etc. has already begun to thaw (however slightly) traditional reluctance to grant loans on any basis other

than "extremely high risk." Evidence suggests that local savings and loan institutions, utilizing the "Certificates of Beneficial Interest" program, can be prevailed upon to offer, from pooled funds, loans to individuals who normally cannot qualify, such loans to be utilized for rehabilitation and remodeling, conservation, and debt-consolidation. Several possibilities for administering such funds are currently being discussed. Reminders by the federal government, to savings and loans regarding the rationale for this "Certificates" program, could be expected to encourage its establishment.

- c. One vital element of the Physical Improvement program involves the individual where he lives; to wit, the home. Hence, the plan for personal assistance to the home owner or renter (the Design team discussed in Part III, A, 4 & 5) is another important tool in the larger effort toward sound, attractive homes.
- d. We expect to utilize extensively (not surprisingly) the rehabilitation grant program.
- e. Social and financial counseling is a major element in C. A. P.'s pending consumer education program.

D. PUBLIC FACILITIES

1. Need and Present Efforts

As is the case in every city, public facilities in the Model neighborhood vary considerably from those found in more affluent sectors.

Too often, services and facilities offered seem not only hopeless but thankless as well. Repair and maintenance costs are inevitably higher, discouraging improvements from even the most well-intentioned public servant. Slum areas by virtue of their interlocking, spiraling problems are apt to absorb a disproportionate share of public money and at the same time, do little to ameliorate conditions. The evidence seems clear that only a many-pronged and large attack can do more than temporarily ease a situation.

Throughout sections E, F, H and I the need for new facilities is made clear. The Model neighborhood has few areas of orderly development at present and piecemeal facilities, however good, will do little to improve the total effect. The intent is for a unified plan that will function as proof of Tulsa's concern, as a motivator and as an actual purveyor of the many needed services. The following will all be clarified in the appropriate sections (E, F, H and I) that follow this section.

- a. Vocational and adult training schools within the area seem to be the facility most desired by the Model neighborhood residents.
- b. A health center to give decentralized health services including out-patient care, preventive care, health education, home nursing, etc. has been proposed in the North Tulsa Comprehensive Health Center project.

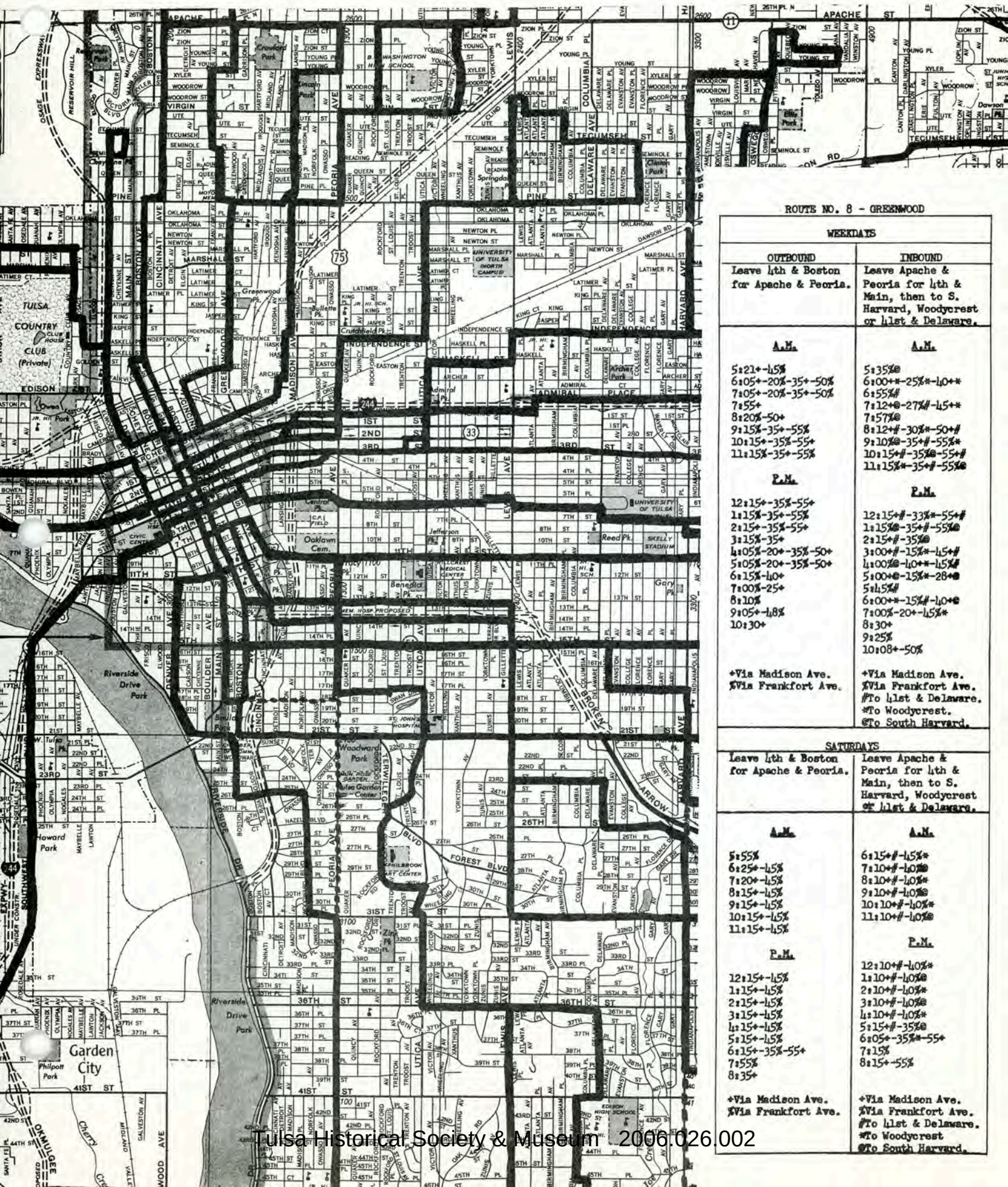
- c. Few agencies have any decentralized service offices in the area.

A Neighborhood Action Center has been proposed by the Tulsa Task Force, O. E. O. and is pending funding. The public assistance workers make home visits, but in case of a client desiring an office visit, two bus trips each way would be necessary. Many agencies are totally inaccessible to public transportation. Two agencies, Family and Children's Service and the Urban League, rent space within the area.

- d. The Tulsa City Lines, a franchised private bus company, foresees continuing consolidation of lines and spiraling costs. The last bus from the center of the City to the Model neighborhood leaves at 10:30 P.M.; in many sections the last bus going to the Model neighborhood leaves at 7:00 P.M. with service not resuming until 7:00 A.M. There is very limited cross-town service and the intervals between buses are apt to be very long. (see attached schedules and route map). Further consolidation of lines is being planned at present.

- e. Although Tulsans average 1.41 autos per household, this figure is based primarily on the large proportion of one-car (48%) and two-car (35%) families. In the Model neighborhood the average falls to .87% just slightly more than half of the City average. 39.1% of the Model neighborhood households had no car at all. (Statistics from the Tulsa Metropolitan Area Planning Commission Transportation Study, pp. 195-198). This leaves them totally dependent on public transportation, e.g. the bus. The Oklahoma State Employment Service reports that transportation to and from jobs is a major factor in

Heavy Lines Indicate Bus Routes



ROUTE NO. 8 - GREENWOOD

WEEKDAYS

OUTBOUND
Leave 4th & Boston
for Apache & Peoria.

INBOUND
Leave Apache &
Peoria for 4th &
Main, then to S.
Harvard, Woodycrest
or 11st & Delaware.

A.M.

5:21+-45%
6:05+-20%-35+-50%
7:05+-20%-35+-50%
7:55+
8:20+-50+
9:15+-35+-55%
10:15+-35+-55+
11:15+-35+-55%

P.M.

12:15+-35+-55+
1:15+-35+-55%
2:15+-35+-55+
3:15+-35+
4:05+-20+-35+-50+
5:05+-20+-35+-50+
6:15+-40+
7:00+-25+
8:10%
9:05+-48%
10:30+

+Via Madison Ave.
+Via Frankfort Ave.

A.M.

5:35%
6:00+-25%+-40+*
6:55%
7:12+-27%+-45+*
7:57%
8:12+-30%+-50+*
9:10%+-35+*+-55%*
10:15+*-35%+-55+*
11:15%+-35+*+-55%

P.M.

12:15+*-33%+-55+*
1:15%+-35+*+-55%
2:15+*-35%
3:00+*-15%+-45+*
4:00%+-40+*+-45%
5:00%+-15%+-28+*
5:15%
6:00+-15%+-40+*
7:00+-20+-45%*
8:30+
9:25%
10:08+-50%

+Via Madison Ave.
+Via Frankfort Ave.
*To 11st & Delaware.
*To Woodycrest.
@To South Harvard.

SATURDAYS

OUTBOUND
Leave 4th & Boston
for Apache & Peoria.

INBOUND
Leave Apache &
Peoria for 4th &
Main, then to S.
Harvard, Woodycrest
or 11st & Delaware.

A.M.

5:55%
6:25+-45%
7:20+-45%
8:15+-45%
9:15+-45%
10:15+-45%
11:15+-45%

P.M.

12:15+-45%
1:15+-45%
2:15+-45%
3:15+-45%
4:15+-35%
5:15+-45%
6:15+-35+-55+
7:55%
8:35+

+Via Madison Ave.
+Via Frankfort Ave.

A.M.

6:15+*-45%*
7:10+*-40%
8:10+*-40%*
9:10+*-40%
10:10+*-40%*
11:10+*-40%*

P.M.

12:10+*-40%*
1:10+*-40%
2:10+*-40%*
3:10+*-40%
4:10+*-40%*
5:15+-35%
6:05+-35%+-55+
7:15%
8:15+-55%

+Via Madison Ave.
+Via Frankfort Ave.
*To 11st & Delaware.
*To Woodycrest.
@To South Harvard.

unemployment.

- f. Parks are not less adequate than in other sectors of the City but the prevailing blight and overcrowded conditions make them more necessary and important than in other areas.
- g. The libraries are not well located at present but this condition is expected to be corrected in the foreseeable future by increased bookmobile service and two substitute locations.
- h. Cultural facilities are mainly in the center city or in the southeast and not accessible by public transportation especially after the bus service ceases at night.
- i. Streets, street lighting, sewers and water mains all have required extra expenditures of public money but are still not up to the standards found elsewhere in the community. The City is making an effort, but the neighborhood was neglected for so many years and the problems so intensified that only a gross inequality of funds could rectify the situation.

2. Present Efforts

These have been indicated in the above section.

3. Goals

- a. To place superior facilities within the area which will serve not only the Model neighborhood but the entire City. These facilities should be designed to serve as an integrative rather than a divisive factor, making the Model neighborhood both a functional and conceptual part of the total community.
- b. To afford Model area residents the full use of the City (especially in employment, public services, recreation and culture) by stimula-

ting and supplying flexible, convenient and efficient transportation.

- c. To supply the necessary decentralized facilities in the fields of education, health, social services, libraries and recreation.
- d. To improve streets, street lighting, sewers and water mains through the Tulsa Urban Renewal Authority and the General Neighborhood Renewal Program.
- e. To provide public facilities that will be a source of pride and motivation to the residents. The function of the facilities will be immeasurably increased by their capacity to serve as symbols of hope, of unity and of neighborhood achievement as well.

4. Program Approach

- a. Superior facilities to be placed within the area are outlined in sections E, F, H and I below.
- b. A common motor pool to provide transportation to public facilities, places of business and other points not accessible through public transportation.
- c. Use of the General Neighborhood Renewal Program through Tulsa Urban Renewal Authority for total planning and orderly development of public facilities in the area.

5. Work Program

- a. The new public facilities related to health, education, recreation, culture and social services are outlined in the appropriate sections following. They include a health center, a non-profit private experimental school (both academic and vocational branches) an all-weather lifetime sports facility, an amphitheater and a Neighborhood

Action Center for social services.

- b. The common motor pool seems the best solution to the problem of transportation. It would be established on a demonstration basis initially. The American Red Cross, with its experience in motor corps and its need for vehicles in a disaster, would be the logical agency but the extensive planning necessary would be under the director of economic planning.

It is contemplated that all the public facilities listed above and certain outlying facilities could be regularly served by three or four mini-buses or Volkswagons. Other groups wishing to contract for transportation service might include employers, employees, day-care centers, church and civic organizations. In addition, there might be regular trips scheduled for visits to places of interest outside the Model neighborhood such as art museums, parks, libraries, cultural events, the zoo or athletic events. These also could function for the use of the small block councils when transportation is desired.

The supplemental grant of Model Cities would be used for necessary capital; the pool would employ indigenous workers as drivers, mechanics and technicians, all to be trained through the New Careers proposal. The costs of this are problematical and the entire venture might need underwriting. On the other hand, if profitable, it might be a demonstration model for private enterprise to adopt when the demonstration period was over. Costs could be shared between the facility served and the rider or could vary according to the facility. Books of tickets given to the indigent and purchased by the more

affluent or by the facility served could make this workable in differing circumstances.

- c. Upon approval of this Proposal, the Tulsa Urban Renewal Authority has agreed to request a planning grant and to move immediately into the development of a General Neighborhood Renewal Program for the Model neighborhood. This would solve street and water problems admirably as well as further the orderly development of the total area.

E. HEALTH SERVICES

1. Need

Health needs are clearly and succinctly stated in a variety of reports but are most vividly portrayed on the maps enclosed (see Appendix O,1) of North Tulsa Comprehensive Health Center plan. As is stated, "While the health indices for Tulsa as a whole compare favorably with those of Oklahoma and the nation, the North Tulsa area, taken separately, shows a considerably different picture. The infant mortality rate for the project area was 46.3 deaths per 1,000 live births. For the remainder of Tulsa it was 18.8; eight tracts - all in the high socio-economic area had rates below 10. Health department statistics credit the project area with 61 percent of the tuberculosis and 86 percent of the syphilis reported in Tulsa. The Child Health Study examined the prenatal care problem in detail. It noted that essentially all maternal deaths and the majority of preventive prenatal complications are occurring in the ... indigent population."

Page 1 of the Report of the Health System, March 11, 1966 of War on Poverty Project, Part III states, "the health programs, on the whole, are geared for the general community with little attention to specialized approaches needed in obtaining results in lower-income areas... areas in which health problems are greater."

The mental health needs are equally demanding. These have been pointed out again in the Tulsa Task Force O. E. O. Report, Parts I, II, and III.

This health study incorporates all previous health studies and is current in its data.

2. Present Effort

The City-County Health Department provides services from its central office, visiting nurses and limited well-baby and immunization clinics at the old Variety Health Center. Planned Parenthood offers its services at Variety Health Center as well. Environmental health services are offered by the City-County Health Department. The Tulsa Public School System has its own school nurse program which includes the Model area. Use of psychiatric services is minimal throughout the neighborhood unless institutionalization is required.

3. Goals

The following goals would be important for a Model neighborhood:

- a. To offer health services distinguished by their availability to, and suitability for, the Model area population.
- b. To instill a knowledge and desire for good health practices by letting people know what they can and ought to have in terms of positive health. Too often people accept a poor health standard for lack of knowledge as to what good health actually is. Chronic tiredness, backaches, and headaches are not mentioned as, in the absence of contrary knowledge, they are deemed normal and inevitable.
- c. To provide an aggressive, outreaching program of prevention and care based on the motivation and cultural patterns of the neighborhood and available in their own locale.
- d. To utilize new techniques of reaching people and the new computerized diagnostic case finding (see I, 4, a,) to enable the technically trained medical personnel to be far more effective in achieving the goal of good health, mental and physical, for all.

4. Program Approach

- a. The North Tulsa Comprehensive Community Health Center now pending through the Tulsa Task Force, O. E. O., is the essential facility and service in achieving the goals above.
- b. Inevitably, good health practices must be started with the very young and must be looked upon as a positive and possible good. Using the family as a basic unit in initiating good health practices appears to be the most fruitful approach, but constant reinforcement and encouragement are necessary before good health practices become family habits.
- c. A network of mental health groups and child development training groups allowing the people to voice their concerns, find reinforcement in their unity and challenge in new ways of thinking.

5. Work Program

- a. Planning for health would be assigned to the Director of Social Planning. An essential part of planning would be coordination with other agencies in the area, particularly the Neighborhood Action Center and its casework and counseling agencies.
- b. It is envisioned that the projected health center will be immediately adjacent to the Neighborhood Action Center. Certain services could be utilized jointly with mutual advantages:
 - (1) A center for child care. This would be used while other members of the family are being treated or interviewed.
 - (2) Homemaker services. These are needed by both health and family agencies to prevent unnecessary family breakup in times of crisis, either physical or emotional.

- (3) Case finding. Frequently those with medical needs have counseling or welfare needs as well; they should be approached on a coordinated basis.
- c. To demonstrate a total family approach to health problems, nurses in the non-profit private school would be supplied from the Comprehensive Community Health Facility. The full panoply of services from the Comprehensive Health Unit could then be applied where needed, and other agencies integrated into the individual family program as needed.
- d. The Neighborhood Councils mentioned under Recreation and Cultural Services should be the nucleus for child development discussion groups and group therapy groups as well as a motivating factor for the use of individual counseling where necessary. It is believed that mental health will improve as a result of the total community betterment but that discussion groups, child development training, and individual counseling must be supplied as well.

F. EDUCATION SERVICES

1. Need

Throughout the country the educational institution has achieved at best, only partial success. The Tulsa Public Schools have tried in the traditional patterns to educate the children of Tulsa and have cooperated with the Federal government in a variety of programs which they have fit into the institutionalized framework. However as elsewhere, some children, especially those from deprived areas, tend to become alienated when they fail to find the material or techniques relevant to their own lives and concerns. (The O. E. O. Task Force evaluation of community services with respect to impact on problems of poverty rates the adult education presently offered as having little or no impact. School social services were rated as having minor impact, vocational training for out of school youth and adults similarly were rated as having little or no impact.)

The need for both additional and alternative educational plans seems apparent, especially for the following groups:

- a. Adults who are unemployed or underemployed.
- b. Adults desirous of learning new skills and new knowledge simply to better their own living.
- c. Teenagers not finding satisfaction or direction in the available school system.
- d. Drop-outs who have already failed in the present system.
- e. Bright children who find the pace and depth of the school program unstimulating and undemanding.
- f. The culturally deprived child who finds both the school content and

the teacher predicated on values foreign to him and not understandable within the context of his own life.

All of these point to the need for viable educational options; for the kind of diversity in elementary and high schools that we demand in colleges and universities. As was stated in the April 15, 1967 Saturday Review, "equality means more than simply providing quantitatively equal resources."

Perhaps the most cogent brief statement of need was expressed in the O. E. O. Task Force supplementary study of 13 neighborhood councils' needs. "13 out of 13 desired vocational training, 7 desired to complete high school education (this directly related to an overwhelming desire to become employable)." The Model area neighborhood council specifically requested basic adult education. (Ref. Part C II North Tulsa Comprehensive Health Center Proposal).

2. Present Efforts

The Tulsa Public Schools took over the separate schools constructed under the segregated education laws. These schools, constructed under the separate funds, were not the physical equal of other Tulsa schools. In an attempt to rectify this, the high school, constructed under separate school funds in 1950, has had two additions (1958 and 1966) which have, in some respects, made the high school more comparable with other Tulsa high schools. Modern elementary schools have been built in those parts of the area that have become populated since the desegregation of the Tulsa Public Schools in 1954. The Public School System offers the same program in the Model area as elsewhere. There is no enrichment, deprivation or alteration of the basic system in the

elementary schools or Junior Highs, no special training or in-service training for teachers. The Senior High, Booker T. Washington, offers auto mechanics, cosmetology, drafting, upholstering, tailoring, cooperative office education, cabinet making and cooperative training for diversified occupations in addition to most academic subjects. The entire first floor of the 1966 addition is devoted to business education facilities and includes electric typewriters and transcribers. There is a drafting room with the latest equipment. The principal says that there is no plan to expand the vocational offerings as students who meet the requirements (in terms of testing and previous grades) may be bussed to the Vocational Center ten miles across town. The Vocational Center is new and highly selective, both in the students it admits and in the courses offered. There do not seem to be any evening vocational offerings in the Model area, and bus transportation is extremely limited, requiring much time for waiting and transferring.

3. Goals

- a. To offer children, teenagers, and adults broader choice of schools so they may find the methods and curriculum most suitable for them. All children do not learn in the same way; in even the better school systems, many drop out and others remain in the school physically, passed from grade to grade but not learning. The postmaster of Tulsa recently complained about mentally normal high school graduates who could not read addresses or basic instructions. Unions have complained of those unable to do simple arithmetic. It is hoped that new alternatives in a different kind of environment will enable the student to learn more effectively.

As the U. S. Chamber of Commerce Task Force on Economic Growth and Opportunity stated:

"Competition with existing public school systems offers a promising means of improving both public and private education. If all parents, at every income level, could choose between sending their children to public schools and sending their children to approved private schools at public expense, both public and private education would improve as schools attempted to attract and hold pupils. Businessmen should press for the fullest possible consideration of proposals designed to enhance competition in education. Local, state and federal governments should consider legislation which would enable communities to adopt programs establishing a public-private option for all children."

- b. To free the individual from a narrow environment and expand his life chances by making his education meaningful to him and directly relevant to his life style.
- c. To foster innovative and experimental techniques in determining and satisfying the educational needs of the child and adult who generally have little hope of achieving middle class goals in an area with a high percentage of financial deprivation.
- d. To involve diverse elements of the city, particularly those from the Model area population, in the problems of education and in attempting to formulate solutions to these problems.
- e. To encourage greater diversity of students within a school, a vital ingredient, according to James S. Coleman, in Equality of Educational Opportunity.

4. Program Approach

The establishment of a non-profit school to be run on a demonstration basis under separate authority from the Tulsa Public Schools; it would be hoped that techniques found to be effective would later be used on

a broader and more institutionalized scale in the Tulsa Public School System. This school should afford:

- a. Increased opportunity to find status and recognition through education for those who do not fit into the category of the "average pupil."
 - (1) Bright children from 5 to 11.
 - (2) The alienated student whose values conflict with those implicit in the usual school. The "teacher-proof" child who may have dropped out or who is not responding to public school.
 - (3) The adult and young adult who wish to return to school for vocational or other reasons.
- b. A pupil-centered environment with an emphasis on respect for the individual student and an expectation of his success, both academically and in his personal behavior. Results of this attitude have been demonstrated in the Banneker School District in St. Louis.
- c. Use of teachers, certified or non-certified, chosen for their interest, creativity and ability in effectively teaching the hard-to-teach.
- d. Use of experimental curricula, teaching materials and blocks of time.
- e. Extensive supportive services on an individual basis.

5. Work Program

The Work Program depends basically upon two schools, to be developed by

the Director of Planning. Each would employ the same philosophy of expecting each student to achieve his highest potential and of adjusting the school to the student's needs, both would be governed by the same independent operating group. One school would be for adults, young adults, and those who have been currently attending public high school (9th - 12th grades) but who would like to try another kind of school. The opportunity school for adults and young adults would offer:

- a. Expanded and experimental adult basic education under the Adult Education Act of 1966. This would involve (1) the use of many non-certified teachers, some on a volunteer basis, (2) the use of teaching machines (these may be donated by companies). (3) new teaching environments emphasizing informal classrooms and adult-oriented rooms, many without desks. (4) teaching materials interesting to adults, including T.V., papers written by students, contemporary art forms such as jazz, etc. (5) teachers from all walks of life including some indigenous to the area, to be employed on the basis of their ability to involve and interest adults. They would be encouraged to try new ideas and to share and evaluate these at regular staff meetings. (6) new course material based on contemporary problems, interests or arts to be used for initial involvement. (42 USC 2601, 2610a, 2611-2622; Adult Education Act of 1966).
- b. Laboratory equipment acquired under Title III NDEA. English usage as well as foreign languages might well be greatly improved

by the use of language laboratories. Science laboratories are especially important for the teenager and adult who feels more comfortable manipulating things than ideas. (20 USC 441-445, Title III NDEA).

- c. Occupational and skills training for those unemployed or under-employed in an environment different from the usual school which they left or in which they met failure. Types of classes would be determined by a survey of employment needs and desires of the population; classes would be offered at convenient times, possibly 4:00 P.M. to 10:00 P.M., at convenient places (several places are available) and would be oriented to the needs and capacities of the students. (42 USC 2601, 2610a, 2611-2620) (20 USC 35-351). Again teachers would be selected on the basis of their understanding, commitment and ability to relate to the student rather than for their academic backgrounds and would be encouraged to try any new approaches. Some of this has been started in the Urban Academy and it could be expanded.
- d. Cooperation with the Neighborhood Action Center in use of psychologists, casework and counseling services etc.
- e. Cooperation with North Tulsa Comprehensive Health Center.

The following apply especially to the school for academic excellence.

- f. Intensive and innovative attempts to identify above-average children in the project area. Because of cultural deprivation, these children frequently fail to succeed in school and never realize their potential, becoming apathetic or delinquent.

- g. Provision for a non-profit private school to reach the very bright child in grades K through 6 and to stimulate him and offer him success in many areas. It is thought that these children frequently become troublemakers in the ordinary Model area classroom or withdrawn from a situation unchallenging to them and cease to learn with the class. Since Tulsa has no school for these high-potential youngsters, this facility should be available and attractive to the entire city and should help fulfill the need for environmental stimulus suggested in the Coleman report.

At the end of the 6th grade, these students would be well equipped to enter any junior high school and would be of an age and self-sufficiency where they could choose the one in the city most suitable for him.

- h. For both schools transportation would be supplied by the motor pool, where necessary.
- i. Community involvement through parent-teacher conferences and through genuine channels and cooperation between the school and the community.
- j. All ancillary services - clerks, cafeteria, janitor, teacher aides - to be staffed by people from the area.
- k. Cooperation with the Neighborhood Action Center in use of psychologists, casework and counseling services etc.
- l. Cooperation with North Tulsa Comprehensive Health Center.

- m. Classroom schedules adjustable - to fit working hours, or the hours of a mother with small children. Length of classes would vary according to the quantity and demands of the particular subject.
- n. Apprenticeship plans in cooperation with industry.
- o. In-service training thru weekly staff conferences. Use of outside speakers, films etc. but heavy emphasis on pragmatic analysis of what works, and what doesn't and why.
- p. Curriculum to utilize current TV programs, movies, jazz, magazines etc. and to focus around and use as an entry point, the student's deep concerns.
- q. Grades will be used only when they will further the student's motivation and learning.

G. CRIME REDUCTION ACTIVITIES

1. Need

Both adult and juvenile courts struggle under the handicaps of limited funds, or unlimited case load and a staff that has not had full professional training. The statistical chart on Part 2, Problem Analysis, speaks for itself.

The pressing need for a detention center has focused all attention so that the number, services and training of the caseworkers has not received sufficient notice. The use of non-public agencies to prevent delinquency has not yet been employed extensively.

But overriding all these is a general atmosphere within the Model area that accepts crime as a mode of life, that does not perceive crime as an offense against a society of which they are a part. The need is clear; to make the Model area be and feel a part of the total city.

2. Present Efforts

In the juvenile field, present efforts have been devoted to adjusting to a new procedure, new judge, and, therefore, a new staff; keeping up with the increased delinquency that results from growing urbanization and a growing population, and to obtaining a detention center apart from the adult detention facilities. For adults, the standard treatment of arrest and detention with limited probation is available. There are six probation counselors, two probation supervisors, one court psychologist, one court director, and two intake counselors.

3. Goals

- a. To recognize that crime reduction has many levels beyond apprehension of the pre-delinquent, delinquent or criminal; that such factors as price in neighborhood, solid family relationships,

satisfactory schooling and many career alternatives to crime can be the most effective deterrents of all.

- b. To achieve an understanding and activation of the supportive and constructive role of the police department in the Model area. This should include a change of image and an actual new concept of the role of the officer on the part of both the Model area and the police.
- c. To create an awareness that the child's delinquency can, in most cases, be predicted before he is actually brought before a judge, and that the child behaving in such a fashion is trying to find a way of coping with society as he sees it, however distorted that may be.

4. Program Approach

- a. To offer as many collateral services as possible so that crime becomes a less acceptable method of rising above the living standard prevailing in the area. This would involve extensive agency cooperation in offering a variety of services and a greatly increased sense of self-determination on the part of the individual.
- b. To achieve environmental changes conducive to neighborhood pride and esprit de corps. Crime is a way of breaking out of the ghetto at the same time confirming the expectation that the ghetto breeds crime. Giving avenues out and changing the expectation thus performs a dual function in reducing crime. The environmental changes, mentioned throughout the report, will include new public facilities, improved housing, and most importantly, the feeling that the city cares and shows its care in a positive fashion.
- c. To emphasize work with predelinquent and delinquent groups, offering

them more opportunities for success and satisfaction through socially approved channels. Group work agencies, street workers, family counseling and vocational preparation are vital in offering viable alternative opportunities.

- d. More intensive training of all personnel working with adult and juvenile offenders within the Model area. With an understanding of their perceptions and of their life style, better techniques of arrest, detention, and counseling become possible.
- e. Use of carefully trained members of the Model area population in a variety of positions which align them with the police and create understanding of the police. This also allows the police to offer more protection within the area.
- f. Increased emphasis on the prevention of crime and on the rehabilitation of those previously convicted, through training programs, readily-available counselors, understanding policemen.

5. Work Program

- a. The entire crime reduction component is to be planned by the Director of Social Planning in cooperation with the other three directors and utilizing the research resources.
- b. The total Model Neighborhood plan is designed to change the neighborhood and its image, to alter the effect of the neighborhood on the individual. Many authorities feel that the slum-dwelling delinquent is far healthier and more vital than the one who becomes apathetic; often these are the only two apparent choices. By the change in ambience of the neighborhood, new choices of careers, of education, of housing and of life style should become apparent.

- c. Group work agencies have indicated a willingness to work with delinquents and pre-delinquents more extensively if they are asked to.
- d. Volunteer aides both from the Model area and from the community as a whole would be trained and supervised to act as friends, helpers and tutors to those young people desiring or needing it. A program providing adult models to the youthful offender would be established as an adjunct to an existing agency.
- e. Youth work aides, trained by New Careers (see Section III ,J), and working under an agency in the Neighborhood Action Center could work well with pre-delinquent groups, using the non-profit private school facilities since present public school facilities are available only for a fee.
- f. An inter-agency "crisis unit" could be ready with total resources to move into a situation involving potential or actual crime or delinquency. This could include physical care, environmental change, vocational testing and guidance, family counseling, home-maker service, debt adjustment or anything else deemed necessary.
- g. In addition to the group and counseling activities previously mentioned, police cadets could be used for recreational work with teenage boys if time were made available. This would help teenagers understand the true nature of police work and respect it rather than fear it. To some small extent police have worked with juveniles on the rifle range but they are willing to expand this program.
- h. School counselors could be encouraged to use casework agencies and to refer much earlier. Teachers too are hesitant to refer

when punitive action or juvenile court action seems the only resource. Greater use of localized casework services within the Neighborhood Action Center would seem to be less traumatic and less official, thus perhaps more attractive to the hesitant referrer.

- i. In-service training for personnel dealing with both crime and delinquency could be made available on a contract basis through the extension divisions of the state universities. This could include credit and short-term courses, seminars and group guidance sessions.
- j. A Police Community Relations Project requested by the Community Relations Commission is now pending funding through the Office of Law Enforcement, Department of Justice.
- k. Neighborhood boys could be shown a vocational path as well as align themselves with law and order if they could be employed as police aides. They could be given appropriate duties such as safety patrols of parks, libraries, etc. and would need to be well supervised and trained by the police department. A regular progression from aide to cadet to policeman would offer the police department a good source of recruits as well as offer employment to members of the Model area population. A reward system of recognition as well as pay would assist in keeping the boys interested and involved.
- l. Area schools and the non-profit private school would be encouraged to have a non-punitive, non-directive counselor available when a child needed to let off steam. This could be worked out with the Family and Children's Service. At the model school, indigenous

psychiatric aides would be available 18 hours a day and would work with the youth work and volunteer aides.

- m. Those confined in state institutions, both youths and adults, should be given far more extensive rehabilitative service. For those under 18, this can be arranged by working with the local Child Welfare Unit; if the state institutions themselves could not be altered, at least intensive work with the newly released prisoner could offer vocational placement, supervision and guidance. This is the time when the difficulties of readjustment make rehabilitation almost insurmountable. Neighborhood Aides would be invaluable here in helping the newly released person identify positively with society in finding a job and in handling the many environmental adjustments that arise.

H. RECREATION AND CULTURAL

1. Need

Tulsa is an unusually beautiful city with much open space and verdant vegetation. Looking at most of Tulsa, no one would guess the bleak crowding that exists in the proposed Model neighborhood or the necessity for small neighborhood parks. As a sophisticated city affording much recreational and cultural activity, few imagine the plight of those without the funds, transportation, or attitudes to avail themselves of the many activities that the majority participate in. Lack of personnel within the parks makes them virtually unusable. Group work agencies find it difficult to recruit indigenous leadership and consequently offer programs to only a small percentage of the youth. The schools close immediately after school so that after-school programs are virtually non-existent without the child having to get to another location.

Adult recreation of a non-commercial type is almost totally lacking. For every age group, recreational and cultural facilities and personnel need to be greatly augmented. For every age group, motivation toward recreation and culture must be greatly stimulated and pride in the parks and facilities available must be encouraged. The repair and maintenance costs of parks within the area frequently use up money that would otherwise be spent on improvements and new equipment.

All this is reported in A Guide For Community Action (1964) and its subsequent updating, both published by the Tulsa Council of Social Agencies; and War on Poverty Project, Part III Community Action Program Page 3, Part I.

2. Present

Apart from private groups and the city-wide cultural offerings, which are perceived as both financially and psychologically unavailable to the Model area, there is no participation in cultural events. Youth recreation is centered around the newly-remodeled Carver Youth Center run by the YMCA and YWCA; the Camp Fire Girls and Boy Scouts each have a special professional worker assigned to the area, the Red Shield Club of Salvation Army has a building-centered program. Only a small percent of the area children are involved in all the character building activities. (ref. p. 117, Community Service Action Guide for Community Action)

The library has two branches within the area and is concerned about their diminishing use.

There is approximately 60 acres of park land.

3. Goals

To involve children and adults in a variety of recreational and cultural activities meaningful to them and fruitful in terms of their total life and growth; to maximize choices of life styles, vocationally and psychologically, through an expanding understanding of the potentials of life and of their own relationship to the life process and to other people, especially their families.

4. Program Approach

The work program is incorporated in this section as the relationship appears indissoluble.

The recommendations that follow expand those of the Tulsa Council of Social Agencies and the recreational subcommittee report of

Committee "D" of the Model Cities.

Community activity toward a comprehensive recreational and cultural plan for children and adults in the Model area is the basic essential and would be planned for by the Director of Social Planning.

- a. An overall coordinator of recreational services to operate out of the Neighborhood Action Center is the paramount need. This person would work with all existing and inchoate groups and agencies to expand adult and youth offerings on a coordinated basis; would develop a cooperative school-park-agency after-school program; would establish small neighborhood (10 block) councils each of which would be directly served by one trained neighborhood aide.
- b. Strengthening of the neighborhood councils already in existence under the park department. The coordinator would cooperate with all agencies in utilization of staff, equipment, and facilities. Some ground work of cooperation has been laid for this. Block councils would elect delegates to the existing neighborhood council.
- c. Ongoing, aggressive neighborhood recruitment, training and supervision for both volunteers and subprofessional recreation aides by New Careers; the recreation aide would be closely coordinated with the agencies and parks and geared to their employment and volunteer needs. As neighborhood aides become adept and secure, they could fulfill needs all over the city, in both public agencies and private businesses. Thus, a constant influx of new indigenous aides into the work force would be implemented.
- d. A cooperative after-school recreational plan for school age children to be organized by the park department with the coordinator and

to be on school grounds as they are made available. This should give constructive care to children of working mothers as well as providing an enriching experience to all children of the area.

- e. A broad offering of after-school and early-evening recreational and cultural activities for all age groups. This would necessitate the cooperation and expansion of YMCA, YWCA, Boy Scouts, Girl Scouts, Camp Fire Girls and Red Shield, and should come to include 4-H and Home Demonstration clubs which do not function in the area at present.
- f. The creation of a network of small neighborhood "lot" or "vest-pocket" parks with minimum equipment. Equipment should include a few benches where mothers can sit and socialize, a sand box, some climbing and "adventure" equipment. These can be used as neighborhood meeting grounds and staffed by neighborhood aides only as needed. Such small parks are important not only for the recreational facilities but also in building a sense of community and pride in the neighborhood.
- g. An adult leadership development program through the neighborhood councils designed to:
 - (1) Provide volunteer leaders for juvenile and adult groups.
 - (2) Expand the group activities of the Model area population in the total life of the city.
 - (3) Greatly increase use of available facilities.
- h. Parks are not used at present, because they are not considered safe. No "good" parent allows his children to go to the parks. Assignment of carefully selected neighborhood aides to the parks should alleviate this problem easily and enable the parks to be used

the way they were intended. The police aide program mentioned in Part III G 5 K.

- i. Intensive group work with primary age children of severely deprived backgrounds. This has been attempted by the YMCA on a very small scale and has proven markedly successful in affecting the lives of the 20 girls involved. An extension of this is considered most important both by the agency and by the area residents themselves. The impact of this is evidenced not only by the behavior patterns of the girls themselves but by the increased community activity by the mothers, the majority of whom had been on Aid Families of Dependent Children.
- j. The location of unique recreational facilities for the City within the Model area. There is a large unattractive hill which has been an eyesore and impediment for many years. Upon consultation with local groups and with the Tulsa Urban Renewal Authority it has been determined that this is ideal for recreational purposes for the entire City, being located immediately adjacent to the dispersal loop and separated from housing by industrial use. This is very inexpensive land, yet lends itself well to the uses proposed:
 - (1) An all-weather tennis and swimming facility. This has been requested by several groups and has been proposed for bond issues but never in this location. There is no such facility in the City at present. Members of the park board that were approached felt this location would be ideal if the neighborhood were improved.
 - (2) An outdoor amphitheater for musical and dramatic events. This would be cut into the side of the hill and could be used from

April through September in this climate.

- (3) The creation of a small commercial recreation area. As referred to in Section Q, this would contain coffee houses, craft shops, and entertainment facilities to be established by private initiative. It would be patronized, presumably, by those using the all-weather sports center and amphitheater and would be less than five minutes away from the downtown Civic Center.

- k. Experimental use of art and music with both children and adults.

These are to be techniques of discovery of themselves and their environment through using materials and subjects of, and from, the area, and experiencing choice and creativity as an everyday experience.

To combat natural hostility, indifference and fear, the first steps in the plan should be taken in the most fertile field--with the young. Children and young people respond more readily and easily to outside stimuli, and through them, the interest and enthusiasm of the adults may be sufficiently fired to take the final steps.

- (1) Neighborhood Art Workshops for children. Using existing facilities such as church basements, empty store buildings, etc., and enlisting the aid of members of the area, set up Saturday and summer art workshops for school age children. One professional, plus volunteer helpers recruited from service organizations, and teenagers could staff each workshop. To begin with, the focus would be on creative activity for elementary and secondary school children. Supplies should be inexpensive (tempera paints, crayons, charcoal, pencils, brushes, paste, glue, scissors, non-firing moist clay, plaster, newsprint, brown wrapping paper, etc.)

Simple projects involving materials the child can provide himself (bits of string, bottle caps, milk cartons, scraps of paper, wood, cardboard, fabric, leaves, pebbles, sticks, etc.) should be stressed. Music, stories, dramatic plays, games should be employed for motivation. By encouraging the child to create with familiar materials, a heightened awareness of the potential for beauty within his own environment may be realized. Periodic exhibitions of the children's work, demonstrations, and parent-child art activities might be held on Sunday afternoons.

- (2) In-Service Training for Day Care Center Teachers. Museum and university personnel could conduct short, intensified training sessions for teachers in the pre-school day care centers, which would emphasize the philosophy and principles stated previously and would give practical help in terms of techniques, materials, and projects at the pre-school level.
- (3) Enrichment of Existing art and craft program in the City park and Recreation Department. Development of a training program for recreational leaders in the summer programs to upgrade the quality of the art and craft programs. Museum and university personnel could lead seminars in theory and practice. Members of the Tulsa Designer-Craftsmen Group, could give demonstrations of particular techniques which could be adapted to the abilities of the young. Summer programs in both park and neighborhood workshops might terminate with an Art Festival, featuring displays of children's works, art-in-action demonstrations by local artists and crafts-

men, film and/or slide programs.

- (4) Artmobile. A mobile museum-classroom containing books on art and art techniques, prints and reproductions, periodicals on art, etc., which could be checked out, a small exhibit borrowed from one of the local museums, slides, slide projector, and prepared slide talk relating to the exhibit. The artmobile would travel the area, parking at schools and other specified locations on certain days. The exhibit would be changed for each appearance--probably once a month. Free slide programs could be presented wherever space permitted, and in summer, the screen could be put up outside.
- (5) A Peoples Art Center. After sufficient interest is aroused within the area, a movement to acquire a museum located in the area could be instigated. This would be a museum on the north side--not a north side museum. That is, the museum should eventually attract members from the larger community, but should be conceived, built and maintained within the area.

1. Increased involvement with the Tulsa Public Library through expanded Bookmobile service, relocation of the two branches to the non-profit private school and to Carver Youth Center respectively and increased independent library facilities which would include rooms for story hours, films, community meetings and informal education.

I. SOCIAL SERVICES AND WELFARE ASSISTANCE

1. Need

A slum is a slum at least in part because it needs excessive social service and welfare assistance. Table 3 of Part C of the North Tulsa Comprehensive Health Center Proposal indicates that in 1960, 55% of the area residents had incomes below \$4,000, 40% had incomes below \$3,000, 38.5% lived in substandard housing. Needless to say, the proportion of families on public assistance and utilizing social agencies is far greater than from other areas. Yet, use of existing resources is by no means what it could or should be. Decentralized facilities and a more involved and aware population should significantly increase the appropriate use of services.

The references cited under 2 below well reveal the needs in this category. It is suspected that the number needing services far exceeds the number already getting services.

2. Present Effort

Recent analyses of programs for the entire City of Tulsa have been published by the Tulsa Council of Social Agencies in the reports listed below. Services are largely centralized with the exception of the Department of Public Welfare and Tulsa County Welfare which utilize home visits extensively. Since the reports, the Family and Children's Service has established a pilot branch office with a staff of one in the Model area. It has been very well received and utilized by the neighboring area, but there are no funds for further expansion. The New Day Child Development Centers funded under O. E. O. now provide day

care to 200 children in four neighborhood centers. The Tulsa Urban League 's provided informal information and referral services. References:

North Tulsa Comprehensive Health Plan Proposal, 1967;
Tulsa Council of Social Agencies, War on Poverty Project Parts I, II, and III, February, 1966; prepared for the Office of Economic Opportunity.

A Guide for Community Action, Council of Social Agencies 1964 and subsequent updating and correlation of those reports, December 1966 entitled, "Order of Priority, Etc."

3. Goals

- a. To increase the standard of living in the Model area.
- b. To give the residents a sense of identity and of self-worth so that they can live up to their innate abilities as individuals, as members of their families, and as members of the total community.
- c. To make readily available to the residents of the Model area realistic and relevant physical and psychological supports in a positive environment.
- d. To stimulate the residents to expect and utilize needed services.
- e. To help agencies offer those services desired in the way and place most acceptable to residents of the Model area.
- f. To create an atmosphere that converts Tulsa's traditional "tale of two cities" into a tale of one city united in its respect for all individuals and its desire to meet the needs of all.

- g. To reduce the fragmentation of services and to provide necessary follow-up and continuity.

4. Program Approach

- a. The establishment of a diagnostic and referral computer center to determine:
 - (1) Needs and their precise location
 - (2) Services offered within the Model area
 - (3) Whether these services are germane to the Model area population's perceptions of their own needs
 - (4) Whether the services would be used more effectively if offered in a different place, time, or manner
 - (5) The extent of, and need for, follow-up cases
 - (6) Appropriate techniques for follow-up of cases
- b. Location of superior facilities on a city-wide basis within the Model area. These should:
 - (1) Demonstrate to the neighborhood that it is an important and respected part of the entire city
 - (2) Encourage a flow of people in and out changing the traditional pattern of encircling and ignoring the area
 - (3) Give the local population a greater feeling of pride
 - (4) Offer many varying job opportunities within the Model area
 - (5) Create attractive physical structures.

The Model area is central to the entire city and with the new expressway program, would be considered a logical area for placement except for the run-down character of the surroundings.

- c. Provision of opportunity for active participation of the Model population in analyzing its own problems, goals, needs and means of helping itself. Opportunities are not genuine until they are really perceived as possible or until they are offered within an understandable and acceptable framework. This would be done through established groups such as the O. E. O. Neighborhood Councils and the many ladies' and civic clubs and also through small neighborhood councils or interest groups to be created with the help of neighborhood aides.
- d. Employment of a large group of neighborhood people as aides within the various social service and welfare agencies, education, recreation and police services, computer center and transportation pool. This would not only furnish employment, but illustrate their real involvement in the program. Employment as a neighborhood aide would be a stepping stone to employment opportunities all over the city; it would offer career channels to its participants and show the younger population that they too could hope for useful and respected employment. This idea is also expressed in sections E, F, G, and H and altogether provide a large variety of types and levels of jobs. It is important that pathways upward be made available for those interested and capable. This can be done through on-the-job training, educational leaves, in-service seminars, etc., and would definitely be planned for. The goals should be a constant reaching for more neighborhood aides as those already trained move out to private industry or to other jobs in the agencies.

- e. The decentralization and ready availability both in time and place of those services deemed desirable and useful by the Model area population. A Neighborhood Action Center would be established close to the Health Center. This would combine legal, counseling and casework, group therapy, vocational, consumer education, financial planning and housing services, also adjunctive services such as housekeeping aides, home management aides and homemakers. A transportation pool would help in making this available to the whole area and emergency walk-in services on a 24 hour basis would be included. Existing agencies, working on a cooperative basis, would thus be able to offer continuity and follow-up never before obtainable.
- f. Planning for continual growth and movement as the people become more independent and more capable of formulating and carrying out their own desires. This should be evident in every aspect of the total program and especially in the changing function of the neighborhood aides, in the movement of the aides away from the more protected agency work, in their replacement by other members of the Model area population, and by increased planning and responsibility within the neighborhoods.

5. Work Program

- a. An extensive and intensive diagnostic survey by trained neighborhood aides to determine the social, economic and physical needs of those living within the Model area. This would be funded by Urban Renewal under LPA #347 and would be devised and run by the Research Unit with the assistance of the O. E. O. and the C. S. A.

This data would be kept current by the social agencies and through the neighborhood aides.

- b. Establishment of a multi-purpose Neighborhood Action Center as close to the projected Health Center as possible. The O. E. O. has already had preliminary conversations with the Urban Renewal Authority in regard to this. Decentralized agency staffs would be located here and a wide variety of needed services would be offered: (see 4 above) legal, casework and counseling, group work, vocational, consumer education, housing and financial planning, plus adjunctive services such as housekeeping and home management aides and homemakers. As noted, transportation pools would be established but should these prove unworkable, the O. E. O. has given assurance that additional satellite service offices would be provided.
 - (1) Use of a unified intake and application form, essential for computerized data, would eliminate much overlapping and duplication and allow for better follow-up. Many agencies voiced the need for this.
 - (2) Immediate referral or appointment with the proper agency within the Neighborhood Action Center or elsewhere. Case aides would accompany the client from the intake worker to his appointment, preventing the feeling of abandonment and fear of getting lost on the part of the client.
 - (3) Planned formal and informal communication of agencies within the Neighborhood Action Center, so that they could be

more effective and flexible in adapting their services to the requirements of the Model population.

- (4) Planned formal communication between the neighborhood units and councils and civic clubs and the Neighborhood Action Center so that there can be mutual interchange of problems, techniques and goals.

c. Creation of an extensive corps of indigenous aides. The recruiting, training and parts of the supervision are contained in the New Careers Program requested by the Tulsa O. E. O. through the Department of Labor Bureau of Work standards.

- (1) To provide the training for the personnel to be used so widely within the Model area agencies (police, health, recreation, education, transportation and welfare).
- (2) To reach out to and recruit from the indigenous population.
- (3) To demonstrate the reality and availability of jobs.
- (4) To enable people to become increasingly independent, eager and skilled in finding and holding jobs on their own in both private industry and in the public sector.
- (5) To provide channels of advancement to the aides either in the agency or in private employment.

d. Increased citizen participation in analyzing their own problems, formulating their own goals and becoming aware of the various solutions to their problems.

- (1) Employment of one neighborhood aide for each six to eight blocks to involve the area in planning for its own needs.

It is envisioned that private cooperative nurseries, informal play lots, buying pools, cooperative housework crews, etc. could all result from this when the neighborhood gets a feeling of unity and the confidence that they can do something about their problems. It would be the job of the neighborhood aide to act as an informal helper, unifier, and expediter, until the neighborhood group can act for itself. The aide's function should phase out as the group becomes more independent, and the aide could then devote more attention to the more retiring, apathetic or burdened members of the group.

- (2) Strengthening and enhancing of the O. E. O. Neighborhood Councils through the smaller neighborhood groups and the increased channels of communication that should result. Representation on the neighborhood council with the resultant two-way feedback should be helpful.
- (3) A greater Greenwood Council with representatives of all existing groups, and any groups wishing to be a part. This would be simply a coordinating Council working with all agencies and giving everyone who wished it a voice.

e. Location of superior facilities within the Model area.

- (1) The Health Center described in E.
- (2) The Neighborhood Action Center described above.
- (3) The all-weather recreation center and amphitheater described in H.
- (4) The mobile libraries described in H.
- (5) The non-profit private school described in E.

J. EMPLOYMENT AND Q. PRIVATE INITIATIVE AND ENTERPRISE

Again we have taken the liberty of combining two sections. It is obviously true, of course, that "employment" and "private enterprise" are analytically disparate categories. But practical distinctions are considerably less useful; people require jobs and jobs, to a significant extent, involve the needs and requirements of the industrial-commercial activities in this City. Because, elsewhere in this Proposal, we have stressed the role of private enterprise in other areas such as housing, and because it has been assumed to be axiomatic that the Model Cities Program would itself provide an avenue for considerable new employment (neighborhood aides, construction workers, etc.), we have emphasized in this section a conceptual approach we believe is necessary to assist men and women to maximum employment in any field of endeavor. It is expected that through this program such individuals may move upward into the normal employment choices Americans generally take rather for granted.

1. Need

As indicated in Part II, nearly half of the families residing within the Model area were at or below the \$3,000 level when the 1960 census was taken. Although accurate figures for 1967 are not available, we have no reason to believe this situation has changed substantially. And while unemployment cannot be accurately described (figures and rates are reported for the Tulsa Metropolitan Area as a single whole), we believe that the 1960 rates are still applicable. Likewise, unemployment has as a serious corollary the depressing issue of underemployment; men (and women) may work standard work weeks and still

remain at bare subsistence. This problem seems particularly acute in Tulsa. Need, therefore, can be expressed in terms of employment which permits the amenities men reasonably expect in today's America. A second need is intimately related to the first; private enterprise needs to be more fully involved in the training and employment of individuals who, by reason of ethnic origin or social background, have frequently been barred from such employment. Several more immediate needs derive from the above:

- a. To the extent possible, both the unemployed and the underemployed must be trained or retrained to the end that advantage may be taken of present employment opportunities.
- b. Social, health, and personal factors - chronic illness, apathy, hostile attitudes, lack of procedural knowledge, etc. - which severely limit access to adequate employment must be extensively and sympathetically corrected.
- c. Employment opportunities for the marginal or handicapped individual - physical, mental, social, aged, etc. - are not presently at all adequate.
- d. Attitudes within the business community have frequently minimized industry's role in, and responsibility for, these problems; educational efforts at multiple levels seem crucial.
- e. Even more specific needs were identified by Committee "C" (see Appendix D).
 - (1) Homemaker Services
 - (2) Additional nursery and child care facilities
 - (3) Social Service Centers
 - (4) Health, Education, Welfare and Police sub-professional aides.

- (5) Additional recreation areas built and maintained by area residents
- (6) Rehabilitation of area housing by residents.
- (7) Immediate construction programs by Tulsa Public Housing Authority
- (8) Coffee houses and Canteens for teenagers
- (9) Organization of local music, drama and art groups

Employment problems in Tulsa are, in short, those of the poor, particularly minority groups, in nearly all urban centers; amelioration seems possible only through systematic resolution of the multiple factors which produced them.

2. Present Effort

Within the Model area, eight federal and/or state funded employment programs are presently operative; additionally, one private association, and one voluntary organization have also initiated relevant programs. Also, a New Careers project is now pending.

- a. Jobs Unlimited. The Tulsa Urban League, as a delegate agency of the Tulsa Economic Opportunity Task Force, Inc., conducts a program of job development, counseling and placement for residents throughout the poverty areas of North Tulsa, including the Model area. Since its inception approximately one year ago, over 1,000 applicants have applied and received job preparation training. Of these, 230 have been placed in permanent jobs.
- b. Manpower Development and Training Act. This program has a total of 269 enrollees.

- c. Neighborhood Youth Corps. This program presently has 90 enrollees.
- d. On-the-Job Training. This is a Bureau of Apprenticeship and Training program of the U. S. Department of Labor, delegated to Urban League. There are 200 slots.
- e. State Employment Service. This agency has four offices in Tulsa; none in the Model Neighborhood areas.
- f. Tulsa Employers' Association for Merit Employment (TEAM). TEAM is a voluntary, non-profit organization of employers in the Tulsa Metropolitan Area. Among their objectives:
 - (1) The achievement "of equal employment opportunity through employer support of non-discriminatory principles and practices of hiring, training, promotion, and compensation of employees on the basis of individual qualification and merit."
 - (2) The establishment of "broad voluntary employer support and guidance for the development of specific association projects to upgrade the training and skills required to achieve equal employment opportunity."
- g. Title V. Provided under the Economic Opportunity Act of 1964, the program is operated by the Oklahoma State Welfare Department. There are presently 30 men and 30 women enrolled.
- h. Urban Academy. This is a private, voluntary program conducted by a Model area resident with the voluntary assistance of teachers from schools, industry, and labor unions. They provide training for approximately 50 area residents in reupholstering and furniture repair, blueprint reading, sewing, and dressmaking.

- i. Vocational Education Act of 1963. The program in Tulsa, located in the Vocational Technical Center, has an enrollment of approximately 1,000 students, a small percent of which reside in the Model area.
- j. Vocational Rehabilitation Services. This is a division of the Oklahoma State Vocational Education Department. There are no enrollee figures published by county.

Along with the operational programs described above, there is in process of organization a Cooperative Area Manpower Planning System (CAMPS) Committee. This System will encompass all the present efforts, named above, the employment component of the Model Neighborhood area, and the manpower proposals described below that are now ready for submittal to the appropriate federal agency.

- a. Feeder Program. This project has been submitted to O. E. O. for funding. It is designed to assess the employability of people in the Model area and to provide services to improve communication, computational skills and personal development. The curriculum consists of:
 - (1) Introduction to specific job categories
 - (2) Job finding techniques
 - (3) Grooming and hygiene
 - (4) Civil service examination preparation
 - (5) Consumer education
 - (6) Appropriate work attitudes
- b. Pre-Apprenticeship Training Program. This project is designed to help persons from minority groups prepare themselves for the "world

of work" with special guidance toward apprenticeable trades.

It has the following objectives:

- (1) Provide trainees with information that will enable them to make intelligent occupational choices.
- (2) Enable them to make better self appraisals in relation to their environment.
- (3) Instruction in acceptable behavior during pre, post, and actual employment periods. This would include applications, tests, interviews, and resignations.
- (4) Improve communicative and quantitative skills through remedial education.
- (5) Consultation with union and industrial officials to establish the necessary pre-training.
- (6) Place these individuals in appropriate apprenticeship programs with the cooperation of unions and industry.

c. New Careers. This project is designed to create new jobs at the sub-professional level, in both the federal and state sectors of employment. It is a comprehensive program that includes job-related training, actual work experience and supportive services such as medical, educational and social services. It is conceived as an all-out effort to serve all eligible residents who live within the Tulsa Metropolitan statistical area. The beneficiary group will generally come from the thirty-two census tracts which collectively comprise the poverty areas of Tulsa. The proposal is written to provide training for 100 New Careerists during the first year of

of operation, and to increase that number to 200 during the following year.

The first New Careers Project objective is to demonstrate that job functions traditionally related to existing professions can be spun off and rearranged into new patterns that more effectively and efficiently get the job done; and that these new patterns of traditional functions can be categorized into New Career job descriptions that the poor can perform.

The second project objective is to train and place in permanent positions, a minimum of 100 New Careerists during the first year of operation and 200 each year thereafter.

3. Goals

In the light of stated needs and the largely uncoordinated efforts listed above, several goals are clearly evident:

- a. Establishment and implementation of a comprehensive program designed to afford all possible assistance to residents in the Model area in the maximization of their employability.
- b. Machinery which can strengthen coordination and cooperation among existing and projected training, educational, social, and health services and programs.
- c. Enlargement of opportunities for those individuals marginal to, or excluded from, the normal channels of employment.
- d. Encouragement, both financial and informational, of greater diversity of small business ventures and self-employed services.
- e. Expanded educational programs designed to broaden within industry itself an awareness of, and solutions for, these problems.

f. Additional knowledge regarding the true state of un- and underemployment. Much information is presently available but is far short of that necessary to effectively ascertain and analyze the present and potential capacities of the area's residents.

4. Program Approach and Work Program

&

5. Any maximization of employment opportunities within the Model area clearly requires a program approach which embodies education, job-related training, and a variety of social services. While numerous agencies are currently addressing these aspects, only an umbrella, comprehensive concept which embraces and assists individuals in a logical progression throughout the complex process of from "where they are now" to "where they might potentially be" can reasonably be expected to achieve the crucial impact required. We have set forth in some detail, therefore, what might be termed a Cooperative and Comprehensive Area Manpower Planning System, a conceptual apparatus which embraces all aspects of employment and which illustrates a logical framework for the coordination and cooperation of all essential and/or interested agencies, public and private.

As needed, such a system should be available to the entire City. As it relates to the Model area, the Director of Economic Planning (in the Office of the Director-Coordinator for the Model Cities Program; see Part V, A) will be the coordination agent, responsible for integrating the many services and agencies necessary for successful implementation.

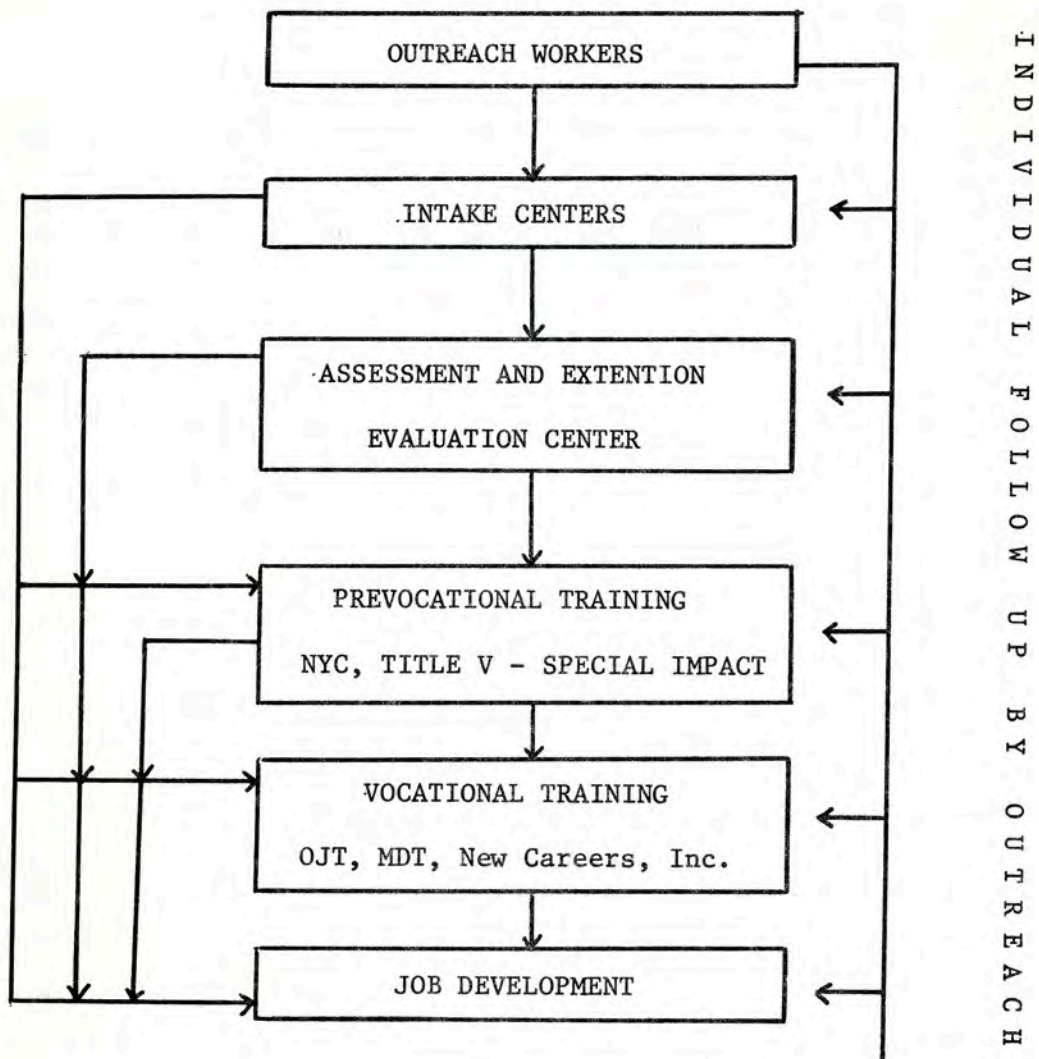
Private businesses within the Model Neighborhood can be greatly aided through business advice, training and arrangement of financing. This would be true, possibly, in many areas especially in needed services such as contract lawn care, cleaning, laundry, catering, day care, etc. These services could be more attractive, dignified and commensurate with other service occupations if established on a contractual, business-like, professional basis.

Encouragement to low-key industries to locate within the secondary area will be a cooperative effort on the part of the Chamber of Commerce and the vocational training schools. Location close to labor supply is advantageous both to the employer and the employees.

While these do not exhaust the possible avenues for imaginative employment--a Manpower Planning System does seem of the highest priority.

The flow chart and table on the following pages are graphic and summary presentations of the information following them in narrative form.

POSSIBLE CLIENT FLOW CHART



SUPPORTIVE SERVICES

1. Health
2. Day Care
3. Social Services
4. Transportation
5. Etc.

SUGGESTED ELEMENTS OF A MANPOWER PLAN FOR MODEL CITIES

<u>Outreach</u>	<u>Intake</u>	<u>Work Exposure</u>		<u>Vocational</u>	<u>Job Development and Placement</u>	<u>Followup</u>
		<u>Assessment</u>	<u>Prevocational</u>			
C. A. P. Urban League VISTA	Oklahoma Employment Service	Oklahoma Employment Service	Neighborhood Youth Corps	Manpower Development Training	Oklahoma Employment Service	C. A. P.
		Private Agencies	Title V	On-the-Job Training	Other Agencies	Urban League
		Diagnostic Center	Extensive Evaluation Center	New Careers		VISTA
		Special Impact	Special Impact	Apprentice		
				Private Employers		
		<u>Supportive Services</u>				
		1. Day Care				
		2. Health				
		a. Diagnostic				
		b. Curative				
		3. Education				
		a. Adult Basic Education				
		b. High School Equivalent				
		c. College Courses				
		4. Transportation				
		5. Social Services				

a. Outreach

In order for any manpower program to be successful, less orthodox methods must be initiated to find, motivate, and recruit area residents for existing or newly created programs. One method currently being used is the utilization of indigenous persons in the neighborhoods as employment aides, giving them the responsibility of finding and recruiting area residents by whatever means are necessary to the point of intake. They also have responsibility for close follow-up with the person recruited, to assure that he receives the services which are available. VISTA personnel are another possible resource in this respect. Such aides will also be utilized early in the planning period to accumulate necessary, but presently lacking, data on current employment, from which data more accurate programming can proceed. Training and supervision will come from the universities represented in the Tulsa Demonstration Research Services project.

b. Intake

The next step is obtaining information from and about the individual resident, such as work history, etc. In order to effectively do this, intake centers should be located in the neighborhoods themselves. The most logical choice at this point is the pending Community Service Center, to be located within the Model area, and its feeder stations. These stations will provide the base of operations for the outreach workers. At the same time, it provides an intake point, staffed by

Employment Service and/or other agencies, for the residents of the area. The intake function is one of obtaining basic information concerning the individual, such as age, sex, educational attainment, work history, and apparent attitudes and aptitudes. It involves also the giving to area residents information concerning on-going training possibilities or job opportunities.

The intake process serves three purposes:

- (1) it establishes the team assignments to the individual for service and follow-up;
- (2) it provides for continuing program traffic control;
- (3) it initiates the work application and cumulative records which insure attention to needs for service and provides for individual and total program evaluation.

Basic evaluation or assessment occurs at this point. Many persons will be capable of going directly to jobs; others will need vocational training; still others will need pre-vocational type of training and still others will need an extended evaluation or assessment. The individual can be referred to whatever resource meets his need from this point. Such factors as experience, personal appearance, grooming, poise, ability to communicate, attitudes and interpersonal behavior patterns will all be considered in this initial assessment. Some standardized tests, such as the GATB, or various proficiency tests may be used here.

c. Assessment or Extended Evaluation.

While an unknown number of applicants from the Model Neighborhood area will be found readily referable to jobs or to job-committed training programs, at various points in the service plan provision must be made for an extended evaluation and assessment of the individual. For many it will be impossible to assess strengths and weaknesses in a short interview, using standardized tests. The assessment procedure, therefore, is designed to acquire and record progressively all possible information about the individual in order that the most suitable plan leading to satisfactory employment might be determined.

(1) Methodology

- (a) Orientation. Individuals referred to the Extended Evaluation and Assessment Center will be given an extensive orientation to the entire evaluation program. All the procedures to be used and available services will be described in advance. Testing will be explained in terms of purpose. Reassurances will be given at the outset that, in no case, will any tests be used in terms of "passing" or "failing" program requirements.
- (b) In-depth Interviews. In-depth interviews will follow to explore the facts of formal educational attainment level, police history, employment history, etc.
- (c) Medical Checkups. Medical history will be compiled and facts of the individual's present state of health

elicited. Every individual will receive a complete medical examination as part of the program, and those needing further medical services will be referred to agencies, such as Division of Vocational Rehabilitation, County Health Department or to the presently-pending North Tulsa Comprehensive Community Health Center.

(d) Testing

Testing will be both exploratory and specific. The repertoire of tests will be administered by technicians appropriately qualified. These may include:

1/ Psychometric. This may include a full scale

Wechsler Adult Intelligence scale, which is considered one of the most culture-free instruments of its type.

a/ Wide range achievement test, which is a short test to determine educational achievement level.

b/ GATB to determine vocational aptitude for those who have sufficient educational preparation.

c/ Other tests will elicit facts of interest areas and personality factors.

2/ Work Samples. In addition to the above conventional instruments of assessments, the comparatively new work-sample testing techniques will be utilized.

The work-sample test consists, essentially, of observing the performance of a graded work system of real work tasks, varying from those requiring routine, repetitive responses to those involving problems solved by abstract reasoning. Facts such as frustration tolerances, work rhythm, comprehensive levels, visual motion coordination, and interpersonal relationships, including responses to those in authority and learning speed are all noted during the evaluation. Records of the results of work sample tests, as well as all other testing, will be carefully maintained and added to the profile record of the client.

- (e) Evaluation of Pre-Vocational Skills. In addition to the broad testing program already described, levels of sophistication with respect to pre-vocational skills will be ascertained in the work orientation process to determine the individual's knowledge of the community, use of transportation facilities, ability to fill out typical application forms, ability to handle tests similar to those insisted upon by some employers at the hiring stage, meeting the requirements of an employment interview, knowledge of employer expectations on the job, familiarity with pay plans and various taxes and the fundamentals of good on the job interpersonal relationships.

(e) Individual plan. During and at the completion of the intensive two to four weeks' period of evaluation diagnosis and training, each individual case will be studied in staff meetings to determine the most suitable program of action.

d. Pre Vocational Training

There are several programs and methods involved in this process.

(1) Work and Job Conditioning.

This portion will provide supervised experience in the employee-employer relationship. Many need to know how to work in a cooperative effort with fellow workers, how to feel comfortable taking orders, how to accomplish a task quickly and correctly and how to follow directions.

In order to accomplish this, work crews, work shops and related training will be established. The work crews will be established in conjunction with the City. They will provide tools and equipment and supervision. The project will provide the wages, professional counseling and evaluation. The work will be performed in the Model area on such things as creation of small parks on city owned land, beautification of parking areas along roadsides, improvement of roads in the areas, etc.

Work shops will be established in conjunction with Goodwill Industries to provide work and job conditioning for those whom it is not feasible to work on job crews.

There will be eight or more work exposure areas established whose underlying purpose will be to obtain clues to an appropriate area of training. The center will operate approximately eight or more job exposure areas, apportioned between "male" occupations and those traditionally "female". Each trainee will participate in four of these areas. These may be in clerical occupation, machine shop work, auto body work, welding, health occupations, assembly work, etc.

(2) Work Experience.

There are two major programs in Tulsa that will provide this experience: Out-of-School Neighborhood Youth Center and Title V. Both of these will be expanded to meet the needs of the Model area. Individuals will be programmed into these for the services they can offer.

(3) Work-Related Education and Basic Education will be essential and is discussed further in the supportive services section.

e. Vocational Training

The residents of the Model Neighborhoods cannot compete in the labor market for the better paying jobs unless they acquire occupational skills. Broad training acquired in the pre-vocational aspect will help the individual to adopt to changes he will have in employment, teach him how to apply his skills to many situations and give him the ability to find another job if he is terminated or laid off. But the possession of a specific occupational skill, such as welding,

stenography, machine shop, etc., increases the self-confidence and provides him with the conviction that he does have a valuable, saleable skill.

There are several federally financed programs now in existence in Tulsa to provide this type of training.

- (1) MDT - Institutional Training. There are 300 slots assigned to the Tulsa area. This training is mostly conducted by the school system in conjunction with the Department of Labor.
- (2) On-the-Job Training. This differs from institutional training chiefly in that it relies heavily on learning by doing and by supervised experience. On-the-job training can and will be combined with institutional training, thus utilizing the strengths of both methods.

The Urban League is now funded for 200 on-the-job training slots. These will be utilized for Model area residents.

- (3) New Careers. This is a new concept in training and is one which assumes that private non-profit agencies and governmental agencies will re-categorize job structure, in order to provide more jobs for hard core unemployed. These jobs must have upward mobility for the trainee and will be partially financed through the New Careers project.

One hundred trainees will be placed in the New Career positions in public and private agencies engaged in providing human services. The local Community Action

Agency will delegate this program to the University of Oklahoma, Extension Division, Tulsa Office of Urban and Community Development. The University will provide the training component for individuals selected from the Model areas, prior to entrance on the job with an employer. These training jobs are now in the process of being developed.

The criteria for selection of these agencies are:

- (a) Ability to offer permanent jobs upon satisfactory completion of training.
- (b) Desire of the agency to offer continuing career opportunities.
- (c) Agencies' need for staff (preference will be given those agencies who provide services to residents of the Model area).
- (d) The ability and interest of the agency in providing supervision and training.

The objective of the New Careers Program in Tulsa is to provide the initial training and work experience for the applicants presently unemployed who reside in the Model area to begin a new career in human service occupations. These occupations have traditionally had standards which exclude many disadvantaged people.

This program is designed to help the disadvantaged meet these standards. Moreover, many of the tasks performed by professionals can be performed by non-professionals, under training and supervision, to:

- (a) Free the professional for performance of professional tasks.
- (b) Provide better service to poor people.
- (c) Provide more manpower to agencies that have personnel shortages.
- (d) Provide meaningful jobs for people now unemployed or under-employed. New Career trainees will be selected under the following conditions:
 - 1/ A stated desire to work with people and the ability to communicate verbally.
 - 2/ Specific criteria to be established by each agency to meet their requirements.

Many supportive services will be provided by the overall manpower program. In addition, specially trained counselors will be available to New Career trainees. These persons will be prepared to cope with the personal problems peculiar to people being trained to work in human services. The remedial education program will also be available to assist the trainee.

A training program will be developed for each occupation that will include an introduction to concepts in human services, general skills necessary for working with people, specific skills such as report writing and the skills necessary for passing civil service or professional tests. The training will continue for one full year and phased so that it meets the needs of the agencies and the trainees.

The New Careers Project is an experiment. No agency in Tulsa has had experience in such a Program. Some of the jobs under development are:

- (a) Home Health Aide
- (b) Community Health Worker
- (c) Attendance Worker
- (d) Physical Education Worker
- (e) Case Aide
- (f) Office Aide
- (g) Police-Community Relations Aide
- (h) Enforcement Worker
- (i) Recreation Aide
- (j) Relocation Assistant

Apprenticeship Program. Efforts are being made to open up apprentice slots for residents of the Model area.

Some of the apprentice occupations are:

- (a) Bricklayers
- (b) Carpenters
- (c) Electricians
- (d) Auto Mechanics
- (e) Auto Body Men
- (f) Machine Operators
- (g) Plumbers

Company In-Plant Training. Many companies have in-plant training programs of their own. Efforts will be made to open these training positions to residents of the Model area. Among these occupations are:

- (a) Maintenance Mechanics
- (b) Drill Press Operators
- (c) Sewing Machine Operators
- (d) Sheet Metal Workers
- (e) Machinists
- (f) Cylinder Press Men

f. Job Development and Placement. There are several agencies involved in this process at the present time; Oklahoma Employment Service, Jobs Unlimited, Vocational Rehabilitation and others.

The major agencies are being asked to enlist personnel in the neighborhoods to provide this function. The methodology of achieving this is spelled out in an agreement between the Department of Labor and O. E. O. which calls for local employment offices to outstation their personnel in Neighborhood Centers.

The Jobs Unlimited program operated by the Urban League will also be heavily involved.

A two level employer service approach is being developed.

- (1) A specially designed employer relations campaign to educate employers in the objectives of the program through direct mail, employer seminars, top level contracts, speakers bureau, employer participation.
- (2) An expanded firm by firm contact program to develop job opportunities for individuals coming through the proposed manpower program.

g. Follow Up. The concepts of encouragement, guidance, follow-through, and the provision of "another chance" form the most vital components

of the entire program which must deal with long-neglected human resources...the disadvantaged, forgotten, inexperienced, and untried. Individual follow-up will be made at every step of the program by the very people who find, motivate and recruit the individual into the program.

Integration of the outreach relationship, established at the very beginning of the service plan, with the documented progress of each individual, will provide the mechanics for carrying out the concept of follow up.

h. Supportive Services. The following are some of the necessary components of this:

- (1) Health Services
 - (a) Diagnostic
 - (b) Curative
- (2) Social Services - Aid Program, relief, food, clothing, family help.
- (3) Remedial education, language, functional literacy education and high school equivalency through programmed courses.
- (4) Day Care - Home or Day Care Centers.
- (5) Transportation

The implications of this "total" concept seem obvious. Practically every aspect of "need" and "goals" has been addressed, however tangentially; nearly all agencies, nearly all segments of private enterprise are vital to its success. But that's the whole point, isn't it?

K. RELOCATION

Perhaps no greater irony exists for the poverty dweller than to be confronted by the demand that he give up his home or residence in order that the area might be made "a better place to live." "Better for whom?" seems a justifiable retort. If we have not learned how to avoid relocation, perhaps it is possible to minimize the traumatic shock frequently involved.

1. Need

The question of need has several aspects, the most important of which appear to be the following:

- a. The question of quantity. Obviously and directly related to urban renewal, highway construction, etc., need may be specified in numerical terms. While definitive figures depend upon detailed analysis and planning, preliminary estimates for the Washington Community indicate the presence of well over 6000 substandard single family dwellings, the overwhelming majority of which will require demolition and removal. Suitable low-cost standard housing in this quantity does not presently exist, alas, in Tulsa.
- b. The question of education. Much evidence suggests that people very often fail to recognize the necessity for relocation; irrespective of justification, the poor have often understood themselves to be pawns in a shuffling process they do not understand. There exists no reason to believe such feelings are absent in the Model area, and a need to involve the affected individual seems evident.
- c. The disruption of basic social relationships. Established residential patterns (which include neighbors and friends, familiarity

with and access to shops, bus lines, etc., awareness of "what is where," ties with and access to schools, transportation arrangements, primary family ties) are subject to severe dislocation and derangement. Such dislocations, unfortunately, are required of those individuals generally least able, financially and socially, to absorb them. We also recognize that substandard housing may well exert a depressing influence upon the will and desire for improvement, and that those relocated may require extensive assistance in the area of social services, such as the fundamentals of home care. We assume, therefore, that each of these problems or needs will require careful attention as indicated below.

2. Present Effort

Two major activities presently create the necessity for authorized public purchase of land and homes, resulting in relocation for those thus displaced; a third is pending.

- a. Urban Renewal. Relocation for the Seminole Hills project 75 now complete. The Greenwood project, to be filed about May 1, 1967, will require relocation for approximately 1400 families, 600 individuals and 150 businesses.
- b. The Oklahoma State Highway Department. The Oklahoma State Highway Department is currently in the acquisition and development stage of the interstate expressway system in and through Tulsa, and will be active for several months to come. (The City of Tulsa has also, through supporting right-of-way acquisition and demolition, caused some displacement.)

- c. A third program--federally aided code enforcement projects--is to be activated shortly by the City-County Health Department; relocation will be a necessary process as substandard structures are condemned.

The Relocation services offered by the above may be briefly summarized:

- a. TURA--The Urban Renewal Authority is staffed for and carries out a generally adequate relocation program, offering counseling, referrals of housing, referrals to social and welfare agencies, eligible relocation payments (including relocation adjustment payments), SBDP's and loss of personal property, and referrals and relocation payment assistance to other public agencies not staffed to offer this service.
- b. State Highway Department--The Highway Department carries on a limited relocation program based also entirely upon relocation payments to owners. They have no relocation staff as such.
- c. City-County Health Department--The City-County Health Department carries out two types of code enforcement programs. One is "spot enforcement" on substandard and dilapidated structures. Generally, this type of activity does not cause relocation. The second type will be code enforcement project areas undertaken with federal financial assistance. At this writing, no determination has been made regarding the relocation services this latter action will require. The City-County Health Department may yet establish its own relocation staff; it could, however, provide these services under contract with the Urban Renewal Authority. In either event, a reasonably adequate program should be available.

- d. Other--There are some efforts on the part of private enterprise to assist in "House Hunting." These services are primarily centered around rental referrals and, as a practical matter, have little to offer in the way of referrals to low-income families.

3. Goals

Any relocation program must have as its over-riding objective the maximum possible assistance for displaced families, individuals, and businesses. This basic statement has numerous ancillary aspects and presuppositions.

- a. "Maximum possible assistance" must assume sufficient supply and choice of standard housing available within the financial limitations of the relocated.
- b. Such housing should, to the extent possible, be located in areas preferred by those who will occupy it.
- c. We must also establish, as a goal, an educational program through which Model area residents have an objective voice in planning decisions fundamental to the restructuring of their neighborhoods, and, perhaps more crucial, recognize at a subjective, personal level that they actually have been heard. If people do not understand the forces and events which manipulate them, we should hardly be surprised when they resist and object.
- d. A further goal must be the provision, to the maximum feasible extent, of the social services required for facilitating physical, social, and psychic readjustment.

4. Program Approach

Based upon needs, problems, and the goals presented in Section 3, we anticipate the following:

- a. Housing quantity. As the exact extent of removal is determined, the number of units necessary for those displaced will also become evident. With such knowledge, the Director for Physical Planning within the Model Cities Coordinator's office will cooperate closely with the Urban Renewal Authority and the Tulsa Housing Authority. In terms of numbers, relocation housing may be understood as one aspect of the housing situation generally and logically falls within those agencies directly responsible for providing, or causing to be provided, such housing. The question of numbers must also conceptually be enlarged to include consideration of type. Many of us continue to entertain (perhaps rightly) a vision of single-family, one-to-a-lot home ownership which may, or may not, accord with the needs and/or desires of those for whom we plan. While we have no evidence with which to resolve this question, a general approach must take it seriously, must ascertain viable alternatives to standard building practices now very evident in this City.
- b. The question of education. Given the premise that people are less likely to resist a program which they both (1) understand and (2) believe serves their best interests, channels of communication which permit explanation of and conversation about the necessity for relocation are basic to the larger picture of participation

by those who live within the area. As such, the deliberate fostering of such channels will be an integral aspect of the Citizen Participation Director within the Coordinator's Office of Model Cities.

- c. Disruption of basic personal and community relationships. Virtually by definition, the movement of people, whether forced or otherwise, involves disruption of normal patterns of habit and routine. Minor or severe, the resulting composite of reorientational difficulties must be addressed. By explicitly recognizing the necessity for social services which can speak to these problems, specific work programs can be devised.

5. Work Program

- a. Urban Renewal. The primary responsibility for relocation (organization and staff) will reside with the Tulsa Urban Renewal Authority. In addition to its normal relocation activities, the Authority has agreed to provide the basic framework for all relocation of Model area residents. In order to strengthen the existing program, however, and integrate into it the concerns expressed above, the Authority has agreed to cooperate, to the greatest extent possible, with the Model Cities Director-Coordinator and his staff.

- (1) In addition to the activity of the Physical Planning Director (see Part III, sections B and C), whose primary function (in part) embraces planning of, and coordination between, the public and private sectors relative to housing, the Social Planning Director will provide the necessary coordination

of social services for the area. This should substantially strengthen relocation's administrative machinery (a function of Urban Renewal) by providing a single point of reference, both for social agencies willing to offer specific services, and for Urban Renewal, who must find alleviating solutions for problems presented to them by relocatees.

- (2) Of equal importance, the educational, explanatory program and the channels of communication inherent in it (the primary function of the Citizen Participation Director) will provide, we believe, opportunities both for informing people of the total program (its rationale and purposes) and for their opinions, fears, and constructive criticism to be heard in those circles where final decisions must be made. This aspect of relocation will utilize the neighborhood structure described and explained in Part III, N, and Part V, A, 3.
- (3) The Director for Research, having access to all available information--physical, social, and economic-- both derived from present studies and those planned for the area, will be able and expected to consult with and advise, through the Physical Planning Director, the Urban Renewal Authority and the Housing Authority, with particular reference to computerized summaries of basic data regarding geographical location, types of housing, needs of area residents, and the anticipated dislocations which various alternatives of action might produce.

- b. The Council of Social Agencies. Planners and coordinators for eighty five of Tulsa's public and private service agencies, this Council, through its executive director (who has, with many representatives of member agencies, participated in this Proposal's preparation from its inception) has offered complete cooperation and coordination of activities. This Council is prepared to marshall such private and (where it has control) public resources and services as detailed planning may indicate.

M. PRESERVATION

1. Existing Conditions

Members of the Tulsa Historical Society were asked to systematically research the area for the express purpose of determining the natural and historical sites within the proposed Model Cities area. As indicated in Appendix F, five buildings have been identified which reflect interesting and important events or structures in Tulsa's early history. A number of historical sites have likewise been identified. Far more nebulous yet exceedingly important, however, has been the question of the area's "distinctive characteristics." We have taken this phrase to mean those elements which provide a sense of communication, which reflect those unique factors of ethnic or racial origin. As one committee member, a resident of the Model area, sought to explain, its "'soul' you're trying to find." She went on:

A somewhat intangible part of the community has been sometimes referred to as its "soul"...the techniques, vehicles, etc., used by residents to "express themselves," to handle frustrations in a "socially acceptable" fashion. The annual celebration of the 19th of June, which has become known as "Our Day..." So, too, the haunts of musicians such as Ernie Fields, Earl Bostic, and Johnny Rogers who provided "a release" for area residents as these artists moved "outward" from the neighborhood and gained widespread acclaim for their musical abilities. The gospel groups, the "hole in the wall" dialogue groups, the housewives "secret recipes" all appear as a part of the sub-culture.

She also spoke about the area's history:

In 1921, a good part of the Model area was in flames as a result of a race riot. That section which was destroyed contained many of the structures which grew out of the neighborhood's pioneer efforts to create a community.

Although this history has never been formally recorded, information has been passed by word of mouth from one generation to the next...parents and grandparents tell their offspring where the first church, school, the Maurice Williams hospital, community, Judge's office, the Cherry Bus Line, which was the first transportation system in Tulsie Town, were located...

During the 1940's, the business district, located within the Model area (commonly known as "Deep Greenwood", or "The Stem") received national recognition as one of the largest commerical developments in the nation which was owned and operated by non-whites...

2. Present Effort

There is not, at this time, any program in effect whose purpose is the preservation of historical sites, or which seeks specifically to discover and maintain the area's "distinctive characteristics."

3. Goals

In light of the area's history, goals would seem to be two-fold:

- a. Historical sites should be located, marked, and where still extant and where feasible, should be preserved.
- b. Facilities which provide for neighborhood outlets - musical, conversational, etc. - need to be fostered.

4. Program Approach and Work Program

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5. a. The first of the two stated goals can be realized, at least in part, through the Planning Council (see Part V, A, 2). As physical improvement and design are planned for the area, specific attention can and presumably will be given to the location and identification of historic sites in a manner to be determined by area residents themselves.

- b. As in Part III, A and H, the contemplated "Gaslight" district within the area is a first-step in establishing additional physical facilities which can become the vehicles for a series of potentially distinctive ethnic expressions. Additionally, the cultural educational program discussed in Part III, H, is designed to meet minority children and adults "where they are," to work with perceptions and social awareness in ways which accurately reflects many of the aspects referred to above.

We readily admit the tentative nature of these program elements; heavy reliance must be placed with area residents as they make these questions their own.

N. CITIZEN PARTICIPATION

As implied in Part II, Section A, of this Proposal, Tulsa has a long history of citizen involvement in the major decision-making processes of government. Volunteer committees and organizations have been utilized as a standard response to pressing community problems, presenting to the Mayor and City Commission recommendations, based upon research and investigation, from which official legislation and execution might be enacted. Part IV details this process as it relates to the preparation of this application. We believe that citizen participation should, therefore, be seen from at least two perspectives, both of which are discussed below.

1. Need

"Citizen Participation," particularly at the popular level, has frequently been invoked as a new key to urban problems, and, indeed, there may be elements of truth in such conceptualization. "Participation," both substantively (the act itself or the message communicated) and as process (interaction with other individuals, with civic and political leaders, etc.), seems surely to be preferred over "inaction" or withdrawal and apathy. We do not believe that the poor, as with all social groups, inevitably recognize merely by virtue of their "poorness" the nature of, and solutions to, the problems and social forces of which they remain victims. Concomitantly, however, we most certainly affirm the right of all individuals to express concern about events and actions which impinge upon them, to expect that elected officials will weigh these concerns when recommending or voting upon differing alternatives. And it is true that communication with the "poor" has been no more successful or conspicuous

in Tulsa than has been the case elsewhere.

In any true sense of the term, however, "community" strongly implies interaction of all the many constituent parts; "citizen participation" must be extensive enough to embrace not only those in poverty (though they are a vital component) but citizens generally. Unless the City is to dissolve into a series of contending power-blocs (at which point the "poor" and "disadvantaged" can hardly expect to "win"), a large majority of its citizens must recognize that, increasingly, no group nor section exists unto itself, that any city (including Tulsa) is deeply affected by malaise in any of its parts. We believe Tulsans generally are coming to this awareness, however vaguely it is frequently articulated. In this Proposal, therefore, we have seen the question of participation to be fluid and community wide; needs and problems are not the exclusive property of any group or geographical section.

a. Residents in the Model Area. Numerous individuals and studies (see Appendix G, Committee "F", Citizen Participation) have identified the following hindrances to effective activity by area residents.

- (1) Apathy and "tiredness" (frequently resulting from holding two jobs), lack of effective leadership, and conflict between poverty groups regarding strategy, are each in evidence throughout the Model area.
- (2) Concerned with a deadening day-to-day struggle for the most basic of amenities, the poor tend to be somewhat less future-oriented.

- (3) Churches have not been motivated to involve themselves seriously in the social problems of residents.
- (4) Many residents are difficult to interest unless progress can be demonstrated NOW. Five-year programs sound like "pie-in-the-sky."
- (5) Many citizens require, based upon past disappointments, some assurance that planners and administrators will not only listen, but take into account that which is heard.
- (6) A small number of Indian families reside in the area; these present another whole range of social and economic problems.
- (7) Problems of white panic and neighborhood stabilization are apparent on the expanding borders of the existing ghetto.

Taken compositely, these numerous problems suggest the magnitude of remedial assistance. To a very great extent, therefore, citizen participation can hardly be viewed as existing in some splendid isolation as a self-contained problem upon which a frontal assault is waged, but rather must be an integral aspect of nearly all programs employed in the Model area.

- b. Residents of the city generally. Not surprisingly, large scale public projects which are geographically confined to one sector of a city, or appear to favor one economic or status group over another, or are seen to involve strong political or ideological positions, frequently entail various expressions of opposition from individuals or groups who feel themselves excluded or politically offended. Such expressions, in recent Tulsa history,

vary from an angry "letter to the editor" to concerted efforts which culminate in city-wide referendums. We believe it is necessary to recognize the implications of this fact, not only to avoid the possibility of misunderstanding but, more positively, to insure that a majority of Tulsa residents understand the larger benefits inherent in the Model Cities program for the City generally. We may thus isolate several specific needs as they relate to the community-at-large.

- (1) To the absolute limit possible, the extent and nature of the area's problems must become the knowledge and concern of (a) key groups and individuals who influence community decisions, and (b) large segments of the politically responsive electorate.
- (2) Crucially needed is an educational program designed to achieve the above.
- (3) There exists considerable need for creating and strengthening multiple points around which groups from all sectors may converge, places and/or channels which facilitate confrontation and discussion. "Dialogue" may bring no miracles but it does seem preferable to self-contained enclaves of hostility.

There is another vital aspect of citizen participation. This program from its inception has assumed the necessity of involving the outstanding leadership of Tulsa's business, government and professional sectors, who have (and are expected to do so in the future) contributed indispensably to the process of planning. The most significant problem of what has been deemed "government by committee" is that of motivation or interest. We

have no evidence to doubt a continuity and expansion of the great interest and contribution offered to date, in the event this Proposal is approved.

2. Present Effort

Citizens of the Model area are now participating, to varying degrees, in community action programs through the following structures:

- a. Churches--which must be involved since they will be very much affected by neighborhood change.
- b. Social Organizations and Civic Clubs--About 100 have been identified. Masonic groups, if mobilized, could reach many people. The Greenwood Chamber of Commerce, Greek Letter Fraternities, NAACP, CORE, and Federated Women's Clubs could be important.
- c. Vista Houses--already engaged in some neighborhood organization work.
- d. Neighborhood Councils--organized under the O. E. O. Community Action Program; they are important coordinating vehicles. Recently the "Forward Look" Council which has petitioned the City for park improvements has been joined by the housing committee of the Urban League for a clean-up program.
- e. Tulsa Urban League--especially its newly organized block-work program.
- f. Lincoln Park Advisory Council.
- g. Roosevelt Junior High Community Forum--especially useful for reaching integrated group on the fringes of the Model area.
- h. YMCA-YWCA--has organizations for various age levels.
- i. PTAs--Mainly useful for discussing school-centered problems.
- j. Citizens for Progress--a recent grass-roots effort to form an action group concerned with poverty and neighborhood improvement and beautification.

It should be noted that while each of these organizations has offered useful service and programs, the overwhelming majority of Model area residents exist outside their influence.

3. Goals

Goals to be achieved in terms of citizen participation are at least three-fold.

- a. Area residents. This has been effectively summarized by the following statement (from Committee "F" report, Appendix G):

The people must know that their own opinions and wishes on the calculated metamorphosis of their home neighborhood carry weight with the administration of the program. But more important, the word must be spread to the citizens about their rights to representation; one sure way to do this is to create a number of jobs for which most of the people in the Model area are qualified--jobs in the Model Cities Program. The citizens themselves must be involved in the work as neighborhood aides, survey-takers, or in any position in which they can be used.

Several important elements emerge here--financial benefits to be derived from training and upgrading skills, social benefits to be derived from social services, etc. But most critical is the sense of personal and social worth which we anticipate and desire will derive from participation. This program attempts to meet real needs of real individuals and must reflect these needs as subjectively felt by them as well as objectively understood by planners. Yet, beyond this level, participation must itself be understood as but one means whereby human beings, existing in semi-isolation from their larger physical and social environment, are assisted in the complex process through which they become self-sufficient members of an urban community (with all that implies). We hardly dare anticipate less.

- b. Residents of Tulsa generally. The goal may be simply stated:

This Proposal requires an interpretative program sufficient to educate the wider citizenry regarding:

- (1) What it is, their responsibility in and for it
- (2) Why it is being undertaken
- (3) What benefits may reasonably be expected to accrue to the City of Tulsa, and
- (4) The social cost and human wastage which poverty inevitably exacts.

- c. Additionally, one major goal involves the maximum volunteer use of Tulsa's business, professional and labor community, indeed, groups and interested individuals from all sectors within the City of Tulsa, from which have flowed considerable leadership and ideas.

4. Program Approaches and Work Program

&

5. It is expected that numerous approaches will be employed to accomplish the broad goals indicated above.

- a. Area residents. In order to involve as many area residents as is possible in the planning process, it will be necessary to significantly strengthen the present framework for discussion and the setting of neighborhood goals and priorities, and to provide channels through which such goals and decisions are relayed to those who make up the Model area planning and coordinating staff. Conversely, ideas, information, and tentative decisions must move rapidly into the neighborhood. We expect this general structure to take the following form:

- (1) As indicated in Present Efforts, Community Action Program has attempted to create and foster a series of active, viable

neighborhood councils which could provide the City's poor an effective voice in the determination of policy. These councils, operating with varying degrees of success to date, require considerable strengthening and expansion; even at best, large numbers of people remain outside their membership and influence.

- (2) At least a portion of the organizational problem can be traced to the necessity for determining existing organizations willing and/or suitable to "sponsor" neighborhood councils by offering meeting space and leadership. Such potential organizations exist in abundance; in addition to area churches, the Urban League, and other health and welfare agencies, over 100 civic and social clubs have already been identified.
- (3) Having achieved such operational groups of area residents, a strengthened system of elected representation to an area Coordinating Council is necessary. This body would serve as a conciliatory body for resolving conflicts, and would provide a direct liaison with the Director-Coordinator of the Model Cities Program.
- (4) We would expect that, under the direction and guidance of the Model area's Director for Citizen Participation operating through Community Action Program, neighborhood councils might undertake more systematically self-concept training, moving toward goal-setting in relation to programs being discussed and planned for the neighborhood.
- (5) More specifically, the Planning Council, if it functions as anticipated, should also be an important vehicle for discussion and recommendation. (see Part V,A,2)

- (7) As indicated elsewhere in this Proposal, a substantial number of middle-class Negro residents of the area have shown increasing interest in and desire for participation in these many actions and processes which will, after all, vitally affect them personally. The Director for Citizen Participation will assume as a primary responsibility the creation of communicational channels to and for these individuals.
- (8) In addition to this general framework, special attention must be devoted to:
 - (a) Isolates. Because of physical disability or extreme social marginality, many individuals in the area exist in almost total isolation from the environment around them. Means must be found to reach them.
 - (b) Areas in transition. Means must be found to stabilize peripheral areas where integration is a viable possibility.
 - (c) Indian education. A promising avenue for this small group of individuals involves an Indian education project conducted by the Indian Education Center at the University of Oklahoma.
 - (d) Youth. How shall high school youth be involved in the restructuring and revitalizing of their neighborhoods?
- b. Residents of Tulsa generally. One of the more startling aspects (simultaneously depressing and hopeful) of the widespread participation of Tulsa's citizenry in this Proposal's preparation has been the large number of individuals who, for the first time, discovered the true extent of local poverty. We have already speculated else-

where upon the causal aspects of such reaction. (see Part II); more significant is the fact of willingness, often genuine eagerness, to see conditions changed. Operating on the premise that additional citizen support is not only essential but possible through an extensive informational and interpretive program, the Director for Citizen Participation will organize, under his auspices, a Public Information Bureau:

- (1) Speaker pool. It is imagined that each of the five planning directors in the Director-Coordinator's office will, from time to time, be available to address interested groups. Additionally, Model area residents and staff leadership of both public and private agencies involved in the program will also be available for this purpose.
- (2) Study packages. Longer study sessions, involving civic organization, church groups, etc., will be conducted utilizing, among others, the Professors of the City. This group (see Appendix M) has agreed to offer day-long seminars which address problems of poverty generally and their impact in Tulsa and the Model area.
- (3) Mass media. The Director of Citizen Participation will also, with the aid of public communications media, explain and inform about this program, as detailed planning may suggest.

Additional avenues for the dissemination of information are expected to be developed as the planning phase progresses.

- c. In a vital sense, Tulsa is dependent upon the voluntary civic contributions of its citizens. This has appeared throughout this

Proposal; numerous contributions will be required if this Proposal is to be implemented.

- (1) The Planning Council. (see Part V,A,2)
- (2) The Design Team. (see Part V,A,2)
- (3) The Council of Social Agencies, churches, the Community Relations Commission, business leadership, the Chamber of Commerce (the list could be extended at length) all operate largely upon the basis of voluntary contributions of time, funds and leadership. Each of these elements have contributed to "Model Cities thinking"; we have no reason to believe this support will not be forthcoming in the future.

COMMUNITY SERVICE PROGRAM

TULSA EDUCATIONAL DEMONSTRATION-RESEARCH SERVICES

PARTICIPATING UNIVERSITIES

UNIVERSITY OF OKLAHOMA
LANGSTON UNIVERSITY

OKLAHOMA STATE UNIVERSITY
UNIVERSITY OF TULSA

315 Court Arcade Bldg.
Tulsa, Oklahoma 74103

C. J. Roberts, Coordinator
LU 3-5717

Tulsa Community Service and
Continuing Education Advisory
Council Members

Appointments made by
Tulsa Mayor and Board
of Commissioners

Howard F. Cowan
Kathleen P. Westby
Alfred E. Aaronson
Henry C. Whitlow
Robert R. Ball

Appointments made by
Participating Universities

John C. Fitzgerald
William E. Sims
Merwin M. Hargrove
Eugene F. Cates

April 28, 1967

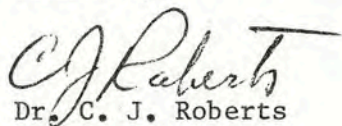
The Honorable James M. Hewgley, Jr., Mayor
Board of City Commissioners
City Hall
Tulsa, Oklahoma

Gentlemen:

On April 24, 1967, at 12 noon in the Board Room of the Office of Economic Opportunity Tulsa Task Force Inc, 224 McBirney Building, the Steering Committee of the Mayor's Model Cities Committee met to review the application for a Federal Planning Grant.

The Steering Committee heartily endorses and recommends for your approval the enclosed application.

Sincerely,



Dr. C. J. Roberts
Chairman

Mayor's Model Cities Steering
Committee

Members Present:

Charles Norman, City Attorney
Paul Chapman, Tulsa Urban Renewal Authority
Bradford Govan, Council of Social Agencies
Lois Gatchell, Community Relations Commission
Cecil F. Jacobs, M.D. City-County Health Department
Billy Leathers, Office of Economic Opportunity Task Force Inc.
Marion Taylor, Urban League
Johnnie Thornton, Office of Economic Opportunity Task Force Inc.
Julia Y. Maddox, Tulsa Area Metropolitan Planning Commission
Dr. C. J. Roberts, Tulsa Demonstration-Research Services
Dr. Elden Jacobson, Professor of the City
Dr. Nancy Feldman, Professor of the City
Don Dorchester, Private Industry

O. NEW TECHNOLOGY

1. We assume that "new technology" here implies the utilization of technology and design for accomplishing desired objectives, at the lowest practical financial cost, in the construction of housing, small businesses, and other physical facilities. Two factors may be expected to inhibit such utilization:
 - a. Building code standards. In an era of unprecedented technological change and advancement, it is not surprising that building codes have frequently become inadequate and outmoded. Though not inevitable, they are usually static in nature, reflecting the commonly agreed upon, the state of the art as widely practiced and standardized. Stated another way, building codes have seldom pioneered or encouraged the search for, and utilization of, the promising but little used. Nor is this dilemma confined to local situations; FHA standards, for example, do little to encourage the innovative. The City of Tulsa is no exception to any of the above.
 - b. Contractor-labor resistance. Though for differing reasons, contractors and construction unions have resisted the introduction of methods and/or materials which promise to significantly alter present operational patterns. It is our understanding, for example, that widespread utilization of prefabricated structures has been hampered by resistance from local contractors and craft unions. Again, we do not expect Tulsa to be an exception to this pattern.

2. Neither of these problems seems amenable to full and acceptable resolution at the local level. To the extent possible, however, local initiative may be expected to accompany the following:
 - a. Building code standards. If this proposal is accepted by the federal government, the Board of Commissioners, which is responsible for code revision, will be requested to authorize a comprehensive study designed to ascertain the adequacy of Tulsa's present code and offer recommendations of change where necessary. It is also strongly recommended that the City Commission grant waivers of the current building code provisions for demonstration or experimental purposes within the Model area, when such waivers are requested by the Director - Coordinator for the Model Cities Program and have been approved by his Advisory Planning Council. These waivers, and/or a revised code of building standards, will permit the flexibility desirable and necessary to demonstrate the feasibility of new methods and materials. Ideas and recommendations would be solicited by the Model Cities Coordinator and, in consultation with the Planning Council he would be empowered as indicated above to request the necessary waiver of standards. It must be noted, however, that only as such flexibility is reflected in federal standards (FHA, for example) can such innovation be widely anticipated and utilized.
 - b. Local contractors and craft unions. The degree to which contractors can be induced to utilize new techniques or materials remains a very open question. Those contractors and unions who

participate directly, of course, will be required to do so insofar as area projects are concerned. Beyond this clout-type approach, the participation of representatives from both the building trades and labor unions in the preparation of this Proposal offers the possibility that concerted educational action, coupled with their own economic self-interest, will permit significant progress in this area.

P. CONSISTENCY OF LAWS

1. The various objectives which comprise Tulsa's Model Cities Program have been reviewed by a committee established for that purpose (see Report of Committee "E", Appendix F). Composed largely of attorneys, both public and private, this group has concluded:

"A review of the other committee reports indicates that the proposed programs of action are consistent with local laws and regulations."
2. While determining a general consistency with existing law, the Committee noted, however, that detailed planning could be expected to encourage the following:
 - a. Development of a coordinated code enforcement program which would embrace minimum housing sanitation and plumbing, fire hazards, zoning and subdivisions.
 - b. Provision by the City Commission for suspension or waivers of building standard codes, subdivision regulations, zoning regulations and local improvement standards when feasibility and desirability have been judged by the Model Neighborhood's Planning Council and when the Director-Coordinator explicitly requests such suspension or waivers for purposes of utilizing new technology and/or procedures. (see Part III, 0,2,a.)
 - c. Development or strengthening of ordinances necessary to the control of specific problems such as, but not limited to, the following:
 - (1) Indiscriminate automobile parking.
 - (2) Trash and garbage storage.
 - (3) Street and sidewalk construction materials.
 - (4) Lack of usable open space.

- (5) Signs and other advertising media.
 - (6) Structural maintenance and landscaping.
 - d. Establishment of a Department of Urban Development. This department would be directly responsible to the City Commission and would include the Model Cities Agency. This aspect has been discussed at length in Part V(A, 2).
3. Further areas of general legislative concern, particularly at the state level, which we believe will be addressed during the planning phase include, though not limited to, the following:
- a. Preparation of an Ombudsman Act (governmental information, complaint and referral bureau) for state and local governments in Oklahoma.
 - b. Support for a state Department of Urban Affairs, a bill presently pending in the Oklahoma legislature.
 - c. Consideration of metropolitan-area minimum standards for building, zoning and subdivision ordinances in relation to water and sewage facilities.
 - d. Consideration of a dual income tax restructuring to encourage the rehabilitation of property and the provision of adequate open space.
 - e. Consideration of additional legislative provisions to allow better coordination of private investment operations within urban renewal and other housing authority programs.
4. Each of the four points, and legislative provisions to allow better directly responsive to the Tulsa City Commission. As the City Demonstration Agency, the City Commission may logically be expected to create

and/or modify at those points which detailed planning determines
to be essential to the successful implementation of this program.

R. CONSISTENCY WITH COMPREHENSIVE PLANNING

We believe that coordination is the fundamental element to insure consistency with wider metropolitan planning.

1. Representatives (including the respective directors) of the Tulsa Metropolitan Area Planning Commission and the Tulsa Urban Renewal Authority have been integral to the formulation of this Proposal. The chairman of Tulsa's newly-formed Housing Authority also served as chairman of Study Committee "A" which carefully examined the question of design, housing and relocation in accordance with the provisions of A Program Guide to Model Neighborhoods in Demonstration Cities. Early recognition of possible conflict between plans proposed for the area and those already planned or programmed for a wider area has been one essential consequence of this procedure.

2. Physical Planning has been based upon that portion of the TMAPC's Community Renewal Program which relates to the Washington Community. This Program, completed in April, 1963 (see Appendix K) contains the broad developmental goals and objectives for the metropolitan area through 1975. No fundamental deviation from the Community Renewal Program is currently anticipated. As determined by Committee "E", charged with reviewing the objectives of the Model Cities Proposal for their legal consistency (see Appendix F),

"The involvement of the city commission and county commission through the Metropolitan Area Planning Commission further assures that the program will be in compliance with comprehensive planning objectives."

3. Social Planning has utilized as its points of departure the data, conclusions, and recommendations of the Council of Social Agencies'

1964 and 1966 studies. Likewise, numerous representatives of the member agencies (including the agencies' executive director) were participants in the preparation of this Proposal.

S. COST-BENEFIT ANALYSIS AND PROGRAM BUDGETING

See Part V, A, 3 and Part VIII, C where this question is discussed in some detail.

T. SOUND DEVELOPMENT OF THE ENTIRE CITY

We reasonably anticipate that the Model Cities Program will contribute to the sound development of the City of Tulsa in the following fashion (while we readily admit that much below seems obvious and perhaps a bit trite, that renders it no less true and desirable):

1. Poverty (interesting paradox) is expensive. Decay, blight, human wastage require inordinate amounts of public funds as those most afflicted with social malaise are those least able to assist themselves. Small wonder; virtually by definition, to have financial means is to have access to the normal sources of assistance. The degree to which individuals move beyond such basic and consumptive remedial assistance will be, economically, one crucial aspect of the general economic climate of a city and will be reflected in those amounts available to promote programs and services which strengthen and enrich all its citizens.
2. More importantly, poverty wastes human skills and resources which, though potential, are never realized. In an era of technology which demands and rewards competence and ability, and requires these commodities in increasing amounts, the city, indeed, society, is short-changed with no possibility of repayment.
3. Most important, however, poverty cripples human beings by denying an individual's intrinsic worth. And through the systematic exclusion of such individuals (particularly Negroes) from the normal channels through which Americans are assumed to "prove" their "worth", the American assumption regarding personal dignity and liberty is compromised, hence, so are we all.

4. Numerous other benefits should accrue to the City; coordination of programs, groups and individuals in this particular endeavor, for example, could and should provide a prototype for such coordination and cooperation generally. Why a federal program was necessary to illumine the logic of this is by no means clear; that it has now seems established fact. Is it not sufficient to insist that (admitting the problems of analogy) only through the general health of its parts can the organic whole be truly well?

PART IV

COMMITMENT TO CARRYING OUT THE PROGRAM

A successful comprehensive attack on social, economic and physical problems in a selected neighborhood requires a broad base of support within the entire city; community support implies not only cooperation but also active participation and involvement on the part of diverse groups and individuals. We believe one of the important features of the planning represented in this Proposal has been the degree to which remarkably diverse individuals have responded. Three aspects might be noted:

- A. Community participation was sought from the beginning; Tulsa's penchant for "government by committee" operated here, as it has elsewhere.
- B. Individuals and groups representing a wide range of interests shared in the process of developing the plan.
- C. Rather perfunctory initial inquiry has grown, in quite remarkable fashion, to a point of considerable enthusiasm and anticipation.

The history of this Proposal dates back to the fall of 1966, just prior to passage of the Demonstration Cities and Metropolitan Development Act of 1966. Acting on a recommendation from the Tulsa Metropolitan Area Planning Commission, the City Commission authorized appointment of a committee to investigate and evaluate the Demonstration Cities Program. On October 26, 1966, the Mayor of Tulsa appointed 25 representatives of public and private agencies and organizations to the Demonstration Cities Program Study Committee. (See Appendix A). Seven individuals were also named at that time as members of the Steering Committee for the study group. The Mayor's charge was straightforward; the committee should analyze and respond to the following three considerations:

- A. To recommend whether or not the City should submit an application to

participate in the Demonstration Cities Program;

- B. If so, to recommend which local agency should be named as the Demonstration agency to coordinate such a program, and
- C. To provide the City Commission with an illustrative example of the scope such a program might take in Tulsa.

Numerous meetings and sub-meetings followed. Private and public agencies were asked to review the legislation with regard to its meaning for Tulsa's poverty, and to ascertain how they might participate in the Act's intent. A "Mayor's delegation" flew to Washington in November for consultations with Housing and Urban Development officials. Numerous citizens were invited to respond to the whole idea emerging. The climax for this process occurred on December 8, 1966 when the Study Committee conducted a day-long Workshop (convened by the Mayor) held at the Tulsa Chamber of Commerce. (see Appendix A). Keynoted by a City Commissioner and encouraged by Oklahoma's governor-elect, two panel presentations were made to brief the Study Group on seven major areas of concern. Each was followed by audience response and discussion. This session produced a number of noteworthy aspects, not the least of which indicated how little genuine cooperation and coordination currently existed between agencies whose objectives and concerns were highly complementary.

The Workshop concluded with a unanimous vote of the Study Committee recommending that the City of Tulsa actively seek participation in the programs provided for in Title I of the Demonstration Cities and Metropolitan Development Act of 1966. The recommendation also included a suggestion that the Study Committee be delegated to prepare the application grant and that the City request the assistance of the University of Oklahoma School and the Tulsa Educational Demonstration Research Services Office (experimental

Professors of the City project - see Appendix M) in providing the coordination and professional research services required in writing the application grant.

With passage of the Study Committee resolution, a new phase of planning was begun. The Steering Committee of the Tulsa Demonstration City Program Study Committee, working with members of the full committee and with city officials, began detailed planning. In February a special subcommittee, appointed to consider boundaries for the Model area, issued their report. (see Appendix I,1.)

After the Model neighborhood had been identified, it was necessary to define the problems and outline possible solutions. To accomplish this and to expand participation in the planning, over one hundred fifty citizens in Tulsa were invited by the Mayor to assist in developing the Model area Proposal. Six "citizen committees", representing public and private agencies, private enterprise and the Model neighborhood, were established, members of which included executives, professionals and lay people in varied fields of interest, including health, recreation, education, cultural and social services, real estate, architecture, law, publishing and finance. From their activity emerged the reports which provide the foundation of this Proposal.

An "arrangements committee" was set up to organize a tour of the primary and secondary Model areas for members of the citizen committees. (see Appendix I,2)

Each committee and its various subgroups met intensely for one month. "Gathering in miniature town meetings to apply their minds to a unique task," as a local newspaper described these citizen sessions, committee members developed a rather wide variety of ideas for turning the Model neighborhood into an improved "Model" neighborhood. The work of the committees produced not only the reports which have been incorporated into the Tulsa Proposal but also a new atmosphere of cooperation and understanding among people and groups,

many of whom had had little or no communication previously.

Participation in these committees provided an opportunity to see first hand the needs of the selected neighborhood (a bit of a shock to many), to honestly and openly discuss ideas and differences of opinion and to reach a more or less realistic ground of common interest and consensus. Understanding and espousing the aims of the program, a surprising number of people have expressed a willingness to cooperate in the multiple programs and purposes this Proposal discusses.

Perhaps we may simply defer to the committee reports et al themselves; these documents testify more forcefully to this question of participation and commitment than does the mere telling of it.

PART V

CAPACITY FOR CARRYING OUT THE PROGRAM

A. ADMINISTRATIVE MACHINERY FOR PLANNING PROGRAM

1. The Demonstration Agency which will receive the planning grant is to be the Board of Commissioners of the City of Tulsa. As described under Part V, B, 1, a, the Board of Commissioners, composed of the Mayor and four Commissioners, constitutes the legislative and administrative body of this City. As such, they are empowered to enact ordinances and to control and supervise all city departments. As is obvious, they are the "elected officials of the community."

Assumption of the role and responsibilities of the Demonstration Agency by the Board of Commissioners is based principally upon an analysis of alternatives. There has always existed the possibility that local government, generally speaking, could fail to fully appreciate and understand the problems of poverty, both white and black; it seems equally the case, however, that attempts to circumvent local political authority through autonomous agencies and/or direct federal grants has produced situations of mutual tension, distrust and an oft-times senseless competition. And if more than one agency is to significantly relate its activities to other agencies exhibiting a likeminded independence, from whence shall come the catalyst? It appears to us that the Model Cities Program has recognized this problem.

A second concern is akin to the first; Tulsa, as illustrated elsewhere in this Proposal, has often resorted to "government by committee"

in seeking planning and programs for many of the problems and concerns common to any large urban setting. Although this has frequently yielded unexpectedly good results, the establishment of yet another municipal agency or authority, which would presumably draw its membership from existing agencies and boards, still leaves the question of political and legal authority largely unresolved. Such an authority might very well persuade cooperation and coordination from relevant groups; it would have had no legal power to do so. We are led, thus, to believe that the City's highest elected officials, versed in and committed to the provisions and spirit of the Model Cities Program, is the most viable instrument for accomplishing its purposes.

2. The principal agencies performing planning activities related to the comprehensive city demonstration program include the following:

- a. Tulsa Urban Renewal Authority
- b. Tulsa Metropolitan Planning Commission
- c. Task Force (O. E. O. & C. A. P.)
- d. Community Relations Commission
- e. Council of Social Agencies, including its affiliated members
- f. City-County Health Department
- g. Tulsa Housing Authority
- h. Professors of the City

Each of the above is described in Part V, B, 1.

3. There is to be established a new administrative position, the title of which will be "Director and Coordinator for the Model Cities Program." Directly responsible to the Mayor of Tulsa, and representing the

political power and legal authority of both the Mayor and the Board of City Commissioners, the individual occupying this position will be the Demonstration Agency's administrative delegate, charged with implementing the planning functions described in this Proposal. Each of the descriptive words in this title has specific connotations:

- a. Director. The occupant of this position will be charged with directing the Model area planning staff. As such, he will insure that each of the parts effectively relates with the whole, and will have administrative authority to resolve internal questions of procedure.
- b. Coordinator. He will, simultaneously, be charged with the ultimate responsibility for coordinating the many agencies and activities--physical, social and economic--which impinge upon some aspect of the Model area's total environment.
- c. Model Cities Program. Recognizing that the Washington Community is one aspect of the much larger organic whole which constitutes the City of Tulsa, the Director-Coordinator must be cognizant of the Model area, not only as a focus for intensive analysis and program implementation, but also as a part affecting and deeply affected by political and economic facts and decisions emanating from the larger urban context. As such, he will be charged with both intra- and inter-neighborhood communication and programming, to the end that
 - (1) Purposes and programs within the Model area effectively correlate with metropolitan development generally.

(2) Purposes and programs anticipated elsewhere throughout the city are made aware of their implications for the Model area. The Director-Coordinator will, in short, devise (with his staff) suitable means whereby the purposes and intent of this Proposal are translated into workable, effective programs.

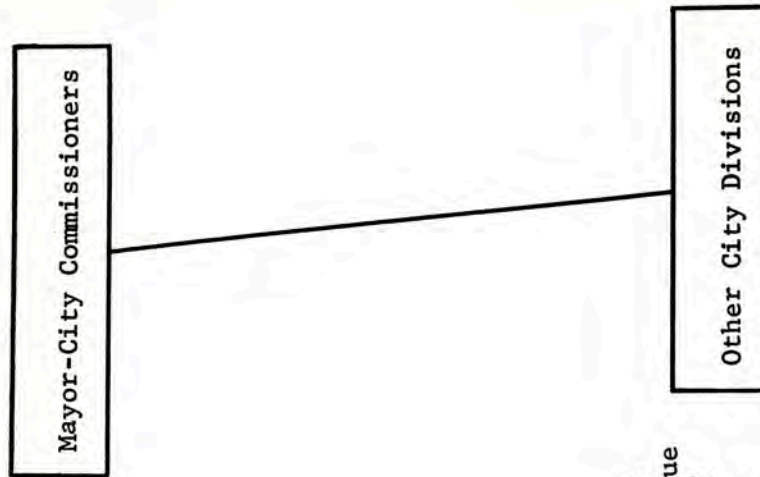
(Note: as with certain other metropolitan communities, Tulsa has recognized the importance of incorporating into urban planning and decision-making an integrated conception most frequently referred to as the "systems" approach. "Systems," we readily admit, has many meanings when used as a concept, with multiple referents and definition. At the least, however, a "systems" approach comprehends the City as an organic, dynamic whole, within which its multiple parts exist in intricate inter-relation and inter-dependence. Planning for any given part or aspect, thus, must by definition take cognizance of and allow for the change such planning will bring about, not only within that part but throughout the web of complex parts with which it interacts. Secondly, a "systems" approach implies, almost of necessity, sophisticated computer programming and analysis; no other method can possibly process, within usual limits of time and financial resources, the incredible amount of information and correlation required to produce broad overviews and to perform simulations and cost-comparisons of alternatives. As a consequence, a comprehensive study of Tulsa's operational structure was commissioned a year ago, the results of which are being carefully

considered by the Mayor and Board of Commissioners at this writing. Of immediate importance for this Proposal is the study's recommendation that Tulsa establish a Department of Operations Planning and Development, which will draw into one functional framework long range planning, budget administration, operations research, systems planning, data processing and communications. Two courses of action appear possible:

- a. If the City of Tulsa adopts this aspect of the study, its director could also be the Director-Coordinator for the Model City's Program.
- b. The City may decide to defer this "total" step, utilizing instead the new position of Director-Coordinator for the Model Cities Program as a first step in a logical progression; from experience gained in the coordination and direction of public and private resources toward one identifiable area within the City, the Office of Director-Coordinator would presumably be expanded to embrace all sectors of the City of Tulsa. In either of these eventualities, Tulsa will acquire, will set into motion, the operations research and systems analysis which modern metropolitan government increasingly requires.)

Five functional subdivisions will be created, staffed by five individuals, each of whom will be responsible to the Director-Coordinator. These subdivisions--physical planning, social planning, economic planning, citizen participation, and research--

and the public and private agencies who have agreed to coordinate their activities in the Model area, are portrayed graphically on the following page.



- | | | |
|--------------------------------------|-----------------------------|-----------------------------------|
| 1. Urban Renewal | 1. Chamber of Commerce | 1. Task Force |
| 2. TMAPC | 2. G. of S. A. | 2. Urban League |
| 3. Housing Authority | 3. Urban League | 3. Council of Churches |
| 4. Professors of the City | 4. Council of Churches | 4. Community Relations Commission |
| 5. Public Health | 5. Public Health | 5. Public Health |
| 6. Streets and Sewers | 6. Professors of the City | 6. N.A.A.C.P. |
| 7. Lighting | 7. Family & Child Service | |
| 8. Parks Board | 8. Police & Fire Department | |
| 9. Schools | 9. Public Schools | |
| 10. American Institute of Architects | 10. Park Department | |
| 11. Home Builders | 11. Task Force | |
| 12. Board of Realtors | 12. Bar Assoc. | |
| 13. Chamber of Commerce | 13. City-County Library | |
| 14. Police & Fire Dept. | 14. New Day Board | |
| 15. City-County Library | 15. Renewal Authority | |
| | 16. Housing Authority | |

Two basic considerations are intended in the preceeding:

- a. Each of the four planning areas whose specific functions and program responsibility have been detailed throughout Part III, are related and administratively responsible to the Director-Coordinator. Equally crucial, however, they are intimately related functionally to one another. None is self-contained; each requires constant awareness of, and consultation with, the others. Taken compositely, they form a whole. As such, responsibility for cooperation and consultation is implicit in the horizontal lines linking these four sections. Ultimate coordinating responsibility resides, obviously, with the Director-Coordinator.
- b. Research in this context is not only or even principally another functional division but is rather the point at which information collection and analysis bring each of the other four into a specific working relationship. Data from these planning areas will be processed by the research staff, providing rapid information about the inter-relationships and possible consequences of, for example, a physical planning decision upon each of the other three.

Additionally, large amounts of data from multiple sources already exist concerning Tulsa. The research component would be charged with collecting and processing this data and information for electronic storage and retrieval, ascertaining where serious informational deficiencies still exist, thus providing a systematic basis from which further studies and surveys would be conducted.

From such a basis, effective analysis of alternative courses of action for any desired objective, and the cost factors related to them could be determined.

Recognizing the critical shortage of personnel who possess the skills these five planning positions require, discussions among the many concerned agencies have been held; while definitive commitments have not been asked for, it seems evident that recruitment will be possible from within existing agencies. Several individuals are presently under consideration for the position of Director-Coordinator. Additionally, staffing is available through the four participating universities of the Tulsa Demonstration Research Services Project.

The Planning offices, as described in Part III, A, will be located within the Model area. (see letters of commitment in Appendix H).

There is also to be established a Model Area Planning Council. This group (Part III,A), purely advisory in its official relationships, is to be composed of 20 individuals, 8 of whom are to be architects, urban planners, and social scientists, professionals conversant with urban design standards, and twelve citizens-at-large, at least 10 of which will come from the Model area. Professional representatives shall be appointed by the Mayor of Tulsa; so, too, will two citizens at large. The ten area residents shall be chosen by methods to be determined during the early planning period, and will provide cross-sectional representation of all the area's socio-economic levels. The functions envisioned for this Council are several:

- (1) This group is intended to provide a vital platform for discussion, permitting and encouraging a continuing conversation between those who represent "high standards of design" and those who express the hopes, needs and peculiar qualities of the area; mutual education is an intended result.
- (2) This group would critically consider pending planning decisions regarding the area, particularly as they relate to physical improvement and design, offering both counsel to, and an avenue of communication to the neighborhood for, the Director-Coordinator.
- (3) This Council would control a sum of money to be derived from supplemental funds (the amount has not yet been determined) which would, primarily through (and with its advice) the Design team (see Part III, A, 4 & 5), establish locations for and the content of demonstrations and classes in home improvement.
- (4) This Council would also pass upon the desirability of particular requests for suspensions or waivers of zoning and building code standards before the Director-Coordinator presents such requests to the Board of Commissioners.

Three points seem pertinent to the question of assuming responsibility for program goals and coordination:

- a. Each of the agencies cited above has been involved, at some point, in the seven-month planning process which culminated in this Proposal. What they have affirmed is, therefore, very largely the product of their own efforts and deliberations.

- b. In compliance with federal guidelines, however, each of the major agencies, both public and private, which will be responsible for the larger program aspect projected for the Model area, have submitted formal statements of cooperation and coordination; programs they now or will conduct within the area will both contribute to and be a result of planning activity lodged within the Office of the Director-Coordinator for the Model area.
- c. We believe that the Board of Commissioner's power to persuade and decide, both officially and otherwise, will be sufficient for the resolution of conflicts inevitable, we would suppose, in any undertaking of this magnitude.

B. ADMINISTRATIVE MACHINERY TO CARRY OUT THE PROGRAM

1. Community Organization

- a. Local government. Tulsa's charter, the authority for the government, was adopted by the electorate July 3, 1908, and approved by the Governor of Oklahoma January 5, 1909. The charter, the fundamental law of the City, provides that the City is a corporate and political body and establishes the commission form of government. The Mayor and four Commissioners, who constitute the Board of City Commissioners, and the City Auditor are elected at large for two-year terms. The Board of City Commissioners is both a legislative and administrative body, having authority to enact ordinances and to control and supervise all city departments.

The Mayor is the chief executive officer of the City, a member of the Board of City Commissioners, and ex-officio president of the Board. By charter amendment he is also a member of the Airport Authority, the Park and Recreation Board, and the Utility Board.

The Police and Fire Commissioner has general supervision of the Police and Fire Departments and must see that all police regulations are enforced. He also supervises the General Services Department which is responsible for some clerical and technical functions of the Police and Fire Departments.

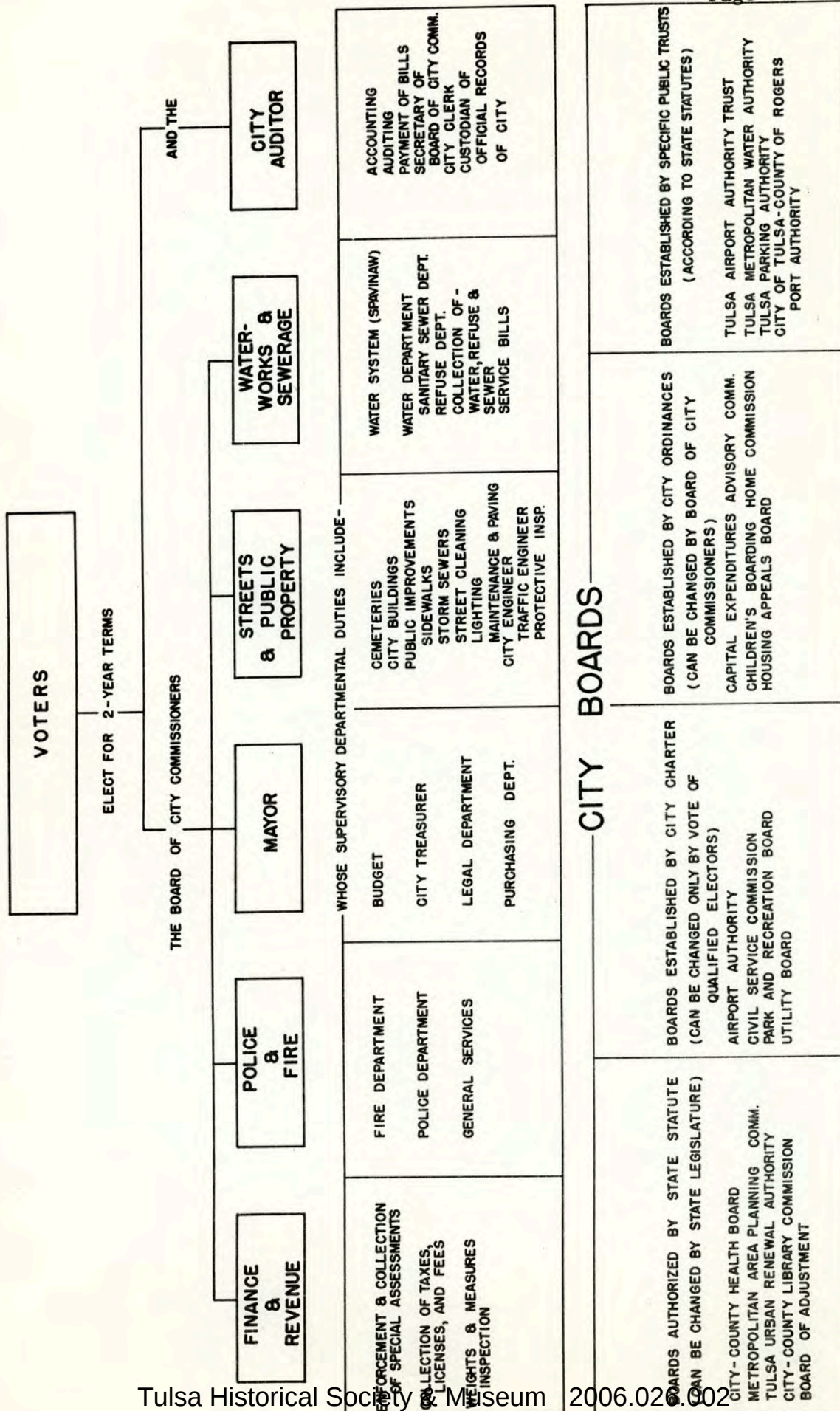
The Commissioner of Streets and Public Property has supervision of streets, public grounds (including two municipal cemeteries), all public property (except the airports and the parks), traffic control, storm sewers, and the lighting, cleaning, and maintaining of the alleys and streets. He is also responsible for seeing that

all contracts for public improvements in these areas are complied with according to their terms.

As ex-officio Chairman of the Utility Board, the Commissioner of Waterworks and Sewerage supervises the construction, maintenance, and operation of the waterworks and sanitary sewerage system of the city. He also supervises the collection of refuse and is responsible for the collection of revenue of the department.

The Commissioner of Finance and Revenue is responsible for the enforcement of all laws and regulations pertaining to the assessment and collection of all revenue, licenses, and taxes due the City. (see chart)

TULSA CITY GOVERNMENT



CITY BOARDS HAVE BEEN ESTABLISHED BY STATE STATUTE, THE CITY CHARTER, AND CITY ORDINANCES. MEETINGS ARE OPEN TO THE PUBLIC. THE MAYOR APPOINTS AND THE BOARD OF COMMISSIONERS CONFIRMS THE MEMBERS OF ALL CITY BOARDS AND THE CITY MEMBERS OF CITY-COUNTY BOARDS. MEMBERS OF THESE BOARDS SERVE WITHOUT PAY.

PUBLIC TRUSTS, AUTHORIZED BY STATE STATUTE, ARE A RECENT DEVELOPMENT. FOR MUNICIPAL FINANCING IN TULSA, PUBLIC TRUSTS ARE PRIVATELY CREATED (I.E. NOT VOTED BY THE PEOPLE) TO PROVIDE A SERVICE OR FACILITY TO BENEFIT THE CITY. THE TRUST MAY NOT ACT UNLESS THE CITY AGREES TO ACCEPT IT'S BENEFICIAL INTEREST IN THE TRUST.

(1) Zoning and Land Controls

- (a) Metropolitan Area Planning Commission was authorized in 1953 by state statute. It is a joint City-County board whose members are appointed for three-year terms, the terms of the two city appointees and one county appointee expiring each year. The Mayor of the City of Tulsa and the Chairman of the Board of County Commissioners are ex-officio members. Members serve without pay but supervise a paid staff. The county and city each furnish half the budget for the Commission's operation.

This commission has broad powers to make, adopt, revise, and enforce a master plan for development within the City of Tulsa and the remainder of Tulsa County excepting other incorporated places. Such plans become official upon the approval of the City and County Commissioners. Private development is regulated to conform with the Master Plan by a City Zoning Ordinance which has established 16 land use classifications. No changes in the classifications of districts zoned for certain land use may be made without:

- 1/ A study by the Tulsa Metropolitan Area Planning Commission.
- 2/ A public hearing on the request for change.
- 3/ Approval by the City Commissioner.

Appeal from a decision of the TMAPC may be made in District Court.

- (b) City Board of Adjustment is composed of five members appointed by the Mayor and confirmed by the Board of City Commissioners for three-year terms, serves without pay but employs a paid secretary and staff. This Board acts on appeals for interpretation of zoning ordinances. It has the power, in specific cases, to vary provisions of zoning ordinances if such variances do not conflict with the original intent of the ordinances. The Board may vary limitations on non-conforming uses such as existing structures in newly annexed areas. This Board also approves the location of certain types of structures such as schools, churches, fire stations and hospitals. It acts as the official custodian of city zoning records.
- (c) Building Inspector's Office of the City Engineer. Building permits must be secured from the Building Inspector's Office, under the City Engineer, to construct or remodel structures in the City, but none shall be issued unless all applicable ordinances and construction codes have been complied with. This office is also charged with the enforcement of the zoning regulations within the City and its five-mile perimeter area.
- (2) Health and Housing
- (a) City-County Board of Health. A joint City-County Board of Health was authorized in 1955 by state statute. There are nine members, who serve six year terms without pay, on the Board. It is the duty of the Board to recommend ordinances, rules and regulations to the governing bodies

within its jurisdiction with respect to matters pertaining to public health. This Board chooses the Health Officer with the approval of the Boards of City and County Commissioners and the State Department of Health. The State Health Department has control of the activities that relate to the enforcement of state health laws and contributes financially to the City-County Health Department.

The City-County Health Department is responsible for public health nursing service; control and prevention of communicable diseases; the school health program in cooperation with the Board of Education in School District No. 1, and in parochial and county public schools; infant, pre-school, and maternal health clinics; tuberculosis control; operation of local health centers; and the sanitation and food program.

A code of Minimum Housing Standards for the City of Tulsa was enacted in 1960. The Superintendent of the City-County Health Department is given the authority to make inspections of dwellings and buildings already constructed, or which may be constructed, and to require the owners to meet specific requirements set out for light, ventilation, heating, space, for safety from fire, and for safe and sanitary construction and maintenance. He is given the power to vacate any building in which violations are not corrected within sixty days of notice of the violations.

(b) Housing Appeals Board, composed of six members appointed by the Mayor, must concur to reverse an order of the Health Officer. Appeals of such orders under the code of Minimum Housing Standards may be made to the Housing Appeals Board. The Board may sustain, reverse, or modify the order of the Health Officer, and the decision may be appealed to the courts.

(3) Welfare

(a) With the exception of funds allocated annually to the Salvation Army and Travelers' Aid, the City does not provide any welfare funds. The County Welfare Department, responsible to the Board of County Commissioners, provides -- in conjunction with the State Department of Welfare -- those services provided for by State law. The County Welfare Department maintains a County Home for the aged and infirm, operates a Charity Medical Clinic, supervises County Welfare, and attends to (general assistance grants) Commodities Distribution.

(4) Education

(a) School District No. 1 of Tulsa County, which extends beyond the boundaries of the City and includes portions of Osage and Creek counties, provides public education in Tulsa. The school district is a separate governmental division and a part of the state educational system. The City has no jurisdiction over it.

The seven members of the Board of Education of School District No. 1 are elected at large by the qualified

electors of the school district for a term of three years. Elections are held annually. Two members are elected in each of two years, and three are elected the third year. They serve without pay and must be qualified electors and able to read and write the English language. The Board meets twice monthly and the meetings are open to the public.

The Board of Education is responsible for the educational policy and supervision of the school system. It acts as a legislative body and has the authority to enter into contracts, establish, erect, and maintain schools. The Superintendent, appointed by the Board of Education, has the responsibility to develop a curriculum, and to hire and fire, with the approval of the Board. He is administrator of the school system and is the executive officer of the Board of Education.

The State Department of Public Instruction approves the certification of teachers, allocates state funds due the district, and accredits the curriculum.

- (b) Tulsa City-County Library System was established in 1961 by vote of the people of Tulsa County. An annual recurring 1.9 mill levy provides operating and maintenance funds.

The budget is subject to review by the County Excise Board, Board of City Commissioners and the Board of County Commissioners.

There is a central library and twenty branch or community libraries and seven bookmobiles throughout the city

and county. It is under the direction of the Tulsa City-County Library Commission, whose eleven members serve three year staggered terms, without pay. Six members are appointed by the Mayor of Tulsa and three by the County Commissioners (one from each district). The Mayor and the Chairman of the County Commissioners serve as the two remaining members.

(5) Public Services

- (a) Police and Fire Protection: The Police Department is the responsibility of the Commissioner of Police and Fire, although the Board of City Commissioners exercises indirect control through the approval of the appointment of the Chief of Police and the approval of the budget.

All employees of the department, including the Chief of Police, are under Civil Service.

- (b) The Fire Department is the responsibility of the Commissioner of Police and Fire, although the Board of City Commissioners exercises indirect control through approval of the appointment of the Fire Chief and approval of the budget. Appointments and promotions are made on the basis of merit and fitness as determined by competitive examinations written and conducted by the Fire Department's Personnel Committee.

- (c) Utilities: Franchises for electricity and gas have been voted the Public Service Company of Oklahoma and the Oklahoma Natural Gas Company by the people of Tulsa. These are regulated by the Oklahoma State Corporation Commission,

but the City sets the rate of taxation for the franchise, Southwestern Bell Telephone Company, under a Federal court decision, is not required to secure a franchise from the City but pays a 2 percent franchise tax to the City in return for the right to use city property.

The City does operate the waterworks and sewerage systems and collects and disposes of refuse within the city limits. The Commissioner of Waterworks and Sewerage administers this department, which furnishes approximately 50% of the City's revenue.

- (d) Utility Board, created by charter amendment in 1948, is composed of the Mayor and the Commissioner of Waterworks and Sewerage ex-officio, and five other members who serve without pay and are appointed by the Mayor and confirmed by the Board of City Commissioners for five-year staggered terms. Not more than three appointed members may be of the same political party.

This board has charge of the maintenance and operation of the waterworks and sewerage systems. It is mandatory that the Board establish rates for the water and sewer service, and for commodities sold, sufficient to satisfy the provisions of the charter. It is the mandatory duty of the Board of City Commissioners to approve these rates or be subject to removal from office. Hence this board sets the water rates and sewer service charges.

The charter makes it mandatory that the rates be sufficient to pay 50% of the annual interest and principal requirements for outstanding water and sewer bonds of the City. All revenue above this requirement goes into the general fund.

All sewerage is disposed of through four treatment plants owned and operated by the City of Tulsa. Planning and installation of mains and plants are subject to regulations by the State Health Department. A city sewer charge is levied on consumers based upon their average winter water consumption. Cesspools are not allowed. The City-County Health Department controls and supervises sewage disposal other than that by the public sanitary sewer.

(6) Streets

- (a) The Commissioner of Streets and Public Property is responsible for the maintenance of the streets and alleys, which includes cleaning, lighting, and repair; installation, maintenance, and supervision of street markers and traffic signals; construction and maintenance of storm sewers and sidewalks; and the maintenance, repair and construction of all city buildings, with the exception of facilities of the airports, parks, waterworks, and sanitary sewerage system.

(7) Parks and Recreation

- (a) The Park and Recreation Board is composed of the Mayor and four others appointed by him and confirmed by the

Board of City Commissioners. One is appointed each year for a four-year term. The appointed members serve without pay and may be appointed for two successive terms but shall not be eligible for reappointment for a period of two years after the expiration of the second term.

The Board has the power to establish, operate, control and maintain parks, playgrounds, museums, boulevards, and public recreational facilities of the city. It may acquire, in the name of the City, land and facilities for park or recreational purposes subject to the approval of the Board of City Commissioners. Funds for operating expenses for city parks and recreation programs come out of the city budget; bond funds are used to acquire new lands.

(8) Transportation

- (a) In 1957 a franchise was granted the M.K.O. Transportation Company for twenty-five years. Bus service is furnished within the city limits, and routes and fares can be changed only with the consent of the Board of City Commissioners.

(9) Urban Renewal

- (a) Tulsa Urban Renewal Authority was authorized by state statute in 1959 and was established by the Board of City Commissioners. Five members, appointed by the Mayor and confirmed by the Board of City Commissioners, serve three-year staggered terms without pay.

The Board's responsibility is to survey the city for substandard housing and areas of deterioration and blight;

to develop a plan which must be approved by the Board of City Commissioners for rehabilitation or renewal of these areas; to execute urban renewal plans and provide for the relocation of the citizens affected. Once the plans have been approved by the Board of City Commissioners, the execution and financing necessary is under the exclusive jurisdiction of the Urban Renewal Authority.

- (b) Tulsa Housing Authority was established by the Board of City Commissioners in January, 1967 to deal with the problems of providing low cost housing, either by rental or purchase, for persons with family incomes under \$3,000. The Authority is to function in close relationship to the Urban Renewal Authority in handling relocation of persons displaced by urban renewal project.

Members of the Authority are appointed by the Mayor of the City. A paid administrative staff will be employed.

(10) Community Relations

- (a) The Community Relations Commission, established by ordinance in November, 1961, is composed of nine members appointed by the Mayor of the City for one-year terms and employs an Executive Director and other staff through Civil Service. The Mayor appoints the Chairman of the Commission and serves as ex-officio member. Its purpose is to solve the usual human relations problems.

b. State agencies.

- (1) State Department of Education. The State Department of Education functions in the community through the local school system, providing funds based on average daily attendance, etc., setting minimum standards, certifying teachers.
- (2) State Department of Health. The State Department of Health functions in the community through the local health department, providing funds, specific salaries, supervision, training and setting standards in certain area.
- (3) State Department of Welfare. The State Department of Welfare functions in the community through local units responsible to the Director of Welfare, in turn responsible to the Welfare Commission and the governor. The State Department of Welfare is financed by a 2% sales tax and with federal funds provided under various programs. It supplies the vast majority of income maintenance, of child welfare care and protection and is widely relied on in the Model area. (see attached chart)
- (4) Oklahoma Employment Security Commission. The State Employment Security Commission functions in the community directly in local units. Under provisions of the Oklahoma Employment Security Act the Commission, appointed by the governor, is charged with the responsibility for administration of the public employment service and unemployment insurance programs established by the United States Congress. The programs are operated in accordance with federal statutes and regulations and all administrative funds are received through federal grants from Congressional appropriations. The Federal Act

CONSULTANT FEDERAL - STATE PLANS - George W. Davis
EXECUTIVE ASSISTANT - REIMBURSEMENT OFFICER - LEGAL SERVICES - J. Harry Johnson
OVERPAYMENT UNIT - Zella Tarum
ADMINISTRATIVE REVIEW UNIT - Pauline Naylor-Margaret Williams
APPEALS UNIT - Harold C. Powers
PERSONNEL UNIT - Clifford E. Burns - Jimmy McGlasson - Sam Robinson
PSYCHOLOGICAL UNIT - T. S. Baumberger, PhD. (Act.) Buck Elsea, PhD.
STATE OASI BUREAU - S. M. Van Deventer
SPECIAL UNIT ON AGING - John J. Hoppis
ADMINISTRATIVE SERVICE UNIT - Curtis D. Ramsel Wesley Rucker
INQUIRY AND COMPLAINT UNIT - Ruth Formby
STAFF DEVELOPMENT UNIT - Mildred Murphy - Virginia E. Sloan
CIVIL DEFENSE UNIT - Jack Stewart
WORK AND TRAINING - Gerald B. Watson
EDUCATIONAL AND TRAINING AIDS CONSULTANT - Frank Gamer
DATA PROCESSING UNIT - Phillip J. Smith, Oliver F. Pruett, Joe B. Vick
SYSTEMS PLANNING SECTION - Joseph T. Nicholson

ORGANIZATIONAL CHART - DEPAR

GOVER
COMMIS
L. E. E
DIREC

SUPERVISING CONSULTANT - MEDICAL UNITS George F. McDonnold, M.D.

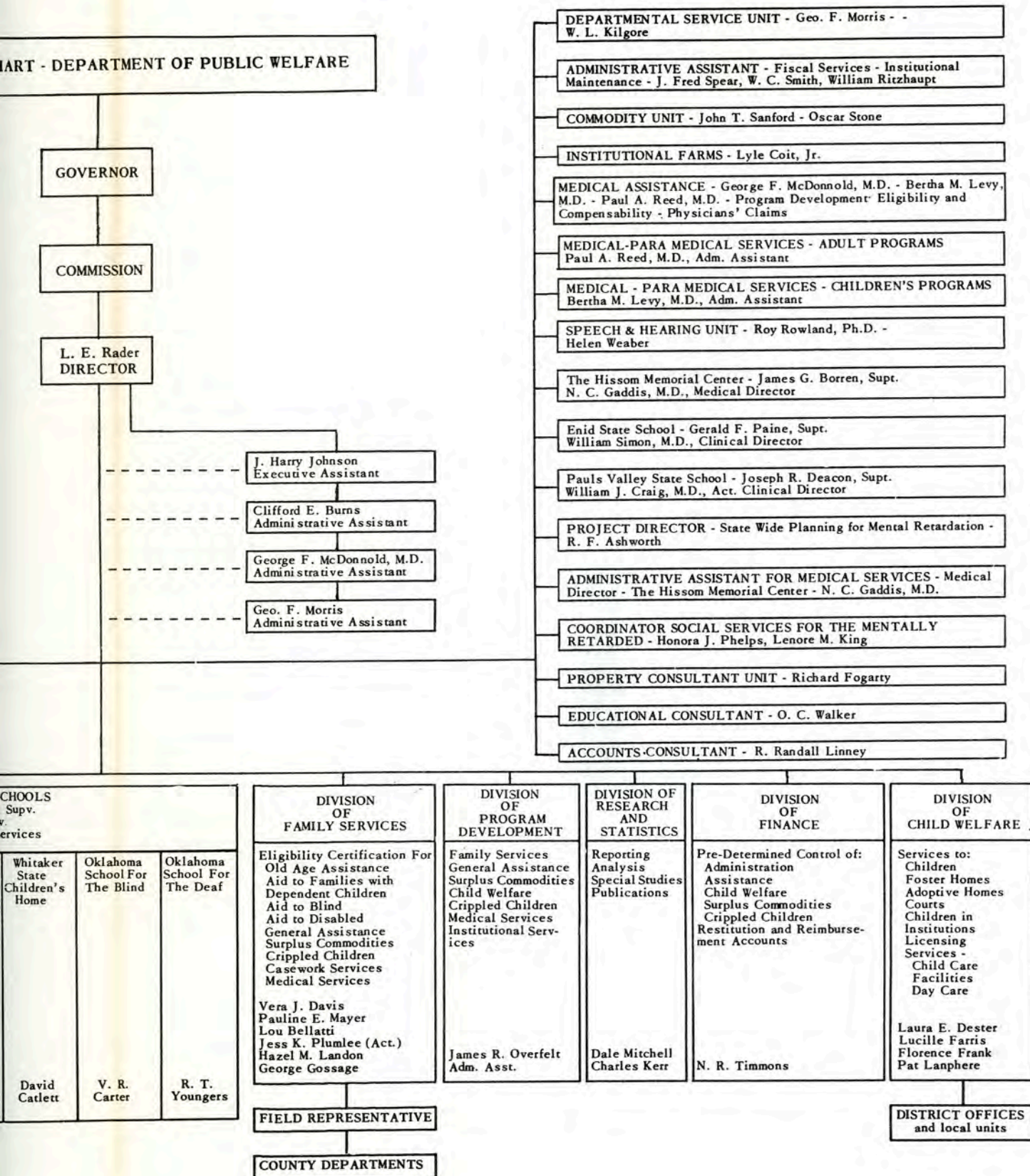
Crippled Children Unit	Medical Evaluation Unit	OASDI Disability Determina- tion Unit	Medical Assistance Unit
William J. Craig, M.D. Supv.	N. Price Eley M.D., Supv.	Floyd Moor- man, M.D., Adm. Asst. for Med. Ser- vices and Supervisor	Paul A. Reed, M.D., Supv.
Evelyn Greenman	Elizabeth Powers	Vaun Mitchell	Ira E. McConnell Howard Stansberry,
Eligibility & Compensabili- ty Medical Ser- vices-Children			Eligibility and Compensability - Hospital, Trans- portation, Nursing Care and Miscel- laneous Services

DIVISION OF STATE HOMES & SCHOOLS Theodore S. Baumberger, PhD., Supv. William Cullers, Asst. Supv. Jerry Jolly, Supv. - After Care Services

Girls Town	Helena State School For Boys	Boley State School For Boys	Taft State School For Girls	Taft State Children's Home	Whitaker State Children's Home	Okla Sch Th
Lodiska H. Cowan	Camel A. Bland	Robert W. Henson	Ruby B. Stanback	Linzy W. Wilson	David Catlett	V C

Effective 3-15-67

PART - DEPARTMENT OF PUBLIC WELFARE



and the Oklahoma Employment Security Act provide that the monies shall be spent in the amounts and for the purposes deemed necessary by the Secretary of Labor. (see attached chart).

c. Nonpublic agencies involved in providing social services, housing assistance and similar programs.

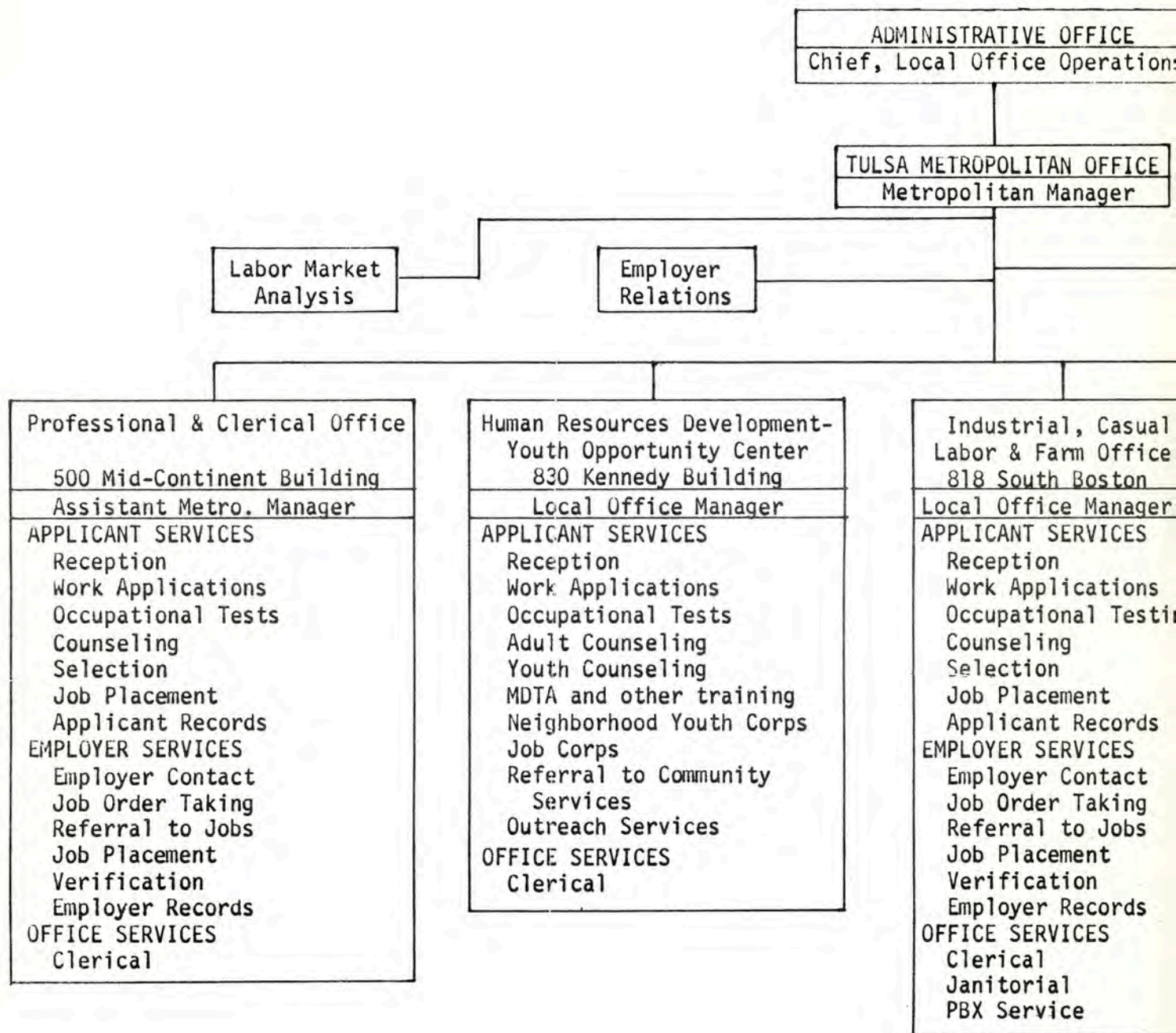
(1) Tulsa Council of Social Agencies. The Council's primary purpose is to insure that the community (Tulsa County) has a planned, coordinated and efficient program of health, welfare and recreation services dealing effectively with the problems and needs of its people.

85 public and private social welfare agencies, civic organizations, boards and commissions of local and state governments comprise the membership of the Council. Each member selects two delegate representatives who elect a 30-member Board of Directors. The Executive Director serves as Secretary of the Council.

The primary focus of the Council is on community problems rather than individual agency concerns. The major work of the Council is handled through ad hoc committees created to deal with the study and resolution of specific community problems.

The Council is financed by the Community Chest and is open to every agency in the city, public and private.

Tulsa has the usual panoply of social agencies; casework, groupwork and custodial. A list of these is attached and includes public and private agencies. Detailed descriptions are readily available.



Functional Organization

TULSA METROPOLITAN AREA OFFICE

OKLAHOMA STATE EMPLOYMENT SERVICE

VE OFFICE
ce Operations

ITAN OFFICE
n Manager

Medical Placement Services

rial, Casual
Farm Office
uth Boston
Office Manager
T SERVICES
ion
pplications
tional Testing
ling
ion
acement
ant Records
SERVICES
er Contact
der Taking
al to Jobs
acement
cation
er Records
SERVICES
al
rial
rvice

Industrial Office
240 East Apache
Local Office Manager
APPLICANT SERVICES
Reception
Work Applications
Occupational Testing
Counseling
Selection
Job Placement
Applicant Records
EMPLOYER SERVICES
Employer Contact
Job Order Taking
Referral to Jobs
Job Placement
Verification
Employer Records
OFFICE SERVICES
Clerical
Janitorial

Claims Office
(Itinerant Claims Service)
818 South Boston
Local Office Manager
Claims Taking
Claims Adjusting
Claims Files
Records and Reports

ganization

N AREA OFFICES

April 14, 1967

SOCIAL AGENCIES AND ORGANIZATIONS

Alcoholics Anonymous
American Cancer Society, Oklahoma Division, Tulsa County Unit
American Legion - Carson-Wilson Post #1
American Red Cross, Tulsa Area Chapter
Arthritis Foundation, Eastern Oklahoma Chapter
Associated Catholic Charities
Babies Milk Fund of Tulsa, Oklahoma, Inc.
Blue Cross and Blue Shield
Boy Scouts of America, Indian Nations Council, Inc.
Camp Fire Girls, Inc., Tulsa Council
Catholic Activities
Central State Hospital
Child Care Licensing Commission
Child Guidance Clinic
Child Welfare Division of Department of Public Welfare
Children's Day Nursery
Children's Home and Welfare Association
Children's Hospital
Children's Medical Center
Combined Nursing Service
 Tulsa County Public Health Nursing Service, Inc.
 and Tulsa City-County Health Department
Community Service Project, Department of Mental Health
Cooperative Extension Service
Council of Churches of Greater Tulsa
County Court of Tulsa County
Dairy Council of Tulsa
Department of Mental Health
Department of Public Welfare
Dunbar Day Nursery
Eastern State Hospital
Epileptic Adjustment Center
Family and Children's Service, Inc.
Family Services, Division of Department of Public Welfare
Frances E. Willard Home
Girl Scouts, Magic Empire Council
Goodwill Industries, Inc.
Hillcrest Medical Center
Hissom Memorial Center
Information and Referral Service, Tulsa Council of Social Agencies
John 3:16 Mission, Inc.
Junior League School for Hard of Hearing Children
Juvenile Bureau, Detective Division of the Tulsa Police Department
Juvenile Court of Tulsa County
Mabee Reading Clinic, University of Tulsa
Mabee Red Shield Boys' Club
Mabee Speech and Hearing Clinic
Muscular Dystrophy Associations, Inc., Tulsa Area Chapter
National Cystic Fibrosis Research Foundation, Tulsa Chapter
National Foundation - March of Dimes, Tulsa County Chapter
National Multiple Sclerosis Society, Tulsa Area Chapter, Inc.
Oklahoma Hemophilia Foundation

Oklahoma Hospital Association
Oklahoma Mental Retardation Training Center
Oklahoma Osteopathic Hospital
Oklahoma School for the Blind
Oklahoma School for the Deaf
Oklahoma State Employment Service
Planned Parenthood Association of Tulsa, Inc.
Public Health Clinics, Tulsa City-County Health Department
Rehabilitation Center, Oklahoma State Tech.
St. Augustine's Recreation Center
St. John's Hospital
St. John Vianney School
St. Joseph's Day Nursery
Saint Francis Hospital
Salvation Army
Sand Springs Community Chest
Sand Springs Welfare Association
Sertoma Youth Employment Service
Social Security Administration
State Federation of the Blind, Tulsa County Chapter
Sunnyside School
Taft State Hospital
Travelers Aid Society of Tulsa
Tulsa Area Safety Council
Tulsa Association for the Blind
Tulsa Association for Childbirth Education
Tulsa Boys' Home
Tulsa Cerebral Palsy Association, Inc.
Tulsa City-County Health Department
Tulsa Community Chest
Tulsa Council on Alcoholism
Tulsa Council of Social Agencies
Tulsa County Association for Mental Health, Inc.
Tulsa County Child Welfare Unit
Tulsa County Council for Mentally Retarded Children
Tulsa County Heart Association
Tulsa County Home
Tulsa County Legal Aid Society, Inc.
Tulsa County Medical Clinic
Tulsa County Medical Society
Tulsa County Park Board
Tulsa County Tuberculosis and Health Association
Tulsa County Welfare
Tulsa Downtown Lions Club
Tulsa Education Foundations, Inc.
Tulsa Hearing Society
Tulsa Jewish Community Council
Tulsa Ministerial Counseling Association
Tulsa Park and Recreation Department
Tulsa Psychiatric Foundation
Tulsa Public Schools
Tulsa Recreation Center for the Physically Limited

Tulsa Urban League
Turley Children's Home
U. S. Bureau of Indian Affairs, District Office of Muskogee Area Office
U. S. Probation Office
U. S. Veterans Administration
Variety Club Health Center
Veterans Administration Hospital
Veterans of Foreign Wars, Service Department
Vocational Rehabilitation Service, Tulsa Office
Vocational Training Center
Volunteer Bureau of Tulsa
Western State Hospital
Whitaker State Home
Young Men's Christian Association of Greater Tulsa, Inc.
Young Women's Christian Association

- d. Existing neighborhood organizations in the model neighborhood area. The model neighborhood, having been a separated conclave for many years, has developed a network of clubs, church groups and fraternal organizations, all of which reach only a certain proportion of the residents. Few of these have been able to deal with the larger problems of the Model area although some have tried.

The Economic Opportunity Task Force of the C. A. P. has formed a neighborhood council which, as it becomes more confident, will do much to reach more people. The board of New Day, Inc. has been able to work together to sponsor VISTA, in an attempt to deal with neighborhood problems on a broader scope. In addition, recent circulars by VISTA Volunteers gave rise to a new organization, Citizens for Progress; they are eager for action and have worked with the Model Cities planning groups since their formation in April, 1967.

The Urban League, active and established since 1958, has been most effective in enlarging employment opportunities and placing individuals in jobs. The NAACP has had outstanding legal success but remains relatively small and inactive. CORP flourished only briefly because of loss of leadership.

- e. No sizeable community improvement programs, other than those described in d. above, exist. The problems have been too large, and the neighborhood residents too isolated and powerless for a realistic overall effort. Therefore, a proliferation of small groups dealing with important but unrelated problems has resulted. Their eagerness to cooperate in planning for Model Cities indicates the extent of both their frustrations and aspirations.

2. Implementation Machinery

- a. The structure described in Part V, A will be continued into the second phase of the program. Therefore, the Director-Coordinator for the Model Cities Planning Program will become the executive for the implementation of the program.

Although staff may have to be enlarged in the implementation stage, the organizational relationships established should continue uninterrupted in order to expedite implementation. It is, of course, possible that experience will suggest change; these can be introduced, it is believed, with a minimum of disruption at the time believed most expeditious.

- b. Similarly, the Board of Commissioners of the City of Tulsa will continue to be the Demonstration Agency. This appears most advantageous as all the administrative, political and legislative authority of the city is focused there. All these powers would be delegated to the Director-Coordinator. He, in turn, will have the advice of the Planning Council and information from the many agencies with which he must coordinate any program. Details and staffing will be worked out in the planning stage.
- c. Since coordination and consolidation is an essential purpose of the Proposal, it has been built into each of the many components. The agencies of Tulsa understand that without cooperation, none of this will be possible.

- d. The agencies have cooperated to an unprecedented degree in the planning preceding this Proposal. As they have worked, they have gained insight into the problems and strengths of other agencies and into the fact that, in effect, all will "sink or swim" together. This has predisposed them toward cooperation and toward coordination. Yet a honeymoon period does not last forever and so certain safeguards are built into the Proposal.
- (1) Letters assuring cooperation are in Appendix H. To a limited extent, these may be considered binding.
 - (2) Centralization of authority coupled with advice from the Citizen's Planning Council leaves exposed those unwilling to cooperate.
 - (3) Federal funding, too, adds its weight to the need for and subsequent willingness to cooperate.
 - (4) The planning period will launch a structure functional to the tasks faced. This is not just through the Advisory Committee, but an actual working relationship through the five Directors. Already certain problems have been discussed and settled satisfactorily.
 - (5) It is expected that the lack of voting representatives will prevent the jockeying and lobbying so frequently dominating an inter-agency enterprise. Decisions will be made by the Director-Coordinator and it is assumed that consequently each agency will feel constrained to cooperate.
 - (6) Centralization of authority indicates concomitant centralization of responsibility. The legal, political, legislative and administrative authority of the City Commission underlies all other avenues of cooperation.

- e. Naturally the planning period is one of development, which is never clearly foreseeable. Refinement of the administrative machinery as well as enlargement of the administrative staff would appear inevitable. Tulsa has just completed an exhaustive report on priorities. This should prove invaluable for the task that lies ahead. Scheduling, budgeting and communications methods will need special attention. The evaluative process will have to be built into every phase; computers should aid not only in simulating and selecting alternative courses but also in measuring the effectiveness of those already chosen and in process. Administrative machinery that combines qualitative and quantitative controls with incentives for initiative will, we trust, be developed during the planning period.

VI

ESTIMATE OF FEDERAL GRANT PROGRAMS IMPACTING ON PROPOSED MODEL NEIGHBORHOOD AREA

A. CONTINUING PROGRAMS AIDED BY FEDERAL GRANTS

Federal Agency and Nature of Grant	Estimated Annual Amount Related to Neighborhood Area	Non-federal share of Annual Amount Related to Model Neighborhood Area
<u>Office of Education</u>		
1. E.S.E.A. Title I Programs for disadvantaged children	\$1,154,307.00	-
2. Educational assistance for Federally impacted areas	100,000.00	-
3. N.D.E.A. Title III Programs to strengthen instruction in critical subjects	40,000.00	20,000.00
4. N.D.E.A. Title V-A Program to provide guidance, counseling and testing	12,000.00	6,000.00
5. Vocational Education Act of 1963-Vocational education for special occupations	13,235.00	6,617.00
6. Adult Education Act of 1966 basic education for adults	30,000.00	3,000.00
7. E.S.E.A. Title II, Library resources	138,350.00	-
8. Vocational Education of 1963 maintain, extend & improve vocational education, develop new programs	1,078,602.00	539,301.00
<u>Department of Labor</u>		
1. M.D.T.A. Youth Projects	128,959.00	24,750.00
2. M.D.T.A. Adult Projects	125,477.00	1,275.00
3. Neighborhood Youth Corps (Economic Opportunity Act, Title I, Part B)	335,408.00	33,540.00

Federal Agency and Nature of Grant	Estimated Annual Amount Related to Neighborhood Area	Non-federal share of Annual Amount- Related to Model Neighborhood Area
<u>Department of Health, Education and Welfare</u>		
1. Vocational Rehabilitation Administration, Allevia- tion of Juvenile Behavioral Problems	39,321.00	9,830.00
2. Aid to Families with Dependent Children	2,286,051.06	762,017.02
3. Aid to the Blind	26,506.00	8,835.00
4. Old Age Assistance	799,333.00	266,444.00
5. Aid to Disabled	273,870.00	91,290.00

B. PROJECT-TYPE FEDERAL GRANTS:

	Amount Related to Neighbor- hood Area	Non-Federal Share Related to Model Neighborhood Area	Under Contract % Completion	States of Grant Allocated Only	Applied For
<u>Office of Education</u>					
1. E.S.E.A. Title III, Destination: Discov- ery (art & music)	25,000	-			X
2. E.S.E.A. Title III, Resources Center to train Teachers in working with educa- tionally deprived children	238,397	-		X	
3. E.S.E.A. Title IV Community Service School	27,390	-			
4. Civil Rights Act of 1964 Human Relations Project	28,944	-			
5. HEA-Title I Community Service Program	19,111	4,777			
<u>Office of Economic Opportunity</u>					
1. Summer HeadStart 1965	158,326	16,343	100%		
2. Medicare Alert	2,178	248	100%		
3. ENABLE	16,182	2,060	100%		
4. HeadStart Follow-Thru	10,160	1,027	100%		
5. HeadStart Summer 1966	184,313	21,703	100%		
6. Jobs Unlimited	30,720	2,823	75%		
7. Child Development Centers	248,085	27,882	75%		
8. HeadStart Summer 1967	199,706	23,338		X	

Federal Agency and Nature of Grant	Amount Related to Neighbor- hood Area	Non-Federal Share Related to Model Neighborhood Area	Contract % Completion	<u>States of Grant</u> Allocated Only	Applied For
<u>Office of Economic Opportunity</u>					
9. Legal Aide Centers	61,104	15,040			X
10. Operation CHOICE	206,575	-			X
11. Comprehensive Health Center	3,032,998	282,238			
12. LEAP	48,837	5,398			x
13. Feeder	64,294	256			x
14. Program Adminis- tration (50% est.in area)	58,500	12,250	Present Contract		
15. Program Development (50% est. in area)	37,400	3,700	100%		
<u>Housing, Urban Development</u>					
1. Urban Renewal (Seminole Hills)	1,672,022	594,036	-		
2. Urban Renewal (Part of Down- town Northwest 27%)	4,693,423	1,998,298	-		
3. Greenwood	9,367,071	2,554,357			X

PART VII

OTHER PLANNING GRANTS RECEIVED FROM FEDERAL AGENCIES

A. 701 PLANNING ASSISTANCE GRANTS

	Relation to Model Area	Status
1. Comprehensive Development Plan, Tulsa Metropolitan Area	Direct	Complete
2. 1975 Metropolitan Tulsa Sketch Plan	Direct	Complete
3. 1975 Metropolitan Tulsa Residen- tial Land Needs, Statistical Supplement	Direct	Complete
4. 1975 Metropolitan Tulsa Commercial Land Needs, 1959	Direct	Complete
5. 1975 Metropolitan Tulsa Pre- liminary Land Use Plan	Direct	Complete
6. 1975 Metropolitan Tulsa Residential Land Needs, 1959	Direct	Complete
7. 1975 Metropolitan Tulsa Industrial Land Needs, 1958	Direct	Complete
8. Industrial Land Needs Requirements & Site Development Standards	Indirect	Complete
9. Land Use: A Procedural Manual for Collection Storage, & Retrieval of Data	Direct	Complete
10. 1975 Metropolitan Tulsa Airports & Their Relationship with Surrounding Land Uses, 1960	Indirect	Complete
11. Railroad Study Relationships & Expressway Projects, 1958	Indirect	Complete
12. Railroad Study Description & Analysis	Indirect	Complete

	Relation to Model Area	Status
13. 1975 Metropolitan Tulsa Public Recreation Land Needs, 1960	Direct	Complete
14. 1975 Metropolitan Tulsa Public Schools Needs, 1960	Direct	Complete
15. 1975 Metropolitan Tulsa Fire Stations Needs, 1959	Direct	Complete
16. 1975 Metropolitan Tulsa Library Facility Needs, 1959	Direct	Complete
17. 1975 Metropolitan Tulsa Effectuation of the Comprehensive Plan, 1960	Indirect	Complete
18. 1975 Metropolitan Tulsa Public Financial Capacity, 1961	Direct	Complete
19. 1975 Metropolitan Tulsa Public Financial Capacity Legal Supplement, 1961	Direct	Complete
20. Action: Land Development Procedures	Direct	Complete
21. Metropolitan Land Use (11 Community Studies)	Direct	Complete
22. Instruction for 1962 Capital Budget and 1962-67 Capital Program	Indirect	Complete
23. Land Use	Direct	Complete
24. Summary of Flood Control Studies and Recommendations	Direct	Complete
25. Statistical Supplement to Residential Land Needs	Direct	Complete
26. Prototype Zoning Regulations	Direct	In Progress
27. Legal Basis for Revenues for City of Tulsa	Direct	Complete

	Relation to Model Area	Status
28. Capital Improvement Programming System	Indirect	Complete
29. Coordinating Capital Improvements in Metropolitan Tulsa	Direct	Complete
30. Land Use Controls-Subdivision Regulations	Direct	In Progress
31. Workable Program-1958, 59, 60, 61, 62	Direct	Complete
32. Preliminary Land Use Plan	Indirect	Complete
33. Metropolitan Major Street Plan	Direct	In Progress
34. Community Effectuation & Communication Program	Direct	In Progress

B. DEMONSTRATION GRANTS

Metropolitan Data Center Project	Direct	Complete
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C. RELATED PLANNING GRANTS-IN-AID

1. Highway Planning Act of 1962

a. Metropolitan Tulsa Express- ways	Indirect	Complete
b. Analysis of Economic Effects of Proposed Expressway System on Business Through- fares	Indirect	Complete
c. Tulsa Oklahoma Metropolitan Area Expressway system	Direct	Complete
d. Research Supplement-Pro- jection of Trip Generation Factors	Direct	Complete
e. Tulsa Transportation Study, 1966-65	Direct	In Progress

2. Office of Civil Defense

a. Civil Defense Master Development Plan for Central Business District	Indirect	Complete
b. Civil Defense Population Studies for the CBD	Indirect	Complete
c. Research Memorandum on a Fallout Shelter Survey for CBD	Indirect	Complete
d. Community Shelter Plan	Indirect	In Progress

D. URBAN RENEWAL GRANTS-IN-AID

1. Urban Renewal & Economic Development	Direct	Complete
2. CRP Field Study	Direct	Complete

The results of the preceding work as it relates to the Model area will be consolidated and computerized for storage and retrieval and will be updated throughout the program implementation.

PART VIII

AMOUNT OF GRANT REQUESTED

A. TABULAR PRESENTATION

	Budget Requested For <u>9</u> Months	Budget Approved For _____ Months
1. Staff Salaries	\$ 76,000.00	
2. Employee Benefits Compensation	3,810.00	
3. Consultants and Contract Services	31,000.00	
4. Travel	2,060.00	
5. Other Costs		
*a. Planning headquarters	5,000.00	
*b. Phone - furnishings	3,000.00	
*c. Professional Services (Planning Council)	3,600.00	(Professional assistance for survey & study support)
*d. Neighborhood improvement team	3,600.00	(Community assistance for study implementation)
*e. Tulsa Demonstration-Research Services	5,000.00	(Interdisciplinary research assistance)
*f. Computer time @ 3.50 per hour	15,000.00	(Expedite survey data tabulation & analysis)
g. Reproduction, publications and other costs:		
Survey forms	175.00	
Working Papers	350.00	
Maps	225.00	
Final Report	3,910.00	
Office Supplies	560.00	
Mailing	465.00	
Base map for research study	700.00	
Publications	70.00	
Sub-total (sum of lines a through g)	41,655.00	
6. Sub-total (sum of lines 1 through 5)	154,525.00	*Items of cost estimate are local budget contribu- tions necessary to the administration and execution of "Model Cities" planning program.
7. Local Share (20% of line 6)**	35,200.00	
8. Amount of Request (line 6 minus 7)	\$ 119,325.00	
**Oversubscribed		

B. EXPLANATION OF REQUEST FOR PLANNING FUNDS

Staff Salaries

<u>Position Title</u>	<u>Monthly Rate</u>	<u># Months Assigned</u>	<u>Total Com- pensation</u>	<u>Source of Staff</u>
Director-Coordinator	\$ 1,222.22	9	11,000	Recruitment
Director of Physical Planning	1,000.00	9	9,000	"
Director of Social Planning	1,000.00	9	9,000	"
Director of Economic Planning	1,000.00	9	9,000	"
Director of Research	1,000.00	9	9,000	"
Director of Citizen Participation	1,000.00	9	9,000	"
Secretaries (3)	1,333.33	9	12,000	"
Neighborhood Surveyors (50)	160.00	1	8,000	"
Subtotal	\$ 7,715.55		\$ 76,000	
FICA			3,344	
Other (b.c.d.)**			466	
TOTAL			\$ 79,810	

*Employee Benefits Compensation

	<u>FICA</u>	<u>Major Medical</u>	<u>Group Life</u>	<u>Retirement</u>
Director-Coordinator	\$ 484	\$ 46.14	\$ 13.44	
Director of Physical Planning	396	46.14	11.76	
Director of Social Planning	396	46.14	11.76	
Director of Economic Planning	396	46.14	11.76	
Director of Research	396	46.14	11.76	
Director of Citizen Participation	396	46.14	11.76	
Secretaries (3)	352	46.14	11.76	
Neighborhood Surveyors (50)	528	46.14	13.44	
TOTAL	\$ 3,344	\$369.12	\$ 97.44	

*Employee Benefit Compensation developed for this line item includes:

- a. Federal Insurance Compensation Act (FICA) 4.4%
- **b. Major Medical Hospital Insurance 1.0%
- **c. Group Life Insurance 1.0%
- **d. Retirement Program (6 month eligibility) 1.0%

Consultants and Contract Service

<u>Work Item</u>	<u>Consultant</u>	<u>Other Service</u>	<u>Total</u>
Education Program Analysis	\$ 12,000		\$ 12,000
Experimental Motor Pool		\$ 4,000	4,000
Information and Data Service		15,000	15,000
TOTAL	\$ 12,000	\$ 19,000	\$ 31,000

*Travel

	<u>Number of Trips</u>			<u>Purpose of Trip</u>
	<u>Local</u>	<u>Other</u>	<u>Total</u>	
Director-Coordinator		4**		Coordination and education
Director-Physical Planning				Technical
Director-Social Planning				Technical
Director-Economic Planning				Technical
Director-Research				Technical
Director-Citizen Participation				Education
Secretaries (3)				-
Neighborhood Surveyors (50)				-

*1. City of Tulsa car travel imbursement \$0.10 per mile.

**2. Round-trip by air with overnight stay to Ft. Worth - \$105 per trip.

3. Local trips average 12 miles per day.

*4. Use of car for 9 months - \$1,640 + (4 trips @ 105)

Total Travel Cost \$ 2,060

C. PLANNING WORK PROGRAM

In the event that Tulsa becomes a recipient of a Planning Grant, the Mayor will move immediately to appoint the Director-Coordinator. Preliminary discussions have already taken place, to the end that the most qualified individual would be available if needed. In consultation with the Mayor and City Commissioners, the Director-Coordinator would then move to secure the five individuals who will fill the positions of Physical Planning, Social Planning, Economic Planning, Planning for Citizen Participation, and Research. Tentative conversations indicate that personnel are also available to fill each of these Directorships. It is assumed that the initial weeks will be devoted primarily to establishment of the Model Cities Program office, to staff planning, and to extensive conversation with agency leadership, both public and private.

We do not believe it is possible, with clear-cut certainty, to determine at this time a fully-detailed time-phased work program for a team of six professionals, none of whom has been officially appointed. Within this caution, however, a number of work program activities will require much additional planning. If not performed in precisely the sequence, the length of time, or at the cost outlined below, they are vital components in the Tulsa Proposal and will account for the bulk of program planning not covered by activity in other planning offices within this City.

1. Physical renewal. Because it is intended to treat the Model area under a General Neighborhood Renewal Program, planning must be undertaken at the earliest possible date. While this is primarily a responsibility of the Tulsa Urban Renewal Authority, considerable consultation with the Director of Physical Planning is contemplated. Determination of area

improvements, (based upon the Community Renewal Program and through discussions with the Planning Council) developing program components, coordination with the Tulsa Housing Authority relating contemplated needs to costs and Federal programs, etc. are other prime responsibilities of the Director. Beginning in month one, these activities will encompass the first seven months. Estimated cost: approximately \$7,000.

2. Economic planning, particularly the development and implementation of a Comprehensive Manpower Program, will, as it relates to the Model area, require a great deal of coordination and planning among the agencies required to make it "go." While it is an O. E. O. program, the Director of Economic Planning will assume a major role in its implementation particularly at the point of contacts with and educational programs for industry. Beginning in perhaps month three, it will undoubtedly require attention during the entire planning period.

Likewise, considerable attention must be given to the question of "low-key" industries and to "protected" situations, both of which are intended to address the dilemmas of marginal individuals. This problem, too, appears to be of the extended type, requiring some attention over the whole of the planning period.

As the "Gaslight" entertainment area concept and the all-weather municipal sports center are developed, the Economic Planning Director will be intimately concerned with assisting individuals who show interest and capacity for private ventures in these facilities. Beginning during month four or five, this would seem to require the equivalent of at least one month. The prime responsibilities in economic planning for the

first seven months: \$7,000.

3. Neighborhood aide training and survey-taking, to determine the true state of unemployment and underemployment, and to accumulate necessary data relative to transportation requirements (direction and intensity), will be undertaken early in the planning process, near the end of month one and into month two. While recent data from the Tulsa Metropolitan Area Planning Commission regarding transportation is useful, more detail is required. This endeavor, including the training of some fifty aides, and the survey itself, will require approximately one month; cost is estimated at \$8,000. Professional services in the form of training and preliminary evaluation will be contributions of Professors of the City (see Appendix M) this contribution is valued at approximately \$1,000.
4. The non-profit, private experimental school described in Part III, F, is another vital component in the development of this Proposal. Designed to span a comprehensive range of needs for all age groups, it is expected that considerable development and discussion will be required if it is to avoid the educational pitfalls of the past. This is the one area, therefore, where extensive consultant services have been anticipated. Under the Director of Social Planning, discussions will begin during month two and continue through month seven. Consultant costs: estimated at \$12,000. Salary of the Director of Social Planning, three month equivalent: \$3,000.
5. The experimental common motor pool, designed to test the feasibility of cost-sharing for the essential transportation needs of both Model area agencies and low-income residents, will require study and analysis equal to an estimated three months by two people; one semi-professional

and one neighborhood aide. Sponsored through the Red Cross, this study could begin during the first half of the planning period, to be completed no later than the sixth month. Its importance for other programs will be obvious. Estimated cost: about \$4,000.

6. An extensive, semi-experimental cultural program involving personnel of the Philbrook Art Center is estimated to require the equivalent of one month. Under the Director of Social Planning, this activity would likely occupy the middle months of the planning period. Cost: about \$1,000.
7. The strengthening (creation where necessary) of neighborhood councils in the Model area is a vital component of the activities for which the Director for Citizen Participation is responsible. It seems clearly essential that, in collaboration with Community Action Program, this be undertaken almost immediately after the Model Cities Program office has been established. Such efforts will be integral to the entire planning period.

The creation of an Information Bureau which addresses the entire City will also be established very early in the planning phase, and it, too, will operate during the nine-month period. Considerable local contribution from the Community Relations Commission and the Professors of the City is anticipated at this point. Direct cost is the Director's salary: \$9,000.

8. In view of the emphasis placed by Housing and Urban Development upon the utilization of present data during the planning period, the following comments may be in order.

One frequently encounters, among people at all interested in such issues, the sentiment that Tulsa's poverty has been "studied to death."

In curious mixtures of optimism and impatience, the comment has been "We know what's wrong; let's get on with it."

There is truth in such sentiments. Tulsa Metropolitan Area Planning Commission, Urban Renewal, the Council of Social Agencies, University of Tulsa, City-County Health Department, Oklahoma State Employment Commission, the Chamber of Commerce (to suggest the most obvious) - all have conducted studies and surveys of varying objectivity and usefulness during these past half-dozen years, and all have relevance for both the Model area and Tulsa generally. The glaring deficiency in this material has been its lack of cohesiveness and its inaccessibility.

- a. Cohesiveness. It is self-evident that research is undertaken to learn that which is not now known. And because the possible universe of indicators for any urban setting is extraordinarily immense, particular indices must be artificially selected if manageability is to be achieved. The many and diverse studies alluded to above reflect this selective process. The dilemma, of course, resides in the essential unity of urban phenomena; each of the parts finally has meaning only in relation to other parts, to the City (or system) as a whole. But such interrelatedness is possible practically only through centralized collection and analysis.
- b. Accessibility. Following logically from the element of cohesiveness, information must be readily available to potential users. Studies performed by one group commonly go undiscovered by other groups, even when interests coincide. Central electronic storage and retrieval of data about the Model area will alleviate this problem.

Both of these functions are integral to the Research component in the Office of the Director-Coordinator of the Model Cities Program.

Collection and analysis of existing documents and studies, performing correlations, model construction, analysis of alternative actions, cost studies, we believe these are largely possible without extensive new studies.

Duration - the nine-month planning period. Cost - \$9,000 salary for Director of Research, plus estimated \$15,000 computer time, to be donated by the City and/or one or more of the major industries in Tulsa. These are the principal objectives which must be addressed during the planning period. In each instance, it has been supposed that the entire planning staff, to the extent possible, will leave the last two months unscheduled, during which final reports, projects, and plans will be finalized and written. Staff time for these six individuals will be charged against these items.

In some respects, the above fail to accurately reflect what we believe is crucially implicit throughout the Proposal itself; that is, the Office of the Director-Coordinator provides a hitherto nonexistent focal point through which are funneled the not inconsiderable private and public resources of this City, to be systematically deployed throughout a defined, carefully analyzed area of great need. As such, each Director must inevitably be involved in meetings, discussions and decision-making with a very large number of agencies and individuals which no broad outline can make explicit. Likewise, these six men themselves form what we believe is a whole which, by virtue of the complementary proficiencies each brings to the process of inter-action, is greater than the sum of its parts. No program aspect indicated above has the independence which these cursory descriptions suggest; each Director is highly dependent upon his colleagues if the City is, in actuality, to be understood "system-wise". And to a very significant degree, that should be an interesting demonstration in and of itself.

A RESOLUTION OF LOCAL GOVERNING BODY APPROVING
REQUEST FOR FINANCIAL ASSISTANCE TO PLAN AND
DEVELOP A COMPREHENSIVE CITY DEMONSTRATION
PROGRAM; AND DECLARING AN EMERGENCY.

WHEREAS, the City of Tulsa, Oklahoma, desires to undertake a comprehensive program to rebuild or revitalize large slum and blighted areas and generally improve living conditions for the people who live in such areas; and

WHEREAS, the Secretary of Housing and Urban Development is authorized to make grants to, and contract with, City Demonstration Agencies to pay 80 percent of the costs of planning and developing such city demonstration programs.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE CITY OF TULSA, OKLAHOMA:

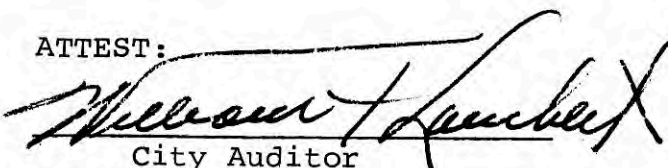
Section 1. That approval is hereby granted (1) for the submission of a request for financial assistance for the planning and development of a comprehensive city demonstration program; (2) for the provision of any information or documentation concerning the preparation and content of such program as may be required by the Department of Housing and Urban Development; and (3) for the representation by J. M. Hewgley, Jr., Mayor, as the authorized representative empowered to act on behalf of the City of Tulsa, State of Oklahoma in connection with all matters pertaining to the request for financial assistance.

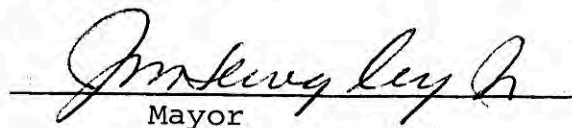
Section 2. That an emergency is hereby declared to exist for the preservation of the public peace, health and safety, by reason whereof this resolution shall take effect immediately upon its adoption and approval.

PASSED, and the emergency clause ruled upon separately and approved this 28th day of April, 1967.

APPROVED, this 28th day of April, 1967.

ATTEST:


City Auditor


Mayor

APPROVED:


City Attorney

C E R T I F I C A T E

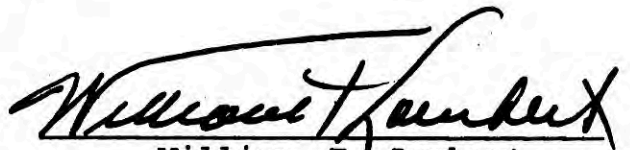
The undersigned hereby certifies that:

1. He is the duly qualified and acting Auditor of the City of Tulsa, Oklahoma and keeper of its official records.

2. The foregoing Resolution is a true and correct copy of the Resolution as finally adopted at a meeting of the Board of Commissioners held on the 28th day of April, 1967, and duly recorded in his office.

3. The undersigned is duly authorized to execute this certificate.

IN WITNESS WHEREOF, the undersigned has hereunto set his hand this 28th day of April, 1967.


William F. Lambert
City Auditor

The resolutions contained were adopted by the Tulsa City Commission on January 10, 1967. The resolutions were presented by members of the Model Cities Steering Committee: Dr. C. J. Roberts, University of Oklahoma, Tulsa Urban Studies Office; Robert L. Wegner, Director of Tulsa Metropolitan Area Planning Commission; Mrs. Lois Gatchell, Director of Community Relations Commission; Dr. Elden Jacobson, Professor of the City Tulsa Urban Studies Office; Mrs. Julia Y. Maddox, Planner, Tulsa Metropolitan Area Planning Commission.

The attached documents trace the development of Tulsa's participation in the Model Cities Program.

TO: The Mayor and
Board of Commissioners
City of Tulsa

FROM: Demonstration Cities Program Study Committee

The Congress hereby finds and declares that improving the quality of urban life is the most critical domestic problem facing the United States.

The Congress further finds and declares that cities, of all sizes, do not have adequate resources to deal effectively with the critical problems facing them...

With these words begins the Demonstration Cities and Metropolitan Development Act of 1966, passed by the Congress on November 3, 1966. Recognizing the potential importance of this legislation, Mayor J. M. Hewgley, Jr., appointed, on October 26th of this year, representatives of private and public agencies to the Demonstration Cities Program Study Committee, charging them to analyze and respond to the following three considerations:

- I. To recommend whether or not the City of Tulsa should submit an application to participate in the Demonstration Cities program;
- II. If so, to recommend which local agency should be named as the administration agency to coordinate such a program; and
- III. To provide the City Commission with an illustrative example of the scope such a program might take in Tulsa.

This Study Committee, having met formally on four separate occasions, having sent a fact-finding team to Washington for consultation with officials in the Department of Housing and Urban Development, and having sponsored a full-day study workshop, has completed its preliminary work and respectfully submits this report.

It seems apparent to this Committee that there exists in Tulsa a great need for administrative coordination, and more imaginative implementation, of programs relating to physical and social urban renewal. A considerable array of separate programs now operate in this City with little cross-consultation and planning, often working at cross-purposes, puzzling and frustrating those people they were designed to serve.

These inadequacies of coordination and cooperation were emphasized with particular force by the full-day study workshop, at which time nearly all participants indicated one or more areas of concern. In the employment field, for example, fragments of many programs were found scattered throughout the community, thus limiting their usefulness to employer and job-seeker alike. Again, schools and other civic institutions which have historically functioned with considerable independence may now find it mutually advantageous to consider multiple-agency use of existing and proposed public facilities. Participants in the workshop urged, in this regard, possibilities like public health services in school buildings and joint use of pools and playgrounds by both schools and the Park Department; many other combinations which appear beneficial to the citizens of Tulsa seem possible. We offer, therefore, the following:

- I. This Study Committee recommends "without dissenting vote" that Tulsa actively seek participation in the programs provided for in Title I of the Demonstration Cities and Metropolitan Development Act of 1966.
 - A. The additional reasons emerging out of the workshop for this position are several. First, it is the best potential tool presently available to Tulsa for a total approach to human and physical renewal. The Act seeks to "enable cities to plan, develop, and conduct programs to improve their physical environment, increase their supply of adequate housing for low and moderate income people, and provide educational and social services vital to health and welfare." It is not, therefore, merely another federal program but one emphasizing comprehensive city demonstration programs containing new and imaginative proposals to rebuild large slum and blighted areas. To accomplish these objectives, the Act stresses coordination and planning to improve the quality of urban life. All existing Tulsa activities and programs could be brought into closer harmony of purpose and procedure.
 - B. This bill emphasizes local initiative, and calls for "maximum flexibility in programming" on the part of the federal government. We believe this represents an approach in federal-local relations which promises to afford a minimum of mandatory regulation and a maximum of consideration for particular local problems.
 - C. This bill could provide to Tulsa funds for implementing desirable activities not now covered by existing agencies. These funds are restricted only to the extent that their use must fall within the overall demonstration plan.
- II. The Committee feels that the Demonstration City Agency should not be named at this time although it recognizes the advantage of having the same agency prepare the application and also the plan for implementation.

The Committee believes that the determination of the agency can most appropriately be made during the preparation of the application for the planning grant and so recommends this procedure.

III. The scope of the program is limited to its applicability to the people in the target area or areas and to the funds available.

The scope of the program provides two points of vital concern.

- A. The major emphasis of the program is on the coordination and cooperation of all existing agencies concerned with the various aspects of human resources.
- B. New programs for Tulsa and new solutions to old problems are mandatory. Problems relative to housing, urban renewal, transportation, public health, education, welfare services, employment opportunities, recreation, and law enforcement, to suggest only the most obvious, could, in Tulsa, be brought into more meaningful relationship with one another. Some of the ideas advanced at the recent workshop included:

HOUSING

- Additional enforcement of building codes
- "Parade of Homes" for low-cost housing
- Call on architects for new ideas in low-income housing to fit our local climate and needs
- Support of the creation of a housing authority

TRANSPORTATION

- Improved public transportation
- Transport-escort service for poverty-stricken, elderly and handicapped

COMMUNITY ORGANIZATION

- Leadership training in poverty neighborhoods
- Study sessions in citizenship responsibility
- Neighborhood service centers for counseling, referral, and other desired programs

LEGAL AID

- Organized legal assistance for indigents at neighborhood level

EMPLOYMENT

- Employer education in hiring disadvantaged, handicapped, racial minorities, parolees, rehabilitated alcoholics and former mental patients

LAW ENFORCEMENT

- Neighborhood programs on law enforcement
- Police training on problems of disadvantaged

HEALTH

- Dental health care in neighborhoods
- Expanded counseling in mental health
- Treatment programs for alcoholics
- Expanded medical care and facilities

EDUCATION

Vocational

- Night vocational training courses
- Training courses for social work-aides (sub-professional)

Adult

- Home circulation of reading material
- Daytime adult education for parents
- Consumer education, budgeting, financial counseling, home management
- Rural-to-urban adjustments
- Basic education for illiterate and bi-lingual people

Youth

- Home circulation of childrens magazines and books
- Follow-up programs on school dropouts

RECREATION

- Train neighborhood residents as recreation-aides
- Develop after-school recreation programs
- Neighborhood playlots, supervised and equipped
- Neighborhood drama, arts, and music groups
- More use of school facilities--playgrounds, pools, equipment, meeting rooms--by neighborhood

IV. The following procedural schedule is suggested:

1. Preparation of the application for a planning grant, outlining the general scope of Tulsa's needs and those programs believed necessary to adequately cope with them, should be available for submission to the Department of Housing and Urban Development no later than 1 April, 1967.

It is suggested that the Demonstration Cities Program Study Committee be delegated to prepare the application grant and that the City request the assistance of the University of Oklahoma School and Community Services Office and the Tulsa Educational Demonstration Services Office in providing the coordination and professional research services required in writing the application grant. It is further suggested that the Demonstration Cities Program Study Committee, if at some later date financial assistance is required, will prepare a budget to be submitted to the Mayor and Board of Commissioners for approval and that the budget should list the itemized expenses for clerical assistance and for reproduction and binding of the final application grant.

2. If this application is acceptable to HUD, a planning grant will be forthcoming, permitting up to twelve months for detailed analysis and planning.
3. If the resulting "demonstration plan" is accepted, funds which will permit the program's execution could be anticipated, dependent upon Congressional funding.

This Study Committee stands ready to assist the Mayor and City Commission in any manner possible relative to their decisions regarding the Demonstration Cities Act.

APPENDIX A

CHRONOLOGY OF ACTIVITIES

Tulsa Demonstration City Program Study Committee

- Oct. 26 Study Group of 25 private and public agencies and organizations appointed by Mayor J. M. Hewgley, Jr.
- Nov. 7 First meeting of Study Group at Tulsa City-County Library. Dr. C. J. Roberts, Tulsa Demonstration-Research Services, chairman; Robert L. Wegner, Tulsa Metropolitan Area Planning Commission, vice-chairman; and Paul D. Chapman, Tulsa Urban Renewal Authority, vice-chairman.
- Nov. 16 Second meeting, Tulsa City-County Library.
- Nov. 18 Tulsa delegation in Washington to confer with Mr. James King, Special Assistant for Demonstration and Intergovernmental Relations, HUD; the delegation was comprised of the following individuals:
- C. J. Roberts, Tulsa Demonstration-Research Services; Robert O. Laird, Chairman Tulsa Urban Renewal Authority and President-elect of Downtown Tulsa Unlimited; Paul D. Chapman, Executive Director Tulsa Urban Renewal Authority; Robert L. Wegner, Director Tulsa Metropolitan Area Planning Commission; Finis Smith, State Senator; Elden Jacobson, Tulsa Educational Demonstration-Research Services; Charles Grady, in the office of Senator Mike Monroney; Gary Dage, in the office of Senator Fred Harris; and George Bricklemaier, HUD.
- Nov. 29 Report to full Study Group by the delegation to Washington.
- Dec. 8 Workshop, convened by Mayor Hewgley, held at the Tulsa Chamber of Commerce.
- Jan. 10 Final report and recommendation submitted to Mayor Hewgley and the Board of Commissioners.

M A Y O R ' S W O R K S H O P

For the Study Committee
on "Model Cities" Program

Chamber of Commerce
Board of Directors' Room

December 8, 1966

MORNING SESSION

9:00 A.M. Convener: Dr. C. J. Roberts, Director
University of Oklahoma
Tulsa Urban Studies Office

Keynote Topic: "Concerns for Tulsans" by
Robert J. LaFortune, Commissioner

9:45 Coffee Time

10:00 Panel for Areas of Concern

First Panel: Presentation allotted 10 minutes to each
area of concern:

Housing: Jim Quackenbush, Assistant Director
Urban Renewal Authority

Health: Dr. Cecil F. Jacobs, Director
City-County Health Department

Welfare: Mrs. Pat Schrandt, Director
Tulsa County Welfare

Education: Dr. Hiram Alexander
Assistant Superintendent
Tulsa Public Schools

Audience Response and Discussions
of new Possibilities:

Moderator: Robert L. Wegner, Director
Tulsa Metropolitan Area Planning Commission

12:00 Lunch at the Holiday Inn

AFTERNOON SESSION

1:00 P.M. Panel for Areas of Concern

Second Panel:

Parks and Recreation: Mrs. P. P. Manion, Member
City Park and Recreation Board

Employment: John Henry
Metropolitan Office Manager
Oklahoma State Employment

Community Action: John Duffy, President
Tulsa Economic Opportunity Task
Force

Audience Response and Discussions
of New Possibilities:

Moderator: Robert Wegner

2:00 Summary of Concerns and
the "Model Cities" Program: Charles Norman
City Attorney

3:00 Recommendation to Mayor Hewgley and
the Tulsa City Board of Commissioners

3:30 Adjourned

APPENDIX B

Mayor Appointed Tulsa Demonstration City Program Study Committee

Steering Committee Members

- C. J. Roberts, Chairman; City of Tulsa Advisory Committee on Community Service and Continuing Education, 318 Court Arcade Building, Tulsa Oklahoma (LU 3-5717)
- Charles E. Norman, City Attorney, City of Tulsa, 124 East 4th Street, Tulsa, Oklahoma (LU 4-2351, Ext. 235)
- Mrs. Lois Gatchell, Executive Director, Community Relations Commission, 613 Kennedy Building, Tulsa, Oklahoma (LU 4-2351, Ext. 385)
- Paul D. Chapman, Executive Director, Tulsa Urban Renewal Authority, Kennedy Building, Tulsa, Oklahoma (LU 7-4115)
- Mrs. Johnnie Thornton, Deputy Director, Economic Opportunity Task Force, 224 McBirney Building, Tulsa, Oklahoma (LU 4-2351, Ext. 277)
- Robert L. Wegner, Director, Tulsa Metropolitan Area Planning Commission, 600 Kennedy Building, Tulsa, Oklahoma (LU 7-1537)
- Dr. Cecil F. Jacobs, Executive Director, City-County Health Department, 4616 East 15th Street, Tulsa, Oklahoma (LU 4-2351 - WE 9-2671)

Membership

- Joseph M. Wilkinson, President, American Institute of Architects, Tulsa Chapter, 5963 East 31st Street, Tulsa, Oklahoma (TE 5-7638)
- Mrs. Allie Beth Martin, Director, City-County Library System, 400 Civic Center, Tulsa, Oklahoma (LU 2-8831)
- Robert P. Hunter, Director, City Park and Recreation Department, 600 Wright Building, Tulsa, Oklahoma (LU 4-2351, Ext. 254)
- L. A. Blust, Jr., Executive Director, Downtown Tulsa Unlimited, Inc., Hunt Building, (LU 7-3089)
- Dr. Hiram Alexander, Assistant Superintendent, Independent School District No. 1, 3027 South New Haven, (RI 3-3381)
- Mrs. M. E. Arnold, President, League of Women Voters of Tulsa, 1119 East 25th Street, Tulsa, Oklahoma (RI 2-7265)
- James F. Kirkpatrick, Acting President, Metropolitan Advisory Council for Community Improvement, Real Estate, Tri-State Building, Tulsa, Oklahoma (LU 5-5681)
- Amos Hall, President NAACP, 1323 North Greenwood, Tulsa, Oklahoma (LU 7-2260)
- Robert A. Smith, Business Manager, Northeastern Oklahoma Building and Construction Trades Council, 1318 East 6th Street (LU 3-3937)
- Mrs. Gerald Westby, President, Tulsa Arts Council, 2010 South Utica, Tulsa, Oklahoma (RI 2-6589)

Mrs. Tom Yerton, Jr., President, Tulsa City Council of Parent-Teacher Associations, 141 North Atlanta, Tulsa, Oklahoma (WE 9-1239)

Marvin Millard, President, Tulsa Chamber of Commerce; attention, John H. Barhydt, Vice-President, Administration, Tulsa Chamber of Commerce, 616 South Boston, Tulsa, Oklahoma (LU 5-1201)

Robert McGowen, President, Tulsa Council of Churches, 515 South Denver, Tulsa, Oklahoma (LU 5-5711)

Dr. Phillip Howell, Tulsa Council of Social Agencies, 1717 South Knoxville, Tulsa, Oklahoma (WE 6-9628) University of Tulsa, (WE 9-6351)

E. D. Hieronymus, President, Tulsa County Bar Association, 512 South Cincinnati, Tulsa, Oklahoma (LU 4-5243) (attorney, Hunt Bldg., LU 2-1173)

Alfred E. Aaronson, Acting Chairman, Tulsa Health Planning Council, Court Arcade Building, Tulsa, Oklahoma (LU 2-4311)

Henry S. Brown, Jr., President, Tulsa Jaycees, Mayo Building, Tulsa, Oklahoma (LU 4-0205) (Dun & Bradstreet Inc., Tri-State Building LU 7-3171)

Don Herrington, President, Tulsa Home Builders Association, 5909 East 15th Street, Tulsa, Oklahoma, Builder (2202 South Madison LU 5-9510) (TE 8-3384) Attention, David Ross, Executive Vice-President, Tulsa Home Builders

Robert E. Grant, President, Tulsa Real Estate Board, 15 West 13th Street, Tulsa, Oklahoma (LU 2-2608) (Whiteside & Grant, 9 East 4th LU 2-5146) Attention, Larry Robertson, Executive Vice-President, TREB

M. M. Taylor, Executive Director, Tulsa Urban League, 1715 North Peoria, Tulsa, Oklahoma (LU 7-9433)

Leroy Blackstock, Tulsa County Bar Association, 512 South Cincinnati Avenue, Tulsa, Oklahoma (LU 2-7148)

Dr. Nancy G. Feldman, Professor of the City, 315 Court Arcade Building, Tulsa, Oklahoma (LU 3-5717)

Curtis Lawson, State Representative, 3386 North Lansing Place, Tulsa, Oklahoma (FI 5-1339)

Dr. Elden E. Jacobson, Professor of the City, 315 Court Arcade Building, Tulsa, Oklahoma (LU 3-5717)

James Pinkerton, Community Action Committee, National Bank of Commerce Building, Tulsa, Oklahoma (LU 2-1112)

Mrs. Pat Schrandt, County Welfare, 320 West 5th Street, Tulsa, Oklahoma (LU 4-0471)

Mrs. Nora Nicholson, State Welfare Department, 320 West 5th Street, Tulsa, Oklahoma (LU 5-1531)

John Duffy, Office of Economic Opportunity, 224 McBirney Building (LU 4-2351)

John Henry, Metropolitan Office Manager, Oklahoma State Employment Service, Mid-Continent Building, Tulsa, Oklahoma (LU 3-0811)

Nat Henshaw, Tulsa Home Builders Association, 5909 East 15th Street, (NA 2-2313)

Jim Bohnsack, Manager City Systems Study, City Purchasing Agent, City Hall, Tulsa, Oklahoma (NA 7-8890) (LU 4-2351)

Robert Jones, AIA, 424 South Cheyenne (LU 2-9247)

Robert Hartsfield, Community Planning Associates, 424 South Cheyenne,
Tulsa, Oklahoma (RI 3-9385)

Gary Smith, Tulsa Chamber of Commerce, 616 South Boston, Tulsa, Oklahoma
(LU 5-1201)

Dean M. M. Hargrove, University of Tulsa, (WE 9-6351)

Erling Helland, Planning Consultant, Wright Building, (LU 3-1346)

Joe Coleman, Architect, 424 South Cheyenne, Tulsa, Oklahoma (LU 2-7129)

Father William King, Council of Churches, (Church of the Madalene)
(WE 6-6773)

Mrs. Patsy Spillman, PTA, Education Service Center, 3027 South New Haven,
Tulsa, Oklahoma (RI 3-3381)

Mrs. Easter Davis, PTA, Education Service Center, 3027 South New Haven,
Tulsa, Oklahoma (RI 3-3381)

Joe Dempsey, Kennedy Building, Tulsa, Oklahoma (LU 4-2892)

Allen Whiteside, Whiteside, Schultz & Chadsey, 3100 South Jamestown,
Tulsa, Oklahoma (RI 2-7351)

Beth Macklin, Tulsa World, 315 South Boulder, (LU 3-2161)

COMMITTEE A

Joe M. Wilkinson, Chairman P.I.
Architect

Paul D. Chapman, Vice Chairman P.A.
Executive Director, Urban Renewal
Authority

Dr. Elden Jacobson, P.A.
Committee Resource Person
Professor of the City

Membership

David Adkinson P.A.
Board of County Commissioners

Dr. Charles E. Christopher P.A.
TURA

Clyde Cole P.I.
Executive Vice President

Darold Eagle P.I.
Eagle Investment Company

Mrs. W. H. Hughes P.I.
Real Estate

Bob Jones P.I.
Murray, Jones and Murray

Fay Kee, Commissioner P.A.
Finance & Revenue, City of Tulsa

Curtis Lawson P.A.
State Legislator

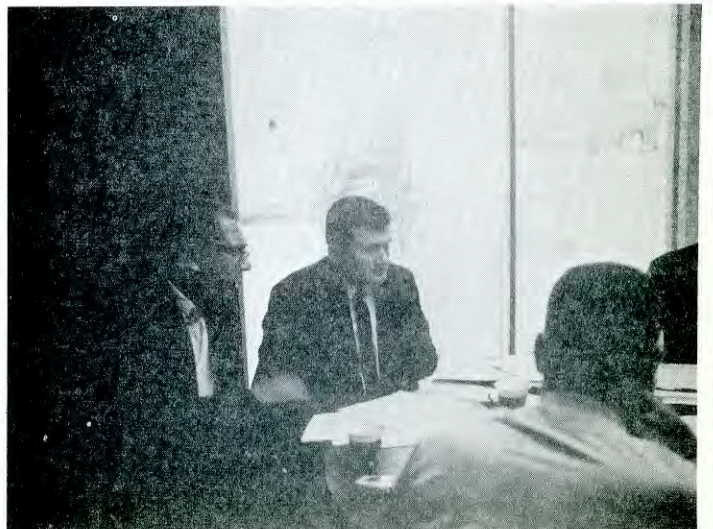
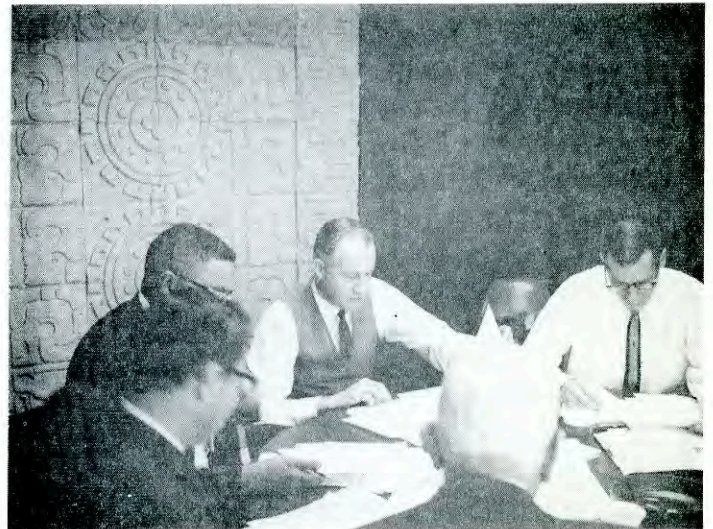
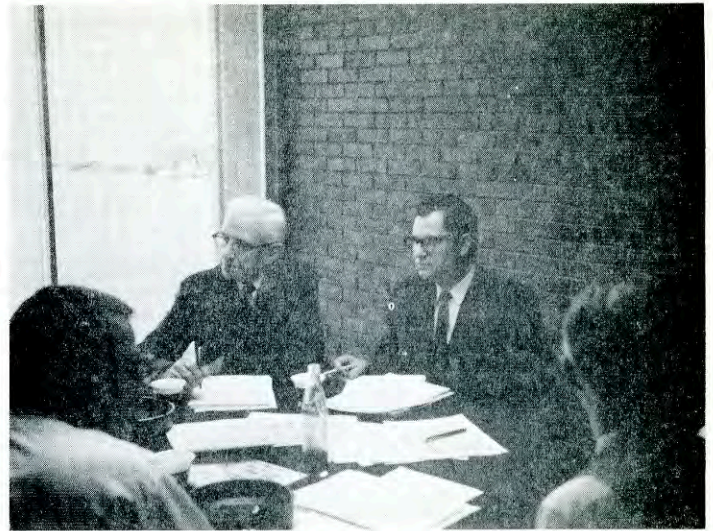
Donald E. Osgood P.A.
Acting Director, TMAPC

Larry Robertson P.I.
Tulsa Real Estate Board

Mike Robinowitz P.I.
Affiliated Food Stores, Inc.

Leroy Thomas P.A.
Seminole Hills Project

P.I. - Private Industry
P.A. - Public Agency





WILKINSON & WALKER ARCHITECTS
5963 E 31ST STREET TULSA, OKLAHOMA 74114

Hon. Mayor James M. Hewgley
City of Tulsa, Oklahoma

RE: DEMONSTRATION CITIES PROGRAM

Attn: C. J. Roberts

Dear Sir:

Our group, which is designated as Committee "A" for studies on the above mentioned program, had its second meeting on Wednesday afternoon, 15 March. Although the attendance only included Mr. Leroy Thomas, Mr. Fay Kee and myself, we had rather thorough reports submitted by Mr. Paul Chapman and Mr. Charles Christopher. The responsibility of Committee "A" embraces physical improvements, housing supply, housing choice, design and relocation. Reports submitted this meeting included the physical improvements, housing choice and relocation.

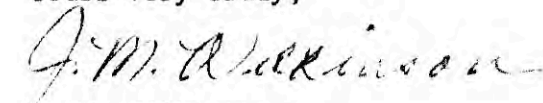
The report on physical improvements is in a state which renders it difficult to submit at this time, however, Mr. Christopher has categorized the proposed area in census tracts, establishing exact locations on that which is unsightly, overcrowded, obsolete or deteriorating, burned-out, unpaved street areas, vacant lots, open drainage ditches, parking problem areas, and extreme topography. These involve both residential and business sections, and the blighting influences are spelled out.

A very complete report on the housing choice is attached to this letter, this section being handled by Mr. Leroy Thomas. The major comment which we added to his report was that a wider range of financing needs to be made available, which would probably suggest a government subsidy on the lower register.

The report on relocation, a copy of which is attached, is very thorough as you might expect since this was handled by Mr. Paul Chapman. It doesn't take very long in discussion to establish the probable role which the low-rent housing authority will play throughout this program.

We plan to photograph examples of the analysis we are making, and will try to make a very complete report as of 29 March 1967.

Yours very truly,


J. M. Wilkinson
Chairman Committee "A"

cc: Members of Committee "A"



WILKINSON & WALKER ARCHITECTS

5983 E 31ST STREET TULSA, OKLAHOMA 74114

APRIL 11, 1967

MR. C. J. ROBERTS, CHAIRMAN
MAYOR'S COMMITTEE ON MODEL CITIES PROGRAM
315 COURT ARCADE BUILDING
TULSA, OKLAHOMA 74103

DEAR MR. ROBERTS:

I AM ENCLOSING PHOTOGRAPHS TAKEN IN SUPPORT OF THE COMMITTEE "A" ASSIGNMENT, ALTHOUGH I CAN'T BE CERTAIN JUST HOW MUCH VALUE THEY MIGHT ADD. WE DID WISH TO POINT OUT WITH PHOTOGRAPHS, AND HAVE SUCCEEDED IN SOME CASES, THE DIFFERENCE BETWEEN WHAT HAS BEEN DONE IN SOME AREAS AND NOT IN OTHERS.

ALTHOUGH IN MOST CASES CARS ARE NOT VISIBLE, IT IS OBVIOUS THAT IF THERE WERE ANY IN THE NEIGHBORHOOD, IT WOULD MEAN THAT THEY MUST PARK ON THE STREETS. MOST OF THESE HOUSES ARE SITUATED ON VERY NARROW LOTS WITHOUT DRIVES OR GARAGES, SO THERE IS THE POSSIBLE SOLUTION THAT WE MENTIONED IN THE REPORT OF PROVIDING NEIGHBORHOOD PARKING AREAS. I THINK IT IS SOMETHING THAT HASN'T BEEN TRIED BEFORE.

YOURS VERY TRULY,

J. M. WILKINSON

JMW:P

JOSEPH M WILKINSON

J DONALD WALKER

MEMBERS

Tulsa Historical Society & Museum 2006.026.002 ARCHITECTS



Burned-out housing in 700 block of North Greenwood.



700 Block N. Detroit, at crest of Stand-pipe Hill, burned out housing and street used as dump.



1800 Block N. Madison, City park used as dump, drainage ditch runs to left of picture and little league ball park can be seen at extreme right.



City park at 1700 Block E. Virgin end of large storm sewer project can be seen in foreground.



Comparison Picture, typical Cul-De-Sac in medium priced south-side neighborhood, E. 29th St. and So. Pittsburg.



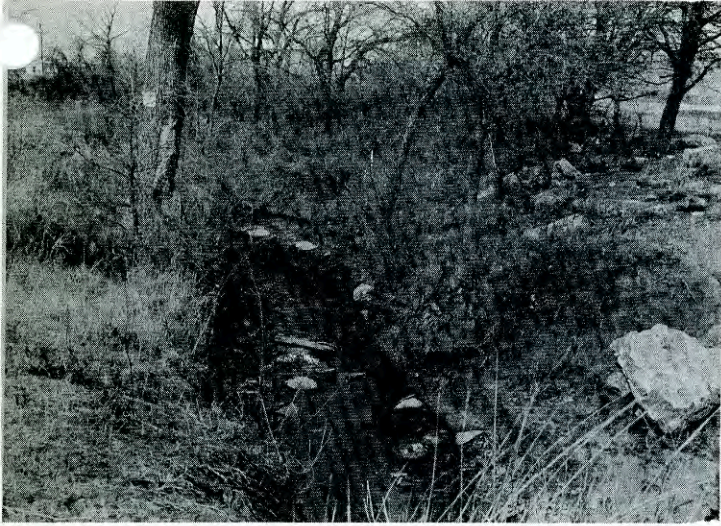
700 Block E. Tecumseh, unpaved deadend street, paving and cul-de-sac would enhance the value of this location and make desirable residence property.



600 Block E. Reading, new paving but sub-standard housing and lack of cul-de-sac makes this an undesirable location.



703 E. Reading, sub-standard housing in neighborhood of good homes and new paving, street improvement and removal of this type of housing would make this a valuable location.



Another view of drainage ditch in city park at 1700 E. Virgin Street.



Comparison picture -- John Zink Park at 31st and Trenton, a few years ago this area was similar to the area in pictures 12 and 13.



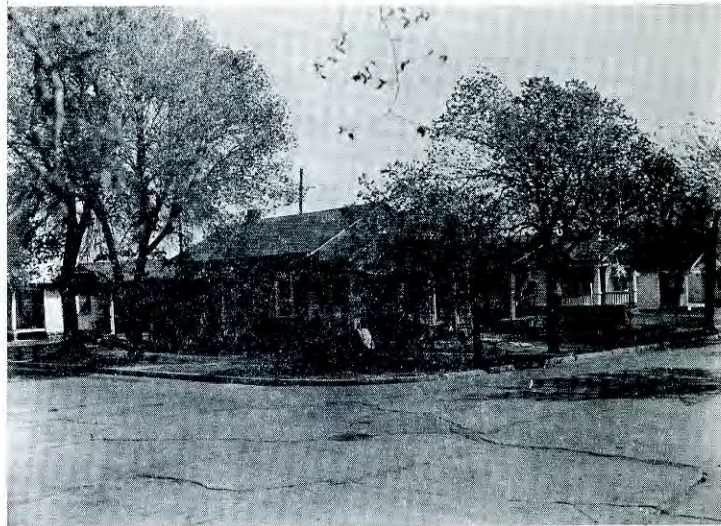
Looking North from Stand-pipe Hill at Detroit and Independence, area is bounded on the west by Denver and on the east by Greenwood.



Looking east from Stand-pipe Hill, area is bounded on the south by King Street and on the North by Apache.



Sub-standard "Row" houses in better-class neighborhood at Frankfort and Latimer Street as many as 4 houses on one lot.



Frankfort and Madison Streets, 4 "Row" houses on one corner lot, one of them used as a shoe-shine and resale shop.



"Row" housing at No. Frankfort and E. Jasper Streets, steep hill and lack of paving on E. Jasper makes this an undesirable location.



Extreme topography, lack of paving, and burned-out house decreases the value of this neighborhood at N. Frankfort and E. Jasper Streets.



WILKINSON & WALKER ARCHITECTS
5983 E 31ST STREET TULSA, OKLAHOMA 74114

MARCH 5, 1967

MR. C. J. ROBERTS, CHAIRMAN
MAYOR'S COMMITTEE ON MODEL CITIES PROGRAM
315 COURT ARCADE BUILDING
TULSA, OKLAHOMA 74103

RE: STUDY COMMITTEE "A"

DEAR MR. ROBERTS:

I AM ENCLOSING COPIES OF THE WORK DONE BY COMMITTEE "A" BASED ON THE ASSIGNMENT WHICH WAS PROVIDED AT THE OUTSET OF THIS PROGRAM. AS YOU WILL NOTICE, DIFFERENT SECTIONS WERE ASSIGNED TO DIFFERENT PEOPLE, AS REFLECTED BY THE TYPING AND FORMAT. I HAD HOPED TO ARRANGE THE DATA IN A LITTLE MORE ORGANIZED MANNER, HOWEVER YOU WILL UNDOUBTEDLY BE EDITING THE ENTIRE SUBMITTAL AND ATTEMPTING TO COORDINATE IT WITH THE OTHER REPORTS, THUS IN THE INTEREST OF TIME, I WILL SUBMIT IT IN THIS FORM.

A GREAT AMOUNT OF THE INFORMATION GATHERED IS REPETITIOUS, AND I FEEL CERTAIN THAT THE OTHER REPORTS WILL REFLECT THIS SAME SITUATION. I TRUST THAT SOME OF THE SUGGESTIONS WHICH WE HAVE MADE WILL HAVE MERIT, AND OUR COMMITTEE DID FEEL THAT THE SEGMENT OF POPULATION WITH INCOMES RANGING FROM \$ 3,000-6,000/YEAR WAS A GROUP WHICH WAS CURRENTLY LEFT OUT OF ALL PROGRAMS.

I WOULD APPRECIATE IT VERY MUCH IF YOUR OFFICE COULD MAKE COPIES OF OUR REPORT TO FURNISH THE MEMBERS OF COMMITTEE "A". I DO TRUST, OF COURSE, THAT WE WILL ALL BE FURNISHED COPIES OF THE FINAL SUBMITTAL WHICH GOES TO WASHINGTON.

SINCERELY,



J. M. WILKINSON

JMW:P

ENCL:

CC: MEMBERS OF COMMITTEE "A"

JOSEPH M WILKINSON

J DONALD WALKER

MEMBERS TULSA HISTORICAL SOCIETY & MUSEUM AMERICAN INSTITUTE OF ARCHITECTS 2006.026.002

COMMITTEE A

C. Housing Choice

- I. Need: What are the problems and needs of neighborhood residents and other residents of the city with respect to choice of housing accommodations?

A. Problems

1. Economic
 - a. Unavailability of financing
 - (1) Attitude of lender
 - (2) Credit record of borrower
 - (3) FINANCING TERMS
 - b. Narrow range of home prices (rentals)
 - c. Restricted job market for minority citizens
2. Social
 - a. Neighborhoods closed to minority citizens
 - b. Hostilities between different socio-economic and religious groups
3. Design
 - a. Rigid construction pattern
 - (1) Number of rooms in homes
 - (2) Style of homes
4. Geographical
 - a. Distance to church, school, transportation, park and recreational facilities
5. Physical Environment
 - a. Condition of streets
 - b. Appearance of yards and open spaces
 - c. Location of business industry
6. Municipal Services
 - a. Lack of sewers
 - b. Location of fire station
7. Uniformity of Dwelling Units
 - a. All single family dwellings
 - b. All dwellings for sale

B. Needs

Elimination of the factors that tend to limit the ability of all citizens to enjoy the privilege of free choice with respect to housing accommodations will require the good will and cooperation of the private citizen, the builder, the banker, the real estate salesman, and government officials on every level -- municipal, county, state and federal.

We need lending institutions willing to make loans to individuals based on their ability to pay without consideration for non-essentials such as race. There is a need for counseling in income and debt

management among the low and moderate income families. Job opportunities need to be expanded for minority group citizens so as to provide the financial base needed for adequate housing choices. Needed are homes ranging from 5 or 6 thousand dollars upward to care for all of our citizens.

Great is the need for the sincere acceptance, by all our citizens, of the democratic concept of "open occupancy" extended to one and all.

Builders and developers need to provide greater flexibility of design in low cost housing. One, two, three and four bedroom and even five bedroom homes should be available. All homes do not require a garage.

The need for nearby schools, churches, transportation and recreational facilities, as well as parks, is self-evident.

There is need for street planning to provide for traffic flow and easy accessibility of all points. Proper use of open spaces and counseling of the unskilled in yard care are musts.

To meet the needs of all segments of the population, housing of all types are required -- single family units, multi-family facilities, single story dwellings, multi-story accommodations, some for sale and some for rent.

II. Present Effort

- A. Private builders and developers
 - 1. Homes costing \$15,000 and up
 - 2. Apartments renting for \$100 per month and up
- B. F.H.A. 221 D 3 program
 - 1. UNITED METHODIST SQUARE
 - 2.
- C. Seminole Hills Project
 - 1. Limited ownership plan
- D. Public Housing Authority
- E. Urban Renewal Authority

III. Goals

- A. A model community
 - 1. Open occupancy
 - 2. Rental housing
 - 3. For sale housing AT A WIDER RANGE OF FINANCING.
 - 4. Full range of dwelling types
 - a. Single family
 - b. Multi family
 - c. Apartments
 - d. Accommodations for 1, 2, 3, 4, 5, 6, etc.

5. Full range of facilities
 - a. Schools
 - b. Churches
 - c. Recreational facilities
 - d. Transportation facilities
 - e. Shopping centers
6. Planned community activities
 - a. Adult education
 - b. Tutoring for disadvantaged children
 - c. Counseling and guidance sessions
 - (1) Group
 - (2) Individual
 - d. Recreational activities
 - (1) Adult
 - (2) Youth

IV. Program Approach

- A. Education
 1. Lenders
 2. Borrowers
 3. Residents
- B. Community involvement (citizens of area)
 1. Planning
 2. Work (clearance and construction)
- C. Coordination of cooperating agencies and professionals
 1. Government agencies
 2. Architects
 3. Builders and developers
 4. Social work agencies
 5. Educational authorities
 6. Financial institutions
 7. Business representatives
 8. Labor unions
 9. Civic organizations

V. Work Program

A. Planning should involve the enlistment of the support and active approval of the entire city with special emphasis on the participation of the specific area residents. The ultimate responsibility for this task must reside with the City. The ideas and suggestions coming from area residents and others will have to be transformed into workable plans by professionals with care being exercised in not disfiguring them.

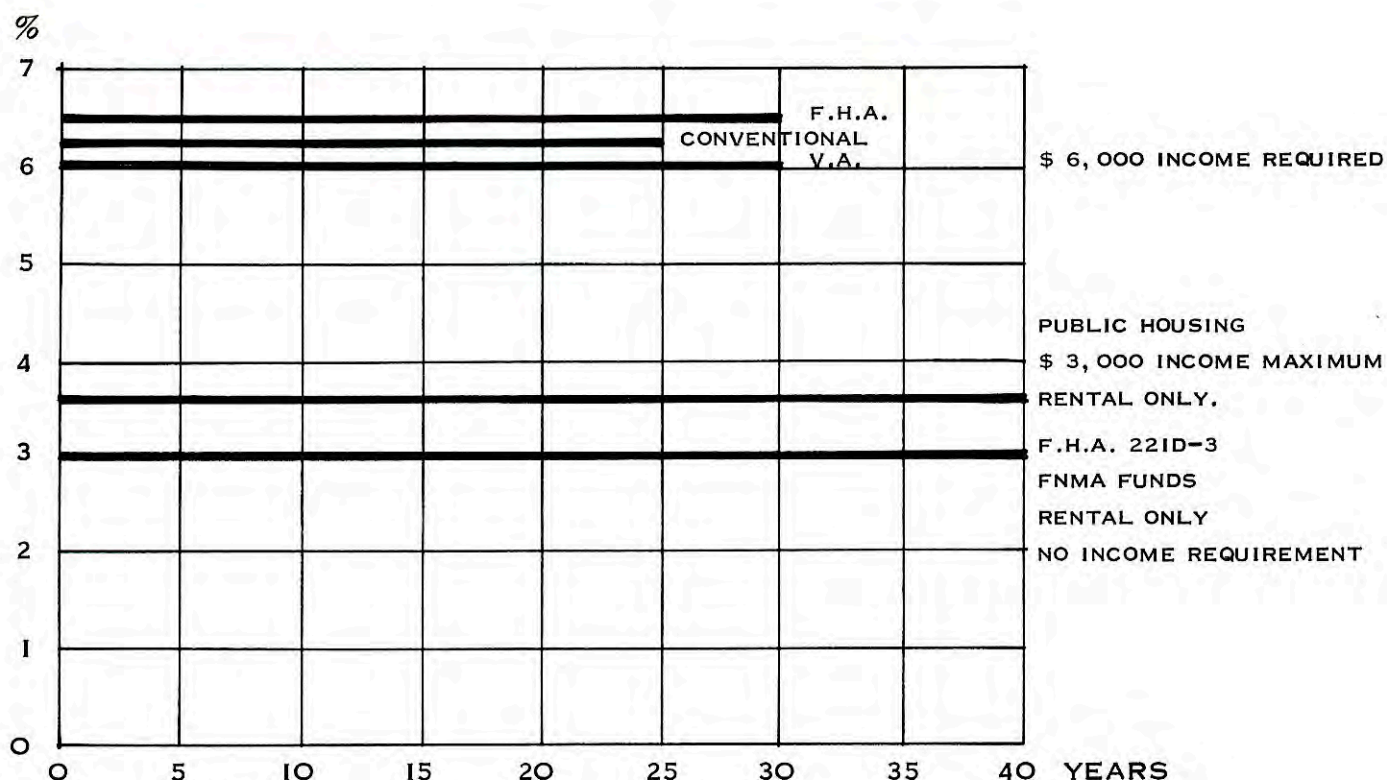
Planning would be followed by site clearance and relocation whenever necessary. Construction and follow-up activities complete the work program.

Actual work should involve as many area residents as is possible during all phases of the program. Their work of necessity should be under the supervision of professionals. Planners should supervise planning, builders must supervise the building, and follow-up activities will require professionals in education, social work, recreation, Tulsa Historical Society & Museum 2006.026.002

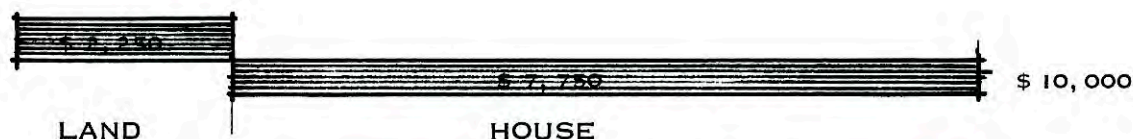
I - NEED: WE ARE ASSUMING THREE (3) AREAS OF BASIC NEED WITH RESPECT TO DESIGN, WHICH ARE LISTED AS FOLLOWS:

- (A) INDIVIDUAL STRUCTURES: DESIGN WITHIN THE TARGET AREA RANGES FROM EXTREMELY BAD TO QUITE GOOD. THERE ARE A LARGE NUMBER OF OLDER HOMES WHICH WERE SUBSTANTIALLY BUILT, AND ARE OF A DESIGN QUITE ACCEPTABLE AND IN KEEPING WITH A TRADITION OF THE ERA IN WHICH THEY WERE BUILT. ECONOMIC REQUIREMENTS HAVE DICTATED THAT THE LARGER RESIDENCES TO A GREAT EXTENT HAVE BEEN REWORKED TO PROVIDE SLEEPING ROOMS AND APARTMENTS. SOME OF THESE ARE STILL QUITE SOUND, MOST OF THEM FALL INTO A DILAPIDATED CONDITION. MANY OF THE SMALLER RESIDENCES ARE STILL IN GOOD REPAIR AND WELL MAINTAINED, BUT IN CERTAIN AREAS THE CONDITION OF THE LIVING UNITS IS WELL BELOW AN ACCEPTABLE STANDARD IN DESIGN, IGNORING ALL OF THE OTHER IMPLICATIONS OF HEALTH, SOCIAL PROBLEMS, ETC. POOR DESIGN IN ITSELF COULD NOT JUSTIFY A REQUIREMENT FOR CHANGE UNLESS THE OTHER INGREDIENTS WERE ALSO PRESENT.
- (B) NEIGHBORHOODS: NEIGHBORHOOD DESIGN SHOWS AN EXTREME LACK OF MODERN PLANNING WITH REFERENCE TO NARROW STREETS, DEAD ENDS, LIMITED RECREATION FACILITIES, AND VIRTUALLY NO PARKS AND OPEN AREAS. THE MAJORITY OF THE STREETS ARE PAVED, ALTHOUGH SOME ARE NOT. LOTS ARE SMALL, SUBSEQUENTLY HOUSES ARE CRAMMED TOGETHER WITH A VERY HIGH RESULTANT DENSITY. THIS IS NOT THE CASE IN MANY OF THE NEIGHBORHOODS, BUT IN A SUBSTANTIAL NUMBER. DUE TO LACK OF GARAGES AND DRIVES IN MANY OF THE POORER NEIGHBORHOODS, CARS PARKED IN THE NARROW STREETS CREATE A TERRIFIC HAZARD.
- (C) COMMUNITY: DESIGN OF THE COMMUNITY IN GENERAL SHOWS LACK OF ZONING AT THE TIME OF ORIGINAL CONSTRUCTION, AND CONSIDERABLE MIXTURE OF HEAVY INDUSTRIAL WITH RESIDENTIAL IS IN EVIDENCE. PARKING WAS NOT A REQUIREMENT IN THE DAYS WHEN MOST OF THIS AREA WAS BUILT UP, AND AS A CONSEQUENCE THIS IS A REAL PROBLEM. THE AREA ABOUNDS WITH RAILROAD TRACKS CUTTING THROUGH THE NEIGHBORHOODS AND CREATING VERY NATURAL BARRIERS. TRANSPORTATION THROUGHOUT THE COMMUNITY ON PUBLIC CONVEYANCE IS MINIMAL, AND WITH LOW-INCOME FAMILIES IN ABUNDANCE, A REAL PROBLEM IS COMPOUNDED. PUBLIC FACILITIES OF ANY TYPE ARE AT A MINIMUM.

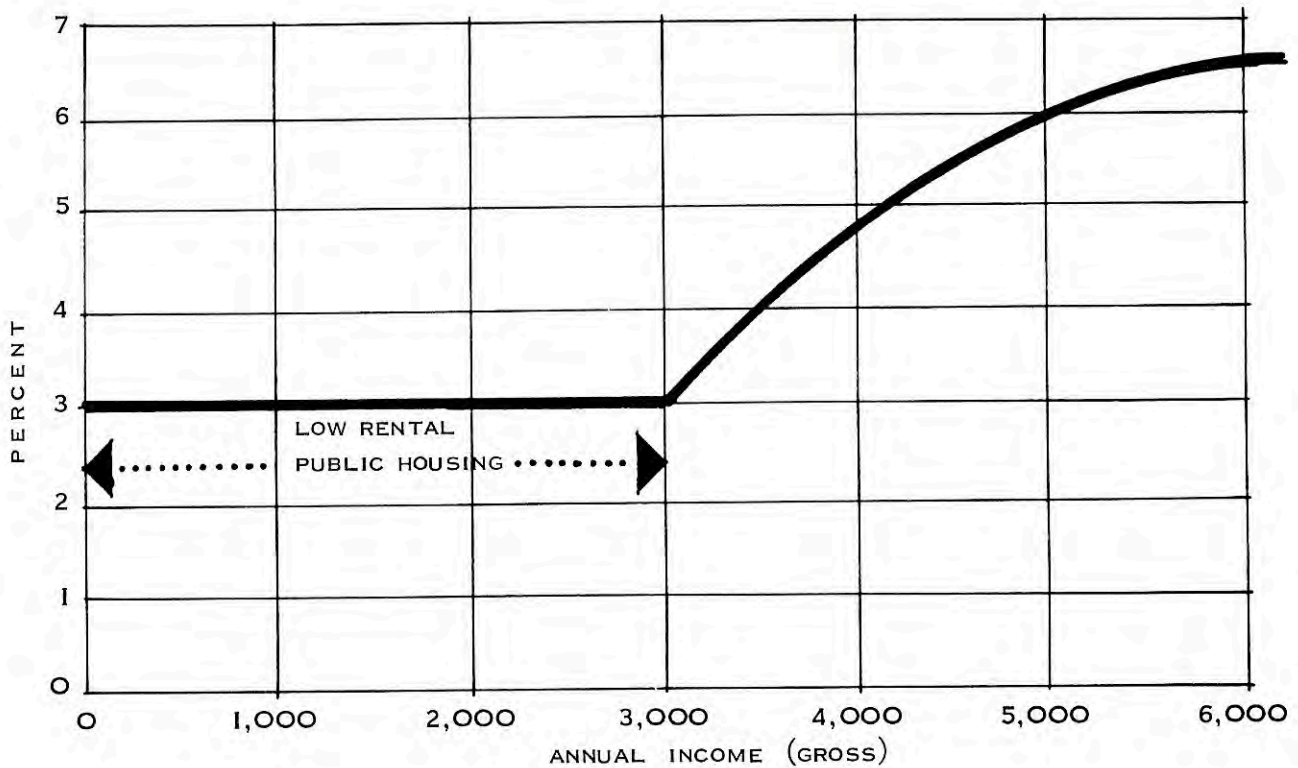
- 2 - GOALS:** CURRENT DESIGN GOALS HINGE AROUND THE CURRENT PLANS FOR THIS GENERAL AREA UNDER THE DIRECTION OF THE TULSA URBAN RENEWAL AUTHORITY. IT IS HOPED THAT IN CLEARANCE OF CERTAIN BLIGHTED AREAS, THAT MORE OPEN SPACES WILL BE AVAILABLE. AN EFFORT WILL BE REQUIRED TO ESTABLISH COORDINATED ZONING ENFORCEMENT, WHICH WILL BE NECESSARY TO ADD PARKING AREAS, ELIMINATE MIXED INDUSTRY AND RESIDENTIAL, AND REVIEW SPOT ZONING SITUATIONS. PURCHASE PROPERTIES AND/OR REQUIRE UPGRADING THROUGHOUT THE AREA. CREATE CUL-DE-SAC NEIGHBORHOODS IN ORDER TO REDUCE TRAFFIC HAZARDS AND PROVIDE A SAFER AREA FOR CHILDREN. THIS WOULD REQUIRE CLOSING SOME STREETS AND/OR REARRANGING THEM. ENCOURAGE PLANTING OF TREES AND SHRUBBERY AS A PART OF THE UPGRADING. IN NEIGHBORHOODS WHERE PARKING MUST BE DONE IN STREETS DUE TO SMALL LOTS, PROVIDE CENTRAL NEIGHBORHOOD PARKING LOTS WITHIN THE AREAS.
- 3 - PROGRAM APPROACH:** TWO LINES OF EFFORT WOULD BE EMPLOYED TO MEET THESE GOALS, ONE OF WHICH WOULD BE PUBLIC FUNDS, THE OTHER WOULD BE PRIVATE FUNDS. PUBLIC FUNDS PROBABLY WOULD BE REQUIRED FOR LAND ACQUISITION, RE-ROUTING OF STREETS, CONSTRUCTION OF SOME LOW-COST/RENTAL HOUSING. PRIVATE FUNDS COULD BE INVOLVED IF THE PROPER INCENTIVE WERE TO BE PROVIDED. THIS INCENTIVE CAN AND SHOULD BE IN THE FORM OF UNDERWRITING BY THE GOVERNMENT. LOAN AGENCIES SHOULD BE ABLE TO SCREEN PROSPECTIVE OWNERS AND HELP THEM APPLY THROUGH THE GOVERNMENT FOR UNDERWRITING.
- 4 - WORK PROGRAM:** EXISTING STRUCTURES SHOULD BE CLASSIFIED IN CATEGORIES WHICH WOULD PLACE THEM IN A POSITION TO EITHER BE REPLACED OR REHABILITATED. THIS COULD BE DONE THROUGH THE HOUSING AUTHORITY WORKING IN CONJUNCTION WITH THE URBAN RENEWAL AUTHORITY AND THE CITY OF TULSA. PRIVATE ENTERPRISE CAN BE INVOLVED WITH THE AREA RESIDENTS FOR PURPOSE OF LENDING THE MONEY FOR REHABILITATION, CONTRACTING THE WORK, CONSULTING WITH REGARDS TO THE WORK. LOW-COST HOUSING WILL BE REQUIRED, PUBLIC HOUSING WILL PROBABLY BE INCLUDED. THE BASIC KEY FOR THE ENTIRE SUCCESS OF THE INDIVIDUAL EFFORT WILL LIE IN A NEW CONCEPT OF FINANCING AVAILABLE FOR THE MEDIUM-LOW INCOME GROUP.



THE ABOVE CHART IS MADE TO INDICATE THE RATHER BROAD AREA OF NEGLECT IN THE PROGRAMS WHICH ARE AIMED AT LOW-INCOME FAMILIES. IN VIEW OF THE FACT THAT MOST NEW HOUSING CANNOT BE BUILT FOR LESS THAN \$10,000 (AS INDICATED BY THE BAR-CHART BELOW), IT IS VIRTUALLY IMPOSSIBLE TO QUALIFY UNLESS THE BUYER IS IN THE \$6,000 PER YEAR CLASS. IN FACT, ALMOST NOTHING IS AVAILABLE TO BE PURCHASED FOR INDIVIDUAL OWNERSHIP BELOW THIS INCOME LEVEL, AND COMMITTEE "A" CONCLUDES THAT THIS IS AN AREA WHICH NEEDS THE MAXIMUM ATTENTION.



THE BASE COST OF LAND WITH PAVING AND SEWER CANNOT BE DEVELOPED FOR MUCH LESS THAN THE FIGURE INDICATED ABOVE. THE MINIMUM HOUSE OF 864 SQUARE FEET CANNOT BE BUILT FOR MUCH LESS THAN THE FIGURE INDICATED FOR THE HOUSE. IF THE GOVERNMENT, IN FORM OF URBAN RENEWAL OR LOW-COST HOUSING, COULD DEVELOP AND LEASE THE LAND, AND REQUIRE THE OWNER (LOW-INCOME) TO PAY ONLY PRINCIPAL AND INTEREST ON THE BASIS OF THE ABOVE CHART, PRIVATE INDUSTRY COULD BE INVOLVED FOR CONSTRUCTION AND LENDING. THIS MIGHT AID IN FILLING THE GAP.



THE ABOVE GRAPH IS SUGGESTED AS A MEANS TO PROVIDE THE LOW-INCOME GROUP WHICH IS OUT OF THE RANGE OF PUBLIC HOUSING, OR WHO MIGHT EVEN STILL BE INVOLVED IN THIS AREA, A METHOD OF BECOMING HOME-OWNERS. THIS COMMITTEE FEELS THAT THE RESPONSIBILITY AND PERSONAL SATISFACTION OF OWNING ONE'S HOME IS AN INHERENT PART OF THE AMERICAN WAY OF LIFE. AT THE PRESENT TIME THERE IS A LARGE SEGMENT OF OUR POPULATION WHICH MUST RENT HOUSING SINCE THEIR INCOME LEVEL DOES NOT PROVIDE THEM WITH THE NECESSARY BASIS FOR PURCHASING.

THE GOVERNMENT WOULD BE CALLED UPON TO UNDERWRITE THESE BUYERS, AND SELL THE MORTGAGES ON THE OPEN MARKET SIMILAR TO PUBLIC HOUSING OR CITY AND MUNICIPAL BONDS. THE TAX ADVANTAGES SHOULD PUT THESE MORTGAGES ON A VERY COMPETITIVE BASIS. THE PROGRAM SHOULD AND COULD BE HANDLED THROUGH EXISTING F.H.A. OFFICES THROUGHOUT THE COUNTRY.

THE COMMITTEE STRONGLY FEELS THAT A PROGRAM SHOULD BE INITIATED TO GRADUATE THE GOVERNMENT AND WELFARE SUBSIDIES IN ORDER THAT THE TRANSITION FROM COMPLETE DEPENDENCE ON THE GOVERNMENT TO COMPLETE INDEPENDENCE COULD BE A GRADUAL ONE.

FINALLY, THIS COMMITTEE ACKNOWLEDGES THE PROBLEM OF ELDERLY PERSONS WHO MIGHT NOW OWN PROPERTY, AND WHO WOULD BE UNABLE TO QUALIFY UNDER ANY PROGRAM FOR A LOAN TO PURCHASE OR BUILD ANEW. THIS PARTICULAR GROUP REQUIRES ADDITIONAL AND CONCENTRATED STUDY.

Blighting Influences

1. Inadequate original construction and over crowding of land due to additions to original structures are the basic problems. The lack of any systemic and objective enforcement of basic health and sanitation codes until the last few years compounds these problems. The proposed model neighborhood is in various stages of decay due to the following:

Poorly designed Streets.

Unpaved and Dead End Streets.

Extreme Topography.

Over crowding on a lot.

Mixture of residential and business.

Dead End Streets.

Obsolete buildings or those in various stages of deteriorations.

Unsound structures intermixed with finer buildings.

Lack of convenient parking and loading facilities and high vacancy rate.

Dumps.

Weedy and unsightly lots.

Open Ditch drainage.

Enclosed photos gives evidence of this.

2. What has been done? Seminole Hills in Census tract #5

What is planned? Minimum Housing Codes enforcement
program.

(Virgin-Peoria-Apache-Trent) Applications
now being prepared.

Greenwood Urban Renewal Project (Approximate
boundaries Pine-Cincinnati-Jasper-Sand
Springs & Midland Valley R. R.)

3. The goals of this program is to eliminate all blighting
influences and where this is not possible as in the case of
extreme topography to utilize this land for its natural
beauty and convert into a park or amphi-theatre. A minimum
code program should be instituted and rigidly enforced.
Garden Clubs should be formed and encouraged to function.
Urban Renewal is planned for a large tract of this area.

4. There will be a combination of strict code enforcements,
Urban Renewal and formation of garden clubs to maintain the
model neighborhood.

5. Work Program-- Health Department. Minimum Codes--

Tulsa, Urban Renewal Authority- Renewal

T. M. A. P. C.- Plans & Zoning

Greenwood Chamber of Commerce - Business
participation.

Urban League - Block organization

Garden Clubs - Beautification of blocks

CENSUS TRACTS

BUILDINGS

Obsolete or Deteriorating

1.	1348 N. Lansing	11
2.	520 E. King	10
3.	2412 N. Rockfort	5
4.	2740 N. Trenton	Secondary #2
5.	507 W. Second	P-26
6.	648 N. Denver	7
7.	1547 N. Greenwood Pl.	6
8.	1623 N. Denver	7
9.		
10.		

Overcrowding

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

Unsightly

1.	200 S. Gunthrie	P-26
2.	Haskell Pl. & Main	9
3.	811 E. Oklahoma St.	11
4.	635 E. Marshall St.	10
5.	2805 N. Trenton	Secondary #2
6.	2420 N. Rockfort	5
7.	1020 E. Ute	6
8.	602 W. Archer	P-26
9.	211 E. Woodrow Pl.	7
10.		

CENSUS TRACTS

Over Crowded

1.	540 E. King	10
2.	640 E. Marshall St.	10
3.	2825 N. St. Louis	Secondary #2
4.	1322 N. Lansing	11
5.	648 N. Denver	7
6.	1512 N. Greenwood Pl.	6
7.	249 E. Woodrow Pl.	7
8.		
9.		
10.		

Dilapidated

1.	2016 N. Madison	11
2.	2745 N. St. Louis	Secondary #2
3.	2414 N. Rockfort	5
4.	710 N. Cincinnati	9
5.	651 E. Latimer	10
6.	435 E. Marshall	7-8-9
7.	240 E. Woodrow Pl.	7
8.	2114 N. Cincinnati	8
9.		
10.		

Burned Out

1.	205 E. King	9
2.	641 N. Cheyenne	9
3.	700 N. Greenwood	10
4.	2819 N. Trenton	Secondary #2
5.	214 W. Pine St.	8
6.		
7.		
8.		
9.		
10.		

CENSUS TRACTS

Vancant Lots

Weeds

1.	2720 N. St. Louis	Secondary #2
2.	2507 N. St. Louis	5
3.	Madison & Sem. Pl.	6
4.	625 E. Marshall St.	10
5.		
6.		
7.		
8.		
9.		
10.		

Unsightly

1.	533 E. King	10
2.	650 E. Woodrow Pl.	7
3;	2800 N. Yorktown	Secondary #2
4.	2507 N. St. Louis	5
5.		
6.		
7.		
8.		
9.		
10.		

BUSINESS & RESIDENTAL

1.	Frankfort & Young	7
2.	700 E. Elwood	9
3.	1700 E. Virgin	6
4.	Hartford & Virgin	6
5.	1100 N. Greenwood	10
6.	17-1900 N. Madison	6
7.		
8.		
9.		
10.		

CENSUS TRACTS

STREETS

Unpaved

1.	1000 N. Detroit	9
2.	21-2000 N. Garrison	7
3.	13-1500 N. Osage	9
4.	2100 N. Lansing	6
5.	900 E. Marshall	11
6.	1500 N. Osage	8
7.	1700 E. Virgin	5
8.	700 E. Oklahoma	10
9.	2400 E. 27th St. N.	Secondary #2
10.		

Deadend

1.	500 E. Ute	7
2.	400 E. Reading	6
3.	800 E. Haskell	11
4.	1800 N. Madison Pl.	6
5.	600 E. King Pl.	
6.		
7.		
8.		
9.		
10.		

Open Ditch Drainage

1.	2200 N. Frankfort	7
2.	1000 N. Detroit	9
3.	1700 E. Virgin	5
4.	2100 E. 29th St. N.	Secondary #2
5.	1135 N. Kenosha	11
6.	321 W. Seminole	8
7.		
8.		
9.		
10.		

CENSUS TRACTS

Parking Problems (Business)

1.	10-1100 N. Greenwood	10
2.	1400 N. Cincinnati	9
3.	1400 N. Lansing	11
4.	100 E. Archer	P-25
5.	500 W. 2nd St.	
6.	2100 N. Cincinnati	7
7.	1500 N. Greenwood	6
8.	2000 E. Apache	Secondary #2
9.		
10.		

Poor Collector Service

1.	Frankfort Pl. & Pine	6-7-10
2.	Virgin & Cincinnati	7-8
3.	Madison & Pine	6-11
4.	Pine & Peoria	5-6-11
5.	Peoria & Apache	5-6-Sec. #2
6.	Marshall & Cincinnati	9
7.	Frankfort 11-1500	9-10
8.		
9.		
10.		

MISCELLANEOUS

Open Ditch

1.	Garrison Pl. & Woodrow Pl.	7
2.	700 E. Apache	6-7-Sec.#2
3.	1700 E. Virgin	6
4.	1700 E. Apache	5
5.	2507 N. St. Louis	5
6.	2710 N. Trenton	Secondary #2
7.		
8.		
9.		
10.		

CENSUS TRACTS

Dumps

1. Utica & Apache
2. Yale & Apache
3. 5600 E. 36th St. N.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

5 & Sec.#2
Secondary #2
Secondary #2

Extreme Topography

1. 500 E. Jasper
2. 200 W. Apache
3. 1500 N. Utica
4. 600 N. Cincinnati
5. 1400 E. Mohawk
- 6.
- 7.
- 8.
- 9.
- 10.

10
8
Secondary #2
9
Secondary #2

B. Housing Supply

COMMITTEE "A"

HUD Approval of Tulsa's Model Cities Application and subsequent preparation, approval and execution of a Plan for the target area will result in a substantial increase in the supply of standard housing of low and moderate cost.

NEED The target area contains much of the housing problem of the City of Tulsa. In it we find dilapidated structures, both vacant and occupied, overcrowding of structures on the land; incompatible mixes of land use; overcrowding of persons in dwelling units; poor or no maintenance habits; etc. Of course, many of these conditions are a direct result of the very low incomes of the area families. The target area, in large measure, would be eligible for urban renewal treatment. Some of the area would require total clearance and redevelopment due to structure conditions and illogical platting and land uses, while much larger areas are appropriate for rehabilitation. It is in the Target Area where the greatest need for better housing conditions exist. The newly created Tulsa Housing Authority is already giving serious attention to housing needs of this area, however, best results will be obtained through programming needs for relocation resources with the actions of the Tulsa Urban Renewal Authority, expressway construction and code enforcement projects, and this type of coordination which is already in action to a considerable degree will be very much refined in technique in the Plan for the target area.

The availability of standard low-cost or low-rent housing is very small with practically no choice in location since most of the so-called low rent housing is in the target area. The overall supply of housing in

Tulsa is rather close. A housing occupancy-vacancy survey made in May 1966 by the Tulsa Postal Department reflects a 3.58 vacancy ratio for all units. The survey is summarized below:

	Total Units	Units Occupied	Units Vacant	Percentage Vacant
Single Family Dwellings	98,333	96,244	2,089	2.12%
Duplex Dwelling Units	4,662	4,211	451	2.67%
Apartment Dwelling Units	12,307	10,716	1,591	12.93%
Total all Units	115,302	111,171	4,131	3.58%

PRESENT EFFORT

Present efforts are small in comparison to the need since very little activity has been evident in the special provision of FHA in its 221 d 3 program or in the rent supplement program, in spite of efforts by the city to encourage the non-profit provision of housing for low and moderate income families. To date FHA has only 803 units proposed formally. Of these, 148 are under construction, 212 have commitments and the other 443 are in one phase or another of review. Of those still in FHA processing, 95 are to be built in Tulsa's first urban renewal project, the Seminole Hills project. Also, 100 three-bedroom single family housing units have been completed in the Seminole Hills Project under joint sponsorship of the City of Tulsa and the Tulsa Homebuilders Association through a Department of Housing and Urban Development Demonstration Grant.

The Tulsa City Commission, in December 1966 created the Tulsa Housing Authority and in January 1967 appointed the Housing Authority Commissioners. The Authority has prepared a long-range housing needs program through 1975 and plans to request a program reservation of 3000 units to be built

as expeditiously as practical during this time. The City administration has pledged its full support to the provision of low-rent housing in Tulsa.

Some low cost units are being conserved through rehabilitation, both in urban renewal projects and through code enforcement projects carried out by the City-County Health department. Although rehabilitation has not been a significant factor in availability of low cost housing, it will become very important in the target area either through the urban renewal process or through the Housing Authority operations.

GOALS

The principal goal in housing supply is that each family would have access to standard housing in areas of his choosing and within price ranges that his income could support. The aim is to provide this housing as quickly as possible working through the joint efforts of the private redeveloper and the public bodies engaged in housing development.

Renewal projects will be scheduled in the target area, and in other areas when appropriate, to insure the availability of building sites. Private redevelopers will be encouraged to provide housing at the lowest prices possible through the specific Financial Provisions of the FHA. Renewal sites will also be used for federally aided low-rent housing with the construction of the two types, private and public, properly intermingled throughout the redevelopment areas. Renewal projects, private redevelopment, Housing Authority acquisition and construction, and rehabilitation programs will be programmed to the greatest extent possible to provide adequate housing and to increase the supply as needed.

PROGRAM APPROACH

The basic and primary approach will be complete coordination of supply and demand. Demand will be determined by detailed analysis of needs and supply will be scheduled through private and/or public construction at the time, place and number needed to meet the need. Urban Renewal and Housing Authority activities will be the prominent tool in bringing housing into being.

K. RELOCATION

Relocation will be a key component in the City Demonstration Program. Proper and thorough planning to assure that families, individuals and business to be displaced through the implementation of the City Demonstration Program is a must. The Relocation Plan to be developed for the target area will include, as a minimum, the provisions and procedures which meet relocation standards equivalent to those prescribed for urban renewal projects.

The relocation plan shall cover, but not be limited to, the following:

- A. Administrative Organization -- a description of the organization assigned to carry out the relocation functions.
- B. Relocation Standards -- a description of the: physical and occupancy standards for relocation housing; standards for displacees ability to pay; location standards; temporary relocation policy; etc.
- C. Proposals for Obtaining Relocation Housing -- a description of procedures for obtaining adequate housing.
- D. Relations with Site Occupants -- a description of policy with respect to: informational programs to advise site occupants of relocation assistance offered; interviews with occupants; relocation office; referrals; inspection of relocation housing; tracing of "lost" families; social agency referrals; financing assistance to prospective homebuyers; etc.
- E. Occupancy Policy -- a description of policy for continued occupancy of structures by owners and tenants, when rents become due, eviction policy, etc.

- F. Relocation Payments -- a description of policy and regulation with regard to relocation payments to families, individuals and businesses to be displaced.
- G. Services -- a description of services available to: individuals occupying separate housekeeping units; other individuals, business concerns.

Relocation activities, to the maximum extent feasible, will be coordinated with the: increase in the supply of standard housing for low and moderate-income occupancy; CDA program of acquisition and demolition; LHA ability to develop and/or acquire housing units; all social and public agencies to assure maximum benefits from job and income opportunities, education, health, recreational and cultural opportunities, access and convenience of transportation to home and jobs, location preferences, the displacees' time schedule and desires, etc.

Every possible resource will be utilized in the relocation program to assure the best possible relocation at the least possible inconvenience to those being displaced.

NEED

Relocation needs and problems of an area undergoing relocation of some of its families, individuals and businesses are already related to the individual's understanding of the program causing the displacement and his desire to cooperate in the endeavor. The subject target area will be no exception to this regard. The Demonstration Program will have its proponents and opponents in the target area. Every available resource and effort will be exerted towards a full and complete understanding of the purposes and objectives of the Demonstration Program by the target area residents.

Of the many types of relocation problems and needs in the demonstration area, low income is the basic problem. Low incomes are related to educational levels and job opportunity; therefore, seriously hamper a family's ability to properly house itself. The following are the more obvious of the problem causing factors with respect to the relocation process: low incomes; apathy and/or indifference; large families; lack of suitable housing at prices affordable; broken families; limited education; health, age; housing choice; employment opportunity; civic attitudes; dependence on welfare payments which aren't adequate to provide good housing in most instances; broken spirits . . .

PRESENT EFFORT

There are basically only two programs now actively engaged in projects which cause the displacement of families, individuals, and businesses. These are as follows:

- A. The Tulsa Urban Renewal Authority has been active in Tulsa only since 1961. The present urban renewal program consists of: A 91 acre residential project completed as far as relocation is concerned; a large 310 acre downtown project, a part of which is in the Target Area, which has been in execution since November, 1965, and which is approximately _____% complete with relocation activities; a 175 acre residential project expected to go into execution within the very immediate future; a Survey and Planning Application is now pending approval of HUD; and, a Survey and Planning Application will be filed by June 30, 1967, on a 225 acre residential project, totally within the Target Area. Relocation activities of the Authority have been remarkably successful to date.

B. The Oklahoma State Highway Department presently is in the acquisition and development stage of the interstate expressway system in and through Tulsa and will be active for several months to come. (The City of Tulsa, also, through supporting right-of-way acquisition and demolition has caused some displacement).

A third program, federally aided code enforcement projects, is to be activated shortly by the City-County Health Department and will be offering relocation assistance.

The Relocation services offered by the above are summarized below:

TURA -- the Urban Renewal Authority is staffed for and carries out a complete relocation program, offering counseling, referrals of housing, referrals to social and welfare agencies, eligible relocation payments including the relocation adjustment payments, SBDP's and loss of personal property, referrals and relocation payment assistance to other public agencies not staffed to offer this service.

State Highway Department -- The Highway Department carries on a limited relocation program consisting basically of making relocation payments to owners. They are not staffed to offer a full range of relocation services as is the Tulsa Urban Renewal Authority.

City-County Health Department -- The City-County Health Department carries out two types of code enforcement program. One is a "spot enforcement" on substandard and dilapidated structures. Generally, this type of activity does not cause relocation. The second type will be code enforcement project areas carried out with federal financial assistance. These projects will of course

cause some displacement. Relocation services will either be handled directly through a relocation staff provided by the City-County Health Department or through contract with the Tulsa Urban Renewal Authority. In either case, a complete relocation program is available.

Other -- There are some efforts on the part of private enterprise to assist in the "House Hunting." These services are primarily centered around rental referrals and, as a practical matter, have little to offer in the way of referrals to low-income families.

GOALS

The primary goal of the relocation program is that families and individuals displaced shall have the full opportunity of occupying housing that is decent, safe and sanitary, that is within their financial means, and that is in reasonably convenient locations with respect to transportation, home, and to employment, and that the displacement shall be carried out with a minimum of hardship and inconvenience to the site occupants. This primary goal also would be applicable to businesses displaced.

Increased family incomes through intensive counseling, educational and/or training programs, and employment referral services is another goal to be achieved through the relocation program efforts. This will require close coordination with all the public agencies, social and welfare agencies and informed citizen concern and efforts.

Relocation into housing and neighborhoods preferred by the relocatee will be an important objective.

Post-relocation counseling and guidance will be provided to the extent feasible and desired by the relocatee.

Relocation is considered the key to successful execution of the Demonstration Program and will be given adequate and sympathetic attention.

PROGRAM APPROACH

The catalyst, or by-word, in meeting the objectives will be communication and coordination. Through a community organization director and a citizen's housing committee a line of communication will be established to fully coordinate the relocation needs and resources of all entities involved in the Demonstration Program. This Director will work with and will be fully knowledgeable of all programs being carried out in the Target Area. His primary function will be to coordinate the programs aimed at raising the educational and economic level of the low income population. He and the relocation staff will be assisted by the citizen Housing Committee designed to advise and direct as to program scope and to assist in bringing together the needed resources to assure that the objectives of obtaining full opportunity of occupying decent, safe and sanitary housing, in areas of the displacees choosing, with a minimum of hardship and inconvenience to those being displaced.

This committee would also advise and assist in programming relocation activities with the supply of low and moderate income housing. The Housing Authority, working with the committee, would establish housing programs timed to meet the relocation needs. Additional programming of low to moderate income housing would be coordinated by the Housing Committee with private non-profit institution and the Urban Renewal Authority. Private enterprise will provide housing beyond the needs for the low income family. The Committee will harness the willingness of the many concerned organizations who have already studied the plight of many families and individuals located in the Target Area to direct their efforts to assist.

In summary, the program approach to relocation is coordination to the highest degree obtainable. The three major areas of coordination area:

1. Coordination of Relocation and Housing activities.
2. Coordination of services available.
3. Coordination of programs.

WORK PROGRAM

An administrative organization (staff) to carry out the relocation activities to be established. The responsibility of this staff would be to conduct the necessary surveys and studies to prepare a comprehensive Relocation Plan as described above in Paragraph K to make the necessary contacts with public and private housing agencies to assure an adequate supply of relocation resources, to carry out the physical aspects of the relocation program, such as counseling, providing housing referrals, transportation where needed, assistance in filing prescribed applications for financial assistance for relocation, and any other act necessary to effect a satisfactory relocation.

The responsibility for providing the relocation organization and staff will be lodged with the Tulsa Urban Renewal Authority for all relocation anticipated in the Target Area. Along with the normal relocation activities of the Tulsa Urban Renewal Authority in its urban renewal projects, the Authority will, through contractual arrangements with the appropriate bodies, carry out relocation activities for all target area relocatees. This will give continuity of service and offer experience in an area very critical to the success of the Demonstration Program.

As a part of the Relocation Organization, a community organization director will be utilized to coordinate relocation activities with other aspects of the Demonstration Program. The area residents will be asked to participate

in the preparation of the Relocation Plan. Extensive block and neighborhood organizations will be formed to insure that all who will, will have an opportunity to express his views and opinions. The residents will be offered the opportunity to undertake any project or to participate in any phase of the Demonstration Project Plan that will lead to the achievement of the program goals and objectives.

COMMUNITY PLANNING ASSOCIATES

BREISCH ENGINEERING CO. / MURRAY JONES MURRAY

CONSULTANTS / CITY AND REGIONAL PLANNING / URBAN AND ENVIRONMENTAL DESIGN

MARCH 15, 1967

DR. C. J. ROBERTS, CHAIRMAN
MAYOR S MODEL CITIES PROGRAM COMMITTEE
C/O UNIVERSITY OF OKLAHOMA
315 COURT ARCADE BUILDING
TULSA, OKLAHOMA 74103

RE: INTERIM PROGRESS REPORT,
ASSOCIATED COMMITTEE ON HOUSING,
TULSA COMMUNITY RELATIONS COMMISSION

GENTLEMEN:

THIS LETTER IS TO REPORT THAT OUR COMMITTEE HAS RESPONDED ENTHUSIASTICALLY TO THE OPPORTUNITY TO CONTRIBUTE TO THE FORMULATION OF A MODEL NEIGHBORHOOD PROGRAM PROPOSAL FOR TULSA.

WE HAVE TAKEN THE APPROACH THAT OUR MOST MEANINGFUL CONTRIBUTION MIGHT BE TO SUBMIT A REPORT DESCRIBING, TO THE BEST OF OUR ABILITY, (1) THE NATURE OF THE HOUSING PROBLEM IN THE TARGET AREA AND IN THE CITY AS A WHOLE; AND (2) RECOMMENDATIONS FOR DEVELOPING A COMPREHENSIVE PROGRAM FOR DEALING WITH THE PROBLEM AT BOTH SCALES. WE HOPE TO BE ABLE TO IDENTIFY RELATIONSHIPS BETWEEN COMMUNITY-WIDE PRACTICES AND PROCEDURES AND THE SPECIFIC CONDITIONS IN THE TARGET AREA.

WE ARE HAVING WEEKLY MEETINGS OF THE FULL COMMITTEE AND STUDY-GROUP SESSIONS, INTERVIEWS, ETC., IN BETWEEN. IN ADDITION, I HAVE HAD AND WILL CONTINUE TO HAVE DISCUSSIONS AND CONFERENCES WITH OTHER COMMITTEE CHAIRMEN TO COMPARE NOTES AND EXCHANGE IDEAS.

WE ARE ALL LEARNING AND, I BELIEVE, BEGINNING TO COME EFFECTIVELY TO GRIPS WITH SOME CORE ISSUES.

YOURS VERY TRULY,



ROBERT J. HARTSFIELD, DIRECTOR
COMMUNITY PLANNING ASSOCIATES

AND

CHAIRMAN, ASSOCIATED COMMITTEE ON HOUSING
COMMUNITY RELATIONS COMMITTEE

RJH: MD

T H E C I T Y O F T U L S A O K L A H O M A

613 Kennedy Building
LUther 4-2351

Lois H. Gatchell
Executive Director

COMMUNITY RELATIONS COMMISSION: ALFRED E. AARONSON, C. WAYNE CARPENTER,
MAYOR J. M. HEWGLEY JR., ROBERT LAWTON JONES, ROBERT L. MCGOWEN, BRUCE PETERSON,
JOHN ROONEY, SIDNEY J. STEEN, WILLIAM F. TEMPLE, JR., HENRY C. WHITLOW, JR.

Dr. C. J. Roberts, Chairman
Model Cities Steering Committee
University of Oklahoma Extension Office
315 Court Arcade Building
Tulsa, Oklahoma 74103

April 4, 1967

Dear Dr. Roberts:

Mr. Robert J. Hartsfield, Chairman of the Associated Committee on Housing, Community Relations Commission, has asked me to transmit the following report representing some of the deliberations of this Committee in regard to the Model Cities program. The Committee held two meetings on the subject, plus two sub-committee meetings. Not all members were able to be present at all; this report should not be construed as a consensus since the Committee did not have time to pass on the report, nor was there time to submit it to the Community Relations Commission. The Chairman hopes to submit a fuller report to CRC in the near future.

Don Dorchester, also a member of this Committee, will be submitting a report which reflects some of his independent research.

With these limitations, I hope the reports are useful to you in writing your application for a planning grant. It was interesting to me personally that the rehabilitation and participation of the citizens of the target area was deemed to be of prime importance to the planning process in both Committees on which I served.

Officials of the National Institute of Mental Health recently wrote:

"A modern, sterile, concrete community with alienation and fragmentation of relationships may in the end be no more helpful to health development and life than the degrading and disgraceful setting which it replaced." I believe this summarizes the focus of our Housing Committee on the human element in what is first a job of social engineering, and secondly a job of physical improvement.

Sincerely yours,


(Mrs. Don Gatchell)
Executive Director

cc: Robert J. Hartsfield, and
Members of Associated
Committee on Housing

Tulsa Historical Society & Museum 2006.026.002

T H E O I L C A P I T A L O F T H E W O R L D



REPORT TO MODEL CITIES STEERING COMMITTEE

FROM: Robert J. Hartsfield, Chairman
Associated Committee on Housing
Community Relations Commission

I. Nature of the Housing Problem.

Facts: Poor housing, extensive use of sub-standard housing supply, situated in poorly serviced and inadequately maintained neighborhoods is caused by:

- A. Inability of a segment of the population to afford (own, rent, and/or maintain) good housing, or to effectively change their condition.
- B. Denial of a segment of the population to free access to the full range of housing existing in the community.
- C. Social alienation and cultural disintegration of a segment of the population which severely inhibits both individual and group confidence and initiative. Such attitudes as these are common among target area residents:
 - 1. Fear--of being moved out, or of authority.
 - 2. Suspicion--a long history of broken promises makes them distrustful.
 - 3. Ignorance--no knowledge of procedure for seeking redress. This results in either apathy (withdrawn) or hostility, as evidenced in such actual comments as, "Are you trying to get us kicked out?" or "I won't sign anything." They feel the government is isolated from them; if they feel they are over-charged in their water bill, they are afraid to ask anyone.
 - 4. Anxiety--inability to buy homes or keep up with payments.
 - 5. Lack of neighborhood "esprit de corps".
- D. This segment of the population includes the poor, the minority poor, and most particularly in Tulsa, the Negro poor.
- E. The above conditions combine to produce the racial minority ghetto, of which sub-standard housing and poor neighborhood environments are both a result and a cause.

II. The Target Area.

- A. A substantial portion of the designated target area consists of a Negro ghetto, caused by the implicit functioning of racial bias

and lack of political and economic power of the poor, as related to the total community.

- B. The housing problem of the ghetto is therefore an integral part of the ghetto problem; an effective solution can be approached as part of the total effort to overcome those forces which produce and perpetuate the ghetto.
- C. In the target area, the approaches must be:
 - 1. Social and cultural rehabilitation and human resources planning.
 - 2. Providing for physical rehabilitation and enhancement of the total neighborhood environment, in which housing and living areas are adequately served with utilities and public services but are left free to evolve within a revitalized neighborhood culture.

III. The Community at Large.

- A. The ability to effect meaningful changes in conditions in the target area will depend upon:
 - 1. The extent to which the nature of the ghetto problem and its consequences are made known to and understood by:
 - a. Key groups and individuals who influence community decisions.
 - b. A sufficient segment of the politically responsive electorate.
- B. Many of the procedures, practices, and decisions affecting the target area will be directed toward and executed within the community at large.
- C. A community commitment will be required which will be reflected in general political assent, and in the will to effectively coordinate the policies and programs of a host of agencies and services.

IV. Community Relations

- A. Effective channels of communication must be opened.
 - 1. Race to race.
 - 2. Group to group.
 - 3. Person to person.

- B. Such communication must be more than superficial contact if it is to solve the problems of alienation of the disadvantaged, and the lack of awareness, non-involvement, and intentional estrangement of the balance of the community.
- C. An effective means must be devised for mobilizing local resources in concert with federal and state assistance and bring them to bear in a series of specific, concurrent action programs and projects.

V. Goals.

- A. Significant improvements in the socialization, skills, earning power and knowledgability, or "urban citizenship" of the disadvantaged residents are necessary to genuine improvement in the housing problem..
- B. The Model Cities program may be regarded as an opportunity to explore in depth, through centrally directed systematic efforts, the interrelationship between social dynamics and physical environment. The efforts must be applicable to the city at large, using the target area focus as a testing ground.
- C. Goals may be grouped in specific areas as follows:

1. Human Resources.

- a. Based on existing common interests (personal self-interest, resentment and mistrust of "outside world"), begin effective resident citizen organization and develop indigenous leadership. (This should probably be the first step in the planning process.)
- b. Through this organization, progressively develop a comprehensive human relations program aimed at:
 - interpersonal and intergroup communication.
 - self-concept training.
 - urban citizenship education.
 - remedial education and vocational training.
- c. Compensatory and enrichment programs for school age children.

2. Economics.

- a. Undertake cost-benefit study to determine ways to expand investment incentives within the target area so as to improve the local "balance of payments." A concerted effort to develop opportunities for cooperative investment of time and money for residents of the area should be made, including residential, business, industrial, and commercial developments.
- b. Use strategic placement of public facilities to increase target area employment opportunities.

3. Physical Improvement.

- a. Completely clean up, make safe, sanitary, and aesthetically enhance all public property and facilities in the target area.
- b. Devise ways and means of overcoming all impediments to the provision of standard public services and facilities throughout the area.
- c. Through urban design, responsive to residents' desires and needs, develop plans and means for establishing viable neighborhood conditions.
- d. Eliminate non-salvageable housing and rehabilitate all other housing to at least minimum standard condition.
- e. Constructively plan for the location, design, and erection of suitable types of new housing.

VI. Organization and Administration.

1. The City should create a Department of Urban Development, with a strongly empowered Coordinator at the head, who will be directly responsible to the Mayor and able to tie all development programs together.
2. Such a Coordinator is to be recommended whether or not a Model Cities grant is attained.
3. Expand the capabilities and responsibilities of the Tulsa Housing Authority so as to assign it a leading role in developing and administering a total housing program for the entire city, including all forms of public and private development, rehabilitation, and relocation.

Sub-Committee Report
to
COMMUNITY RELATIONS COMMISSION
Ad Hoc Committee on Housing

PREAMBLE

In studies of "housing problems" in the United States and in many other parts of the world, one central fact emerges as being applicable to virtually all housing areas:

Where there is good environment, there is good housing--
where there is bad environment, there is bad housing.

Without arguing the chicken or the egg question of which causes which (housing or environment), we believe that Tulsa's Model Neighborhoods program should be defined as an all out community attack on bad environment in the Target Area--an environment in which poor and inadequate housing is only one factor--and a marshalling of community forces to capitalize upon and enhance the emergence of those good environmental factors which are found to be present or worthy of injection into the area.

We believe that the Target Area is an integral part of the overall physical, social and economic health of the Tulsa community and that current studies reveal this area to be a liability in all three aspects--to the residents of the area and to the community at large. We further believe that the magnitude of this liability is such that Tulsa must focalize a concentrated, co-ordinated attack on problems of the area NOW.

SUMMARY OF AREA PROBLEMS

A. Physical

1. Expressways form manmade boundaries tending to isolate the area.
2. Railroads intersect the neighborhood causing hazards, nuisance, warped development patterns, etc.
3. Area is off-center geographically with respect to remainder of community.
4. Median age of structures is perhaps 40 years.
5. Condition of structures and property in general:
 - a. In integrated (and integrating) areas, have "hand-me-down" housing with lower pride of ownership.
 - b. High incidence of renter occupancy and of vacancies.
 - c. Large number of non-resident owners.
 - d. Poor maintenance and poor landscaping.
6. Poorly grouped land uses.

A. Physical (Continued)

7. Poorly planned residential areas
 - a. Overcrowding of structures on lots
 - b. Lot sizes too small
 - c. Streets narrow--many cannot be widened
 - d. Area is not geared to the auto
 - e. Poor lighting and street marking
8. Terrain forms additional barrier and complicates development
9. Public school facilities are lacking, outmoded, poorly services and/or improperly located in parts of the area
10. Traffic patterns disrupt residential areas--do little to enhance non-residential areas
11. Little or no landscaping to beautify areas
12. Widespread deposits of debris and rubble
13. Lack of sewage facilities in many areas--results in open and unsanitary drainage
14. Poor storm drainage systems
15. Many derelict buildings
16. Vacant land, poorly maintained
17. Inadequate hospital and health facilities
18. No convenient centralized shopping areas for many parts of the neighborhood
19. Scattered churches with little or no parking
20. Poor soils--poor percolation and surface drainage

B. Social

1. Low incomes
2. High unemployment
3. Minority racial composition--largely Negro
4. Health problems (quote Health Dept. statistics)
5. People in area have low confidence level--show little initiative
6. Low educational levels of area residents
7. Problems of health and productivity
8. Existence of the ghetto
9. Little direct voice in government felt by area residents
10. Widespread apathy to situation of poverty, deterioration, etc.
11. Residents distrust "outsiders" because of feelings of previously broken promises to raise their standard of living
12. Low church membership
13. Little actual identification with remainder of community
14. Broken family structures and difficulty of family life
15. Existence of strata (social and economic) within the minority groups, with resulting conflicts of motives, goals, etc.
16. Currently integrating residential areas

C. Economic

1. Low incomes

C. Economic (Continued)

2. Heavy individual indebtedness, with generally unfavorable terms
3. Low credit ratings and reputation for high risk
4. Distance to employment areas
5. Level of productivity and of work skills
6. Lack of incentive for "outside" or "inside" capital investment
7. Low level of education on matters pertaining to economics (family budgeting, installment buying, home finance, etc.)
8. Difficulty of home maintenance due to overburden of payments on home loans
9. Separate standards and goals of area residents
10. Economic chaos caused by attempts to better the area with formation of Special Assessment Districts
11. Large number of welfare recipients--social and economic problems of initial and continued eligibility, enforcement, etc.
12. Failure of community to enforce codes and ordinances in the area
13. Lack of rapid transit systems to provide access to work areas and special training schools

SOME HISTORICAL CAUSATIVE FACTORS

- A. Originally was a prestige area (40+ years ago) located near the downtown area, but major development of community shifted to the south and east because:
 1. Better topography
 2. Better soil for development
 3. Avoided the problem of expansion into Osage County
 4. Negroes settled in the Greenwood area as a buffer along the railroad--prestige residential emphasis shifted south
- B. Still, development of higher priced homes retarded integration until past 10+ years in western part of Target Neighborhood--but integration was facilitated by:
 1. Age of properties--and their condition
 2. Decline of owner residents
 3. Relative decline in neighborhood incomes
 4. Beginnings of external neighborhood deterioration
 5. Modern developments and heightening prestige to south
 6. Traffic patterns
 7. Rapid increases in Negro population creating need for expansion
- C. As result of all the foregoing:
 1. Area is off-center geographically with respect to the remainder of the community

2. Developments to north are newer, but neither prestige areas or high priced developments
3. Heart of original Negro settlement has virtually 100% blight conditions--and these are now spreading
4. Industrial job centers have developed at the far edges of the City, making them inconvenient for area residents
5. A Negro ghetto has developed--see CRC Housing Committee Report

SUGGESTED CORRECTIVE MEASURES

- A. Physical study of area to delineate urban renewal clearance, code enforcement and rehabilitation-conservation areas
- B. Social study of area to determine existing problems of people not met by current welfare programs and method of better implementation and co-ordination of programs--propose legislative changes in welfare where and if needed
- C. Development of a master-plan proposal within the Model Neighborhoods concept to substantially improve the environment and living standards of the Target Neighborhood
- D. Creation and funding of a Target Neighborhood action program Coordinator and staff to undertake the necessary studies, effect and execute (or coordinate execution) plans
- E. Initiation of efforts to study needs and methods of re-organization of local government--specific objectives as they relate to this project include:
 1. Assurance of close and continuing "voice in local government" by this and all neighborhoods:
 2. Eventual development within City government structure of a "Department of Metropolitan Development" to include functional control and coordination of planning, zoning, urban renewal, public housing, code enforcement, and other related functions--to avoid reoccurrence of this type slum and maximize contribution of each of above mentioned offices.
- F. Formation of local "pools of funds" (such as those authorized for federally chartered savings and loans in previous Housing Acts) to make higher risk purchase and/or repair loans in the Target Neighborhood, combined with provision of family financial planning services to assist in debt consolidation, clearance of low or bad credit ratings and maximum use of incomes earned by each family
- G. Full use of all possible educational programs with particular emphasis on the training of youth--study the possibility of developing a high school level Vocational Training School in the area.

- H. Study major re-use opportunities for clearance areas--possibilities include:
 - 1. Industrial redevelopment to Haskell and, if well controlled, adjacent to the railroad extending northeast
 - 2. Entertainment and shopping district on hillside near Independence and Elgin--capitalize on natural talents of area residents with musical entertainment, small specialty food stores, etc.--provide shops for sale of homemade goods, paintings, etc., to provide additional sources of family income and impetus to educational programs
 - 3. Elimination of present physical hazards
 - 4. Regrouping of land uses
- I. Formulation of neighborhood self-help groups to "fix up, paint up, clean up"
- J. Training programs to allow use of unemployed area residents in rebuilding of area--training in basic carpentry, plumbing, and other trades
- J. Initiate extensive program of building community awareness of problems of Target Neighborhood and of coordinated efforts to solve--continue total community involvement in planning and execution of plans.
- K. Through 9 above, publicize possibilities for reasonable profit to investors and developers and encourage maximum utilization of private funds and initiative in increasing supply of available housing in the Target Neighborhood

John D. Dorchester, Jr.

COMMITTEE B

Charles W. Ward, Chairman P.I.
Architect

Rev. D. C. Cooksey, Jr. Vice Chairman P.I.
Union Baptist Church

Julia Y. Maddox, P.A.
Committee Resource Person
TMAPC

Membership

Alfred Aaronson P.I.
Chairman, City-County Library
Commission

Arthur J. Black, Sr. P.I.
Tulsa Lumbermen's Association

Mrs. W. Norvell Coots P.I.
Supervisor, Jobs Unlimited

Ed L. Goodwin, Sr. P.I.
Attorney

Amos T. Hall P. I.
Attorney

Rev. George C. McCutchen P.I.
Mt. Zion Baptist Church

William Reynolds P.I.
Systems Engineer, IBM

Cecil E. Stanfield P.I.
Architect

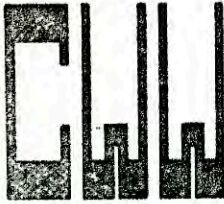
David S. Weaver P.I.
President, Trojan Homes of
Tulsa, Inc.

Cynthia Yandell (Mrs. Hays) P.I.

P.I. - Private Industry

P.A. - Public Agency





CHARLES W. WARD, ARCHITECT

SUITE 303 PARKLAND PLAZA 2121 SOUTH COLUMBIA TULSA, OKLAHOMA 74114

17 March 1967

DR. C. J. ROBERTS
315 Court Arcade Building
Tulsa, Oklahoma

Dear Dr. Roberts:

Committee "B" of which I am chairman has met as a total committee on two occasions. Sub-committees concerned with specific areas of our assignment have held other meetings of their own and some have visited the area to acquire more precise knowledge of existing situations.

As a committee, we are concerned with three broad areas designated Design, New Technology, and Preservation. Mr. Cecil Stanfield, an architect, heads the sub-committee working in the area of design. Though meaningful design must of course be an expression of the needs of the community rather than an abstract exercise, his committee has evolved a basic approach which should be taken to bring a high level of design to the community. A copy of his preliminary report is enclosed.

The area of technology is being studied by David Weaver, a building contractor. The feeling of his group is that the use of many advances in technology are inhibited by the existing ordinances. They propose that some departures from the present code be allowed in a portion of the area to serve as a demonstration of what could be accomplished under a more realistic building code.

The topic of preservation is being studied by Mr. Arthur Black, a past president of the Tulsa County Historical Society and a listing of many points of historical interest has already been compiled. We as a committee are evaluating the area to determine what portions of the residential and business community should be preserved and improved.

If you have any suggestions which would improve the work of this committee we would appreciate very much hearing from you.

Sincerely,

CHARLES W. WARD, AIA
Chairman of Committee B

/s
enc



CHARLES W. WARD, ARCHITECT

SUITE 303 PARKLAND PLAZA 2121 SOUTH COLUMBIA TULSA, OKLAHOMA 74114

3 April 1967

DR. ELDON JACOBSON
315 Court Arcade Building
Tulsa, Oklahoma

Dear Dr. Jacobson: COMMITTEE "B"

It is my pleasure to present for your review these reports of Committee "B" of which I am chairman. We met as a group on three occasions and the sub-committees concerned with specific areas of our assignment held several other meetings and visited the area to acquire more precise knowledge of existing situations.

As a committee, we were concerned with three broad areas designated in the program as "Design," "New Technology," and "Preservation." Mr. Cecil Stanfield, an architect, headed a sub-committee consisting of Mrs. Hays Yandell, Mrs. Norvell Coots, and the Rev. George McCutcheon which was charged with the formulation of recommendations for the design aspects of any new development in the area. The comprehensive knowledge which both Mrs. Coots and Mrs. Yandell have of the social and economic problems of community redesign was extremely helpful to the committee as a whole. And their genuine interest in the community development is evident in the report.

The sub-committee's very complete report and design sketches illustrate in great detail a very workable approach which could be taken in the community re-development. Though really meaningful design must of course be a reflection and an implementation of the requirements which will be developed in depth by the work of the other committees, Mr. Stanfield's group has formulated a basic design approach which could bring a high level of total design to the development of this community.

The area of technology was studied by a sub-committee headed by Mr. David Weaver, a home builder and contractor. Mr. William Reynolds made a strong contribution to the work of the committee as a whole and was particularly helpful as a member of Mr. Weaver's group. In his excellent and very comprehensive report, Mr. Weaver speaks of the possibilities of utilizing new building concepts in a controlled situation to indeed become a "demonstration" of emerging building techniques. In this connection, it was felt important to strongly urge that contractors, suppliers, and technicians who reside in the area be utilized to the fullest possible extent in any future re-building.

Mr. Arthur Black, a past president of the Tulsa County Historical Society, enlisted the help of Mrs. Fannie B. Misch in reviewing the area and

describing locations which have historical interest and should be considered when any plans for redevelopment are undertaken. Together they have compiled an interesting and comprehensive report which describes in great detail the points of potential historical significance. Additionally, it was felt that beyond "historical" preservation, thought should be given in the future to the preservation of excellent public use areas which are developing such as the area around Pine Street and Owasso Avenue.

The committee felt privileged to have the counsel of Mr. Alfred Aaronson, Mr. Amos Hall, and Mr. Ed Goodwin, Sr., on several occasions though their crowded schedules prevented their active participation on the sub-committees. Mrs. Julia Maddox did excellent work as the recorder for this committee and her notes reflect the discussions at all our meetings. Beyond this, we are also most appreciative of her many very constructive contributions to the general discussions.

I am sure that I speak for the committee, Dr. Jacobson, when I say that we are all genuinely appreciative of your splendid guidance. I think your grasp of the potential of our assignment opened up areas of inquiry which might not otherwise have been explored. Further, Dr. Roberts and Dr. Feldman gave us all excellent direction and advice on many occasions and I am sure that whatever measure of success is achieved by this program a major share of the credit should go to you three for the leadership which you so capably provided.

It has been my pleasure to be associated with such a splendid group of citizens who are so vitally concerned with the growth and improvement of Tulsa. I am most grateful to all committee members for their interest and enthusiasm in our work and their desire to make a contribution to the success of this project which I am sure we all feel will bring Tulsa closer to achieving her potential as one of America's truly great cities.

Thank you for the opportunity to be of service.

Sincerely,

A handwritten signature in cursive script, appearing to read "Charles W. Ward".

CHARLES W. WARD, AIA

/s

REPORT TO THE CHAIRMAN - FROM CHARLES W. WARD, COMMITTEE "B"
MAYORS MODEL CITY PROGRAM, TULSA, OKLAHOMA
PHASE II, TECHNOLOGY

There are two areas that can be used in terms of new technology in the new cities concept. The first, which we will immediately recognize, are physical improvements such as new methods of construction and new methods of rehabilitation.

The first step to be taken to implement any phase of rehabilitation or new construction with full use of modern technology, would be to completely revise or set up a new standard of building codes for this area, as the present building codes the City of Tulsa is working under, are completely inadequate, outdated and outmoded. Any attempts to utilize modern technological advances would be stymied if this code is enforced due to implementation of any type of project, whether it be urban renewal, model cities or through the public housing authority.

New materials, new methods, are normally the product of man's imagination and of his necessity to satisfy certain wants and needs. In this case, we are looking for the best way to rehabilitate an area that has grown into a slum and blighted area, therefore in the past we have not been motivated to any great extent to come up with new and better methods of rehabilitation and of site clearance and replacement of structure.

New technology in this area does not limit itself to better design and more efficient construction methods, it also can be utilized in the preservation of historical sites and the relocation of buildings and possibly the relocation of landscaping, such as giant trees that could not be replaced once they are torn down. With new methods, there is a possibility that trees, no matter what their size could be moved to park

areas and utilized almost immediately in the esthetic sense, whereas, if we had to plant new trees, it would take years to enjoy their full benefit.

It still remains, however, that the greatest factor that will inhibit the utilization of new and improved technology and design will be our local and national building codes, unless a sweeping revision is made in this area, or at least a separate code for the area that we intend to redevelop, there is little likelihood that new methods would be acceptable under the present codes. As an example, I cite the presence of several thousand trailer houses within the city limits of Tulsa, which uses the same size water closet that we use in a normal home, they use plastic piping and use a two-inch vent whereas in a residential home, cast iron piping is required, which is laborious to assemble and a four-inch vent is required to vent the same water closet. These instances can be repeated time and time again in every phase of the plumbing, electrical, heating and air conditioning codes.

Once the flexibility of the codes has been attained, then it will be the responsibility of the local agency to induce private enterprise to present to them their ideas that would be utilized in the construction of new commercial buildings, institutional facilities and residential housing.

Recommendations would come from independent architects, suppliers and manufacturers of an almost unlimited scope of materials, from commercial and residential building contractors and from numerous other sources that would be willing to offer their recommendations and suggestions that would lend itself to new design and advanced technology.

Of course, every idea submitted would not necessarily be feasible, it would be our responsibility, as a community, to accept the ones that

were feasible and reject the ones that we could not use. However, it will take men of vision and foresight to visualize, in many instances, the possibilities of some of the technological advances that are being introduced at this early stage, and we run the risk at any time of not accepting something that will do the job, but may appear to be extreme or radical at a given time. The other area of new technology is going to be in the field of social sciences and the field of human relations.

Regardless of the efforts that we may expend in providing new facilities, commercial, residential, recreational, there still remains the fact that if the person is left in the environment from which he came, without being properly educated to maintain and care and respect the premises that he now occupies, it is only a matter of time until he will return to the status/^{from}which he originally came.

It is apparent that you can take a person out of slum areas and put him into adequate, modern facilities, however, if he doesn't have the mental capacity to exist in his new environment then he is going to revert, quite naturally, to the old environment from which he came. He doesn't have the know-how to maintain his premises or he may not have the funds whereby to maintain his premises, although he, himself, may have the desire and the mental and physical ability, but without educated know-how, there is little that he can do in maintaining the premises and improving his standards of living under any circumstances.

Counseling services have been tried, but for the most part have been done on a mass basis and have been relatively ineffective. This should present a challenge to the local agencies to provide educational counseling

on a continuing and/or cooperative program to help displaced persons that have been relocated into new and adequate facilities. Help them to learn to properly use and maintain the facilities that they will or now occupy.

To review, new technological advances and methods are available and can be used with proper planning and education, and with revisions of existing building codes. Serious study should be given for methods in human technology to eliminate fear of change and to educate people of their responsibilities to higher standards of living.

The following modified program is our suggestion for our portion of the Model Cities Program:

1. That existing building code restrictions be enforced rigidly. That new laws be made to enforce proper maintenance and proper health conditions in existing areas which would be rehabilitated to conform to restrictions and laws. That areas in too slum-like condition and impossible to rehabilitate be condemned, torn down and removed. That the building code be modified to allow certain types of construction, not presently possible to build under existing regulations, to be built under this Model Cities Program. That the building code standards not be lowered, but it is intended to use new methods which would meet good building practice standards. These new methods could possibly include pre-cast masonry panels and stressed skin type plywood which could be used as economical means of construction in new buildings. It is suggested that the plumbing code be changed to allow the use of pre-fabricated or shop fabricated trees for venting, etc., even to the extent of pre-plumbing certain panels in the stressed plywood construction. That it also be charged to allow plastic pipe and other new innovations, especially where they might benefit low cost projects. It is also suggested the electrical code be modified to allow pre-wiring of stressed panels and also to allow the use of grounded romex.
2. An authority under the Model Cities Committee would be established to police the area and see that restrictions and laws are complied with. This authority would have the legal right to impose fines and penalties. This authority would provide weekly inspection reports to the Model Cities Committee to assure the committee that all health conditions and living conditions set up as standards in the area are complied with.
3. That the program take advantage of present low interest rate programs with the Federal system to rehabilitate certain residences either individually or project wise, approved for rehabilitation and for the construction of new structures to replace the many structures which will of necessity be removed from the area. That private enterprise, both locally and nationally, be apprised of what is intended in the area and perhaps their aid be used in the financing of new projects and the rehabilitation of good structures in this area. It has been called to our attention that one of the prime problems of all rehabilitation projects is the inability of the low income worker to pay transportation costs to and from jobs. Therefore, as a necessary adjunct to this program, it is felt a light industrial section be located within the confines of the four square miles proposed. All present light industrial

sections would remain with the stipulation that these industrial complexes be "spruced up" to conform with the general sprucing up of the area. This again can be done through laws applied to the entire project. Our committee is at present preparing preliminary rough sketches of our previous proposal of the re-design of the four square mile area. Present residences, places of historical interest and other structures of good quality would be preserved and renovated to fit into the complex.

4. It is the opinion of the committee for design that all structures proposed for renovation and new structures contemplated for the area be controlled design wise so that structures that might tend to recreate slum conditions be kept from this area. It is certain that attractive, well designed units can be built using new techniques and inexpensive, good looking materials can be so arranged as to provide excellent design that would endure the years. It is the opinion of the committee that it cost no more to build in beauty than it costs to build in ugliness. Maximum utilization of off street parking will be a part of this program and rules and regulations governing parking of automobiles will be set up and strictly enforced. It is contemplated that new schools, shopping centers, recreational facilities and community centers would be constructed in the heart of the area as is shown on our rough sketches of proposed re-location of streets, parks, golf courses, picnic areas, etc. The committee is assured that through proper planning this particular project could be the most beautiful of all the programs proposed throughout the United States and would be one that would remain a criteria for years to come.
5. The program will need to establish an educational program using all available governmental, municipal and area educational programs to help train re-located people in the proper use and maintenance of facilities in this area. This educational program should provide for some means of investigating to make sure that the rehabilitated people comply with and fully understand the instructions given them in this program.
6. Immediate and direct contact must be made with the Mayor and his Commissioners to receive approval of this program so that the City Attorney can be consulted and used to aid the committee in the drafting of legislation necessary for the success of this Model Cities Program. With the cooperation of the Mayor and the City Commissioners, special dispensation could be granted this program so that present building code restrictions would not necessarily need to apply to this area so long as the construction contemplated meets good building practice and is acceptable to both the design committee and the Mayor and City Commissioners.

7.

It has been suggested that it might be possible for the municipality to underwrite some of these projects in this area. At the present time, it is the committee's understanding that the municipality can encumber itself for only one year at a time. It would probably be necessary for the legislature to re-write existing legislation to permit municipalities to encumber themselves for the period of the loan in special cases pertaining to these Model Cities Program all over the state. It is the opinion of this committee that this would aid this program more than any other single factor. It would certainly be more attractive to lending agencies to have the borrowing power of the municipal system behind said endeavors and these rent programs would be self sustaining and would cost the city no money whatsoever.

Mr. Arthur Black, Sr. and Mrs. Fannie B. Misch, early-day Tulsans and members of the Tulsa Historical Society, have listed the following historical places and buildings which should be considered in any design plans for the area being considered for re-design in the Demonstration Cities program.

Tulsa's first store was a building 12 feet x 12 feet built on the southwest corner of First Street and Boulder. The present one-story brick building has a bronze plaque on it now to mark this site of the first store built in 1882 by a Delaware Indian--George Bullette. His family had this plaque erected. There is a slight discrepancy in the date.

The Bob Lynch building, a two story rock structure, was Tulsa's first masonry construction. It was built at the southeast corner of First and Main and bears the government data stating the sea level altitude of Tulsey Town. This building still stands. C. B. Lynch had a frame store at this location prior to the rock building in 1894. Lee Lindsey, a Civil War cavalry captain from Ohio, did the masonry work on the Lynch building. A windmill stood to the north of it.

There is a several story brick building still standing just north of Second and Main. The name of the building is thought to be the Commercial Building. Reportedly there is a well opening inside a closet of this building. The well is said to have a lid on it and it is from wells such as this one that Tulsey Town got its water supply for fighting fires. If this well could be preserved and a nice well house placed over it, it would be an interesting tourist attraction.

On the east side of Main on the Frisco right of way north of First Street stood the Jeff Archer store. Mr. Archer was killed inside his store when a drunken Indian fired into a keg of powder.

Tiny stores, including the first drug store, were built along Main between First and Second Street. Just north of the Frisco tracks on the east side of Main Tulsa's first hotel was built by Chauncey Owen. This hotel boasted six rooms. Across the street west was the Brady store and Tyne Walker's wagon yard. The old Brady Hotel was later built at Archer and Main. It was on the west side of Main while on the east side of Main and Archer was the Robertson blacksmith shop. The first blacksmith shop at First and Boston was owned by Ed Crowell. He lived on his land where the present police station now stands.

The Alcorn Hotel, located south of the present Union railroad station on Cincinnati, was converted from a livery barn and had twenty rooms. This hotel's unsavory reputation spread from coast to coast.

The Wardell Hack Line, fore-runner of the Yellow Cab Company, was on the west side of Boston just north of the railroad. The first ice plant was located just north of the railroad on Detroit. The early Rhea-Redd Mill was to be found on east First Street near the railroad. Also in this Midland Valley area was the Dry Farming Congress building which was later used for fair displays. The first county fair was held in tents on the east side of Archer close to Cincinnati. Tents faced on Archer and ended on the Frisco right of way. The road leading to the fair displays was on the right of way.

"Ma" Barker and her infamous outlaw sons lived in a small house in the 400 block on North Cincinnati across from Born Engineering.

Old Grand Opera House still stands on east Second with a furniture store in it.

A two-story building with Tulsa's first County courthouse upstairs is still standing just east of Cincinnati. It is east of the alley on the north side of Second Street. On the vacant lot adjoining this building to the east was built a scaffold and the first legal hanging took place at this spot about 1912.

On Boston, north of Second and north of the old Reeder Hotel, Tulsa's City Hall was located in 1916. The first location was west of Boulder on Second street.

After George Bullette left his first tiny store at First and Boulder he built a spacious residence in the 800 block of north Trenton and built a church house nearby also. Until recently the big house still stood, but in bad repair. It was known as the Pink House. His children still live in Tulsa.

MODEL CITIES PROGRAM
TULSA, OKLAHOMA

March 15, 1967

The Design Committee met on Saturday, March 11, 1967. The following program was suggested as a possible remedy to the problems of the Greenwood area in the Model Cities Program:

1. That existing Building Code restrictions be enforced rigidly. That new laws be made to enforce proper maintenance and proper health conditions in existing areas which would be re-habilitated to conform to restrictions and laws. That areas in too slum like condition, and impossible to re-habilitate, be condemned, and re-built.
2. That the program take advantage of present law interest rate programs within the federal system to completely re-build certain slum areas into delightful residential areas. New concepts of construction would probably need to be devised, and new regulations sponsored to allow construction of low cost, low rental units as a part of this program. In the minds of the committee, this would probably necessitate the building of masonry type units, with colored concrete floors, concrete ceilings and roof construction, with central heating. This is recommended as the materials are practically indestructible, can easily be made ready for new tenants, and would retain a good appearance indefinitely. As an adjunct to this portion of the design, it is felt that perhaps a large area (four square miles) be re-designed so that the perimeter of the four square miles be made the arterial streets, bounded by parks, golf course, picnic areas, and recreational facilities. It is felt this would provide an adequate separation from noise generating conditions and would provide the living areas with a more pleasant condition than bordering either the front or back of residences on thoroughfares. Schools, shopping centers and other commercial necessities would be located at or near the center of this complex. Present residences, places of historical interest and other structures of good quality would be renovated to fit into the complex. An authority would be established to police the area to see that all restrictions and laws would be complied with, and would have the legal authority to impose fines and penalties.
3. The program would need to establish some sort of educational program to train re-located people in the proper use and maintenance of the new facilities.

It is felt that a great deal of study must be made before any concrete endeavor is made in regard to the foregoing recommendations. Preliminary layouts must be made, legal council should be made available, and educational standards set.

COMMITTEE C

Jess M. Hightower, Chairman P.I.
Public Relations Manager
John J. Henry, Vice Chairman P.A.
Office Manager, State Employment Service
Herbert Spear P.A.
Committee Resource Person
Community Organization Specialist

Membership

Bob Allen P.I.
MK&O Trailways, President
William H. Bell P.I.
Attorney
Jim Bohnsack P.A.
City Purchasing Agent
Howard Cowan P.I.
Director of Public Affairs
Public Service Company
Rev. Ben H. Hill P.I.
Vernon AME Church
David Hutchinson P.I.
Area Director, United Auto Workers
Richard L. Jones, III P.I.
Tulsa Tribune
Waldo Jones, Jr. P.I.
Attorney
Max Knotts P.I.
Vice President, Tulsa District
Oklahoma Natural Gas Company
Robert J. LaFortune P.A.
Commissioner, Streets and
Public Properties
Robert E. Lorton P.I.
Tulsa World
M. Murray McCune P.I.
Architect
Al Mankoff P.I.
American Airlines, Personnel
Mrs. John Lawrence Mills, Jr. P.I.
Thomas Nolan, III P.I.
Chemist
Byron L. Shepherd P.A.
Pupil Personnel and
Special Services, Tulsa Public Schools
Clarence Tunley P.I.
Program Analyst
Paul Young P.I.
Urban League of Tulsa

P.I. - Private Industry

P.A. - Public Agency





March 17, 1967

Dr. C. J. Roberts, Chairman
Mayor's Committee on Model Cities Program
315 Court Arcade Building
Tulsa, Oklahoma 74103

Dear Dr. Roberts:

As you are aware, Committee 'C' of the Model Neighborhoods in Demonstration Cities, was organized into Sub-committees to directly pierce, evaluate and recommend raw and valuable specifics in achieving desired objectives.

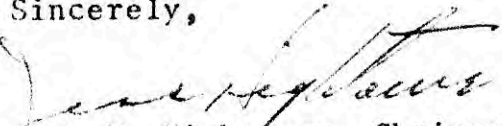
These groups are: (1) Private Initiative and Enterprise; (2) Employment; (3) Design; (4) Cost-Benefit Analysis and Program Budgeting; (5) Sound Development of the Entire City and (6) Public Facilities.

In my opinion, valuable progress has been made in the total subject area. Our report and evaluation meeting March 14 was most satisfactory. Our tour and meetings March 20 should probably finalize our meetings prior to forwarding you our completed report.

This is one of the most competent, dedicated and cooperative group of citizens it has been my pleasure and privilege to work with. This comment also reflects your personal, and staff's cooperation extended our group.

For your information and file, have enclosed a copy showing our committee structure.

Sincerely,


Jess M. Hightower, Chairman
Committee 'C'
Mayor's Committee on Model Cities

JMH:dw

Enclosure

March 31, 1967

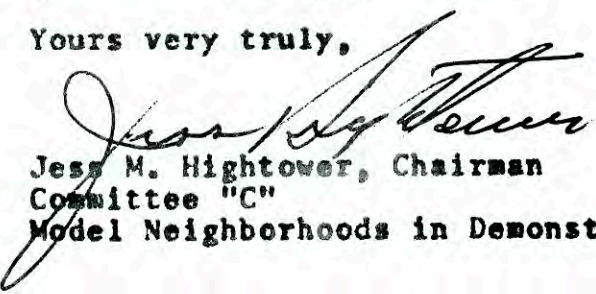
The Honorable James M. Hewgley, Jr.
Mayor of Tulsa
124 East Fourth Street
Tulsa, Oklahoma

Dear Mayor Hewgley:

In keeping with your request to serve as chairman of Committee "C", Model Neighborhoods in Demonstration Cities, we have completed our investigation in accordance with instructions of your Committee Chairman, Dr. C. J. Roberts.

On this date we have forwarded the detailed reports of this hard-working committee to Dr. Roberts.

Yours very truly,



Jess M. Hightower, Chairman
Committee "C"
Model Neighborhoods in Demonstration Cities

JMH:dw

cc: Dr. C. J. Roberts

MODEL NEIGHBORHOODS IN DEMONSTRATION CITIES

COMMITTEE C

Sub-Committee

Max L. Knotts
Robert E. Lorton
Mrs. John Lawrence Mills, Jr.

Q. Private Initiative and Enterprise

1. What steps are to be taken to ensure maximum utilization of private initiative and enterprise in carrying out the program?

Answer:

The maximum utilization of private initiative and enterprise will occur when the profit motive of business ventures within the described area is as attractive as the profit motive appears to be in other areas where private initiative and enterprise is being conducted.

It is suggested a meeting of knowledgeable, interested citizens be held for the purpose of defining problems within the scope of the program. The areas of investigation and suggested participants are as follows:

Architectural engineering
Banking

Builder
City Codes Committee
Developer

Rex Ball
Marc Tower
John Robertson
Bob Latch
Jim Nuckolls

Mortgage Investments

John Dorchester

When the problems are defined, possible solutions may be evident.

2. What steps are to be taken to involve voluntary health, welfare and religious organizations in carrying out the program?

Answer:

(a) First, investigate what is currently being done within the defined area.

(b) Plan a part in the program for voluntary health, welfare and religious organizations.

- (c) Outline plans to the groups involved.
- (d) Point out to all concerned the opportunities and responsibilities in sharing in the plan.
- (e) Develop and maintain community leadership to carry out and continue the motivation necessary for successful completion of the plan.

Report of Subcommittee on Public Facilities for Committee "C"
of Mayor's Committee on Model Cities Program

The subcommittee on public facilities met March 10 for a discussion of the report with Mr. LaFortune being represented by City Engineer, Paul Gulley. The following is a brief review of the public facilities available in and near this area which provide services in the areas of education, health and social services, transportation, recreation and other commercial facilities.

EDUCATION - The area is served directly by five elementary schools (Burroughs, Emerson, Dunbar, Johnson and Woods), one junior high school (Carver) and one senior high school (Washington). In addition, there is adjacent to the area three elementary schools (Bunche, Irving and Lowell), three junior high schools (Roosevelt, Anderson and Lowell) and one senior high school (Central). These facilities provide the regular school year program, an additional program for pre-schoolers (Head Start) and corrective reading and arithmetic programs during the summer.

The public schools also are providing ten classes in Adult Basic Education (Burroughs 5, Woods 2, Roosevelt 2, Anderson 1) in addition to the M.D.T.A. classes in motor mechanics and welding with related academic work at 519 North Boston.

HEALTH - The public health facilities are limited to Moton Hospital and the Variety Health Center, and to those public health facilities that serve the area from centers located outside of the target area.

SOCIAL SERVICES - Social service facilities are limited to space rented by such agencies as the Family and Children's Service and the Urban League. Much of the social service comes from outside the target area such as that from Public Welfare, City-County Health, visiting counselors and the Legal Aid Society. The Oklahoma State Employment office maintains an industrial employment office at 240 East Apache.

There is no physical facility for a central social service center or office maintained by any agency except the limited social services provided by the Family and Children's Service and agencies that do some social service work in connection with their general services.

TRANSPORTATION - The area is served by the M-K-O Lines. There are no special transportation facilities other than those provided by the chartered company which attempts to meet the needs of this area through their daily service.

RECREATION - There are more public facilities available in this area for recreation than any other aspect of service except for education. Public facilities provided by the park service include seven park areas (Anderson, Bullette, Crawford, Greenwood, Lincoln, Lloyd and McNulty). These facilities include two junior swimming pools, one regulation pool, gym facilities in three areas, baseball and playground facilities. In addition to the public facilities the Hutcherson Branch of the YMCA and several churches provide recreational facilities and some supervision for participating groups. However, there seems to be a fairly good distribution of the public facilities for this area. Many of them would need to be developed and extended for more services than they are now able to provide.

OTHER COMMERCIAL FACILITIES - This area supports a number of small shopping centers and individual retail outlets. There are numerous small businesses, manufacturers, etc. in this area. In addition, the Seminole Hills project serves this area.

This area seems to need additional facilities and services, particularly in the area of health and social services. Perhaps a multiple function social services center, as well as a health center, should be developed in this area. At present there is in the planning a city-county health center that, if approved, could have the physical facilities placed in this area. There also seems to be in the planning additional effort to provide increased legal aid services through the cooperation of the Tulsa County Bar Association and the Tulsa County Legal Aid Society. There have been established in this area three child care centers, and further effort is being made to increase this service for this area.

The services for the area should be coordinated to prevent overlap and duplication by private and public agencies, and every effort should be made to develop programs that will involve directly the people who live in this area in planning and using the various services. This should include projects that are being proposed and planned under the Office of Economic Opportunity, as well as extension of services from other public and private agencies.

The Public Facilities Committee realizes that this is a very incomplete report, based upon very limited study, and is in no way to be considered complete. Perhaps it will suggest some points for consideration in the overall presentation of needs and approaches to their solution. We have refrained from going into detail regarding the use of the public facilities in such areas as those mentioned above. These, we feel, come under the study of other subcommittees.

Submitted by:

B. L. Shepherd, Tulsa Public Schools

William H. Bell, Attorney

Robert J. LaFortune, Commissioner
(represented by Paul Gulley)

MODEL NEIGHBORHOODS AND DEMONSTRATION CITIES,
COMMITTEE C,
SUB-COMMITTEE ON COST-BENEFIT ANALYSIS AND PROGRAM BUDGETING

In the target neighborhood there are approximately 29,000 people. Each one has different needs, problems, and aspirations. We have decided, through the Demonstration City Program, to help these people become productive members of the City by a coordination of federal, state and local public programs.

This, as so often happens, puts us in the classical economic framework of limited resources and unlimited desire for those resources. We can think of the whole problem as a market, the perspective consumers being the people in the target area and the products or services being the various programs. Each program has a specific (and probably definable) utility to each individual to whom the programs are offered. Each individual would have a particular need or propensity to choose each program offered to him. For example, to some people a particular program could offer a very small amount of utility while to others it might be a necessity.

Another consideration is the concept of substitutes. Some programs may be considered to be substitutes for others, providing the same, or nearly so, utility to a particular individual.

The programs offered, the services offered by each, the utility of each program to each individual, relative cost of each, are the types of information which must be collected in order to provide effective cost/benefit (cost/utility) analysis.

Thus we should like to try to determine, on an individual basis, the relative utility of each program. Correlation of the program mixes which provide the maximum utility at the lowest cost will be the main objective of the analysis phase of the planning period.

A computer oriented data base will be established from data already in existence (land activity, street section, social data, labor needs, etc.) and will be offered in an information center to all participating agencies.

People from the model neighborhood will be utilized to gather the data on individual problems, needs, skills, etc. which will be added to the basic data base.

A system of continual update for these files (much like the land activity file) will be designed. With constantly up to date information available when it is needed with provisions for modern analysis techniques will provide a continuing basis for program evaluation.

The data collected should integrate as much as possible with the City's own data base for determination of the effect of other environmental factors. We should try to quantify the relative benefits (utility) to the rest of the community from increasing the productivity of this area. Consideration of the possible factors favorable to the location of industry in the area should be given, even to the possibility of predicting the most likely industry type (the most suited to the area) and slanting educational programs, etc. toward producing a suitable labor market. Other benefits which should be considered are possible decreases in police patrols, decreases in fire incidence, decreases of health problems, etc.

This is a long range plan. The funds for the program will be consumed over a long term (5 years). We must have a long range budget of which each year's budget is a segment. It is possible (and probable) that the 'optimum program mix'¹ will change from year to year. We will want to stress different programs in different years in order to most effectively (from a cost/benefit standpoint) meet the overall objectives.

¹That combination of programs or portions of programs which will yield the greatest utility to the target area (and the community as a whole) within the funds available.

As data collection proceeds² we will develop a base for a Planning-Programming-Budgeting System. This should be implemented as soon as it is feasible for future program evaluation and, coupled with performance data, a valuable implementive tool.

Since there will be a real-time computer available, it is highly recommended that all agencies make use of this valuable tool in as many ways as are feasible. This innovative freedom it is felt, will open new and yet untried doors to problem solution. An adequate staff will be available at all times to assist prospective users in implementation of their ideas. Areas for exploration during the initial phase could consist of:

1. Computer assisted instruction (education)
2. PERT/TIME/COST Scheduling of construction
3. Network simulation of utility alternatives
4. General application of operations research techniques to socioeconomic problems
5. Training availability/need correlation
6. Drug control
7. Radiation studies
8. Air pollution: records, analysis
9. Water purification studies
10. Rubbish disposal planning
11. Automated Urban Renewal planning
12. Health clinic observations: analysis
13. Mobile health facilities: recording, correlation (i.e., mobile e.c.g.)
14. Public information mailings
15. Park and recreation scheduling
16. Mass transportation simulation and scheduling
17. Social data reduction and analysis
18. Social behavior simulation
19. Social processes: hypothesis testing
20. Sociometric data: analysis

²It is felt that this data collection should be accomplished through neighborhood teams of people in the target area. This will train some people in interviewing techniques, computer coding, etc.

MODEL NEIGHBORHOODS IN DEMONSTRATION CITIES

COMMITTEE "C"

Sub-Committee L. Design

Committee Co-Chairman - M. Murray McCune, Architect
Shell Building

Clarence Tunley, Chemist-Analyst
North American Aviation, Inc.

Waldo E. Jones, II, Attorney

DEFINITION:

Design, in the context that we are using it, would be to plan, to take deliberate action, to contrive or to intend, to make a pattern for the arrangement of the parts as to form, color and artistic whole. It shall be used as a noun and a verb. Design shall be divided into horizontal areas, vertical planes, and include the use of visual space. More explicitly design would include the appearance of streets, lawns, structures, landscapes, graphics and other surfaces related to public areas which can be directed or controlled legitimately by public agencies.

NEED:

What are the problems of the area with respect to design? The basic problem in relation to the particular area could be called one of lack of order from a visual viewpoint or, more simply, a disorderly appearance. This is the result of placing varied uses adjacent to each other which are not compatibly arranged from a visual viewpoint; lack of maintenance of existing property; disregard as to the visual appearance

NEED: (Contd.)

of certain functional aspects such as parking of automobiles, storage of trash; a lack of cohesive appearance as to street materials, sidewalks, and other forms arranged for movement; a lack of sufficient open space with which to compliment the existing structures; a disarray of signs and other forms of communication where these are a necessary part of the environment; and a disregard for the visual aspect of the activities and the instruments by which these activities are carried out in relation to the public impression.

GOALS:

What are the design goals for the neighborhood? Although all of the above factors can possibly be cured by ordinance or enforcement of some type, these cures tend to disregard the basic cause behind a lack of design standards. This lack is one of appreciation of good design by the people who live in the neighborhood. The basic way to combat this lack is through education. The design standards imposed on a neighborhood by those outside it can often conflict with the basic appreciation and desires of the people contained in the neighborhood, thereby, negatating the fundamental purpose of design which is to create a more desirable and enjoyable place in which to live. Therefore our conclusion is that the basic goal should be one of education for all ages, as to what represents good design, broken down into the various aspects of the neighborhood such as landscape, color, maintenance of structures, parking, sidewalks, streets, etc.

GOALS: (Contd.)

If the people in the neighborhood care enough about its' appearance they will develop art forms that are satisfactory to them and will represent them best to those who see their homes or business.

PROGRAM APPROACH:

What program approaches are to be employed to meet the goals?

1. Divide the total area into organizable increments which can have some physical headquarters such as a park structure, church, or others. Each of these particular units would be visited by a small trained staff who would work with the residents in accomplishing various design objectives. Funds should be provided for the purpose of creating at least one or two demonstration projects within a specific area. The staff would involve a landscape consultant, architect, construction consultant and an art consultant possibly. They would work with each group in determining objectives and then physically assist in carrying them out. Possibly in addition to the above group would be a financial consultant who would propose ways to finance the various projects.
2. Supplement the above objectives with existing ordinances and zoning provisions which are already in effect such as the minimum housing code, zoning ordinances, building code, health department code, etc. These should be used to supplement and assist the

PROGRAM APPROACH: (Contd.)

2. (Contd.)

majority in creating a desirable neighborhood rather than an initial club to try to enforce design and beautification.

3. New ordinance and regulations. These could evolve from the above programs as a by-product. This could involve the nature of the visible yard, amounts of shrubbery necessary, means of enforcing maintenance to these areas, etc.

WORK PROGRAM:

What is to be done? Who is to do the work? To what extent and in what ways will area residents participate? What is to be done is fundamentally to make enough residents of the area aware of the value of design and appearance so that they may act as catalysts among others to bring about this accomplishment. The work should be done for the most part by the individuals in the area. Possibly some kind of joint action can be prepared with some beautification subsidy similar to the funds expended in parks, etc. These funds can be administered by a neighborhood committee who can determine those who would need help the most. The resident's participation in this particular phase of the work is almost mandatory because they are the fundamental ones to benefit from the appearance and the ones who must definitely maintain the appearance after it is once created.

General Comments:

Any plan which is formulated must of necessity insure that the new status quo remain in conformity with the financial condition of the environment. A revitalization of the target area must be commensurate with the financial ability of the inhabitants to maintain the new status quo that will be created by our proposed revitalization process. The Committees fundamental opinion has been that design in this context relates to the individual and his particular piece of property and how he shall present it to the public and to his neighbors as apposed to zoning concepts or city planning concepts which are concerned with density and overall functional approach. Hardly anyone can deny the charm and quaintness that can be created by a group who live in an area and who are determined to be concerned with appearance as apposed to those who do not. In a sense this would be an extension of the garden club aspect, the art group, etc. This could involve prizes for the most attractive flower boxes, the most attractive front yard, the most interesting and inexpensive physical renovation, etc. But above this type of program or scheme is the installation of a desire in the individual to, in essence, keep up his property. No one ever considers an area as being in a slum condition when the physical appearance is one of a pleasant well kept neighborhood. The suggested method for action involves these few things:

General Comments (Contd.)

- a. A small group of trained professionals who can illustrate quickly and also who can be in a position to demonstrate things that can be done as well as the basic points behind good design.
- b. Small amount of funds which will allow construction of a demonstration project in the area to capture the interest of the people who live there.
- c. Keep design on a basis of understanding of the people who live in the neighborhood. Nothing is worse than trying to impose the "silk stocking areas" idea of well kept lawns on a 35' lot where everyone works except for saturday afternoon.
- d. Neighborhood participation is the ultimate goal, with a few who act as catalysts and as neighborhood wardens in a sense of keeping undesirable appearing effects from re-entering the neighborhood once they had reached a higher level of design appearance.

MMMc:pc

MODEL NEIGHBORHOODS IN DEMONSTRATION CITIES
Committee C

Report of the Employment System
Need, Present Effort, Goals, Program Approach and Work Program

March 27, 1967

NEEDS

A major attack on the many problems of improving the economic conditions of the unemployed and underemployed thru special programs will, as we know, not result in complete success. However, by providing the highest caliber of programs available to us, the following basic conditions of cause and effect can be rectified appreciatively: (1) characteristics (attitudes and abilities) of some of our unemployed and underemployed which render themselves in many cases, deranged and dissimulated in the work-a-day world; (2) attitude of the business and industrial community as well as the individual citizen on a whole, toward employment of our problematical worker; (3) the lack of motivation, knowledge and a genuine desire within our work force spectrum to accept and/or bring about effective employment changes as are needed and a must for the strengthening of our economy; (4) the somewhat limited and loosely coordinated resources which are designed to help remedy these conditions.

PRESENT EFFORTS

There is, or within our reach, meaningful courses of action for solving our employment problems. Many agencies, individuals, institutions, and organizations, though improperly coordinated and inadequately consummated, are sincerely engaged in or developing appropriate programs that are adaptable and necessary for affirmative results. This cross sectioned, but unarrayed force, includes such services as (1) educational and vocational training and retraining at various known levels; (2) advisory and consultation programs; (3) employment and manpower developmental services.

GOALS

The employment component goals are:

1. To establish a central administrative and coordinating unit interrelated with the total system which will provide solid reinforcement and support.

2. To develop a continuous and exhaustive reservoir of manpower information for therapeutic usages.
3. To create, expand, and develop job and income opportunities when and wherever possible.
4. To provide any services necessary for assuring area residents maximum employment and economic advantages.

WORK PROGRAM APPROACH

Following the establishment of appropriate machinery, a human job resources census would be taken making full use of area residents and their councils as well as existing public employment services.

This team would continuously accumulate, digest and make available an assortment of information and facts for use throughout the system.

A team specially trained for pointed motivation would be dispersed into the target areas with programs designed to sincerely involve these citizens in such projects as tutoring and job observation on all levels; in depth individual and family counseling; family sponsorship and cultural exchange programs.

Jobs and job training would be accomplished through developmental work forces who would seek to: help locate and relocate various public and private facilities and industries in the area; educate, promote and develop acceptance and cooperation for employment component efforts; arrange junior, senior and young adult achievement projects; coordinate and develop, where necessary, training opportunities. While these teams are bringing into focus improved job and training opportunities, other efforts are underway to recruit, screen, provide pre-employment, and refer applicants to job and training sites. Appropriate follow-up procedure would be used.

Major employment deterioration, among these residents of Tulsa, will diminish proportionately when this action is undertaken. With modest assistance, Tulsa has the ready capabilities, desire and resources to perform these much needed and worthwhile tasks. Therefore, we recommend immediate steps be taken, by the appropriate authorities, to implement fully this effort.

A. W. Mankoff, American Airlines, Inc.

James Woods, Oklahoma State Employment Service

Dave Hutchinson, United Auto Workers Union

Paul L. Young, Tulsa, Urban League, Inc.

MODEL NEIGHBORHOODS IN DEMONSTRATION CITIES

COMMITTEE C

Sub-Committee

Max L. Knotts
Robert E. Lorton
Mrs. John Lawrence Mills, Jr.

Q. Private Initiative and Enterprise

1. What steps are to be taken to ensure maximum utilization of private initiative and enterprise in carrying out the program?

Answer:

The maximum utilization of private initiative and enterprise will occur when the profit motive of business ventures within the described area is as attractive as the profit motive appears to be in other areas where private initiative and enterprise is being conducted.

The upgrading of the earning ability within the neighborhood will increase the purchasing power of these people. When this occurs these citizens will be able to qualify for financing, better housing for themselves, and achieve independence of welfare and other assistance programs.

When this occurs the natural competitive free enterprise system will respond to develop sections within the neighborhoods.

It is therefore suggested that the following steps be taken:

1. Training in money management and financial understanding should be implemented for citizens of the target area.
2. A survey should be made as to the aptitudes and availability of potential workers in the area to see if an intensive crafts, trades and other technical skills teaching facility would be useful. If a facility is justified, it is suggested that on-the-job training within the area be made a part of their practical education. Local business interests should be asked to participate by suggesting skills needed and furnishing instructors where applicable.
3. In order for the community to assist these fledgling families, it is suggested a financial trust be formed. Banks, savings and loans and other local investors should be invited to form a pool of funds to be used to loan in financing new homes and home improvement in the target area. This lending organization would make higher risk loans than lending agencies are currently able to make, but all loans would be made on a sound business basis.

2. What steps are to be taken to involve voluntary health, welfare and religious organizations in carrying out the program?

Answer:

1. It seemed paramount to the sub-committee that the following concepts be taken into account:
 - A. Care should be taken that this section of the city not be isolated from the rest of the city either physically or psychically, but that it should be integrated into the full life and services available throughout the community.
 - B. Every attempt at planning an over-all program that would coordinate the efforts of both voluntary and public agencies should be done. This approach would prevent duplication and fragmentation of effort by the various organizations.
2. It is therefore the recommendation of the sub-committee that:
 - A. The Council of Social Agencies should be the body that would have the responsibility for the planning and implementation of health, welfare and religious organizations' activities in the area because:
 - (1) This is the agency in Tulsa which is established for the purpose of planning and coordinating an effective over-all program for the entire community, and our target area IS a part of the community, not an alienated ghetto.
 - (2) This agency is most familiar with the needs of the target area, the services already there and the deficiencies that should receive highest priority.
 - B. A staff member should be hired by the Council of Social Agencies to serve as a special coordinator for the target area activities. In his capacity as a staff member of the Council he would be able to relate the programs of the target area to the total community. He should be a specialist in leadership training to work with the indigenous leadership of the target area and the agencies involved in rendering services.
 - C. The target area itself should be represented in a kind of neighborhood council organization to which business leaders, churches and agencies giving service in the area would belong. This neighborhood council would have Board representation on the Council of Social Agencies. The coordinator would serve as the trained executive for this group. Through them he would develop and maintain community leadership necessary to continue the successful completion of the plan. Through him the neighborhood

council would express its needs, wishes and enthusiasms. They must have not only the feeling but the reality of participating in the planning for and carrying out of ideas for their own area.

COMMITTEE D

Mrs. Gerald Westby, Chairman P.I.
Tulsa Arts Council

Bill R. Leathers, Vice Chairman P.A.
Executive Director, Economic
Opportunity Task Force, Tulsa

Dr. Nancy G. Feldman P.A.
Committee Resource Person
Professor of the City

Membership

Hiram M. Alexander P.A.
Superintendent of Instruction

Larry Coulson, Commissioner P.A.
Police & Fire, Tulsa

Lloyd Elkins, President P.A.
Tulsa Council of Social Agencies

H. Bradford Govan P.A.
Director, Council of Social Agencies

James Griffin P.A.
Juvenile Court Judge

Rev. J. Castina Jackson P.I.
Paradise Baptist Church

Dr. Cecil F. Jacobs P.A.
Executive Director,
City-County Health Department

David Jones P.I.
Tulsa Tribune

Rev. Clarence W. Knippa P.I.
Grace Lutheran Church

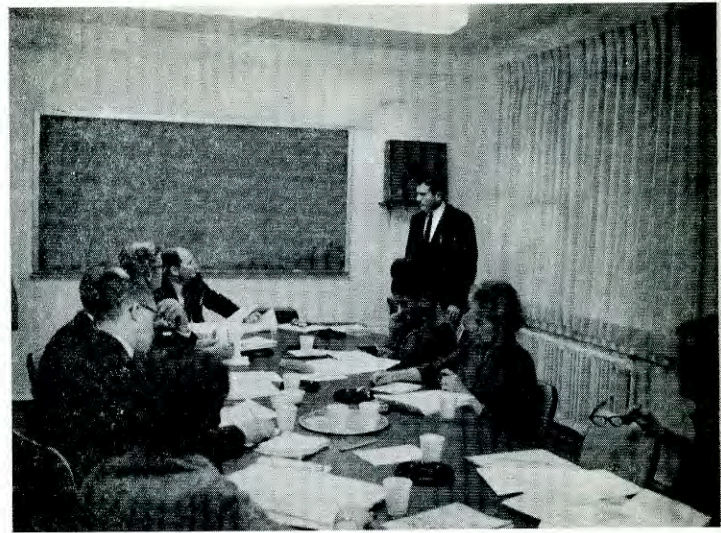
Mrs. Max Knotts P.I.

Allie Beth Martin P.A.
Director, Tulsa City-County
Library System

John Shaw P.I.
Catholic Center

Joan Thompson P.I.
Urban League of Tulsa

Dr. William J. Wiseman P.I.
First Presbyterian Church



P.I. - Private Industry

P.A. - Public Agency

March 17, 1967

Dr. C. J. Roberts, Chairman
Mayor's Committee on Model Cities Program
c/o University of Oklahoma
315 Court Arcade Building
Tulsa, Oklahoma 74103

RE: Interim Report, Committee D
Social Services (Human Needs)

Dear Dr. Roberts:

Committee D - Social Services (Human Needs) of the Model Cities Planning Task Force has had three meetings to date. Sixteen persons have accepted membership on the committee. These persons are both lay and professional.

The first problem attacked by the Committee was the question of geographical location of the target area. The Committee was provided with a suggested location. After thorough discussion, the Committee voted to recommend to the other sub-committee that the area be somewhat changed; that the north-west corner be added, with approximately the same number of people in each. This Committee's work will continue on the premise that the new area is the target area.

The Committee's particular area of responsibility are "Services" and "Relocation". The Committee has renamed these "Human Needs". The primary area of discussion to date has been "Services" - health, education, crime reduction, recreational, cultural, social services and welfare assistance.

Various members of the committee who could act as "experts" in each field have given detailed reports on the needs of the model neighborhood area residents, the present effort to fill these needs, and the goals of the particular service. The committee was supplied with detailed resource material on health services in Tulsa, and also on social services and welfare assistance. Resource material on recreational needs was also furnished. Resource material on cultural activities is available on the community as a whole, not on this particular area. Descriptive material on crime reduction activities was reported by two members of the committee. The needs, present effort and goals of education services will be presented next week.

The Committee has yet to outline its approach to finding what programs will be suggested. This is its assignment for the next week. "Relocation" will be tackled after "Services" and suggested program solutions have been more carefully delineated.

MRS. GERALD H. WESTBY
2515 EAST TWENTY-EIGHTH STREET
TULSA, OKLAHOMA 74114

Mayor James M. Hewgley, Jr.
City Hall
Tulsa, Oklahoma

Dear Mayor Hewgley:

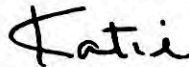
Enclosed herewith is the final copy of the study by Committee
"D" of the Model Cities Program.

This report covers the areas of health, education, recreation,
culture and social services....the areas which the Committee
termed "human needs".

I have enjoyed serving on this committee, and know I speak for
the other members of the group as well when I say how much I
appreciate being given this opportunity to learn about my
community.

The best of luck in your Model Cities proposal!

Very sincerely yours,



Mrs. Gerald H. Westby

KPW:tim

TO: Mayor James M. Hewgley, Jr.
Attention: Dr. C. J. Roberts
FROM: Committee "D", Mrs. Gerald Westby, Chairman
SUBJECT: Model Cities Program

Committee "D" was composed of executives and lay people who had had long experience and/or training in working in the areas of health, education, recreational, cultural and social services. The needs, efforts and goals of each area were presented in formal reports by the appropriate members of the committee, and then were freely discussed by the committee as a whole. The unique factor may well have been the openness and cooperation evidenced by this mingling of people from diverse agencies and their willingness to share, criticize, and create together. Much source material previously prepared by the agencies was supplied to committee members, and there is evidence that it was read and digested from the comments at subsequent meetings. The list of reference material is attached. The committee met for seven two-hour sessions, including a bus tour, and there were supplemental meetings in addition, such as, the one called by the CSA which brought together the executives of social agencies so that they might exchange some of their thoughts and goals.

The committee's recommendations are as follows:

- I. That the target area be amended to extend the border along Pine Street East to Columbia Place; then North on Columbia Place to Apache and West on Apache till

it adjoins the suggested project area; to delete the area bordered by Apache on the North, Pine on the South, the expressway on the West and Cincinnati on the East. The committee felt that this would encompass more deprived people of both races and eliminate an area which appears to have only minimal problems.

- II. That the prime emphasis be on motivation of the target area population; although, certainly many facilities are lacking both in the target area and in the city of Tulsa generally--the target area population does not take advantage of all the facilities that are available. This is evident in the areas of health, parks, library, vocational training, churches and parent education. To implement this motivational drive, the committee urges
- (1) The establishment of a diagnostic and referral computer center to determine whether services offered are germane to the target area population's perception of their own needs; to tabulate and indicate needs and their location and to determine whether the services would be used more effectively if they were offered in a different place, time, or manner. This computer could serve as a constant reminder for follow-up and would eliminate the many "lost" cases. It could apply to the whole city, not just the target area, and would tighten up services and aid in an on-going evaluation of them.

(2) That superior facilities to be used on a city-wide basis be located within the target area. These would serve many purposes; they would give the local population a feeling of being part of the larger city; they would attract people from all parts of the city, changing the traditional ignoring of the area; they would give the local population a greater feeling of pride, as there are no superior facilities there at present; they would offer new job opportunities within the target area. Examples might include: a school for bright and/or academically motivated children; an opportunity school for children who would benefit from more vocational content in their education; an indoor-outdoor sports center (it should be pointed out here that the target area is central to the entire city and with the new expressway program could be considered a logical area for placement except for the run-down character of the surroundings); experimental higher education of some sort.

(3) That a lay army of people indigenous to the area be trained and supervised by professional help to encourage community participation and family living within the area. One aide for every four block area who really understood the area and could work within it could produce quick,

tangible results. Within these broad principles, a host of interlocking services could be supplied, with an unusual degree of the unity and cohesion necessary for genuine rehabilitation. Suggestions for these services from the committee follow.

CULTURAL NEEDS

In the area of cultural services, little is available to the residents of the target area.

School children are given a modicum of cultural experiences. They attend one to two concerts each year, an opera performance once every five years or so. The fourth and sixth grades visit Philbrook Art Center each year. The fifth grade children visit Gilcrease Institute Of American History and Art. Some ninth graders visit Gilcrease, but this program is on a volunteer basis, and all schools do not take advantage of it.

Once the child is out of school, all planned cultural programs cease. Performing arts programs are available, but usually too costly for these people. Gilcrease has worked in a small way with the Head Start, Human Relations, and Vista programs, but this barely scratches the surface.

RECOMMENDATIONS:

1. Investigation of a Title 3, ESEA, proposal or one under the Model Cities act to bring cultural activities closer to the target area - or one especially aimed at attracting these people.
2. A program to discover especially talented children in the arts, and to enable them to continue their education in these fields.
3. A new public library facility. (The two present library facilities are poorly located. Those motivated and owning cars use the central library.) A good library program for poorly motivated adults and children would be a part of the new facility. This could be built alone, or in conjunction with another agency.
4. A program of assistance for persons wishing to attend concerts, etc., with some criteria established for selection of the persons.

SUBCOMMITTEE REPORTS

TOPIC: Church Needs

The church exists on what is left after everything else is taken care of. An improvement in the neighborhood will make an improvement in the church. The Negro church has survived as a cultural center. Many applications for education -- adult, remedial education, tutoring, etc. -- should be intensified.

NEEDS WITH RESPECT TO RECREATION, GROUP WORK AND INFORMAL EDUCATION SERVICES

1. There is need for a coordinator to function primarily in this area and adjacent areas, as set forth in the recommendation of the Recreation, etc. system, 1966.
2. There is need for after-school recreation activities and personnel to be provided at schools in a cooperative plan between the Tulsa Public Schools and the Tulsa Park and Recreation Department (in some areas the school is the only facility excluding churches of a community nature).
3. There is need to develop leadership programs for adults. The Camp Fire Girls and Boy Scouts are obtaining results because of the staff time spent in the supervision of volunteer leaders at group meetings -- leadership training should be of a general nature with referral to specific agencies or organizations for in-service training.

The development of leadership for work with groups would make it possible to extend the programs of the present group programs and make it possible to establish 4H and Home Demonstration Clubs.

4. There is need in the southern portion of the target area for a multi-purpose agency with emphasis on the old settlement idea.
5. There is need to review the availability of leisure-time facilities - building-centered, which can be used according to individual desire without a special schedule and/or without activity leadership.
6. The YMCA has demonstrated the value of intensive group work for second graders who, because of deprived backgrounds, would not ordinarily have joined such on-going programs as the Girl Scouts and Camp Fire Girls. This should be expanded.
7. The professional leaders in the target area - YM, YW, Boy Scouts, and other non-building centered organizations, Library System, Park and Recreation Department, Tulsa Public Schools, church leaders and representatives from geographic areas (possibly elementary school districts) need to play a major role in the drafting of a plan for the improvement of this field of service in this area and would work with the coordinator mentioned in paragraph 1.
8. Since park recreation programs depend on the local community for planning, leading and funding their own programs, this local community would need special help.
9. Park guards to assure safety would make parks far more attractive.

Medical Service

- OEO
Project
- (1. Provide family centered medical supervision for a prolonged period of time by the same person to allow identification.
 - (2. Locate at an easily accessible location.
 - (3. Service provided at a time compatible to working hours and work days.
 - (4. Appointment times to prevent long waiting periods.
 - (5. Medical service complex together to provide immediate client care and rapid reporting of test results to source of referral. This should include dental care.
 - (6. Care facility at medical complex for children or home maker service to provide a full day or more care of family in home.
 - (7. Aggressively outreaching family planning program.
 - (8. Alcoholism should be included in the definition of medical problems.

Community and/or Environmental Health

- 1. Intensive enforcement of minimal housing codes.
- 2. Stringent inspection program of food inspection.
- 3. Elimination of stray animals with vaccination programs for pets.
- 4. Regulation of refuse and garbage disposal to eliminate harborage for insects and rodents.

Home Health Services

- 1. Intensify all health services in the home that are now available.
- 2. Utilize Home Makers under the direction of a home economist to plan and teach a home making skill program.
- 3. Utilize a home maker as parent or guardian substitute when health needs forces parent or guardian out of home.
- 4. Increase home health aides for prolonged time in home to perform patient-related housekeeping and patient care programs.
- 5. Intensify health education programs to group and individuals within the home.
- 6. Develop "family needs plan" to coordinate health and social needs. These plans should be developed by clinic physician, PHN, environmental sanitarian and social worker.

Ambulance service on a more organized, supervised and desegregated basis.

Additional and intensified training of subprofessionals in the health field.

II. Social Welfare Needs

A. Day Care

1. At present at the four OEO day care centers there are 289 applications. 75 applications were rejected because the families, though poor, were over the poverty level -- the remainder they were unable to serve.
2. With the exception of supervised recreation programs, school age children of working parents have no resources for supervised care.
3. There is great need for day care services for kindergarten pupils -- there is no planned program at present.
4. Central casework service should be considered in this field with possible assistance from Family and Children's Service.
5. Neighborhood day care centers on a private basis should be encouraged and mothers given necessary training and skills.

B. Social Service Center

One or two social service centers should be established in the area to provide the following services with a central intake and cooperative arrangements with agencies providing the services: family and individual casework counseling; financial assistance; foster home care; homemaker service; protective services; home management aids; and planned parenthood.

Legal aid should be included, and mental health services to provide walk-in emergency care and psychiatric counseling.

Consumer education, financial counseling and housekeeping aids should also be included.

Juvenile Crime:

It is not recommended that city-wide detention facilities be located within the target area because the bad image already present would be intensified rather than counteracted. However, it must be realized that such facilities are used disproportionately by the residents of the target area and that any improvement in the detention home, legal aide, foster care, Lakeside Home, etc., would materially affect the prevention of juvenile crime and the rehabilitation of those already involved in crime within the target area.

1. More counsellors to be assigned to the area.
2. Night service for working parents; child care to be provided when necessary.
3. In-service training of the staff.
4. Establishment of a lay program within the target area to provide feeling of concern, the father image, etc. This could be through a Big Brother program, etc. Police cadets could also be used with teen-age boys if time were made available. This would help teen-agers understand the true nature of police work and cooperate with it rather than fear it.
5. There is a need of better rehabilitative services for adult and youthful offenders confined in institutions.

School Report

Needs and Skills Information Center

(People who have skills that can be performed in the home and for which there is occasional need).

General Shops Center

(Stocked with tools -- wood, furniture, metal, auto -- where people can either perform an activity which they already know or learn a skill in which they have an interest).

A General Information or Consultation Center for Adults

(Where information on legal, financial or general matters can be obtained).

A Year Round Recreational Center

(Which can be used by adults -- indoor and outdoor sports).

A Year Round Recreational Center for Youths

(Which includes a system of school plants which can be utilized for academic, vocational and health (athletic) programs during the regular school term and be used as recreational and elective academic and industrial training during vacation.)

Pupils would be able to plan, study or work in industrial arts areas in the summer on an elective basis.

SCHOOL NEEDS

The schools traditionally offer a program which is available in actuality only to those who can take advantage of it. An alternative orientation, which would adjust the school curriculum and techniques to fit the individual and his present situation would broaden the group able to profit from education.

(1) Demonstration agents could be sent into homes to motivate and teach, especially reaching those from rural or severely deprived backgrounds. There could be some emphasis on homemaking and home repair skills and on the personal habits necessary for remaining in school. Basic skills too could be taught.

(2) Greater flexibility in the hours, places, and offerings of adult education, particularly in the vocational field. Evening hours for those who wish to upgrade their present skills and a location within walking distance or with public transportation is essential.

(3) A training program for teachers on methods of reaching the culturally deprived or the slow learner and on new techniques and philosophy for vocational education. Most teachers are trained to teach the college-bound student.

(4) Greater use of indigenous non-professionals in the schools.

(5) The use of lay teachers, especially businessmen, for night or day courses once a week. They would teach in their areas of special competence and enthusiasm and might be better able to reach the "teacher proof child". This could be done through an experimental school to be located in the Osage Apartments or through a 24 or 18 hour school.

(6) Greater inducement to teachers teaching in the disadvantaged area; this could be in the form of a differential in pay, class size, equipment or aides.

(7) Use of new techniques for discovering bright children within the area.

(8) Summer programs to be worked out with local colleges, for High School children who appear to have college potential.

(9) School programs should emphasize the resources of the entire community and the opportunity of all to participate in them: a higher horizons plan. Community school open 24 hours every day.

(10) Special classes in the area for drop-outs with skilled counselling and vocational services attached.

(11) Classes for skills needed in Tulsa. These should include lawn care, garden management and domestic skills as well as industrially-oriented vocations.

These points could be summarized in the term "Community School".

LIBRARY NEEDS

There is insufficient use of the two libraries in the area; This may be due to lack of transportation, safety, or motivation or to a bad location.

The libraries should be next to some center of activity and should have an outreaching program of their own.

The increased use of bookmobiles seems to substantiate this.

COMMITTEE E

Clyde Forrest, Chairman P.I.
Community Planning Associates
(Attorney)

Curtis L. Lawson, Vice Chairman P.I.
State Legislator

Jim Harper P.A.
Community Resource Person
Community Organization Specialist

Membership

Hubert H. Bryant P.I.
Attorney

Ed Cadenhead P.I.
Professor of History
The University of Tulsa

Robert B. Copeland P.I.
Attorney

John Duffy
Murphy Oil Company of Oklahoma

Jim Goodwin P.I.
Attorney

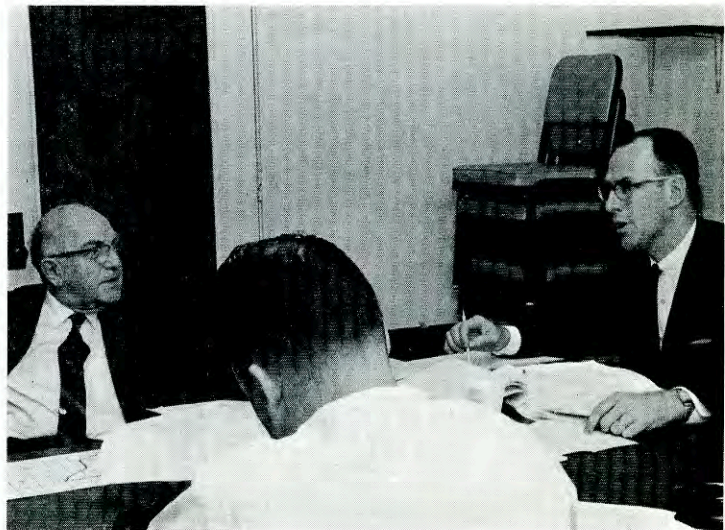
William F. Lambert P.A.
City Auditor, City of Tulsa

R. L. Langenheim P.A.
Commissioner, Water & Sewer
Department, City of Tulsa

Donald E. Osgood P.A.
Acting Director, TMAPC

Finis Smith P.I.
State Legislator (Attorney)

P.I. - Private Industry
P.A. - Public Agency



CLYDE W. FORREST, JR.

ATTORNEY AND COUNSELOR AT LAW

CIVIC CENTER EAST BUILDING

424 SOUTH CHEYENNE

TULSA, OKLAHOMA 74103

18 - LU 4.5951

MARCH 21, 1967

DR. C. J. ROBERTS, CHAIRMAN
MAYOR'S COMMITTEE ON MODEL CITIES PROGRAM
C/O UNIVERSITY OF OKLAHOMA
315 COURT ARCADE BUILDING
TULSA, OKLAHOMA 74103

RE: COMMITTEE "E"

DEAR DR. ROBERTS:

IT WAS THE CONSENSUS OF THOSE PRESENT AT OUR MEETING OF MARCH 17 THAT IT IS NECESSARY
TO REVIEW OTHER COMMITTEE FINAL REPORTS BEFORE OUR ASSIGNMENT CAN BE FULFILLED.

PLEASE PROVIDE US WITH THIS INFORMATION AT THE EARLIEST POSSIBLE DATE.

SINCERELY,



CLYDE W. FORREST, CHAIRMAN
COMMITTEE "E"

CWF: MD

CLYDE W. FORREST, JR.
ATTORNEY AND COUNSELOR AT LAW
CIVIC CENTER EAST BUILDING
424 SOUTH CHEYENNE
TULSA, OKLAHOMA 74103

18 - LU 4.5951

MARCH 15, 1967

DR. C. J. ROBERTS, CHAIRMAN
MAYOR'S COMMITTEE ON MODEL CITIES PROGRAM
C/O UNIVERSITY OF OKLAHOMA
315 COURT ARCADE BUILDING
TULSA, OKLAHOMA 74103

RE: INTERIM REPORT, COMMITTEE E
LEGAL CONSIDERATIONS

DEAR DR. ROBERTS:

THE COMMITTEE HAS RECEIVED ITS CHARGE TO DETERMINE THE CONSISTENCY OF THE DEMONSTRATION PROGRAM WITH COMPREHENSIVE PLANNING FOR THE CITY OR METROPOLITAN AREA AND TO DETERMINE THE CONSISTENCY OF LOCAL LAWS WITH THE OBJECTIVES OF THE DEMONSTRATION PROGRAM.

MATERIALS DESCRIBING THE PROGRAM TARGET AREA HAVE BEEN DISTRIBUTED. ONE COMMITTEE MEETING HAS BEEN HELD.

IT IS SUGGESTED THAT OUR COMMITTEE WILL PERFORM TWO GENERAL TASKS IN PREPARING THE PROGRAM APPLICATION:

1. PROPOSE SPECIFIC AREAS OF INOVATIVE LEGAL RESEARCH AND PREPARATION OF LAWS DEEMED NECESSARY TO THE PROGRAM.
2. REVIEW OTHER COMMITTEE OBJECTIVES TO DETERMINE THEIR CONSISTENCY WITH LEGAL REQUIREMENTS.

SPECIFIC TOPICS FOR CONSIDERATION AT THE NEXT COMMITTEE MEETING SCHEDULED ON MARCH 17 INCLUDE:

1. STATE LEGISLATION.
 - A. OMBUDSMAN ACT.
 - B. STATE DEPARTMENT OF COMMUNITY DEVELOPMENT (URBAN AFFAIRS.)
 - C. STATE STANDARDS FOR BUILDING, ZONING AND SUBDIVISION ORDINANCES AS TO SEWAGE AND WATER FACILITIES, SPACE ALLOCATIONS, FIRE PREVENTION, AND ADMINISTRATIVE PROCEDURES.

DR. C. J. ROBERTS

MARCH 15, 1967

PAGE 2

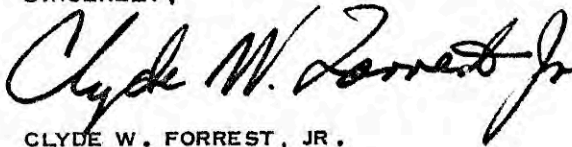
- E. AD VALOREM TAX RESTRUCTURING TO ENCOURAGE REHABILITATION OF PROPERTIES AND THE PROVISION OF OPEN SPACE.
- F. WELFARE PAYMENT ADJUSTMENTS FOR COST OF LIVING CHANGES.
- G. OPEN HOUSING ACT.

II. MUNICIPAL LEGAL ACTIONS.

- A. ORGANIZATIONAL DOCUMENTS FOR CITY DEMONSTRATION AGENCY.
- B. MUNICIPAL GOVERNMENT REORGANIZATION.
- C. NEIGHBORHOOD LAW OFFICES UNDER O.E.O.
- D. CODE ENFORCEMENT PROGRAM THROUGH H.U.D.

WE ANTICIPATE MEETING YOUR DEADLINE WITH A FINAL COMMITTEE REPORT BY MARCH 31.

SINCERELY,



CLYDE W. FORREST, JR.,
COMMITTEE CHAIRMAN

CWF: MD

CLYDE W. FORREST, JR.

ATTORNEY AND COUNSELOR AT LAW

CIVIC CENTER EAST BUILDING

424 SOUTH CHEYENNE

TULSA, OKLAHOMA 74103

April 7, 1967

918 - LU 4.5951

Dr. C.J. Roberts
315 Court Arcade Building
Tulsa, Oklahoma

Dear Dr. Roberts:

RE: COMMITTEE "E"

Our committee has conducted 3 meetings in response to two-fold charge. It is our opinion that the proposed program for Demonstration Cities is in substantial compliance with comprehensive planning for the city and metropolitan area.

THE COMPREHENSIVE PLAN
TULSA METROPOLITAN AREA, 1975, pages 2,3, 4

has identified the target area as one with substantial residential blight. The majority of the area is affected with over 50% residential blight. It appears that the committee which designated the target area has carefully evaluated current data from Tulsa Urban Renewal Authority and data developed by the "Community Renewal Program" of the Tulsa Metropolitan Area Planning Commission to further substantiate the identification of this area. The involvement of the city commission and county commission through the Metropolitan Area Planning Commission further assures that the program will be in compliance with comprehensive planning objectives.

A review of the other committee reports indicates that the proposed programs of action are consistent with local laws and regulations. The committee has identified several areas of legal-legis-

lative concern which should be analyzed on a detailed basis during the one-year planning program. The committee reports demonstrated a need for the following:

(1) Development of a coordinated code enforcement program. This program should include regulations concerning minimum housing sanitation, plumbing structure, fire hazards, zoning, and sub-divisions.

(2) The city commission should establish detailed housing authority waivers of existing building code restrictions for specific projects in the target area. This is necessary to allow the demonstration of new low-cost construction methods. Such authority must be carefully designed to insure that adequate safety and performance requirements will be complied with.

(3) Consideration should be given to the development of an integrated urban beautification ordinance which would control specific objectives such as indiscriminate automobile parking, trash and garbage storage, street and other construction materials, provision of usable open space, sidewalk construction materials, restriction of fines and other advertising media, structural maintenance and landscaping.

(4) Consideration should be given to the establishing of Department of Urban Development. This department would be directly responsible to the city commission and would include the demonstration cities agency.

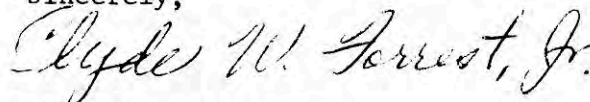
Our committee identified other areas of general legislative concern which should be explored during the one-year planning program.

These areas are as follows:

- (1) Preparation of an Ombudsman Act for state and local governments in Oklahoma.
- (2) Establishment of a state department of urban affairs.
- (3) Consideration of state-wide minimum standards for building, zoning and subdivision ordinances in relation to water and sewage facilities. Open space allocation, fire prevention and administrative processes.
- (4) Consideration of ad valorem tax restructuring to encourage the rehabilitation of property and the provision of adequate open space.
- (5) Consideration of additional legislative provisions to allow better coordination of private investment operations within urban renewal and other housing authority programs.

It has been a pleasure to be of service to the community in the work of this committee. I am sure I speak for all the committee in expressing our interest in continuing to serve when called upon.

Sincerely,

A handwritten signature in cursive script that reads "Clyde W. Forrest, Jr.".

Clyde W. Forrest, Jr.

COMMITTEE F

Henry C. Whitlow, Jr., Chairman P.A.
Principal, Booker T.
Washington School

John E. Rooney, Vice Chairman P.I.
President, Rooney and Company

Lois H. Gatchell P.A.
Committee Resource Person
Director, Human Relations
Commission

Membership

Rev. T. Oscar Chapelle P.I.
Morning Star Baptist Church

Rev. Lee Chupco P.I.
Witt Memorial Methodist Church

Mrs. Lonnie Ezell P.I.
New Day Child Care Center

Jimmy Foster P.I.
Counselor, Oklahoma State
Employment Office

Mrs. Lorraine Haynes P.I.
Corresponding Secretary, PTA

J. H. Johnson P.I.
City Street Department

Parrish Kelley P.I.
VISTA Volunteer

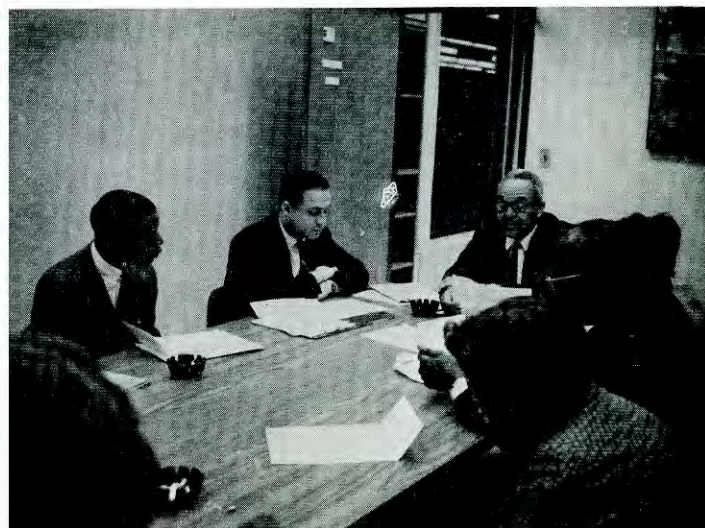
Mrs. Laura Long P.I.

Charles W. McBrayer P.A.
Executive Director, Family
and Childrens Services, Inc.

Charles Plotkin P.I.
Jewish Community Council

Donald Ross P.I.

P.I. - Private Industry
P.A. - Public Agency



COMMITTEE F

Henry C. Whitlow, Jr., <u>Chairman</u> P.A. Principal, Booker T. Washington School	1631 East Woodrow Place	FI 5-7521
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John E. Rooney, <u>Vice Chairman</u> P.I. President, Rooney and Company	1400 Mid-Continent Bldg.	LU 4-3535
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Lois H. Gatchell P.A. <u>Committee Resource Person</u> Director, Human Relations Commission	613 Kennedy Building	LU 4-2351
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Membership

Rev. T. Oscar Chapelle P.I. Morning Star Baptist Church	1014 East Pine	LU 2-8668
--	----------------	-----------

Rev. Lee Chupco P.I. Witt Memorial Methodist Church	1114 East 59th Place, N.	FI 5-5989
--	--------------------------	-----------

Mrs. Lonnie Ezell P.I. New Day Child Care Center	507 East Easton Street	LU 7-1888
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Jimmy Foster P.I. Counselor, Oklahoma State Employment Office	240 East Apache Street	LU 3-0811
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Mrs. Lorraine Haynes P.I. Corresponding Secretary, PTA	1416 North Boston Place	LU 7-7083
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J. H. Johnson P.I. City Street Department	307 East Independence	LU 3-7272
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Parrish Kelley P.I. VISTA Volunteer	415 East Latimer Court	LU 4-0233
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Mrs. Laura Long P.I.	1920 East 27th Street, N.	FI 5-7222
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Charles W. McBrayer P.A. Executive Director, Family and Childrens Services, Inc.	602 South Cheyenne	LU 7-9471
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Charles Plotkin P.I. Jewish Community Council	200 McBirney Building	LU 2-2223
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Donald Ross P.I.	1431 North Boston Place	LU 3-2040
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P.I. - Private Industry
P.A. - Public Agency

BOOKER T. WASHINGTON HIGH SCHOOL

TULSA, OKLAHOMA

Office of the Principal

March 16, 1967

Dr. C. J. Roberts, Chairman
Tulsa Model Cities Program
Court Arcade Building
6th and Boulder Streets
Tulsa, Oklahoma

Dear Dr. Roberts:

Please consider this a progress report of Committee "F", Developing Citizens Participation in the Model Cities Program.

We held our first meeting on March 9, 1967 with eleven of the twelve members of the committee present.

If the participation of committee members in the discussion and the enthusiasm they had for the Model Cities Program as a solution to the many problems in the projected area are indications, we should be able to come up with some very good suggestions for getting citizens participation in the over-all program.

We will have our next committee meeting Friday, March 17, 1967. With one more meeting next week, we should be able to complete this phase of our work.

Yours truly,



H. C. Whitlow, Jr., Chairman
Committee "F"

HCW/hmj

April 3, 1967

TO: The Model Cities Steering Committee

FROM: Committee "F", Citizen Participation
Henry C. Whitlow, Chairman
Lois H. Gatchell, Recorder

SUBJECT: Report on our deliberations regarding citizen participation in the Model Cities Program.

That citizen participation in the planning and implementation of the Model Cities Program is of key importance to its effectiveness is well summarized by one of our committee members:

"The people must know that their own opinions and wishes on the calculated metamorphosis of their home neighborhood carry weight with the administration of the program. But more important, the word must be spread to the citizens about their rights to representation; one sure way to do this is to create a number of jobs for which most of the people in the target area are qualified--jobs in the Model Cities Program. The citizens must be meaningfully represented in the administration. The citizens must be respected, used, advised, organized. And the citizens themselves must be involved in the work as neighborhood aides, survey-takers, or in any position in which they can be used."

More than that, it will also take the understanding, study, and consent of a majority of the total community to help this citizen participation program be successful.

The Committee wishes to retain these major emphases in the Application for a Planning Grant:

- I. The Model Cities Planning Proposal must provide for maximum possible citizen participation of area residents both in the planning process and in employment created as a result of the Model Cities activity.
- II. Any construction work carried out in the Model Cities area provide that contractors, sub-contractors, and labor unions give a written guarantee that all employment will be offered without discrimination as to race, creed, or national origin, with appropriate enforcement powers at the local level.
- III. Programs of appropriate employment training be tied into actual Model Cities construction so that residents of the area may be given preference for jobs created under this program.

- IV. Some provision must be made to handle conflict which is bound to occur. Since we know that every action causes a reaction, and that progress cannot be made without conflict, it is important that machinery be built into the program to permit orderly channeling and constructive resolution of conflict.
- V. Safeguards should be provided to insure that wishes of area residents are reflected in final plans. As one resident expressed it, "If the professional planner will in some way make the people of the area know he is out to help them, not to belittle or criticize them, get down on their level and talk their language, prove to them he can listen and that he does understand, then the area citizen will tell him what he wants."

PROBLEMS IN DEVELOPING CITIZEN PARTICIPATION

- A. Apathy of citizens.
- B. Lack of leadership.
- C. Poverty--the resident who has to hold two jobs won't be interested in participating in community meetings.
- D. Varying opinions between groups--some are action oriented, while others may not want to rock the boat.
- E. Negroes tend to be adult-centered, rather than child-centered; they are so concerned with the day-to-day struggle that plans for the future are not as important to them as to others in the society.
- F. Churches have not been motivated to involve themselves seriously in the social problems of residents.
- G. It is difficult to interest residents unless progress can be demonstrated NOW. A five-year program sounds like pie-in-the-sky.
- H. Citizens need to be reassured that planners and administrators will pay attention to their ideas. They are distrustful and suspicious of promises. Furthermore, they frequently do not speak "the same language."
- I. There are some Indian residents of the area who have unique problems in adjusting to city living.
- J. Problems of white panic and neighborhood stabilization are apparent on the expanding borders of the existing ghetto.

SUGGESTIONS FOR DEVELOPING PARTICIPATION OF AREA RESIDENTS

- A. "Shock" treatment --to motivate hard-to-reach residents to attend meetings. (Recent "shock" handbills with resultant public reaction and attendant publicity has resulted in the organization of the new neighborhood group calling itself "Citizens for Progress". They are structuring committees for planning, block work, and direct action. They are petitioning for removal of condemned houses and general beautification. They are also concerned with consumer action, fair employment, and open housing. About 150 residents were reported in attendance at the third meeting.)
- B. Work through established church groups, where thousands of citizens are reached every week. The churches represent the largest body of leadership in the target area if they will address themselves to the problems.
- C. Provide information to established civic and social clubs. Some 100 groups with Negro membership have been identified.
- D. Work through schools and children to reach families in the area.
- E. Plan some demonstration project which will indicate immediate progress and give area residents hope that the city means business.
- F. Circulate questionnaires to permit citizens to express an interest in specific projects. (A sample questionnaire designed by a committee member is attached.)
- G. Hold mass meetings to familiarize residents with program:
 - 1. Put up posters where crowds are to interest citizens in meetings.
 - 2. Organize a large telephone committee to help get out crowds.
- H. Present the facts on needs to the area residents; this will help motivate them to action.
- I. Organize blocks, two persons from each side of the street to tell people what is going on. Hold block meetings.
- J. Utilize groups already organized for the anti-poverty effort: Citizens for Progress; Urban League block work; O. E. O. Neighborhood Councils, Community Forum at Roosevelt Junior High; New Day VISTA workers, etc.
- K. Distribute a simple statement concerning the Model Cities program which the ordinary person can understand.
- L. Hire area residents for door-to-door canvassing and contact work with organizations. (Examples of the effectiveness of this technique were cited in the Medicare Alert program and the immunization program.)
- M. Provide effective machinery to reduce or resolve friction between groups.

- N. Hold training sessions for group leaders to teach organization skills.
- O. Define the multiple cultural and educational levels existing in the target area and recognize that different approaches will be required to involve the various groups.
- P. A special program for involving Indians should be planned to take cognizance of their unique problems of cultural conflict.
- Q. Plan programs to interpret the Model Cities program to the total community.

(Sample Questionnaire)

NOW IS THE TIME, NOT LATER.

If you are interested in up-grading your living standards, through citizen participation, please check one of the topics listed below and sign your name:

CRIME REDUCTION	☐
TRANSPORTATION	☐
PHYSICAL IMPROVEMENTS	☐
CITIZEN PARTICIPATION	☐
SOCIAL SERVICES	☐
RECREATION AND CULTURE	☐

I, _____, agree to attend any meetings concerning my community. I am interested in making Tulsa a model city through citizen participation. If there are any other suggestions I wish to make, I expect to be able to voice my opinions in person at these meetings. I would like to rear my children in a community where they can appreciate some of the better things in life.

COMMENTS:

Supporting Letters

Omitted

February 3, 1967

Mr. C. J. Roberts, Chairman
Mayor's Committee on Model Cities Program
315 Court Arcade Building
Tulsa, Oklahoma 74103

Re: Subcommittee Report on
Boundaries for Target Area

Dear Posty:

The Subcommittee appointed by you last Wednesday, February 1, met in my office Thursday morning at 9:30 a.m. Those present were: Mr. Don Osgood and Mrs. Julia Maddox, Tulsa Metropolitan Area Planning Commission; Dr. Eldon Jacobsen, of your office; Mrs. Johnnie Thornton, Poverty Program.

The Subcommittee used the Community Renewal Program and information provided by Johnnie Thornton as a basis for consideration of the areas involved. After thorough discussion and consideration of the possible areas, the committee suggests the following boundaries for consideration:

An area bounded generally on the North by Apache; on the West by the Osage County Line (Osage Expressway); on the South by 3rd Street; on the East by the Cherokee Expressway.

We consider the above the prime area; however, we also feel that the following (secondary) area should be added:

An area bounded on the North by 35th Street; on the West by Mohawk Boulevard; on the South by Apache; and on the East by Yale Avenue.

It was felt that the addition of the secondary area would provide an opportunity to do some things without the presence of substantial public improvements in place inhibiting the thinking and designs for redevelopment.

Page 2

Mr. C. J. Roberts

February 3, 1967

In summary, the Subcommittee recommends the two areas above be considered as one and that it become the "Target Area" for purposes of preparation of an application for Planning Grant under the Model Cities Legislation.

Other areas considered and worthy of full committee consideration possibly are:

1. The area in the City Limits lying in Osage County.
2. The Sand Springs Line area.
3. The West Tulsa-Red Fork area.

It was the feeling of the subcommittee that these three areas represent a new set of problems for each area and that possibly political considerations might be involved which the subcommittee did not feel should be their concern. Therefore, if a site in one of these areas should be deemed to be expedient, certainly the subcommittee would have no reservation as to including the additional area with a corresponding reduction in the above mentioned area.

Also, enclosed for your information are a summary of population in the area and a map showing the areas described. The area consists generally of Census Tracts 5, 6, 7, 8, 9, 10 and 11 in the "prime area" and census tract 2 in the "secondary" area.

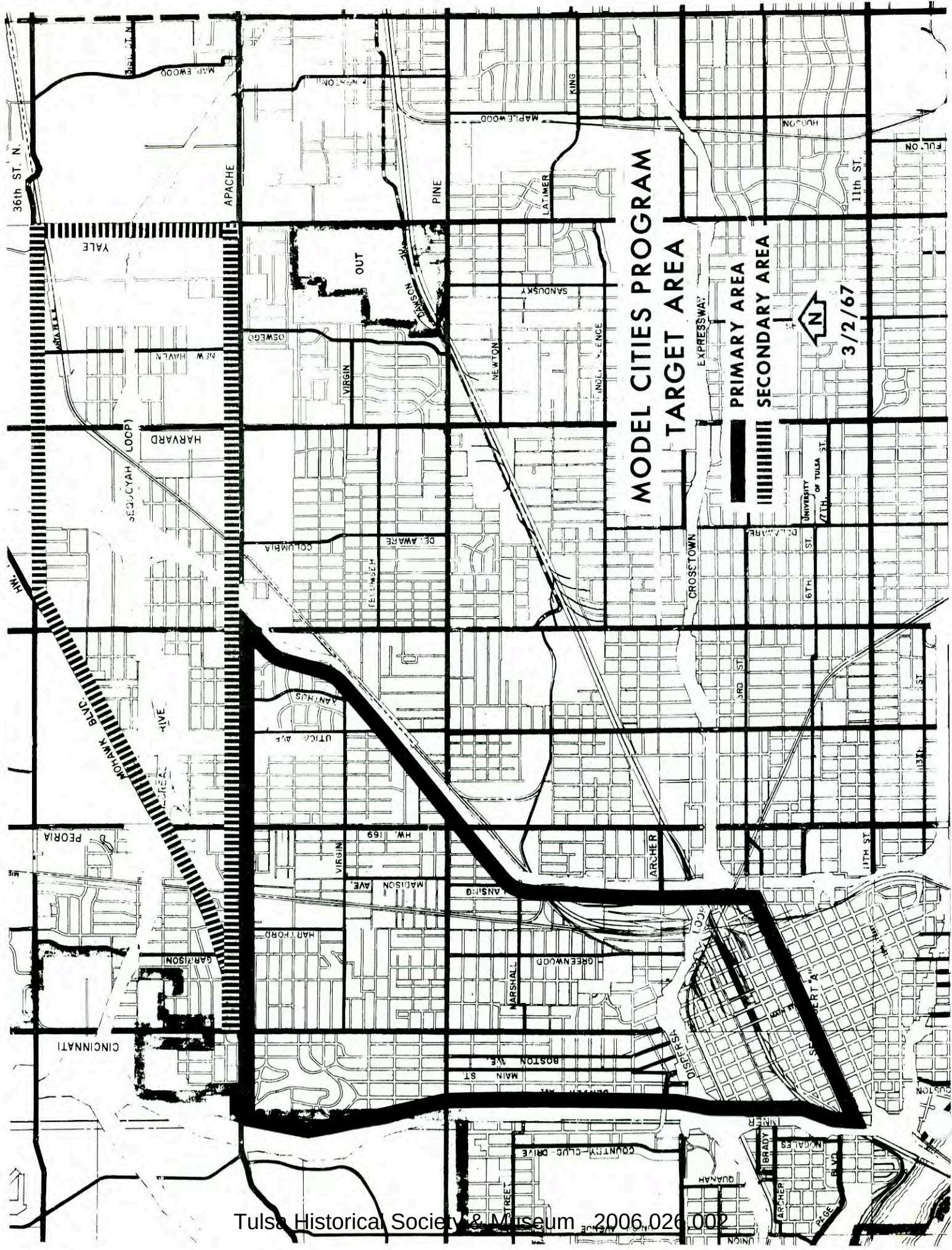
Sincerely,



Paul D. Chapman
Executive Director

PDC/se
Enclosures

Tract	Total	White	Negro	Other	%White	% Negro	% Other
6	4,127	15	4,111	1			
7	3,946	841	3,077	28			
9	6,822	5,527	1,138	157			
10	5,147	7	5,137	3			
11	3,024	3	3,019	2			
8	2,252	2,190	42	20			
5	4,419	40	4,373	6			
Subtotal	29,737	8,623	20,897	217	29	70	1
2	887	3	884	0			
TOTAL	30,624	8,626	21,781	217	28	71	1



MODEL CITIES PROGRAM
TARGET AREA

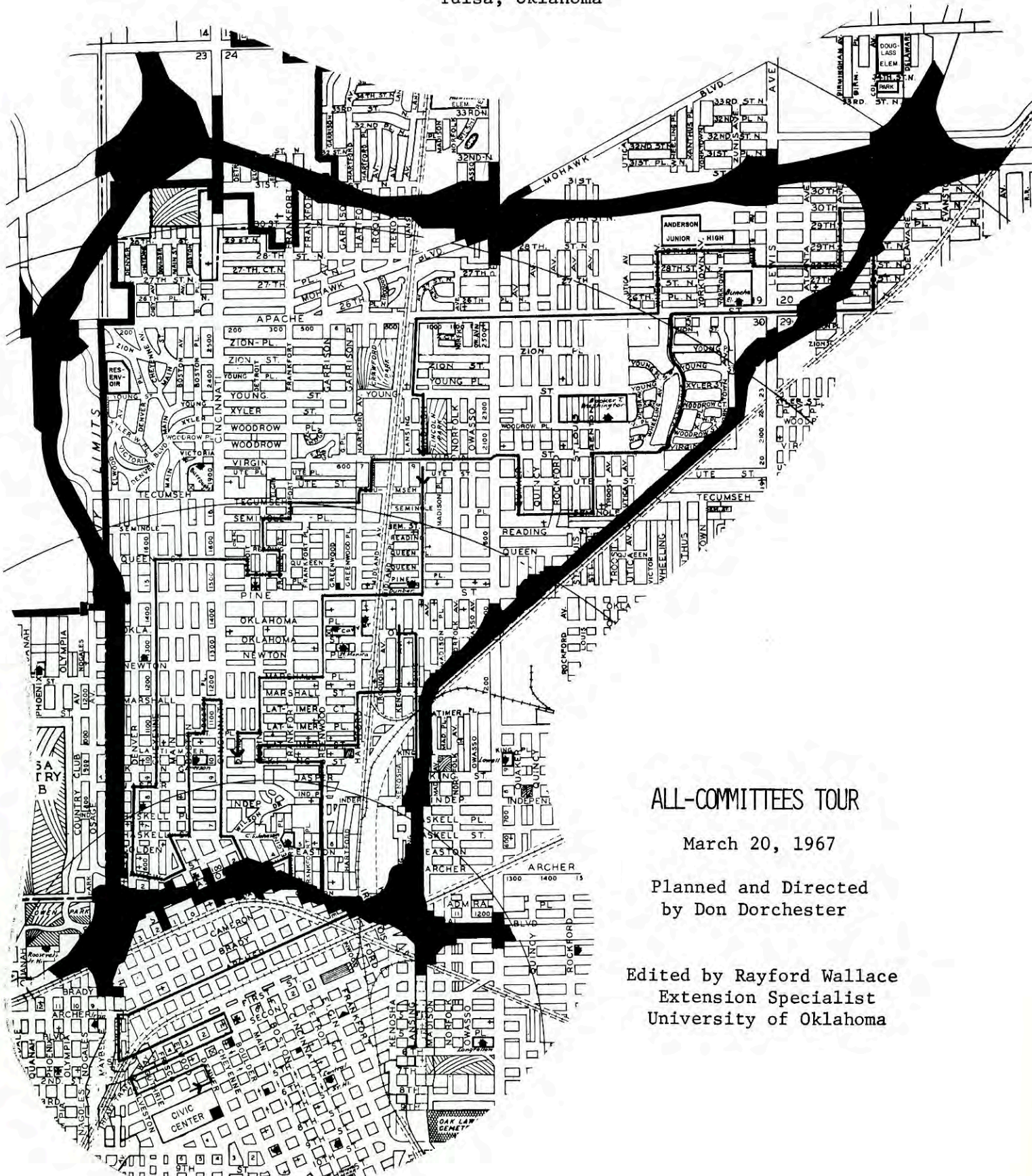
PRIMARY AREA
SECONDARY AREA



3/2/67

MODEL CITIES TARGET NEIGHBORHOOD

Tulsa, Oklahoma



ALL-COMMITTEES TOUR

March 20, 1967

Planned and Directed
by Don Dorchester

Edited by Rayford Wallace
Extension Specialist
University of Oklahoma

March 14, 1967

MEMO TO: MODEL CITIES PLANNING COMMITTEES

FROM: Don Dorchester, Jr., Chairman
Arrangements Committee

SUBJECT: Guided Tour of the Primary and Secondary Target Areas

Many members of the six committees now at work on model cities planning have expressed an interest in observing more systematically the two neighborhoods under consideration. We have, therefore, arranged a guided bus tour for the morning of Monday, March 20.

Members of all committees and sub-committees are invited and urged to be present at 9:30 A.M. for a briefing preliminary to the tour. Buses will depart at 10:00 from the west drive on the north side of the City-County library. The bus will return to the same point at 11:30 A.M. for a brief "question and answer" session.

For any further questions about the tour, please call LU 3-5717.

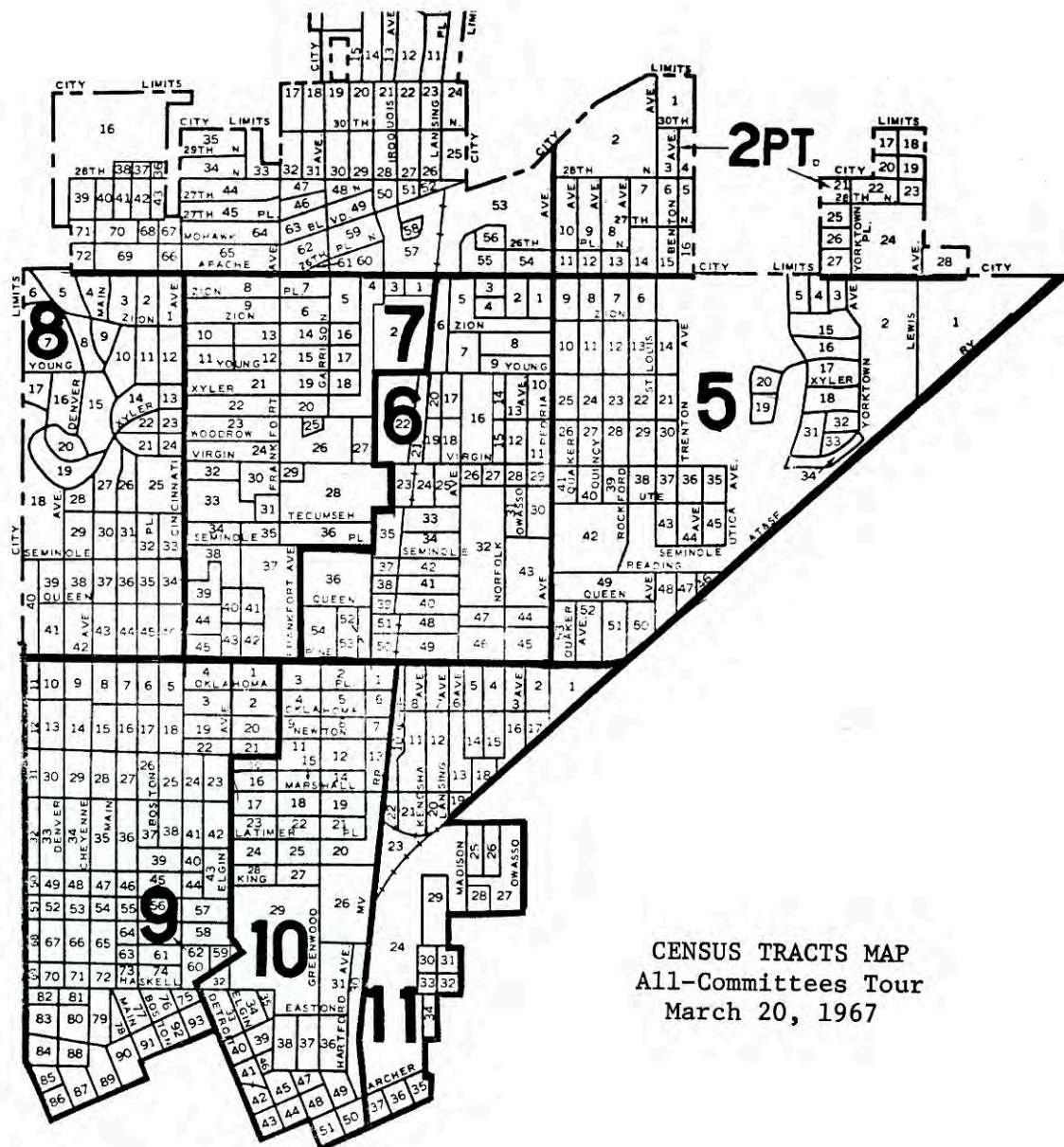
ORIENTATION OUTLINE SUMMARY

All-Committees Tour

March 20, 1967

- I. Distribution and Explanation of Maps and Census Tract Data
- II. Enumeration of Physical Features of the Area
 - A. Area Fenced by Expressways, i.e., Osage, Gilcrease, Cherokee, Interdispersal Loop
 - B. Railroads
 - C. Mixture of Land Uses
 - D. Playgrounds and Schools
 - E. Lot Sizes, i.e., Overcrowding
 - F. Nature of the Terrain
 - G. Landscaping and Debris
 - H. Open Drainage Areas
 - I. Maintenance of Structures
- III. A Reminder that "People Live Here"
 - A. Minority Groups
 - B. Low Incomes
 - C. Vague Doubts and Broken "Promises"
 - D. Feeling of Governmental Abandonment
 - E. Vicious Circle of Attempted Home Ownership and Financing Problems
- IV. Just Problems
 - A. Percolation Test Problems
 - B. Problems of Assessment Districts
 - C. Health Problems:

	<u>Target Neighborhoods</u>	<u>S.E. Tulsa</u>
Infant Mortality	46.3/1,000	15.4/1,000
Tuberculosis	51.5/1,000	9.5/1,000
Infections Syphilis	55.2/1,000	2.1/1,000
- V. Encouragement to Observe, Note, and Return for Personal Tour



CENSUS TRACTS MAP
All-Committees Tour
March 20, 1967

SELECTED CHARACTERISTICS -- POPULATION AND HOUSING
TULSA, OKLAHOMA -- 1960 CENSUS -- TARGET NEIGHBORHOOD

	TULSA CITY	2	5	6
Total Population	261,685	4,942	4,419	4,127
White	235,620	119	40	15
Negro	22,489	3,923	4,373	4,111
Other	4,685	3	6	1
Household Population	3.02	3.68	3.74	3.17
Median Schooling	12.3	9.2	10.7	8.9
Median Family Income	\$6,217	\$2,280	\$3,779	\$2,973
Housing Units	93,226	309	1,239	1,402
Owner Occupied	54,086	151	837	623
Median Value	\$10,000	\$7,000	\$7,400	\$5,000
Renter Occupied	28,297	90	320	575
Median Gross Rent	\$67	\$42	\$74	\$55

7	8	9	10	11	TGT. NEIGH.
3,946	2,252	6,822	5,147	3,024	33,779
841	2,190	5,527	7	3	8,742
3,077	42	1,138	5,137	3,019	24,820
28	20	157	3	2	220
3,48	2.85	2.82	2.49	3.09	3.14
10.7	12.4	10.4	9.0	9.6	10.0
\$3,812	\$7,490	\$4,078	\$2,213	\$3,218	\$3,525
1,198	835	2,624	2,282	1,055	10,944
776	598	963	441	352	4,741
\$7,300	\$11,000	\$7,600	\$5,600	\$5,000	\$7,204
339	166	1,256	1,514	559	4,819
\$69	-	\$61	\$48	\$63	\$57

HOUSING UNITS BY CONDITION AND PLUMBING
TULSA, OKLAHOMA -- 1960 CENSUS -- TARGET NEIGHBORHOOD

	TULSA CITY	2	5	6
Sound Units - All Plumbing	75,203	115	1,055	442
Sound Units - Lack Plumbing	3,182	27	92	47
Deteriorating - All Plumbing	8,866	34	44	476
Deteriorating - Lack Plumbing	2,959	73	35	175
Dilapidated	3,016	151	13	262

7	8	9	10	11	TGT. NEIGH.
942	813	1,501	829	394	5,091
9	5	144	343	62	729
219	16	706	507	247	2,249
7	-	85	271	127	773
21	1	188	331	225	1,192

PRE - TOUR BRIEFING

TULSA CITY-COUNTY LIBRARY
400 Civic Center

Don Dorchestor, tour director, is shown giving those who were to make the tour a briefing on the area they were to view. He enumerated many of the problems to be found in the area and set forth some of the causes for the incidence and continuance of them.



The group is shown leaving the City-County Central Library in the Civic Center, one of the city's show places, before boarding the buses that would carry them through a highly deteriorated section of the city starting only a few blocks from the Library and extending triangularly to the north and east. Original plans called for a single, 40-seat bus, but committee members and news media representatives outnumbered the seats and a second bus was obtained. (Downtown Tulsa Unlimited provided the buses for the tour.)

THE TOUR: A KALIEDOSCOPE OF PROBLEMS...

UNEVEN TERRAIN



LITTER AND DEBRIS



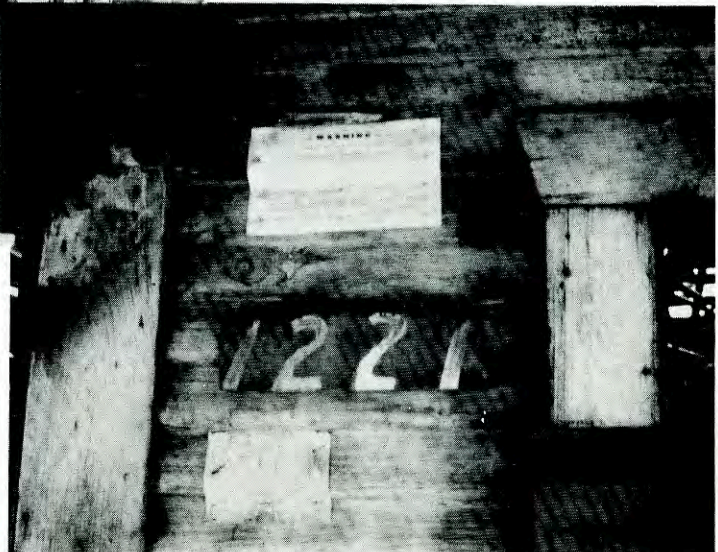


RAILROADS AND EXPRESSWAY CLEARANCE



ABANDONED HOUSING

STANDING CONDEMNED

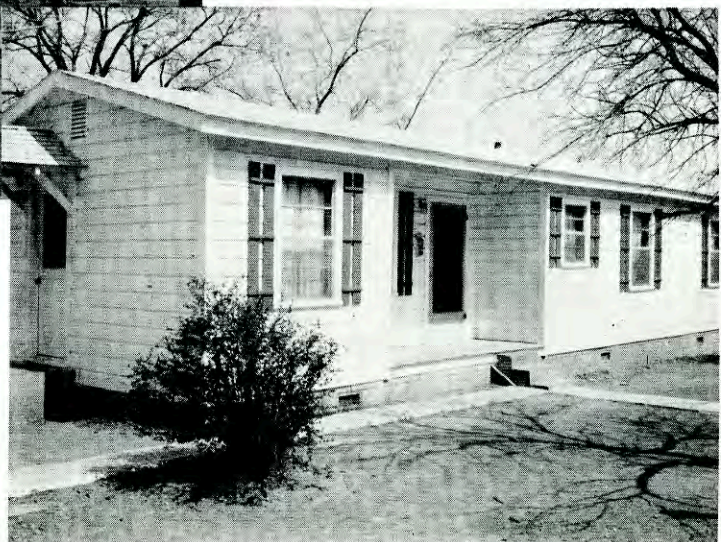


OPEN DRAINAGE



UNDERSIZED LOTS

INADEQUATE LANDSCAPING

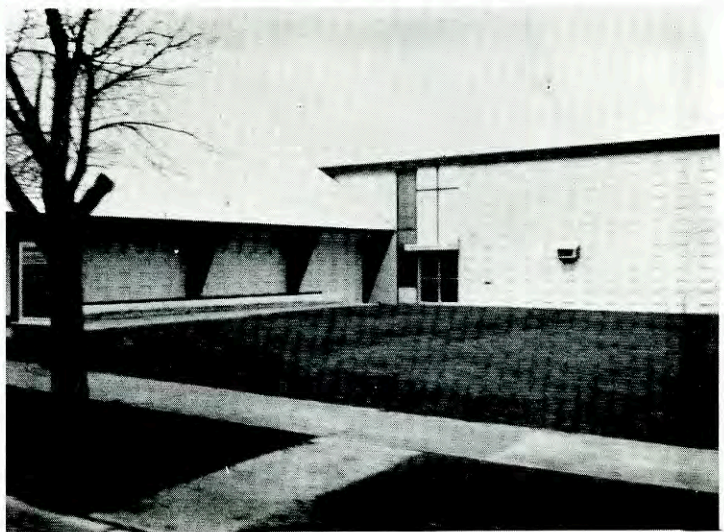


THE BRIGHT SPOTS...

NEAT HOMES



NICE CHURCHES



THE ROLE OF ART IN THE MODEL CITY PROGRAM

By Claudia Baker
Philbrook Art Museum

What are the primary concerns of a program designed to help the economically depressed become self-sufficient, productive members of the community? Traditionally slum clearance, improved low-cost housing, increased job opportunities, better recreational facilities, public health programs, vocational training, adult education, child care centers, etc., have been the areas of major effort in rehabilitation projects. Is there room in such a program for consideration of any areas other than physical and material improvement? It is the contention of this proposal that in order to achieve long-lasting results, the focus of the program must be broad enough to include more than survival and material comforts. Such intangible but significant matters as human dignity, the individual's sense of worth, community pride, communication, involvement with the larger community, motivation, etc., must be given attention.

The thesis of the plan included here is that art and art education might well be the essential ingredients in a program which seeks to initiate self improvement and advancement. If it can be assumed (as indeed it is among the majority of today's educators and others committed to democratic ideals) that each individual is born with certain potentialities that have positive values for that individual, and that it is his proper destiny to develop these potentialities within the framework of a society liberal enough to allow for an infinite variation of types; then the purpose of a community rehabilitation program must be to develop, at the same time as the uniqueness, the social consciousness or reciprocity of the individuals within that community. Uniqueness has no

practical value in isolation, and rehabilitation must be a process, not only of individuation, but of integration, or the reconciliation of individual uniqueness with social unity. Art and art education, that is, creative activity and the development of sensitivity to art, can serve as a useful tool in achieving such a reconciliation.

Art in the context of this plan does not refer to the specialized self-conscious activity surrounded by an odor of sanctity which became the province of a privileged few after the Industrial Revolution swept across Europe. Art is here defined as a vital part of everyday living, fulfilling an essential human need -- the need to create. The only recorded history of early man lies in the art he left. Just as the young child delights in scribbling on the wall, so did man, in the infancy of the race, take joy and satisfaction from decorating and engaging in nonutilitarian invention. This creative potential, along with the opposable thumb, the upright position and retentive memory distinguishes man from the other animals. Unless the potential is recognized, the outlets for its expression provided, man, however adequately clothed, housed and fed, cannot fully realize his humanity and therefore cannot function productively in a human society.

EXISTING OPPORTUNITIES FOR ART AND ART EDUCATION ON TULSA'S NORTH SIDE

The area under consideration covers seven square miles, with only one existing park and recreation center, and two branch libraries. An active YMCA serves the area. Public transportation throughout the city is inadequate and expensive, and in this area the situation is crucial. Additional facilities, easily accessible must be created. The city's two museums, Gilcrease Museum of American History and Art and Philbrook Art Center, are both located several miles away from the area. Art is taught in the public schools on a limited basis: every elementary

school child takes art for part of the school year. Elementary classes are too large and meet too infrequently for the teacher to be able to give the kind of individual attention needed. Art is only offered at one grade level in junior high and is an elective in senior high. Little or no art history or appreciation is taught. Both museums have tour programs for public school children designed to relate to the curriculum, but at best, these are interesting, inspiring field trips, with the value of the tour dependent upon the ability of the volunteer guides and the preparation and follow-up on the part of the teachers, many of whom do not consider the museum trip essential.

Although Tulsa, like many other cities in the country, has enjoyed a "cultural boom," culture is still considered the special province of the rich and influential, with involvement in the arts a status symbol. (A recent proposal for a bond issue for a Performing Arts Center drew heated opposition from many who contended that it would be paid for by the masses, but enjoyed by the socially "elite").

BASIC PREMISES IN A PLAN FOR ART AND ART EDUCATION ON THE NORTH SIDE

All people engage in some sort of artistic activity: selection of wearing apparel, arrangement of eating utensils on a table, furniture in a room, etc. The activities proposed are only extensions of such "natural" activities. Art has within it the power to create something out of the ordinary from the ordinary, and that is the point from which the program must begin. Art would not be brought to the area, but created on the spot, using wherever possible, materials and subjects at hand. Preconceived values must not be imposed by program staff, but at the same time, particularly in the field of art appreciation, excellence must not be sacrificed for expedience. The goal of the program is not to select and train the talented (although talent when found should be nurtured and encouraged), but to develop

an awareness and perceptual keenness on as many individuals as possible. Activity unrelated to experience is meaningless, and instructions must involve awareness on the part of the professional staff of the kinds of experience and frame of reference within which members of this community operate. The primary function of the plan is to stimulate interest which should in turn spark a self-propelling dynamic program. Rate of growth and direction of progress cannot be predetermined to any appreciable degree. Because the plan is based on the concept of art as an everyday experience, it must of necessity begin slowly and modestly, utilizing available, adaptable facilities, low-cost materials, and a small, but dedicated staff. Paid professional services would include those of a program coordinator, teachers, and eventually museum staff. Time, talent and energy of various members of the total community would be pressed into service in a cooperative plan which should in itself aid in breaking down barriers between people of unlike backgrounds, and act as a positive force in integrating the area under consideration with the rest of the community.

STEPS IN A PLAN FOR ART IN THE ECONOMICALLY DEPRESSED SECTION

To combat natural hostility, indifference and fear, the first steps in the plan should be taken in the most fertile field -- with the young. Children and young people respond more readily and easily to outside stimuli, and through them, the interest and enthusiasm of the adults may be sufficiently fired to take the final steps.

1. Neighborhood Art Workshops for Children. Using existing facilities such as church basements, empty store buildings, etc., and enlisting the aid of members of the area, set up Saturday and summer art workshops for school age children. One professional, plus volunteer helpers recruited from service organizations, and teen-agers could staff each workshop. To begin with, the focus would be on creative activity for elementary and secondary school children. Supplies should be inexpensive (tempera paints, crayons, charcoal, pencils, brushes, paste,

glue, scissors, non-firing moist clay, plaster, newsprint, brown wrapping paper, etc.) Simple projects involving materials the child can provide himself (bits of string, bottle caps, milk cartons, scraps of paper, wood, cardboard, fabric, leaves, pebbles, sticks, etc.) should be stressed. Music, stories, dramatic play, games, should be employed for motivation. By encouraging the child to create with familiar materials, a heightened awareness of the potential for beauty within his own environment may be realized. Periodic exhibitions of the children's work, demonstrations, and parent-child art activities might be held on Sunday afternoons.

2. In-Service Training for Day Care Center Teachers. Museum and university personnel could conduct short, intensified training sessions for teachers in the pre-school day care centers, which would emphasize the philosophy and principles stated previously and would give practical help in terms of techniques, materials, and projects at the pre-school level.

3. Enrichment of Existing Art and Craft Program in the City Park and Recreation Department. Development of a training program for recreational leaders in the summer programs to upgrade the quality of the art and craft programs. Museum and university personnel could lead seminars in theory and practice. Members of the Tulsa Designer-Craftsmen Group could give demonstrations of particular techniques which could be adapted to the abilities of the young. Summer programs in both park and neighborhood workshops might terminate with an Art Festival, featuring displays of children's works, art-in-action demonstrations by local artists and craftsmen, film and/or slide programs.

4. Artmobile. A mobile museum-classroom containing books on art and art techniques, prints and reproductions, periodicals on art, etc., which could be checked out, a small exhibit borrowed from one of the local museums, slides, slide projector, and prepared slide talk relating to the exhibit. The artmobile would travel the area, parking at schools and other specified locations on certain days.

The exhibit would be changed for each appearance -- probably once a month. Free slide programs could be presented wherever space permitted, and in summer, the screen could be put up outside.

5. A Peoples Art Center. After sufficient interest is aroused within the area, a movement to acquire a museum located in the area could be instigated. This would be a museum on the northside -- not a northside museum. That is, the museum should eventually attract members from the larger community, but should be conceived, built and maintained within the area. Perhaps to begin with, an existing building could be located, leased and converted for a temporary museum. Ideally a new building would be constructed. As many members of the local area as possible should be involved in the planning and building of the center, with expert help coming from the larger community: The American Institute of Architects local chapter might sponsor the services of a young architect who would be commissioned to design the center to meet the specifications suggested by directors of both museums and the director of the program, staff, and a citizen committee. Wherever possible skilled and unskilled labor from the area would be employed in the construction of the center. Local Garden Clubs could assist in designing the landscaping and offer assistance to area citizens in the planting and care of the grounds. A competition among high school students of the area could be conducted for the interior decoration of offices and galleries, with a jury of members of the American Institute of Interior Design selecting the most suitable designs. Homemaking classes could make drapes and other accessories.

The physical plant of the People's Art Center should be designed for expansion. The original plan should include not less than two large galleries which could be converted into four smaller galleries with the use of screens or folding doors; a classroom area equipped for classes in the fine and applied arts for both children and adults: painting, drawing, sculpture, ceramics, dress design and making, interior design, upholstery, furniture refinishing, weaving, print

making, etc.; an auditorium equipped with slide and movie projector, screen, sound system, and stage which would be used for classes in music, drama, and dance, as well as public programs and visual aids in studio teaching, a library containing books on subjects related to the history, appreciation and techniques of the arts; adequate storage and construction areas.

Exhibits would consist of traveling shows rented from organizations such as American Federation of Artists, or borrowed from other museums. A reciprocal program could be instituted with Philbrook and the People's Art Center sharing expenses on certain packaged exhibitions, which could be displayed at the two museums for two consecutive months. Other exhibitions could be planned and put together by staff personnel with items borrowed from various other museums. Group and one-man shows by local artists and craftsmen could be arranged. One gallery designated as a Junior Museum would feature exhibits especially appealing to children which could often be borrowed from other museums, i.e., What is a Print? (Philbrook), A Hero and a Vase (Houston), Obelisk Without an Eye (Minneapolis), Great Styles of Decoration (St. Louis), Parade Into Athens (Des Moines). Staff and volunteers could design and build exhibitions planned to coordinate with public school curricula. Children's art, both from the public schools and from the studio classes at the center, would be a regular event each year. A permanent collection could be acquired eventually through gifts and donations -- particularly if the emphasis were on modern art (see Cultural Program Planning).

Activities, in addition to classes for children and adults, should include lectures, films, slide programs, speakers, demonstrations, nonprofessional theatrical productions, concerts, dance programs, guided tours, etc.

Staff would consist of a professional director and education director, part

time teachers, as well as maintenance men, receptionist and secretarial help (preferably from the immediate area) who would be trained in museum procedures.

The center would also disseminate information and teaching aids to the already established neighborhood art workshops, day care centers, parks, public schools, and would serve as a training ground for programs outside the schools. The quality of exhibitions and vitality of activities should be of such excellence as to attract visitors from the larger community as well as from the immediate area. In addition to the educational values inherent in such a center, other rewards could be realized: community pride, greater intercourse with other parts of the city, better communication and understanding among people of disparate economic and social backgrounds, and ever-expanding interests, goals and achievements.

THE CITY OF TULSA OKLAHOMA

613 Kennedy Building
Luther 4-2351

Lois H. Gatchell
Executive Director

COMMUNITY RELATIONS COMMISSION: ALFRED AARONSON, MAYOR J. M. HEWGLEY JR.,
ALVA HOLLINGSWORTH, ROBERT LAWTON JONES, ROBERT L. MCGOWEN, BRUCE PETERSON,
JOHN ROONEY, SIDNEY J. STEEN, WILLIAM F. TEMPLE, JR., HENRY C. WHITLOW, JR.

March 21, 1967

Dr. C. J. Roberts, Chairman
Model Cities Steering Committee
University of Oklahoma Extension Office
Court Arcade Building
Tulsa, Oklahoma

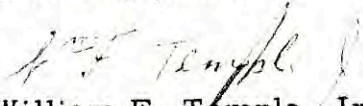
Dear Dr. Roberts:

At a meeting of an Ad Hoc Committee on Employment held March 9, it was decided we should pass on to you a specific recommendation regarding Tulsa's employment problems for incorporation in the Model Cities application if feasible. It was noted there is a lack of sophisticated research and planning in the employment field. If possible, we would like to see a provision for continuing research which would keep us up-to-date on how many unemployed and underemployed citizens we have: who they are; what their capabilities may be. It was also suggested that a systems approach to career planning and guidance might be developed.

In addition, I would like to suggest that a Metropolitan Job Council be established along the lines recommended at the last White House Council on Civil Rights. This would become the vehicle responsible for employment research, evaluation of existing employment programs, and planning for the community's future needs as a guide to training programs. By searching for the voids and learning the problems of the full utilization of our human resources, such a council could be the catalytic agent in stimulating existing agencies (public and private) to appropriate action. The creation of this entity not only has direct application to the target area, but has untold value for the progress of the entire metropolitan area. The council would, of course, have to be representative of business, industry, labor, education, and many community elements.

I trust this will arrive in time for your consideration in the application for a planning grant.

Sincerely yours,


William F. Temple, Jr., Chairman
Associated Committee on Employment

WFT:dlm



Tulsa's Model City Plan To Be Presented Soon

Tulsa World 3/15/67

Tulsa's application for inclusion in the new federal Demonstration Cities program will be presented to the City Commission on April 15 and to the Department of Housing and Urban Renewal Development on April 31.

Should the application meet with approval at the city and federal levels, Tulsa would be given a grant to plan a program for making model communities of slum areas by the coordinated and concentrated use of all the public and private resources available.

Under the program, the city could receive up to 80 per cent of the total amount needed to accomplished the work from federal funds.

Dr. C. J. Roberts, chairman of the Mayor's Committee on the Model Cities program, said the necessary ingredient for success is widespread citizen participation.

The Model Cities program con-

templates the use of urban renewal, public housing, health, education, recreation, cultural, transportation, and social work in an area to work on the problems which may beset it, both physical and social.

The mayor's committee has tentatively designated the predominantly Negro district on the near north side as its first target area. A second area would be bounded by 35th Street North, Apache, Mohawk Boulevard and Yale Avenue.

Other areas considered for Model Cities work are the portion of Tulsa in Osage County, West Tulsa-Red Fork and the Sand Springs line.

Vast Restoration City Plan's Goal

TULSA WORLD 4-10-67

By DON BACHELDER
Of the World Staff

"We offer no pat solutions, we don't know if we can solve the problems, but we sincerely want to try." C. J. (Posty) Roberts, chairman of the Mayor's Committee on the Model Cities Program, spoke of the philosophy be-

hind Tulsa's application for inclusion in the new program between final editing sessions before submission of the Tulsa plan.

The Model Cities Program is a massive, concentrated and coordinated attack on an areawide basis to build or restore entire neighborhoods.

Roberts said the application will be submitted to the City Commission for action between April 24 and 27. If approved, it will then be submitted to Washington on April 28 to meet the April 30 deadline.

Tulsa Target Area

Representatives from the regional office of the Department of Housing and Urban Development in Fort Worth, will be in Tulsa Monday and Tuesday to help in putting the price tag on the application.

All the arsenal of federal programs for cities are marshaled and coordinated with local agencies, organizations and individuals from the target areas to plan and carry out the Model Cities program.

The target area in Tulsa's application stretches from the center of downtown Tulsa to Apache Street. The area generally is bounded by Apache on the north, by the Osage County line on the west, 3rd Street on the south and the Cherokee Expressway on the east.

Attitudes Change

Under the program, the federal government pays 80 per cent of the total cost and the city 20 per cent.

"The human relations aspect has been good," Roberts said. "The actual involvement of the people from the target area has

been worth all the effort even if our application isn't accepted."

He said the six months of work on the application by 150 Tulsans have led to a depth of understanding among the various agencies working in these related fields through talks and comparing notes.

"There has been a change in attitudes," he said, "with people seeing first hand the needs and generating and discussing ideas and expressing honest differences of opinion."

The application probably could have been completed sooner had the professionals in the fields of urban affairs prepared it and then discussed with target area residents and interested business and lay people.

But Roberts believes the application is much the better for involving target area residents and business people from the beginning of the development of the application.

"We have in fact involved those people from the target area in a real way," Roberts said, "and a premium is placed on that by the federal government."

Far-Reaching Plans Against North Tulsa Blight Revealed

TULSA TRIBUNE 4-10-67

By KYLE GODDARD

Gathering in miniature town meetings to apply their minds to a unique task, more than 100 Tulsans have produced in recent weeks dozens of ideas about how to turn a blighted North Tulsa area into "model neighborhoods."

One committee wants "superior facilities" for use on a citywide basis to be located within the target area where no facilities are superior now.

"Examples might include," the group said, "a school for bright or academically motivated children, an opportunity school for children who would benefit from more vocational content in their education, and an indoor-outdoor sports center."

It calls for major emphasis in the proposed model-cities program here to be on motivation of the target-area population to take advantage of all facilities presently available in health, parks, library, vocational training, churches and parent education.

TO AID THE motivational drive, the committee, headed by Mrs. Gerald Westby, urges establishment of a diagnostic and referral computer center to determine whether services offered meet needs of the people.

The committee also proposes that a lay force be recruited among persons in the area and be trained and supervised by professional help to encourage community participation and family living.

"One aide for every four-block area who really understood the area and could work within it could produce quick, tangible results," said the committee.

THE COMMITTEE was inspired by a guided bus tour of the primary and secondary target areas last month. The primary area is generally bounded by Apache Street on the north, the Osage County line on the west, Third Street on the south and the Cherokee Expressway on the east.

The secondary area is bounded on the north by 35th Street North, on the west by Mohawk Boulevard, on the south by Apache Street and on the east by Yale Avenue.

Both were selected because of a determination that these were the areas of "greatest need." Their combined population is 21,781 Negro, 8,626 white and 217 of other races.

Preparation of the application for a federal grant to plan a "total attack" on the problems here will be completed in the next week by the mayor's steering committee for model cities. The eight-member committee is headed by Dr. C. J. Roberts,

director of the local urban studies office of four universities.

THE APPLICATION with the complete reports of the six committees and their subcommittees will be presented to the mayor April 17. The city commission must approve the application before it goes to the Housing and Urban Development Administration or consideration. Deadline for submission of the application to Washington is April 30.

If the Tulsa planning grant for a model-cities program is approved, it is estimated that 6 to 12 months would be needed to prepare the program plan.

Up to five years would be

allowed to carry out the program.

About 80 per cent of the cost of planning and administering a program could be provided by the federal government. The city also could receive from the government 80 per cent of the city's share of financing federally assisted programs which might be undertaken for the target area.

In addition to Mrs. Westby's committee on social services, five other committees studied design, new technology and preservation of natural and historical sites; physical improvements and housing; comprehensive planning; citizen participation, and model neighborhoods.

The comprehensive planning group headed by attorney Clyde Forrest, will examine the other committee reports in the next few days to determine if their recommendations would present any legal problems.

The reports of the other committees are presented below.

Model Cities Action Is Set Today by City

Tulsa World 4-28-67

The City Commission is scheduled to act Friday on a Model Cities application which includes a proposal to develop an "experimental school."

Developed over a seven-month period by 42 local governmental and private agencies and organizations, the application seeks approval of a \$127,200 budget from the city and federal governments to do the detailed planning of a Model Cities project.

Target area for the project is the area from the north side of the Crosstown Expressway, northward to Queen Street and bounded by Cincinnati Avenue on the west and the Midland Valley Railroad tracks on the east.

Expense Shared

Cost of planning and carrying out the project would be shared 80 per cent by the federal government and 20 per cent by the City of Tulsa. If approved Friday, the application will be taken to Washington to meet Monday's federal deadline.

In addition to the experimental school, the application includes establishment of a new health facility, neighborhood social-center, and an entertainment center.

School Described

The experimental school would offer a different kind of education to those who don't profit from the usual educational offerings, according to a digest of the application prepared by Dr. C. J. Roberts, chairman of the Mayor's Model Cities Committee.

To be operated as a demonstration project for three to five years, the school would use many differing techniques, volunteer

and paid housewives and businessmen as teachers at different times of day and would be "free to experiment to find out why some normal children never really learn, and how they could learn." The school would have special offerings for the bright child, the adult and the employed teen-ager.

In Greenwood

The entertainment center would be located in what the Tulsa Urban Renewal Authority has designated as a park in its Greenwood Urban Renewal Project, which is a part of the Model Cities application. The area is located between Greenwood and Cincinnati avenues and from the Crosstown Expressway north to Marshall Street.

The center would have an outdoor amphitheater cut out of Standpipe Hill, an all-weather tennis and swimming facility—the first of its kind in the city—and a miniature "Gaslight Square" with coffee houses, jazz, craft shops—all run as private businesses.

By placing superior public facilities in the area, it is the hope of those who prepared the plan that greater mobility into and out of the area can be achieved to increase the social contacts between project area residents and those who live outside.

Renewal Unit to Help

The entertainment center is to be accomplished with the help of the urban renewal authority. Earlier Urban Renewal economic reports on downtown Tulsa suggested the "Gaslight Square" idea devised to give the core area an after-hours lift.

Other aspects of the plan center around the establishment, advising and helping finance small businesses; the hiring of training aides, who would first work in the Model Cities office for experience and training and then as they progressed, move on to private industry; home repairs and new housing, and improved channels of communications by establishing small neighborhood groups.

The Urban League, one of the 42 participating public and private agencies and organization, already has a neighborhood organization program under way under the direction of assistant director Joan Thompson.

Another proposal seeks to reduce the difficulty of low-salaried workers in getting to and from work because of the cost. A motor pool would be set up as one of several small businesses, supplying rides on a contract basis.

Director's Position

Facing the difficulties of coordinating the work of 42 separate agencies, some public and some private, the Model Cities Committee recommends that the director of the Model Cities program be placed directly under the mayor, a man with the authority to take or bring about action.

"We believe that the Board of Commissioners' power to persuade and decide, both officially and otherwise, will be sufficient for the resolution of conflicts inevitable, we would suppose, in an undertaking of this magnitude," the committee reported.

Council Proposed

To bring target area citizens into participation in planning and administration, as required by federal law, the committee proposes a Model Area Planning Council, with advisory powers only, to be composed of 20 members, eight architects and planners and 12 citizens, 10 from the project area, and two at large.

The director-coordinator of the program would be paid \$11,000 for the nine-month planning period. Five division heads under him for physical planning, social planning, economic planning, citizen participation, and research would be paid \$9,000 each. For a secretarial pool, \$12,000 was budgeted.

The budget includes \$8,000 for 50 neighborhood surveyors and a supervisor, \$12,000 for two consultants for the experimental school, \$4,000 for the experimental motor pool, and \$15,000 for use of a computer.

Model Cities Fund Request Draws Okay

Tulsa Tribune 4/28/67

An application for federal funds to plan a model cities program for a large area of North Tulsa won unanimous approval of the City Commission today.

The application, which carries a budget of \$127,200, will be flown to Washington Monday morning, the deadline set by the U.S. Department of Housing and Urban Development for filing.

Dr. C. J. Roberts, chairman of the Mayor's model cities steering committee, briefly outlined details of the application and told the commission that 200 individuals have been involved in studies which led to the application.

THE COMMISSION also complimented the steering committee on its work.

Existing agencies would be involved in transforming the area into a so-called model city. The target area is on the north side of the Crosstown Expressway to Queen Street and is bounded by Cincinnati Avenue on the west and the Texas and Pacific Railroad on the east.

Included in the application are plans for an experimental school, an outdoor amphitheater cut out of Standpipe Hill, an all-weather sports and recreation facility, and a miniature "Gas Light Square" which would have both shopping and entertainment facilities.

AN EXPERIMENTAL motor pool also is planned to supplement public transportation service offered to the area.

The work of 42 agencies, both private and public, would be coordinated in a program which would be under the authority of the mayor and board of commissioners. Plans call for the hiring of a director-coordinator who would maintain offices in what is now the Greenwood Branch Library, scheduled to be vacated in June.

A planning council would be made up of eight architects, planners and social scientists and 12 citizens-at-large, 10 of whom would come from the target area.

Both the Tulsa Urban Renewal Authority and the Tulsa Housing Authority are already planning projects in the area. TURA earlier this week filed an application with the federal government for planning funds for a Greenwood renewal project.

Tulsa Model City Fund to Be Stressed

TULSA TRIBUNE 5-2-67

By J. BOB LUCAS

Tribune Washington Bureau

WASHINGTON—Tulsa could learn the outcome of its \$119,325 Model Cities application as early as mid-June, the Department of Housing and Urban Development reported today.

The application for planning funds reached HUD Monday precisely on this year's deadline day and Sen. Mike Monroney promptly pledged all-out support for quick action on it.

Two other Oklahoma towns, Chickasha and McAlester, also filed applications under the Model Cities law. At noon today, HUD reported a total of 160 applications in hand.

Since HUD can finance, or fund, only 70 to 100 programs, it is evident that only about half of the applications will be successful.

"WE EXPECT TO make our first announcement on approved programs by the middle of June," a HUD spokesman told The Tulsa Tribune.

C. J. Roberts, chairman of

Mayor Hewgley's Model Cities steering committee, notified Monroney by telegram that Tulsa's application was on file.

He solicited the senator's sup-

port. Monroney said today he would personally contact Robert Weaver, HUD secretary, and would ask both HUD and the mayor's committee to provide copies or a digest of the Tulsa application.

Monroney said he would press for action on the Tulsa application at "the earliest possible date" and would ask Weaver to give it "all possible consideration."

MODEL CITIES applications from throughout the country still were arriving at HUD today. All bearing a May 1 postmark will be accepted for file, it was explained.

An inter-agency review board—including representatives from many government departments and offices—will weigh the merits of the application. It is a unique procedure in Washington. Some larger cities have applied for programs costing as much as \$500,000 to \$1 million, it was learned.

O M I T

A P P E N D I C E S

K, L, M, A N D N

PROJECT PROPOSAL
NORTH TULSA COMPREHENSIVE
COMMUNITY HEALTH CENTER

Tulsa, Oklahoma

Full Project Proposal Available--

Summary of Seminole Hills Demonstration

The demonstration consists of the construction of 100 single family houses to be sold to low-income families. The houses will be made available to families earning not less than \$175 and not more than \$325 per month.

The purpose of the demonstration is to determine if families in these income brackets can, given assistance, upgrade their home ownership attitudes, habits, and incomes to a level which will permit them to become homeowners. A period of five years has been established for the demonstration.

Each house will have three bedrooms, living room, kitchen, bath, one-car garage, and will be of brick veneer construction. Lot sizes are generally 50 feet by 140 feet. The houses are priced at \$9,300.00 and are financed under special provisions of Section 221(d)(3) of the Housing Act of 1961.

Once approved as an eligible purchaser each family will move into the houses, paying 20% of their income as rent. The homes will be owned initially by a non-profit corporation.

Each house requires a payment of \$49.87 to satisfy mortgage requirements of the Federal Housing Administration 221(d)(3) loan. If a prospective purchaser's rental payments are below that amount, he will be loaned the difference from the Demonstration Grant authorized by the HUD. Once his income rises so that his rental payments exceed \$49.87, the excess will be accumulated until \$300.00 is available for a down payment on the purchase of the house.

Before delivery of the deed, each purchaser must have repaid any personal loan from HUD. Once the property is purchased, each new owner will begin making monthly payments of approximately \$65 under a regular Federal Housing Administration 221(d)(2) loan which may be for up to 40 years.

The demonstration is being carried out by the City of Tulsa in cooperation with the Tulsa Home Builders Association and the Housing and Home Finance Agency. A list of agencies involved includes:

1. City of Tulsa
2. Tulsa Home Builders Association
3. HUD
4. University of Tulsa
5. Family and Children's Service, Inc.
6. Tulsa Urban Renewal Authority
7. Seminole Hills Associates, Inc.
8. Home Builders Demonstration, Inc.
9. Federal Housing Administration
10. Federal National Mortgage Association

1. City of Tulsa--the City of Tulsa is the recipient of the Housing and Home Finance Agency Grant and is responsible for the expenditure of funds. Funds will be spent for the following purposes:

- a. Administration--property management, tenant selection, bookkeeping, etc.
- b. University of Tulsa (contract)--analysis and report writing, programming, educational counsel, etc.
- c. Family and Children's Service (contract)--family counseling, assistance in tenant selections, programming, etc.
- d. Supplemental Rent Loans--the difference between the required monthly mortgage payment and 20% of the tenant's income.

2. Tulsa Home Builders Association--The Tulsa Home Builders Association, with the full cooperation of the National Association of Home Builders, is cooperating with the City of Tulsa in this project. Recognizing Tulsa's need for low-income housing and their own responsibility to the citizens of Tulsa, the Home Builders have given full support to the Demonstration Plan sponsored by three of their members.

3. Housing and Home Finance Agency--this Agency was responsible for approving the Demonstration Grant under the Housing Act of 1961. The Commissioners and other officials of the Housing and Home Finance Agency have contributed both their business and personal time and talents to the creation of the Demonstration Plan. Their support and that of their Agency has been invaluable.

4. University of Tulsa--under contract with the City of Tulsa for collecting and analyzing data relative to the demonstration and for the preparation of an independent report of the results of the demonstration.

5. Family and Children's Service, Inc.--family counseling will be provided during the life of the demonstration. Also, Family and Children's Service will assist in tenant selection and the preparation of the family for home ownership.

6. Tulsa Urban Renewal Authority--the Tulsa Urban Renewal Authority is selling lots to the redeveloper at their appraised value. The Tulsa Urban Renewal Authority is not building the structures, nor is any of the construction financing coming through the urban renewal program. The proposal of Seminole Hills Associates, Inc., for the development of the Seminole Hills area was selected by the Tulsa Urban Renewal Authority after due advertising for proposals from interested developers.

7. Seminole Hills Associates, Inc.--an association of L. R. (Andy) Latch, Ramon L. King, and Don L. Herrington formed to purchase and develop urban renewal land for sale as a result of the Seminole Hills Urban Renewal Project.

The Authority has contracted with Seminole Hills Associates to convey to them 100 single family lots at fair value. The contract commits the Associates to construct and deliver the homes to Home Builders Demonstration, Inc.

Seminole Hills Associates will receive payment for construction of the homes from Home Builders Demonstration, Inc. upon closing of Section 221(d)(3), insured mortgages. The commitments are being issued in blocks of 25 with Seminole Hills Associates being paid after each block of 25 is completed.

8. Home Builders Demonstration, Inc.--a non-profit organization created by the Tulsa Home Builders Association for the purpose of sponsoring the demonstration. This group will own the units until they are sold to qualifying applicants.

9. Federal Housing Administration--the Federal Housing Administration issues commitments under Section 221(d)(3) of the Housing Act of 1961. Section 221(d)(3) provides interest rates for the Seminole Hills Demonstration at 3-1/8 percent with a 40 year mortgage term. Non-profit sponsors are eligible for these type loans which are directly financed by Federal National Mortgage Association.

10. Federal National Mortgage Association--provided mortgage money for permanent financing of Federally insured mortgages. Initial financing will be through a private lending agency until conveyed to Home Builders Demonstration, Inc., at which time the mortgage is sold to Federal National Mortgage Association.

Extract: Comprehensive Urban Renewal Plan
Target Area

COMMUNITY ANALYSIS

One of the major objectives of the Comprehensive Plan is to give every citizen the opportunity to live and work in an atmosphere conducive to conscientious and responsible citizenship. If this objective is to be realized, five communities in the Tulsa Metropolitan Area will require extensive renewal treatment in terms of private development, improved land use patterns and public facility improvements and additions. The inadequacies, improvements and potentials of the five communities are discussed separately in the following sections.

Washington Community

Boundaries of Washington Community, shown in Figure 5, are the proposed Osage Expressway on the west; 36th Street North on the north; Yale Avenue, Apache Street and the proposed Cherokee Expressway on the east and north leg of the Inner Dispersal Loop on the south.

Inadequate original construction and overcrowding of land due to additions to original structures are the basic problems in Washington Community. The lack of any systematic and objective enforcement of basic health and sanitation codes, until the last few years, compounds these problems.

This community is composed of approximately ten neighborhoods. The present rudimentary neighborhood structure needs to be strengthened by the addition, expansion or relocation of certain public facilities, the elimination of large areas of blight and a general improvement of the land use pattern.

Residential Areas. In 1960 there were 37,655 persons living within the community. The population of this community is expected to increase to 51,500 persons by 1975, an increase of 36 percent for the 15 year period. This increase will result from increasing densities in certain areas and the construction of homes in areas that are presently vacant.

The population of this community is in transition from white to mixed and non-white neighborhoods and presently contains almost three-fourths of the non-white population within the Tulsa Urban Area.

The majority of the housing in this area is of frame-type construction and was built prior to World War II. However, in recent years a few small, scattered sub-divisions have been developed, mostly in the northern and eastern sections of the community.

A large percentage of the older housing in the community is presently sub-standard as a result of inadequate original construction, dilapidation, overcrowding and poor urban design. Figure 5 shows how the urban design could

be improved by providing a better arrangement of circulation elements, sound land use patterns and necessary public facilities such as schools, playgrounds, fire stations, etc. By improving design living conditions are also improved through the elimination of improperly located structures (overcrowding), excessive dwelling unit density, obsolete building types, detrimental land use conditions and poorly designed streets.

Washington Community contains Tulsa's first urban renewal project, Seminole Hills, which will incorporate these design principles to achieve an improved environment for its residents.

Industrial Areas. Washington Community's industrial activity is primarily limited to two areas. These are: the Midland Valley Industrial District and portions of the Santa Fe Industrial Corridor and the Santa Fe Industrial Park. A separation of residential neighborhoods from the latter two industrial districts will be achieved with the construction of the Cherokee Expressway.

Commercial Areas. The Apache Circle Center is the only shopping center in the community. An additional small shopping center is to be constructed in conjunction with the Seminole Hills Project. The remainder of the area is served by shopping districts and strip commercial development along several major and collector streets.

Streets and Expressways. The Washington Community will be served by the proposed Osage and Cherokee Expressways. Although the existing major street system provides adequate access to the downtown area, it is not up to the level of service provided in other communities due to a large number of unpaved and dead-end streets.

Neighborhood collector street systems should be improved to provide adequate interior circulation and minor streets should be improved to enhance the use and value of residential property. The provision of this improved circulation system can be accomplished by designating logical collector streets whose primary function is feeding local traffic into and out of the neighborhood. Minor streets should be modified to provide direct access to abutting property and for local traffic movement by introducing culs-de-sac and courts in the proper locations, primarily along major streets. As a result, these modifications would not only prevent the use of minor streets by through traffic, but would increase the safety and efficiency of the major thoroughfare by eliminating numerous access points. The community's General Plan maps show how these principles might be utilized.

Schools. One senior high, two junior high and eight elementary schools are presently serving the community. The Osage Expressway will displace the Osage Elementary School within the next 12 years. In the same period, four new elementary schools are proposed. The general location and site requirements are shown on Figure 5.

Recreation Facilities. The community is presently served by 65.5 acres of playgrounds and playfields. The addition of 50.7 acres of public recreation land is proposed by 1975.