

NEIGHBORHOOD FOUNDATIONS  
MEMORANDUM # 10

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FROM: MILTON KOTLER, INSTITUTE FOR POLICY  
STUDIES, WASHINGTON, D. C.

DATE: OCTOBER 18, 1965

SUBJECT: REVIEW OF THE NEIGHBORHOOD FOUNDATION  
PROJECT: COLUMBUS, OHIO

The Neighborhood Foundation development of the First English Lutheran Church, Columbus, Ohio, has been proceeding for the past five months. The aim of the project is to turn the government of an existing church settlement house agency over to the people of the neighborhood it serves. The local neighborhood of 6,500 residents in the East Central area of Columbus, Ohio, is now incorporated as the East Central Citizens Organization. ECCO is a direct membership neighborhood foundation set up to legally receive the existing physical facility of the Neighborhood Center, develop and decide service programs, receive funding, and govern and manage program operation. The aim of this neighborhood foundation project is to further, in a poverty area of Columbus, Ohio the social service life of the settlement in the direction of neighborhood decision and total community service and general welfare. The settlement is governed by the incorporated neighborhood as its self-governing community service agency. With the transfer of the settlement agency to the people and neighborhood corporate charter we are laying the foundations of a democratically governed community of service.

A demonstration grant is being sought from the Office of Economic Opportunity under Title II, Section 207, to fund the operation of the governing structure of the Neighborhood Foundation for a period of two years, within which time service program proposals will be developed by the people and submitted for funding to various sources, metropolitan and national.

Membership in the foundation rests on residence or regular employment in the bounded area of the expressway on the south and west; Bryden to the north; east to Ohio; south to Main, then east to Wilson; and Wilson on the east. The Neighborhood Center, which is the existing church settlement agency being transferred to the East Central Citizens Organization, is centered in this bounded locality. For the past years, this area has been the circumference of Center activities, membership

and participation. Within this neighborhood of 6,500 people, anyone age 16 and over is eligible for membership in the corporation. Membership involves simple declaration and signing the membership roster. The body of members constitute the Assembly of the Foundation, which will meet twice annually and for special meetings, in order to elect the Executive Council and transact other business within its constituted powers--i. e., authorization and termination of programs, hearings on neighborhood problems and Foundation operation, removal of officers and executive council staff for cause in accordance with By-law provisions, etc. As such, the Assembly is a governing authority, holding certain major powers of decision.

The annually elected Executive Council is the seat of executive authority and policy decision in the Foundation. Its chairman, or president, is directly elected from among the Council membership by the Assembly. The Executive Council in turn elects an executive director, chief administrative officer of the Foundation, and a program director and corporation counsel.

The Council will appoint an Advisory Board, to advise them on professional qualifications and on matters of financial management and capital development. The power of decision of the Foundation rests solely in the Executive Council and Assembly.

The day to day business of the Council and its elected staff will be to fulfill the purposes of this Neighborhood Foundation: namely, to operate for charitable, scientific, and educational purposes in order to promote and further the welfare of the neighborhood community through its good will operating in democratic, self-governing action. For these ends, the Council and Assembly shall exercise the power and authority of this neighborhood service foundation, develop self-determined programs and receive and manage funds granted to the Foundation for those purposes.

The Neighborhood Center of the First English Lutheran Church, which is the settlement agency now transferred to the East Central Citizens Organization, began its full scale settlement program in 1961, after seven years of parish house service programming. Since 1961, the settlement agency has grown in programming, professional staff, neighborhood involvement and extended use of services, and of great importance, volunteer neighborhood participation in program development and operation.

At the present time, there is a professional program director and secretarial staff, as well as a part-time program staff of volunteer professionals and neighborhood residents. A number of local residents who became interested in the variety of programs offered have contributed their efforts in program development and operation. Where money was available out of a very limited budget, neighborhood workers were added to the paid staff. Further, many students from Ohio State University participated voluntarily in tutorial projects, as well as the legal services program. While the program staff and neighborhood use of the settlement service programs was extensive last year, budget expenditures for 1964 totaled only \$24,300.13, financed by private contributions and appropriation from the Church Council of the First English Lutheran Church, the Board of American Missions of the Lutheran Church of America, and the First Community Church, Columbus, Ohio.

The programs of the Neighborhood Center include afternoon workshops and friendship groups held for girls and boys in the 3rd through 6th grades. A day camp is conducted three days a week. Junior High boys and girls meet once a week; Senior High teenagers have dances twice a week, and a Teen Council meets once a week. For adults, there is a Monday Afternoon Club, affording neighborhood mothers an afternoon "break;" Senior Citizens and Golden Ageds have their groups. Tutoring arrangements are made with high school and college students from all over Columbus. The Columbus Chapter of the American Association of University Women conducts a day care program. There is also a pre-school program for retarded children during the school year. Ohio State University Law School runs a neighborhood legal services program at the Center with law students, a faculty adviser and volunteer attorneys.

Other special services include a Planned Parenthood Clinic and emergency welfare referral services, psychiatric counselling, a job placement unit, first aid classes held in cooperation with the American Red Cross, and AFSC work camp programs. As of July 12, there were 574 paid and registered members.

A major factor permitting this wide range of service programming in the settlement on a limited budget is attributable to the volunteer city-wide professional help, as well as to the volunteer and part-time paid service of the neighborhood residents in program development and operation. The people have been running a substantial part of the settlement actively with the strong encouragement and assistance of the permanent and volunteer professional staff. The importance of these past years of local participation is that today there is in this poor area a neighborhood service and welfare leadership. This leadership developed around and exists today in the context of the settlement.

In March, 1965, the Operating Committee and staff of the Neighborhood Center of the First English Lutheran Church undertook a long run review of the future of the settlement. It was clear that the current budget was inadequate to fulfill the growing welfare and service needs of the south east central area of Columbus which the Center had been serving. All program areas had to be expanded, and new services devised. Growing neighborhood need and desire for day care, health aid, legal services, pre-school education, assistance to the retarded, youth job training and placement, adult basic education and teen programming had to be confronted. At the same time, there was no prospect for increasing the budget from church sources for meeting these expanding needs of poverty. Nor could the church be certain that the anticipated programs of the Columbus Metropolitan Area Community Action Organization could meet all of the expanding needs in the neighborhood with the sensitivity and flexibility needed for intensely local creativity and participation. It was clear the Neighborhood Center had to continue and grow, notwithstanding other welcomed social service and welfare developments in the city.

At this point, the Center took the position of seeking funding support from the Columbus United Community Council, for the expansion of its operating budget. The response of the United Community Council was negative. The argument was that the limited funds of the Columbus Federation of Settlements would necessitate the transfer of responsibility for the services of the Neighborhood Center to a United Appeal agency recently displaced by urban renewal and relocated near, yet outside of the area served, instead of funding another agency. At the same time, the Council made it clear that their rejection of the proposal did not reflect a negative judgment of the quality of Neighborhood Center activities, due to the physical distance and particularly due to the practical and necessary introduction of general rules and regulations.

This inability to obtain additional funds through community organization channels made it clear to the Neighborhood Center that metropolitan funds were inadequate to meet neighborhood needs and that the Center remained the best prospect for serving these needs. It was necessary to explore new directions of settlement development and funding, in order to continue the life of the neighborhood settlement and promote its new institutional growth.

The Neighborhood Foundation Project for self-governing settlement was the plan of action decided. It has been since pursued.

The major principle which directed this current development was the judgment of the Center's staff and operating committee that whatever the approach taken towards the continued growth of the settlement, it would have to advance and fulfill one principle: Namely, the settlement growth must rest on enlarged and reinforced participation of the neighborhood residents in the development and operation of social service and welfare programs; and that growth must assume legal and self-governing form. It was considered important to more strongly and completely identify the settlement agency with the total neighborhood community, as the social unit it served. The strengthening of the participation principle had to move in the direction of the people's actual legal decision on service program development and management, above and beyond their past informal assistance in program operation. In short, how could the settlement develop in the direction of its actual control and government by the neighborhood people? How could the Neighborhood Center become a self-governing settlement?

This direction of the self-determining service principle rested on firm experience. The major element of programming success over the years related more to the fact of neighborhood participation in program development and operation, than to the excellence of professional social planning and control. The future direction of settlement growth would have to be based on neighborhood decisions on how the settlement maximally could reflect the people's needs, as expressed by them in discussion and as decided by them through a neighborhood corporate structure of democratic self-government. It was contemplated that service programs arising on this self-determining basis would be different in character and value than programs derived from professional decision and control. It was felt that this difference could be evidenced in new indices of program success, and that this experiment in program difference was worth pursuing and putting to the test. This principle is the basis of our demonstration proposal to the Office of Economic Opportunity.

In exploring this direction of settlement development in April, it became clear to the church that in order to fully examine the kind of service programs that could come out of self-determination by the people, and the implications of such difference for the future of the settlement, it was incumbent on the church to legally transfer the control of the agency to the neighborhood it serves and initiate a corporate development in the neighborhood to receive and govern the settlement. The strategy of this development was conceived to involve three stages,

first, the church had to transfer the agency to the neighborhood community. Second, the neighborhood community had to be corporatively organized on a direct membership constituent basis to receive, govern and administer the settlement; and finally, the self-governing structure of the neighborhood foundation had to be funded with sufficient resources to develop and finance their own conceived and decided social service programs.

These three stages represent the organizational efforts that have taken place over the past five months, and bring us to the present time of proposal for a demonstration grant from the Office of Economic Opportunity to fund the self-governing structure of the Neighborhood Foundation, named the East Central Citizens Organization (ECCO). In the course of this project to date, considerable personal and institutional support has been developed and stands as a strong foundation of available resources for future service program development and funding from community service institutions and agencies, metropolitan and national. A review of these organization developments in the project to date will be helpful to introduce the basis for the demonstration grant being sought from the Office of Economic Opportunity.

A. The first stage of development, beginning in April, involved discussions between the Neighborhood Center staff, the Church Pastor, Leopold Bernhard and Assistant Pastor, Milo Billman, members of the Operating Committee Center, neighborhood residents and leaders, and Milton Kotler of the Institute for Policy Studies, Washington, D. C. It was out of this group discussion that the course of neighborhood foundation development emerged. The strategy involved two initial steps. First, it was necessary to gain the interest and approval of the church council and board of the Neighborhood Center to transfer the settlement agency to an incorporated Neighborhood Foundation. At the same time, discussions on this development for the settlement were held with a larger number of people in the neighborhood to see if they were interested in receiving the settlement for their own government and administration.

Both of these early inquiries produced an affirmative response. The Church Council passed enabling resolutions approving the project development and resolving to transfer the agency to the neighborhood people in the proper course of the community organizing and charter development. In short, the Church Council committed itself to getting out the neighborhood social service business, and to turn its settlement agency over to the people for their own control, government, and administration. In the process of this decision, strong personal commitment for the development came from particular church members in the city's professional, business and civic leadership.

Concurrent with the Church Council action, the Operating Committee of the Neighborhood Center, which has served as its board, composed of five church members, five social service professionals, and five neighborhood residents, endorsed the neighborhood foundation development for self-governing settlement and favored the transfer of agency control to an elected neighborhood board. Today, this operating committee, with five additional resident members selected from the four component neighborhood clubs in the foundation area, comprise the interim Executive Council of the Neighborhood Foundation, pending elections of the new Executive Council from the Neighborhood Membership Assembly. The church professional, and resident members of this Operating Committee have been very helpful resources in the past months in furthering the community organizing efforts, as well as in gaining citywide civic, professional and business support.

At the same time that the Church Council and Operating Committee were consulted, the people of the neighborhood, independently as well as through the four existing neighborhood clubs in the foundation area, were contacted for their views and interest in the project. Through a series of near 100 house meetings, neighborhood club meetings, and personal conversations, the residents expressed overwhelming support for the project, and offered their time and effort in organizing the Neighborhood Foundation. The four neighborhood clubs in the settlement area-- the Blackburn, the First Neighborhood, Clover Lead, and Wilson clubs--voted support and membership in the Foundation. Beyond this supporting decision and neighborhood resident organizing effort, neighborhood people began meeting in a regular project council to review the developing charter as well as plan organization strategy. This group, now meeting regularly, numbers about forty residents.

B. With the endorsement and organizing effort of the residents, as well as the affirmative resolution of the Church Council and the Operating Committee, the project development entered a second stage of legal charter construction and its circulating neighborhood review and revision, in order to build a firmly based democratic constitution of direct resident membership which would enable the neighborhood community to receive the settlement and to divide and manage its self-determined service programs with professional advice of their own choosing.

There were numerous aspects of this chartering stage once church and neighborhood commitment was affirmed: (1) funding for the initial project development; (2) legal assistance for the charter development; (3) interest and support of the

Federal government and the Office of Economic Opportunity in the merits of this approach to the participation of local residents of a poor area in the development of their own self-determined programs of social service and neighborhood welfare; (4) cooperation of the Columbus Metropolitan Community Action Organization in the project development; (5) support from the Columbus civic and business leadership; (6) the understanding and good will of the Metropolitan Community Organization; (7) local and Federal agency interest in direct program funding and technical assistance to the Foundation; (8) national and community foundation support; (9) the interest of the national social work professional structures and social work education leadership; and above all; (10) community organizing for enlarging local support of the Foundation by a project leadership council, composed of neighborhood club officers and other committed residents. They would play an important role in the review and revision of the charter development, membership organization, as well as the initiation of a community dialogue on the kinds of services needed in the neighborhood and the ways they should be set up. This began an ongoing indigenous community effort which continues today in building the foundation and promoting social service education in the neighborhood.

The following discussion reviews the developments of this second stage of the project and the enlarging circles of support from different sectors of society which have grown over the past five months. Its review leads us to the current stage of project development, namely, the submission of this grant proposal to the Office of Economic Opportunity to support the realization and advancement of the self-governing service structure of the Neighborhood Foundation.

1. A research and development proposal for the neighborhood foundation project was prepared by Milton Kotler, Institute for Policy Studies, Washington, D. C. Pastor Leopold Bernhard, of the First English Lutheran Church, submitted this proposed budget to the Lutheran Church of America, requesting necessary funds to initiate the project.

Concurrently, other project development funding support was sought. The Stern Family Fund gave a grant of \$3,000 for the project. The National Council of Churches was helpful in bringing in an additional \$3,000 for support from the Columbus, Ohio Area Council of Churches.

2. Robert Herzstein of the law firm of Arnold, Fortas, and Porter, Washington, D. C. volunteered his services to draft the Neighborhood Foundation charter. He further enlisted

the service of George Coburn, of Vom Bauer, Beresford and Coburn, Washington, D. C. in this task. Together with the drafting assistance of John Stein of George Washington University Law School, the charter development proceeded.

At each stage of charter development, the draft went back to Columbus for discussion and review. The Project Leadership Council, the Operating Committee of the Center, Pastors Bernhard and Billman, the Center staff, Mr. Kotler and Andrew White of Knepper, White, Richards and Miller, Columbus, participated in this ongoing charter review and revision. The attached final and approved Articles of Incorporation represents the successful outcome of this circulating process. Mr. White is acting agent for the corporation while Mr. Herzstein has applied for tax-exemption for the corporation from the Internal Revenue Service. A draft of the By-Laws of the East Central Citizens Organization is also attached. The attorneys are continuing to assist the Neighborhood Leadership Council and interim Executive Council of ECCO in this by-law development.

The signing of the final Articles occurred on August 16 and was recorded and approved by the State of Ohio on September 7, 1965. The signatories represent the existing Operating Committee of the Neighborhood Center as well as five additional local residents, representing the elected leadership of the four constituent neighborhood clubs. This Executive Council will serve as the government of the foundation until elections of a new Executive Council from the Foundation membership, which will take place three months after the grant is awarded from the Office of Economic Opportunity.

3. The Office of Economic Opportunity in Washington, D. C., was informed of this development in its early stages. Interest was expressed from the Program Development Staff of the Community Act Program with a view of the Neighborhood Foundation Charter development a hopeful new approach to the resident participation of the poor in anti-poverty program development.

Since June, Mr. Kotler has continued his discussions with OEO staff members and has gained helpful advice in the preparation of this demonstration proposal for funding the operation of the Neighborhood Foundation governing structure.

4. An important factor for the success of this demonstration project will be the cooperation of the Metropolitan Area Columbus Community Organization. Although this proposal seeks a direct demonstration grant under the Title II, Section 207 of the Economic Opportunity Act, endorsement of this project development by the

Columbus CAP would be helpful for several reasons. First, while the cost of the governing structure of the foundation will be funded from Washington, the Foundation will be seeking funds from Columbus CAP, among other sources, for the self-determined programs it develops. Endorsement of the project will favor cooperative proposal consideration and support in program funding to the Foundation from that organization. Second, endorsement by the Columbus CAP of the Neighborhood Foundation project would favor adequate testing of the self-determining principle advanced in this demonstration. The principle for which the demonstration grant will be awarded is that anti-poverty programs of service and economic opportunity when developed, decided on, and managed by the people themselves, legally incorporated to so act, and directly funded for that purpose, will be different from the service programs developed by professional organization and decision, either under a CAP model or traditional settlement house concept. The cooperation of the Metropolitan Area Columbus Community Organization to make available a comparable CAP area for testing differences in professional and self-determining program decision and management would favor good evaluation of this demonstration principle.

Currently constructive efforts are under way to gain this interest and agreement from the Columbus CAP. A petition to this effect has been prepared in the neighborhood--notifying the CMAAO of neighborhood membership in ECCO and their interest in CAP endorsement of this project. 1,000 members have already signed. At the same time, Mr. Kotler, Pastor Bernhard and others are developing support for the Columbus CAP agreement from friends of the foundation in the Columbus civic leadership who strongly support the approach of self-governing service. With these efforts on both fronts, as well as continuing discussion of the project with Columbus CAP staff, it is hoped agreement will be reached.

5. This brings us to the good understanding and wide interest in the Neighborhood Foundation project by civic, church and business leaders in Columbus. Discussions began in July and have since grown into strong support for this church and community initiative in self-help service organization among the poor. Some reasons for this civic interest include the chance this project provides for the people to decide what services they need and develop them along real lines. It is a way to put social service on the marketplace. Further, it presents the possibility of a direct working relationship and dialogue between rich and poor on the ECCO Advisory Board composed of civic leaders and elected neighborhood residents, as well as between the Executive Council and its Advisory Board. The circle of civic support is growing each week, and has resulted in real assistance.

Pastor Bernhard and Mr. Kotler have met with the Board presidents of Columbus settlement house agencies; the Board presidents of the United Community Council and Columbus Federation of Settlements; with the Chamber of Commerce and business leaders in the community representing major financial, retail, and insurance enterprises which long have been active in improving community welfare. From these meetings there has grown a general expression of support for the project and a keen interest in seeing what direction the Neighborhood Foundation holds for future developments in community organization. This civic support is an important source for Executive Council development of an ECCO Advisory Board.

Considerable assistance has come from the Columbus Area Council of Churches, which funded part of the initial development grant, though local denominational contribution. There is continuing observation of the project by local and national ministry and a growing dialogue on project implications for church social action strategy.

6. At the present stage of project development, strong attention is being given to the community organization and professional service structure of the city. Now that neighborhood support is at a high level, and good understanding and favor have developed among civic leaders, discussion with the officers of the United Community Council, the Federation of Settlements of Columbus, and the Columbus Metropolitan Area Community Action Organization (CMACAO), will prove more effective. At the current level of project development, with neighborhood strength, civic support, the positive interest of the Office of Economic Opportunity, the enlarging involvement of the National Council of Churches and national foundations, the interest of national settlement leaders like Margaret Berry, as well as leaders in social work education, like Dr. Alfred Kahn, New York University School of Social Work, constructive discussion can be held with the Columbus Community Organization structure and agencies.

The project staff has met with Ralph Pidcock, Director of the Columbus Community Action Program, and Homer Bishop, Director of the Columbus Federation of Settlements. The discussions have been constructive and point to a likelihood of endorsement of this project by the Metropolitan Area Community Action Organization. Continuing discussion will be held to further strengthen cooperation, aiming toward their positive program development and funding assistance to the elected Executive Council of ECCO.

7. In this connection, growing national and metropolitan public and private social agency interest in the ECCO development

in Columbus is laying a good resource foundation for professional assistance and program funding support for ECCO programs. Efforts have been made in Columbus to explore cooperative training and evaluation roles for local agencies in ECCO self-determined program development. The present interest of the Columbus Council of Retarded Children, the Department of Public Health, as well as Ohio State University in subprofessional training contracts under ECCO funded programs represents an important resource to the Neighborhood Foundation in deciding which way to move in the program field.

At the same time, Federal government program funding support for self-governing ECCO program developments have been discussed by the project staff with agencies and departments in the fields of housing, small business development, job training, crime and delinquency prevention, education, etc. Direct grants from these agencies to ECCO could provide for training sub-contracts to appropriate local service agencies. The interest of this aspect of project activity has been to introduce Federal agencies and departments to the Neighborhood Foundation concept of self-governing service and pave the way for future program application.

8. Discussions have begun with national foundations in the community action field to develop a grant for free funds to the East Central Citizens Organization for service program use. Such a program "kitty" could provide the Foundation with a reserve for service programs not otherwise fundable through Federal or local welfare funding and social planning structures. It will permit a fuller examination of the self-determining program principle of the demonstration.

Discussion will also proceed with leaders in the Metropolitan Community Foundation field to explore the problem of capital development for neighborhood foundations. How can neighborhood foundations develop their own endowments in order to cover the costs of self-governing administration? Can the metropolitan community foundations of our cities assist the neighborhood foundations in their financial development and management? The Columbus Foundation could be of great assistance to ECCO in making available its organizational capacities and professional skills to ECCO for effective financial management and capital development. This could lay a financial basis for the support of the ECCO structure after the grant period of the demonstration.

9. At the national service profession level, there has been discussion about the implications of the Neighborhood Foundation for the future of the private settlement house agency. The self-governing settlement could be a new direction of the agency,

recapturing its earlier spirit as a social movement. The settlement house has often become too professional and building-bound, and has lost much of its identification with the neighborhood as a social community, as well as with the poor as a social unit in the community. Settlement services may have become too individual. The case and group work emphasis has proceeded so far that the concept of neighborhood community as a unit of social behavior has receded. Since the neighborhood as a community no longer centers in the settlement, the settlement has lost much of its old excitement as a place of community action and self-help. Correspondingly, its funding has fallen behind the primary attention to new kinds of metropolitan wide specialized service agencies. It has become less central than in the past to the imagination and support of private donors. The self-governing settlement as a structure of neighborhood service might recapture this image of social movement and the sense of neighborhood self-help in new constructive social action.

Further, professional management of settlements has tended to separate the settlement boards from the neighborhood people. The Advisory Board concept of the Neighborhood Foundation, a civic group working directly with the elected Executive Council, can recapture that relationship and dialogue of rich and poor.

To the extent that settlement professionals have been hired by the boards instead of by the people of the neighborhood served, the staff has developed a suburban, rather than local neighborhood constituency. The elective foundation of professional staff in the self-governing regains the popular constituency for the Social Work profession, as well as the maximum involvement of the neighborhood people in service program decision and utilization.

The East Central Citizens Organization (ECCO), a neighborhood foundation for self-governing settlement, holds an exciting direction for the social work profession. With further self-governing developments around the country and their new possibilities of leadership and real service by the people and for the people, the profession can gain a new breed of personnel, such as Peace Corps returnees and the talented organizers from the Civil Rights and Community Action movements. At the same time, the Foundation can give new life and possibility to the settlement agency, where self-governing neighborhood and social agency are one. Margaret Barry, Director of the National Federation of Settlements, has expressed strong interest in this Columbus project, and a Federation interest in actively associating in the project wherever its services might be useful.

Mr. Kotler and Dr. Alfred Kahn, of the New York University School of Social Work, are discussing the implications of the Neighborhood Foundation for new departures in Social Work education. Dr. Kahn is Chairman of the Advisory Council of a new community organization curriculum development, funded by the Presidents' Committee on Juvenile Delinquency. Promising possibilities are ahead for updating the concept and dimensions of Social Work education to furnish the wide-ranging knowledge required for professional assistance to neighborhood self-governing communities of service. The Neighborhood Foundation development, in its conception of democratizing social service, can catalyze this direction of curriculum change in Social Work education.

It is expected that this involvement of the National Federation of Settlements, as well as support of leaders in Social Work education, will favor further local support in Columbus from professional community organization structure and the Columbus CAP, and help assure effective cooperation.

10. At the neighborhood level, resident effort and understanding have grown rapidly since April. The neighborhood clubs have voted membership in the Foundation. The Project Leadership Council grows in number at each week's Council meetings. And of great importance, the men are showing up and taking helm of organization leadership. There have been neighborhood club picnics and membership assemblies on problems of the neighborhood and what the foundation can do to solve them. On August 29, a celebration of the Charter was held, organized by the people with 300 membership signatures gained that day. Each week the residents continue their organization drive. Each week their hopes and ideas of the self-governing settlement grow into greater reality.

The First English Lutheran Church of Columbus has initiated the promise of a self-governing community service. This issue of church and community in this neighborhood area of Columbus has, over the past months, grown into an exciting reality and major endeavor in community organization in urban life.

The people are excited by the chance of legally deciding what meets their needs and governing a legitimate institution of social service for that purpose. The civic leadership of Columbus is sincerely committed to self-government and putting service on the market place by letting the people of poverty who need service decide what that service should be. Leaders in the Social Work profession see new life for the settlement agency and a new breed

of Social Work professional working for the corporate neighborhood community, as a legal entity, to assist their expression and decision of service needs. The metropolitan community foundations see possibilities of financial relationship for service development directly to the people incorporated as a self-governing service agency. We hope that the Office of Economic Opportunity will look with interest to this project as a new model of democratic involvement and real program development of what the poor really need, decided by the people with their own choice of professional assistance.

This church and community initiative toward the self-governing settlement has united many elements of the community---neighborhood, citywide, and national, in a new social mission. The courage of the church in transferring its legitimate institution of service to the neighborhood, as their own corporate, self-governing organization, points to an exciting path for a future strategy of community action, which can bring together the dynamic forces of social change in the positive task of building new self-governing communities of service in urban society, new politics of service, new "ward republics."

Of what interest is urban physical planning? To the real world, there is too little beauty in the city landscape to inspire its further imagination. To the practical government, urban problems of density, congestion and transportation, etc., cannot be solved by abstract conception. Solutions must be perceived by principles of political action. The planner's abstract solution cannot even inform practice, because they refer to the model city of his mind rather than the real city of his life. For only the real city have a historical base around the city of his mind; hence, his conceptions lack any realistic appeal.

The urban planner in his profession builds piecemeal or grand designs only to be frustrated when his pieces are added by cheap principles or when his whole canvas is proclaimed an utopia, then cartoned and shelved. His creative spirit is lapped by false commissions to draw a dress image, which only satisfied the city fathers who are content to praise their forward vision. They know full well who owns the landscape and for what financial gain. Creativity is debased because it is not commissioned by those who hold the real political power.

Presentation to IPE Congressional Assistance Seminar on Urban Urban Development, Washington, D. C., May 1966.

Current Urban Planning is held to be technical, but real technique rests on the power of purposeful action. Making this urban planning is not technical but academic.