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WILKES-BARRE, PENNSYLVANIA



WILKES COLLEGE

*The Luzerne County News-letter*

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VOL. XVI, NO. 1 WILKES COLLEGE, WILKES-BARRE, PA., JANUARY 15, 1967

SHORT COURSES -- SPRING SEMESTER

Once again the Institute of Regional Affairs will provide non-credit, non-degree educational opportunities for elected and appointed officials. They are presented in cooperation with the Public Service Institute, Department of Public Instruction, Commonwealth of Pennsylvania. Instruction by the Institute staff is supplemented by guest lecturers.

During the Spring Semester, the following courses will be presented: Fundamentals of Fire Fighting -- A course designed for those firemen who wish to qualify as instructors of the fundamentals of fire fighting; Report Writing -- A course which acquaints the police officer with the purposes, values, and principles of basic police reports; Light Duty Rescue -- A course to provide training for individuals who will become members of a Rescue Squad; Radiological Monitors -- A course for the training of radiological monitors for fixed stations and shelters; Ground Fire Attack -- A course designed to train firemen to fight fires on the ground, such as forest fires, grass fires, oil fires, etc.; Control Center Operations -- A course on instructions for operating a Civil Defense Control Center; Medical Self-Help -- A course for adults which includes training for the resident to enable him to perform medical self-help functions in an emergency when a doctor is not available; Auxiliary Police -- A course designed to train those who will assist in police duties whenever necessary, such as traffic control or security control.

SINGLE TAX COLLECTION

So much opposition has developed to the wage tax that it would be a pity, now that the tax is here to stay, if its benefits were lost because of inefficient and unequal collection.

Raymond Carmon, Director of the Central Division, Pennsylvania Economy League, has proposed a remedy. He has urged all commu-



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nities in Wyoming Valley that have adopted the tax also adopt the same tax collector as is being used by Wilkes-Barre City. As Mr. Carmon said, it is an unusual move for the Economy League to make. But its recommendation is based on the League's primary function - to aid and advocate local government programs that result in the greatest possible service for every dollar spent. And in this sense, we can be grateful for the leadership the League is providing.

The truth is that the effectiveness, not to mention the economy, of using one collection agency is so obvious that it was in danger of being overlooked. There are serious difficulties facing the taxing bodies in collection of the wage tax. Foremost of these is that so many eligible taxpayers live in one community and work in another that without a single tax collector the job of collection becomes almost impossible. The danger is that many communities face the likelihood of either failing to collect their share, or of spending too much money to collect its tax.

It appears equally obvious that a similar consolidation of all tax billing and collection for all taxing bodies in the county into a single office would result in a substantial savings in the cost of local government. Adoption of a single collector for the wage tax should be a first step, in that direction.

WBRE-TV EDITORIAL reprint

#### YONKERS PLANS COLLEGE TRAINING FOR POLICEMEN

The City of Yonkers has established a new program to train qualified high school graduates as police officers, the Yonkers Herald Statesman reports. The newspaper said that:

-To qualify for career appointment as a police officer, each trainee will be required to earn a two-year associate degree in police science at Westchester Community College while working part-time in the Yonkers Police Department.

-The trainees - who will be designated Police Cadets - will be paid an annual salary of \$2,000.

-Cadets who complete their training will be eligible for appointment as police officers when they reach the age of 21. They will then be expected to complete the state's Basic Training Course for municipal police recruits, which is administered by the Division of Municipal Police Training of the Office for Local Government.

-Fifteen Police Cadets will be appointed each year. Appointees must be not less than 18 1/2 years of age by October 1 of the year of

their appointment, or more than 21 years of age by the date of the written examination. They must be high school graduates or holders of equivalency diplomas.

-Cadets must pass written and qualifying medical tests and a physical agility test. A psychological or psychiatric exam may be given prior to certification from an eligible list.

-The cadets will perform a variety of administrative and other non-enforcement duties in the Yonkers police department while completing the associate degree in police science program.

#### THE ROLE OF BUSINESSMEN IN URBAN REVITALIZATION

Although there is unanimous agreement that the United States faces a severe urban crisis, the majority of our cities either limp along with a do-nothing policy or at best get a meaningless surface cosmetic treatment. The reason for this bungling approach, to put it bluntly, is the lethargy of the American businessman. In an area of complex and vital self-interest, it appears that free enterprise is proving itself neither free nor enterprising, but timid, passive, and defeatist. With few exceptions, it has been government that has taken the initiative in urban revitalization.

Now that government has opened the door, the public should demand that all attributes associated with free enterprise - daring, imagination, creativity, the willingness to take risks - come to the forefront to push the slow bureaucratic process into speedier action. In the framework of a free democratic society the task of revitalizing our cities can be accomplished only by the bold efforts and intimate partnership of both government and free enterprise.

The few experiences with government-business partnership for urban revitalization suggest the following guiding principles for free enterprise: (1) Business must take the lead, for the businessman has most to gain from urban renewal. (2) The presence of influential business figures on revitalization committees blocks opposition from less influential sources. (3) Financial support provided by businessmen multiplies the effects which government revitalization efforts can achieve. (4) Businessmen must realize that flowerpots are not enough; simple city beautification measures, as opposed to full-scale revitalization, are about as effective as treatment of cancer by aspirin. (5) Above all, businessmen must work hand-in-hand with government officials. Neither should attempt to go-it-alone.

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#### ORDINANCE SETS POST-ENTRY TRAINING PAY

A post-entry training ordinance for city employees was recently adopted by Tacoma, Washington, city officials. The ordinance spells out pay and compensation for employees engaged in both on-the-job and off-the-job training programs and establishes a formal training program to be operated under the city's personnel development program.

The program will be administered by three committees on municipal training, public utilities, and general government training. The overall program is coordinated by the director of personnel who acts as the Municipal Training Director. The ordinance gives the director the authority to: (1) Contract with universities, colleges, other educational institutions, organizations and individuals for special training courses, either on a part-time or a full-time basis for fixed periods not to exceed 12 months for eligible employees under the training program. (2) Use municipal personnel and municipally-owned or controlled property, equipment, materials, and facilities. (3) Contract with other public jurisdictions for the joint staffing, participation in, and use of training facilities and programs.

The ordinance specifies that employee attendance at on-the-job training sessions is considered attendance at work. Attendance at off-the-job training requiring absence from work is considered as attendance at work in accordance with the training program and implementing administrative procedures.

Under the ordinance, leaves of absence with or without pay can be granted for off-the-job training. The city will also pay travel, subsistence, and other expenses in programs of two or more months duration. Employees pay the cost of tuition and other expenses for off-the job training and are reimbursed after successfully completing the course.

#### THOUGHT FOR TODAY

A man doesn't hold a grudge as long as a woman holds one - he keeps replacing it with new ones.

#### PUBLICATION

This News-letter, published monthly as a community service, originated in the Institute of Regional Affairs of Wilkes College. Notes and inquiries may be addressed to Dr. Hugo V. Mailey, Institute of Regional Affairs, Wilkes College, Wilkes-Barre, Pennsylvania.

## *The Luzerne County News-letter*

WILKES COLLEGE  
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VOL. 8, NO. 2 WILKES COLLEGE, WILKES-BARRE, PA., FEBRUARY 15, 1967

#### 1967 SERVICE AWARDS

Every year at the Annual May Dinner the Institute of Regional Affairs presents Service Awards to those local officials who have contributed untiringly over a long number of years in the service of their respective governments. The Institute will offer these awards again this year in May at the Fifteenth Annual Dinner.

Included in those eligible for the Awards are school board members and secretaries, police, firemen, councilmen, mayors, solicitors, engineers, planning and zoning commissioners and township supervisors. Would you kindly send me the name of the recipient who is deserving of this Award. Kindly remember that these Awards are given as an expression of appreciation for ability, wide experience, and untiring efforts as an outstanding public servant over many years.

#### HOME RULE

July first will have special significance this year for local governments. On that date, the Pennsylvania Sewage Facilities Act, embodying the principle of "Home Rule" becomes effective. Local Governments that have ignored the problem of sewage collection and treatment will receive first and heaviest responsibility for pollution control.

The Act is aimed at preventing further aggravation of an especially serious threat to public health. Much of our suburban development has occurred in areas where there are no sewage collection or treatment systems and where the soil is incapable of handling "on-lot" or sump disposal in any quantity, let alone in the volume that "urban sprawl" is generating. The result is a seepage of raw sewage to the surface and, underground, the silent contamination of our water table, streams and wells. Virtually every area of Northeastern Pennsylvania has an example of this problem, but it threatens to become especially acute in the Mountaintop and Back Mountain areas of Wyoming Valley.



Under terms of the Act, local governments will have the prime responsibility for regulating industrial and residential development to provide sewage systems. They can require developers to make collection and treatment systems part of every project. And certainly, the local governments must prepare to establish such systems for homes and industry that now exist.

Obviously, this should be a winter of planning and preparation for the implementation that must begin July first. It is a task that has been delayed too long. But it also is an absolute necessary foundation for solid, long-range growth of the region.

WBRE-TV EDITORIAL reprint

#### ELECTRIC TYPEWRITERS vs. MANUAL TYPEWRITERS

Public purchasing executives will find of interest the following concise analysis of this subject made recently by President Rexford G. Wessells of NIGP, procurement Officer of the District of Columbia in a letter to City Purchasing Agent John F. Ward of Chicago:

"Several years ago we went quite thoroughly into the matter of electric typewriters vs. manual typewriters. We came to the following conclusions: (1) Maintenance costs on electric typewriters are approximately 20 times the average maintenance costs on manual typewriters. The actual costs involved were an average of \$20 per year per electric typewriter as compared with an average of \$1 per year per manual typewriter. (2) The life expectancy of an electric typewriter is approximately the same as a manual typewriter if they are used by full-time typists or stenographic personnel. Where typewriters receive less than three or four hours use a day, the manual typewriter generally has a longer life expectancy. (3) Based on effective use of a machine for seven years --- which is we find, about par for typists, secretaries, and stenographic personnel --- the annual cost per typewriter is not great. The electric typewriter has a higher trade-in value or sale value than the manual typewriter. (4) We find that an employee's productivity is increased by use of the electric typewriter, both from the standpoint of more rapid typing and the fact that it is less tiring.

"Since all costs in connection with a typewriter --- including both original purchase price and maintenance costs --- are a small fraction of the investment in the employee who uses it, we definitely favor the use of electric typewriters over manual typewriters where the employee is qualified as a typist, stenographer, or secretary and spends a substantial portion of her workday using the machine. Accordingly, the only standards we have for buying typewriters are the following:

Typewriters --- Executive Type: Executive Type electric typewriters (Those with proportional spacing) are permissible for purchase from public funds only when they are for use in preparing materials for duplication, and the requisition so states.

Typewriters --- Electric: Electric typewriters are permissible for purchase for full time stenographers and typists when the duties of the person to use the typewriter will require typing at least three hours per day, or in multiple copy work (five or more copies) or for typing material for reproduction.

Typewriter Maintenance and Repairs: Electric typewriter service agreements should be ordered only when the typewriters are in heavy duty service or when maintenance cost records indicate that it would be less costly to contract for these services than to purchase repairs as needed under existing District contracts.

Typewriters --- Portable: Portable typewriters cannot be requisitioned at District expense unless completely justified on the face of the requisition.

"I doubt that you would be involved so much in purchase of typewriters for use in classes of public schools; however, in case you are, we do not buy any electric typewriters for this purpose. Our policy in this case is predicated on cost plus the fact that for instructional purposes the manual typewriter, in our opinion, is just as effective as the electric typewriter."

#### TRANSPORTATION PICTURE STILL VAGUE

Well, Washington has managed to scramble the transportation picture again. The recently enacted legislation setting up a cabinet-level Department of Transportation falls far short of a meaningful accomplishment. While some consolidation of minor transportation functions may be accomplished by this action, what was not set up remains as the stumbling block to solving many, many transportation problems.

For, the real problem does not lie in coordinating such diverse functions as air travel, highways and Coast Guard operations. It lies primarily in the conflict between rail transit and roadways.

As long as these two important facets of the transportation picture are kept artificially separated we will not be able to fully exploit the concept of integrated, comprehensive and continuing transportation programming.



The highway-oriented Bureau of Public Roads, now in the newly created Dept. of Transportation, is still in the driver's seat with respect to the allocation of funds for highways. Also, the rail transit interest is still tucked safely away under the protective wing of the planner-oriented Department of Housing and Urban Development.

Thus, despite all the huffing and puffing during the past year, nothing of real importance has been done to really come to grips with the dog-fight between these two important aspects of the transportation field.

And, if this was not bad enough -- the Congress of the United States has staked out for itself the task of reviewing and passing on the "standards and criteria" to be set up by the new department with respect to apportioning Federal Aid.

So, we now face a continued split in transportation responsibility and at the same time must deal with a many-headed Congress on Federal Aid programs. It is hard enough to get small, interested and authoritative groups pinned down to setting and accepting "standards." It is really going to be interesting to see how our non-expert Congressmen work this one out.

Viewpoints of "Rural and Urban Roads"

#### ANNIVERSARIES

Four Luzerne County municipalities, Nescopeck and Dallas Townships and the boroughs of Sugar Notch and Dupont, will observe important anniversary dates in 1967.

Nescopeck, one of the oldest townships in Luzerne County, was separated from Newport Township in 1792, 175 years ago; Dallas Township was formed from Kingston Township in 1817, 150 years ago.

#### THOUGHT FOR TODAY

It is better to give than to receive --- and also it's deductible.

#### PUBLICATION

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## *The Luzerne County News-letter*

VOL. XVI, NO. 3 WILKES COLLEGE, WILKES-BARRE, PA., MARCH 15, 1967

#### 1967 SERVICE AWARDS

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#### FINANCIAL ASSISTANCE FOR MUNICIPAL AUTHORITIES

The Commonwealth of Pennsylvania extends financial assistance to municipal authorities of the state for certain programs undertaken by them.

The State Department of Health in accordance with provisions of Act 537 of 1965 (section 6), effective July 1, 1967, is authorized to administer grants to municipal authorities as well as to counties and municipalities to assist them in preparing official plans for sewerage systems, and for carrying out surveys, studies, and research to implement such plans. Such funds shall be made from funds appropriated by the General Assembly for this purpose and shall equal one-half of the cost of preparing such plans. Such grants shall not be withheld from any local unit which complies with the terms of this act. The costs shall be exclusive of those reimbursed or paid by grants from the Federal government.



By legislation passed in 1965 provision was made for the annual payment of two per cent of the eligible costs. On or about November 1 of each year, application forms and instructions are mailed to prospective applicants. Costs shown on the application must have been paid and the facilities placed in operation prior to December 31 of the year preceding the one in which the payment is to be made. Applications should be submitted to the Secretary of Health, Commonwealth of Pennsylvania, Harrisburg, Pa. Information concerning the administration of this program may be obtained from Mrs. Leona Mack, Division of Sanitary Engineering, Pennsylvania Department of Health, P. O. Box 90, Harrisburg, Pa.

By Act of 1947 P. L. 422 the Department of Forests and Waters is authorized to enter into contracts and other agreements with political subdivisions including municipal authorities and other agencies for cooperation and assistance in planning, constructing and financing works concerned with stream clearance.

The Community Facilities Act passed by the General Assembly and approved by Governor Scranton, January 25, 1966, provides for grants made directly to municipalities and municipal authorities for construction, rehabilitation, alteration, expansion, or improvement of water and sewage disposal facilities and access roads. The revenue for this program is derived from a tax of two per cent warged each day at the Meadows and Pocono Downs Race Tracks. The grants are restricted to boroughs and townships having a population of less than 10,000 per project. Under the terms of the Community Facilities Act a project must not be in conflict with programs of other departments of the Commonwealth, must be consistent with an existing development plan for the municipality, cannot be otherwise financed, must either strengthen the income producing capacity of the municipality or improve the health and safety of the community. Finally, it must be necessary to orderly community development.

#### AN EDUCATION PARK

The resources and demands created by consolidation for our school districts permit new approaches to education that otherwise would have been impossible.

One example is the plan of the Hazleton Area School District to center its development around a so-called educational park. Within a site of some 65 acres, a complex is planned that includes an academic high school, a vocational technical high school, an elementary school, recreation and parking areas and land left over for eventual construction of a sports stadium and supporting facilities. When completed, the park is expected to serve about three-thousand students.

Significantly, the proposed plan is not intended to replace the present high schools in Hazleton, West Hazleton and Freeland. Projected student population makes the proposed additional facilities necessary within three years. In effect, the Hazleton District will be able to test two basic approaches to school construction: the campus or educational park, and the neighborhood elementary and community-wise secondary school plan.

Hazleton's Educational Park Plan has a rocky road to go to before it becomes a reality. But it is a refreshing concept that should pump new vigor into the district's education program, and is one that gives other districts in the region an example with which to complete.

WBRE-TV EDITORIAL reprint

#### THE COUNTY AS A REGIONAL GOVERNMENT

The major local government problem of our time is adjusting our local democratic institutions to run-away technology, exploding populations and the expanding expectations of our citizens.

Our local governments are beginning to accommodate to technological change and are beginning to adjust to population increases. It is the rising expectations of our citizens that cause the greatest strain on local government institutions. Our adjustment to this challenge will be the decisive factor in determining the future role of local government in the United States.

A whole new class of Americans is just now coming to power. They are young, well educated and secure in their jobs. They are confident we can avoid major wars and recessions. These new Americans are more prone to apply the rules of study and analysis to controversial issues.

Our new Americans have a new set of values. They want healthy and beautiful surroundings. They want safe cars, drivers and highways. Our new Americans want civil rights and civil responsibility. They strongly support programs to cure poverty, mental illness and juvenile delinquency. They are university-oriented and believe increased culture, beauty and education to be prime national goal.

Above all, the new Americans are all action. They love results and not institutions. They demand clean water and air, and they could not care less whether these come as a result of federal, state, local or private action, or all four.



It is the realization that increasingly problems require solutions that is causing the new Americans to turn to their county or to a multi-county arrangement to solve problems.

The rate at which the new Americans are turning toward the county for solution to regional problems is amazing. Since 1957, for example, the number of county employees has increased 350,000 nationally. This increase in employees exceeds the population of each of the three smallest states.

In most urban and rural areas, the county offers the single best vehicle for the provision of regional services. Indeed, the county is the regional unit of government, designed to discharge basic governmental functions for the citizens of the entire county, whether they live in the cities, towns and villages or in the rural areas. These functions generally include county record-keeping, elections, administration of justice, education, law enforcement, penal administration, public welfare and property assessment and taxation.

The county is responding to regional pressures both within the county and outside the county. Within the county, the smaller sub-units are finding that they cannot respond to basic service needs and are increasingly turning to the county to assume functions that were previously municipal. These include services such as water supply and sewage disposal.

From outside the county, the federal government and, to a lesser extent, the states are urging regional response to federal and/or state-aided activities such as planning and highway transportation.

In coping with regional problems in both urban and rural areas, county offers five basic advantages: 1. Political accountability, 2. Broad tax base, 3. Economy of scale, 4. Area jurisdiction, 5. Closer ties with the state and federal governments.

#### THOUGHT FOR TODAY

The fool wanders, the wise man travels.

#### PUBLICATION

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# The Luzerne County News-letter

VOL. XV NO. 4 WILKES COLLEGE, WILKES-BARRE, PA., APRIL 15, 1967

#### 1967 SERVICE AWARDS

Every year at the Annual May Dinner the Institute of Regional Affairs presents Service Awards to those local officials who have contributed untiringly over a long number of years in the service of their respective governments. The Institute will offer these awards again this year in May at the Fifteenth Annual Dinner.

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#### WHAT MALAPPORTIONMENT?

So many reformers have talked about the over representation for pigs and cows that social scientists have undertaken to do some empirical investigation on the subject. Cities have complained that their problems have not been given proper attention in the state capitols because of the rural and conservative (meaning Republican) legislators.

Now come two political scientists from the University of Iowa - David Brady and Douglas Edmonds--to tell us in the March 1967 (Vol. 4, No. 4) issue of Transaction that legislative reapportionment may not be a panacea for the political problems of the cities. The reformer's case for reapportionment is still a good case, if he uses a philosophical argument rather than empirical evidence.

These two researchers have turned up some very interesting data when the badly apportioned states are compared to the well apportioned



states. Their conclusion is that none of the following specific state expenditures are related to malapportionment: teacher's salaries, per capita expenditures for local schools, percent state spending for schools, per capita expenditures for higher education, amount spent per pupil weekly unemployment compensation benefits, per person expenditures public welfare, percent state spending for public welfare, per person expenditures for health, percent state spending for health.

Now is there any relation, according to Brady and Edmonds, between malapportionment and the following socio-economic variables: per capita income in the state, percent of state population living in cities, percent of population with at least high school education.

One of the myths on malapportionment concerns the treatment that cities get at the hands of rural legislators. It is true that heavily populated counties are getting less than their fair share of state revenue. But the researchers go on to say that this situation is just as common in well apportioned states as in poorly apportioned ones.

Brady and Edmonds contend that malapportionment is the most significant way to explain policy outcomes, vis a vis - liberal and conservative. They found that there was no relation between malapportionment and the Kerr-Mills bill, right to work laws, and state income taxes. "The usual complaint of rural republican domination in malapportioned states simply does not hold up."

Pennsylvania's ranking on apportionment and expenditures is extracted from the complete state by state table in the article and presented below:

Apportionment rank, 9; the weekly employment benefits, 21; the annual teachers salaries, 22; per capita expenditures for local schools, 26; per capita expenditures for higher education, 49; expenditures per pupil, 17; per capita expenditures for public welfare, 26; per capita expenditures for health and hospitals, 32; child welfare visits per 10,000, 24; per capita expenditures for highways, 40; percent revenue from property tax, 29; percent revenue from sales tax, 14.

No other factor explains state policies than per capita income. It's the contention of the two Iowa political scientists that the states that have money spend it. Intangible factors such as the activity of pressure

groups, expertise of state administrators, legislative-executive relationship, constitutional limitations, and party discipline are also suggested as significant in formulating states policies.

The authors do not deny that gerrymandering may be a factor; they do suggest that a case for apportionment should stand on its own without using irrelevant arguments.

### TOURISM/RECREATION--THE SECOND MAJOR INDUSTRY

Marlowe W. Hartung, Jr.

Your over-all theme here at the conference is a "Critical Look Into The Future." So if we are honest with ourselves, we ought to be critical. And being critical brings me right down to this subject of studying human behavior. And I'm going to be talking now strictly about this human behavior as it relates to Tourism/Recreation, my assigned subject.

Today Tourism/Recreation is an infant. It's our second major industry but it's still an infant. Thus, it seems to follow that the beginners in this business are still struggling to come up with business-like sophisticated approaches to marketing their tourism/recreation facilities. This is so, right here in your own Northeast. Yet this does not need to be so!

It's easy to be planning in a correct marketing fashion. You start with the people you know are the vacationers or tourists you want.

One more thing to that proven success formula. Keep watching, keep records, keep comparing, keep evaluating, keep changing to meet the tastes and trends.

On the average, all except the tourism and recreational market, clients begin with the needs of the prospect in mind before the development or promotion begins.

In tourism and recreation, through Colorado, Wisconsin, and New England, we've seen--and here's where the critical part of your theme can come in--thousands of dollars being wasted because the area promotion or commercial resort hotel is aiming at customers they can't or shouldn't go after. They can't get 'em, or it's too costly to get 'em, or the offering can't equal the taste of the market.



And this brings me right down to your own Northeast area. As I look at a map of the Northeast, I would trace a border down from the New York State line just east of Williamsport as far south as Sunbury. Then I'd go eastward through Shenandoah and Jim Thorpe to the New Jersey State line.

Here in this blocked off section of Pennsylvania, I find part undeveloped but full of fantastically potent natural tourist and recreational development potential.

And then down here in the East, we've got the four county Pocono Mountain Vacation Bureau and some 267 member resort hotels and motels. And here, as has been the case in older resort parts of Colorado and New England, your Pocono resort hotels are shooting at the hardest marketing target to hit and bring down. And it is tough, and getting tougher, to show a buck of profit as a result.

Too many of the older resorts continue to think they can get and keep vacationers for a whole week, and keep them happy with the usual swimming pools, TV, air conditioning in every bedroom, good food, shuffle board, special night time entertainment. They can't do it!

Gentlemen, whether we like it or not, we older-timers, we had better learn that to swim above water in this tourism market, we've got to swing.

Remarks made at the  
1966 Annual Community Growth Conference

#### THOUGHTS FOR TODAY

A parent is a person who alibis for his oldest child and exaggerates about the youngest.

Traffic is so incredibly slow in some congested cities that if you want to hit a pedestrian you have to get out of your car.

#### PUBLICATION

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MAY 16 1967

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## *The Luzerne County News-letter*

VOL. XVI, NO. 5 WILKES COLLEGE, WILKES-BARRE, PA., MAY 15, 1967

### FIFTEENTH ANNUAL DINNER

The Fifteenth Annual Dinner for Award and Certificate winners will be held at the New Dormitory at Wilkes College on Wednesday, May 24, 1967, at 6:30 p. m. We expect to make this a gala occasion for local officials and local government employees in Northeastern Pennsylvania, particularly in Luzerne County. This Dinner really brings to a climax the year's activities in local government which the Institute of Regional Affairs has conducted.

The main speaker of the evening will be Mr. Fred Miller, Director of the Public Service Institute of the Department of Public Instruction. His topic will be "Training of Local Government Personnel". There have been many changes in the responsibility and role of municipalities in our expanding economy. This has been emphasized by the recent creation of the Department of Community Affairs. If local officials are to do their jobs, a knowledge of their jobs is important.

Every year at the Annual May Dinner the Institute of Regional Affairs presents Service Awards to those local officials and employees who have contributed untiringly over a long number of years in the service of their respective governments. The Institute will offer awards again to the following recipients: Ashley, Clarence L. Thomas; Bear Creek School District, Albert Nygren; Bear Creek Township, Rutter Elliott; Dennison Township School District, William H. Dixon; Exeter Borough, Chief Joseph B. Zavada; Fairview Township Board of Supervisors, John J. Dempsey; Forty Fort Borough, Walter W. Rickert; Hanover Township, John Butler and Floyd Turoski; Hazleton School District, Girard G. Stish; Nanticoke, Frank Mayewski and Stanley Ftorkowski; Pittston, Mayor Robert A. Loftus; Plymouth, George Davenport; Plymouth Borough, Sheldon Morgan; West Wyoming Borough, Clarence Coolbaugh; West Wyoming, Leonard Chesterfield; White Haven Borough, Charles Houck; White Haven School District, Mrs. William Reilly; Wilkes-Barre, William A. Murray, Agnes Kupstas and Con Salwoski; Wilkes-Barre



Township, Edward Zaledonis; Wright School District, Robert J. Gillman; Wright Township, William T. Williams

### PENNSYLVANIA SEWAGE FACILITIES ACT

The General Assembly of Pennsylvania, in 1965, passed Act No. 537, the Pennsylvania Sewage Facilities Act, which was signed into the law by the Governor of the Commonwealth. This Act states that: "Each municipality shall submit to the Department (Pennsylvania Department of Health), an officially adopted plan for sewerage systems serving areas within its jurisdiction, within such reasonable period, as the Department may prescribe, and shall from time to time submit revisions of such plan as may be necessary."

The Department of Health has prescribed July 1, 1967, as the date when such plans are due, and representatives of the Department have met with the Board of County Commissioners, and the County Planning Commission, to explain the provisions of Act 537, and to suggest how the 74 cities, townships and boroughs in Luzerne County may comply with the Act.

Among the recommendations of the Department, the most important one has been that the County Government accept the responsibility for preparing an official plan covering all 74 municipalities in the County. The Department feels that by approaching the problem in a County-wide Basis, sewage systems which ordinarily are not confined within municipal limits, can be planned more efficiently and more economically.

The County Planning Commission has discussed this recommendation at several meetings, with representatives of the Department of Health, and various County officers. The Planning Commission has passed a resolution recommending to the Board of County Commissioners that Act 537 be planned in Luzerne County on a County-wide basis, rather than on an individual municipal basis. The Board of County Commissioners has accepted this recommendation and concurs with it.

The planning requirements in Act 537 are very specific and clear. The Commission must survey all existing sewerage systems, and evaluate their potential for increasing services. The Commission must also determine the areas in the County where growth and development will be sufficient to support sanitary sewerage systems, within the next 10 years and for later periods, and in those areas it must prepare a plan which will show how the sewage should be collected,

where it can be treated, and how to dispose of the effluent. The areas of the County, where development in the next 10 years will not be of sufficient density to support the installation of sanitary systems, must be evaluated in terms of their capability to receive, support, and sustain the installation of on-lot sewage disposal systems. These three aspects must be combined and will constitute the County Plan for Sewage Facilities.

### THE NEW NORTHEAST

A new era is in the making for Northeast Pennsylvania--a nine-county area spreading from the Pocono Mountains through the former anthracite regions to the Susquehanna River.

In a period of two decades, the people of this area have demonstrated an amazing vitality and an ability to rise by their own bootstraps to produce one of the prime economic comebacks of the century. This citizen effort took many forms. Among the most effective have been the formation of industrial development organizations. These community and inter-community non-profit "corporations" have raised millions of dollars in the last two decades. Shell buildings have been built to allow quick tailoring to meet the individual needs of new industry - large and successful industrial parks have been created - 100 percent financing of new industry has been effected - labor recruited and trained and special courses instituted in area schools and colleges that are industry-oriented - and with the assistance of some \$40 million of loans from the Pennsylvania Industrial Development Authority, established in 1956, more than 168 industrial projects have been approved for the New Northeast Pennsylvania.

Significantly, unemployment in the New Northeast has dropped from 16% in the 1950's to 5% today. Also of importance, the people are increasingly looking to the future from a regional viewpoint. They see that what is good for any community in their Northeast is good for the whole Northeast. Disappearing is the wasteful inter-community competition which once characterized so much of the effort.

The counties comprising the New Northeast are Carbon, Lackawanna, Luzerne, Monroe, Pike, Schuylkill, Susquehanna, Wayne and Wyoming. These counties are linked together by geography, avenues of transportation and long-established patterns of social and economic behavior-- links further cemented by broad new potentials for economic improvement.

In the region where anthracite mining was once dominant, a successful struggle has been waged to establish a new economic base



founded on diversified manufacturing industries. Tens of thousands of new jobs have thereby been created and the historic downward trend of population and employment has recently been halted and reversed. More jobs will be in the making as current efforts quicken the pace of industrial development.

PP&L

### MIS-MANAGEMENT

One of the more illuminating and urgent parts of the report submitted by the Economic Development Council of Northeastern Pennsylvania to the bi-county Board of Managers of the Wilkes-Barre/Scranton Airport concerns the lack of adequate financial management.

The Council reports that it is "virtually impossible to determine the financial status of the Airport" because no cost accounting system is used. As a result, the annual statement given the Board reflects only income and outgo. There is no division between capital and operating expenses and returns. There is no provision for depreciation and replacement of investments. There is no accounting for such things as employee benefits, the cost of County administration, and the cost of pensions for employees. The County Commissioners merely get the size of the deficit to be paid by their two counties.

It not only appears to be a poor way of running an airport, but one that also can defeat its growth. The Council suggests the airport may never become self-sustaining on the basis of capital investments. But it says there is every reason to expect the airport to meet its operating costs. What these are, and how it can be done, cannot be determined until the airport has a business-like administration. The mis-management and chaos that exists at the airport now is a result of its politically-dominated management. An authority could eliminate the politics and give the business-like administration the airport so desperately needs.

Reprint  
WBRE-TV EDITORIAL

### WHAT'S AHEAD FOR THE NEXT TEN YEARS

Richard Epps

Already the Northeastern anthracite region has become renowned as an area of cooperative workers; as a population who appreciates a good job. The effect of plant and equipment finance, and well planned industrial parks on desirability for the choosing industrialist is well appreciated in this corner of Pennsylvania. The unmatched local achievement of

raising over \$12 million for development attests to this. But, what will be the regional and national framework in which this initiative shall be exercised during the next decade?

As I suggested before, the influence of the national economy should be in a positive direction during the coming decade. To appreciate this view let us turn back about three years to the original showing of success of the Northeastern "boot-straps" operation. To the eye it appeared that local initiative had begun to come into its own in encouraging corporate boards to come to Pennsylvania. In large part that was a true impression. However, a few national trends had begun which favored the Northeast. The most obvious of these is that the economy had become a bull. Businessmen everywhere were beginning to view the future as full of promise for growth and stability--the new economies had arrived which would bring sustained and continuous growth. In accord with this view and an expanding population, the bullish economy started into a capital investment boom. This was not a boom of the fifties with extravagant additions to capacity, but rather a gradual enlargement of plant and equipment facilities. This new capital investment provided more than an opportunity to increase capacity and productivity, it allowed a shifting of location of productive facilities. Thus, the capital expansion that has begun has meant that the pool of industries that may be brought into the Northeast, or anywhere else, has increased.

During this business expansion, the fastest growing segment of industry has been final goods production. The coterminous tendency of these corporations to seek dispersed sites for production has meant that all the middle sized metropolitan areas without previously large levels of industrialization have been able to benefit from the current boom in greater proportion than in other periods. An example of the growth I am speaking of is the television set producer. All of the parts that are assembled into the set can be easily transported. So, anyplace is a good location. In the geographers' gib, this is a "footloose" industry. This freedom of migration allows the plant to look for the better environment, where transportation is not so congested and where workers respect a good job. Thus, the plant goes to the middle sized area where a labor pool abounds, but where the distractions of the large old city are absent. That is, he goes to Nanticoke, or, like RCA, goes to Scranton. Thus, not only has the crop of migrating corporations been larger than usual, but also they have tended more toward the middle sized area than usual. So far, then, the bullish economy has been a boom to development of the Northeast.

It appears that these national trends of recent years will continue into the coming decade. The forces which have pushed capital investment recently should continue. A quick checkoff of the motives for capital investment in the coming decade include: (1) an expanding popula-



tion with rising incomes that means increased demands for goods and services; (2) rising labor cost which puts the pressure on the industrialist to automate; (3) a continuing investment in research and development which brings changes in manufacturing processes and invention of entirely new lines of products.

Of these selected industries, four are final products industries. Of these transport, electrical machinery, and rubber are largely foot-loose--able to easily enter the Northeastern Pennsylvania Region. Thus, while we cannot be as certain of the continuing favorability of the composition of growth, prospects suggest that economic blessing will continue to be on some of the industries which search for the better environment.

We may witness a faster pace of "taste obsolescence" in the future. Towns built on a single industry, or a handful of industries, may find themselves with tenuous futures. Thus, diversity will be important. As developers choose industries for the Northeast, an eye to the possibility of large future taste swings would be appropriate.

In terms of jobs, the service industry has been the fastest growing sector of the economy in recent years. Also, the crystal ball men suggest that it will be the major point in the future. Thus, if it is not possible to keep up in the services sector it may well be impossible to keep up with national employment growth rates, for these jobs represent some fifteen percent of all workers.

Remarks made at the  
1966 Annual Community Growth Conference

#### THOUGHTS FOR TODAY

The real test of a good joke is how many minutes you can remember it.

Not enough people realize that the helping hand they always are looking for is at the end of their own wrist.

#### PUBLICATION

This News-letter, published monthly as a community service, originated in the Institute of Regional Affairs of Wilkes College. Notes and inquiries may be addressed to Dr. Hugo V. Mailey, Institute of Regional Affairs, Wilkes College, Wilkes-Barre, Pennsylvania.

## *The Luzerne County News-letter*

VOL. XVI, NO. 6 WILKES COLLEGE, WILKES-BARRE, PA., JUNE 15, 1967

#### 1967 LEGISLATION OF INTEREST TO LOCAL GOVERNMENT

Act 1 amends Section 811 of the Borough Code, relative to election of Borough councilmen, to correct a typographical error in the year of election of councilmen who are to take office in January 1970, by changing the reference to the year "1967" to "1969".

Act 4 amends the Municipal Borrowing Law, to increase from 10% to 15% of the assessed valuation, the municipal borrowing limit for funded debt; to increase the aggregate non-electoral bonded debt from 2% to 5% of the assessed valuation; and to delete the \$25,000 maximum temporary borrowing over a five-year period with bonds that had been applicable to boroughs and townships of less than 2,500 population.

Act 5 amends Section 1704 of the First Class Township Code, to increase township non-electrical indebtedness from 2% to 5% of the assessed valuation.

#### COLLEGE AND COMMUNITY

When the Institute of Municipal Government was established by Wilkes College in 1951, its purpose was to use some of the resources of the College to serve the community. The Institute directed these resources to the needs of local government.

How well it met its purpose was demonstrated on May 24, 1967 when the Institute of Regional Affairs (successor to Institute of Municipal Government) held its 15th Annual Awards Dinner, marking the end of the academic year. There were 467 students who received Certificates of Attainment for completion of training courses. The courses covered subjects as radiology, criminal law, civil defense, assessment, police and fire department procedures, purchasing and finance. This "grad-



uation" class brings the total number of local government personnel to take Institute training courses to 2,240.

Starting with a "shoestring" in 1951 and weaving it into the fabric of better local government in Luzerne County, the Institute of Regional Affairs has implanted the thought that "tomorrow is created from the work of today", and 15 years of "todays" are paying off for the citizens of communities whose government personnel have attended the Institute.

These government employees attend the courses voluntarily, on their own time, and without compensation either for effort or accomplishment. Their reward is the same as that of the Institute of Regional Affairs, the satisfaction of doing a job better.

The Institute will continue to use the resources of the College beyond the normal student body to serve the whole Northeastern Pennsylvania.

reprint--WBRE EDITORIAL

#### RECREATIONAL LAKE

A large recreational lake for Luzerne County may become a reality within the next year according to a grant received by the County yesterday from the Department of Housing and Urban Development.

The grant amounts to \$101,666 which includes \$4,146 for relocation assistance under the open space program.

According to A. DeWitt Smith, Chairman of Luzerne County Recreation and Parks Commission, the grant will assist in the purchase of 940 acres known as Andy Pond Park site in Dorrance and Rice Township in the vicinity of Blytheburn. The regional park, which would service the 350,000 residents of Luzerne County contains a 34-acre lake fed by Little Wapwallopen Creek.

#### AREA TRANSIT STUDY

The Federal Highway Act of 1962 stated that after July 1965 federal funds for highway construction could not be approved for urban areas of more than 50,000 population unless the projects involved were based upon continuing comprehensive transportation planning carried out cooperatively by the states and local communities. This requirement really was the basis for the Lackawanna-Luzerne Transportation Study by Alan Voorhees.

The purpose of the study is to develop plans for a safe, efficient, and economical transportation system for the study area.

The transportation study is broken down into four phases: Phase I--collection of data; Phase II--analysis of data and the projections made therefrom; Phase III--testing and evaluation of alternate routes, and Phase IV--the continuing planning process.

Phase II of the study, analysis and forecasting, is directed toward the development of an immediate action program at an early date. Inefficient, accident prone sections of the existing road and street system are being studied and analyzed to determine appropriate actions which will result in immediate improvement. The forecasting phase of the study begins with 1990 land use and economic activity estimates prepared by the Luzerne and Lackawanna County Planning Commissions.

Phase III of the program involves the development of plans which will satisfy forecast travel demands for approximately the next 25 years.

Under the terms of the agreement, the highways department assumes 85 percent of the cost of the study while the counties of Luzerne and Lackawanna provide the remaining 15 percent. No financial assistance is required of either Scranton or Wilkes-Barre.

#### SURVIVAL PLAN

In March, the Luzerne County Board of Commissioners tentatively agreed to a complete survey of current wastewater and water facilities in every municipality of the County, and agreed to a program to insure that these facilities will be adequate through the year 2020.

The study is required of every political sub-division in the Commonwealth, effective July 1st, under terms of the Sewage Facilities Act of 1965. Water facilities studies are an additional requirement of many projects in which the Federal Department of Housing and Urban Development is involved. Even if every township, borough, and city in the County could complete such studies, separately, the estimated cost would be about \$300,000. Under the County's proposal, the whole job could be done for all communities for a cost of about \$120,000. The County Government's cost would be less than \$14,000 with the balance expected to come from state and federal funds.

But to achieve this savings, and to insure that every municipality meets its requirement, it is necessary that the municipalities cooperate. A first step will be the adoption of resolutions giving the County the authority to do the job. Copies of the necessary documents have been mailed to every planning commission and every governing body. Many communities have not, as yet, returned these resolutions.



Our growth and survival in Luzerne County depends on how well we plan to provide adequate water supplies and adequate means for collecting and disposing of our wastes. The job at hand is to get these resolutions into the County Commissioners.

#### UPWARD BOUND

The Office of Economic Opportunity has approved a grant of \$65,539 for a Upward Bound Program for 50 high school students in Luzerne County. This project will be administered by the Institute of Regional Affairs, a multi-purpose College organization which views regional problems as belonging to no one single academic discipline, but rather as contemporary phenomena spilling into many disciplines.

The purpose of the project is to motivate able children who, because of lack of motivation, do not feel the need of higher education.

The program will concentrate mainly on the basic skills of reading, composition and mathematics. In addition to the academic program, activities are planned in accordance with the cultural, recreational and educational opportunities available in the area.

Upward Bound students will live in campus dormitories for first-hand observation of college life. Costs of room, board and tuition will be provided under the project, and a small sum of spending money will be allotted participants on a weekly basis.

A follow-up plan will be instituted during the coming academic year, under which participants will periodically be invited back to the campus for educational programs.

#### THOUGHTS FOR TODAY

Sin is what other people shouldn't do.

The timid make excuses, while the courageous make progress.

#### PUBLICATION

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# The Luzerne County News-letter

VOL. XVI, NO. 7 WILKES COLLEGE, WILKES-BARRE, PA., JULY 15, 1967

#### SEVENTH ANNUAL COMMUNITY GROWTH CONFERENCE

Now is the time to make plans to attend the Seventh Annual Community GROWTH CONFERENCE on September 27, 1967.

In an attempt to come to grips with the more pressing problems of our area, the planning committee for the conference will follow last year's format. The theme for this year's Conference will again concern Northeastern Pennsylvania.

Now is the time to make plans to exchange ideas with nationally known authorities who will participate in the Conference. Plan to join your own local public spirited leaders in deciding whether Northeastern Pennsylvania should be a "planned or unplanned" region.

#### TRAINING OFFICERS

The Institute's offering of short courses has increased to such an extent that it has been necessary to apportionate out the administrative work load of supervising the training courses. Three training officers have been designated by the Institute of Regional Affairs for initiating and supervising the training classes for Civil Defense, firemen, and policemen. Ferd C. Endres will supervise all of the Civil Defense training, Leonard Chesterfield will act as the training officer for all of the fire classes, and Walter Wint will supervise the training classes for police.

#### FEDERAL MINIMUM WAGE LAW

Recent amendments to the Federal Fair Labor Standards Act extending coverage to non-professional employees of schools, hospitals, and public transportation employees would include state and municipal employees if the position of the Department of Labor prevails.



Two states, Maryland and Texas, have sent formal restraining orders to all State Attorney Generals inviting them to join in an action to prevent enforcement of this provision. The Maryland version would include municipalities, the Texas one does not. To date, 23 states have joined the action. As of late spring, Pennsylvania had not participated in the action.

The minimum wage amendment requires that these employees be paid a minimum of \$1 per hour beginning February 1, 1967 with increments of 15¢ per hour on February 1 of each year until the general minimum wage of \$1.60 per hour is reached in 1971.

The Labor Department's position is that these state and local government employees are engaged in jobs which affect interstate commerce and therefore are subject to federal regulation. The States' position is that under our federal system the Federal Government has no constitutional power to interfere with these state and municipal activities or to require them to appropriate money for such purposes. Also, if the Department of Labor's position prevails it would undoubtedly be extended to include all state and local positions which are comparable to positions in private industry.

In addition to the minimum wage provisions, the Fair Labor Standards Act requires that employees be paid time-and-a-half for overtime over 44 hours beginning February 1, 1967, over 42 hours beginning February 1, 1968, and over 40 hours beginning February 1, 1969.

If the law applies to state and local governments, then state and local collective bargaining activity may come under NLRB jurisdiction. This might require revision of present procedures for dealing collectively with public employees. It probably would produce greatly increased pressure by other governmental employees to have similar provisions, particularly the overtime provisions, applied to them.

Legislation has been introduced in Congress to exempt state governments from this provision. If such legislation is not passed, are Luzerne County governments making provisions for these new wage standards? Can small municipalities under 5,000 population afford the new wage scales?

#### TRAFFIC ACCIDENTS

Arthur D. Little, Inc., of Cambridge, Mass., did a nine-month study of traffic accidents for the American Manufacturers Association. Some of the findings are: (1) Police crackdowns and National Safety Council campaigns against drunken and speeding drivers are ineffective.

(2) Speeding is not a significant factor in accidents, but driving out of relation to the traffic pattern (slower or faster) is a factor. (3) Statements that driver error causes 80-90% of all car accidents are "simplistic and unsubstantial." (4) Causes of accidents as reported by police and the National Safety Council are meaningless. (5) Evidence does not show that tranquilizers or drugs contribute to accidents -- but it does show that drug addicts have lower accident rates on the road than non-addicts.

#### "MARKET POTENTIAL AND ECONOMIC SHADOW" Dr. Michael Ray, University of Chicago

This study introduces and develops a new concept, "economic shadow," and combines it with the market-potential concept to produce a regional industrial-location model, which is tested for a case area. Market potential, which is an aggregate measure of accessibility from a given point to the market, is most applicable in explaining locations of locally owned and single-plant establishments. Hence, the "economic shadow" concept was devised to measure the attraction exercised by a region on foreign-owned branch plants.

The author points out that the most important element of "economic shadow" is what he calls sectoral affinity, because manufacturers generally establish subsidiaries in the sector lying between the parent company and the primary market center of the region.

This is certainly a very worthwhile addition to the literature on plant location theory.

#### AUTHORITY BONDS

There are presently some cases in which Authority Bond interest rates are lower than comparable General Obligation Bond interest rates, according to Moody's Investors Service. The difference in interest rates is gradually diminishing even on bonds that have an "A" rating.

|                                |        |        |
|--------------------------------|--------|--------|
|                                | 1958   | 1965   |
| <u>Average 20th Year Yield</u> | 3.830% | 3.351% |
| <u>Bond Buyer's Index</u>      | 3.156% | 3.267% |
| <u>Difference</u>              | .674%  | .084%  |

The time has now come, since Authority Bonds have had time to prove their soundness, that they now enjoy the same acceptance that



General Obligation Bonds do. At one time, certain trusts were developed that specified that only General Obligation Bonds qualified as trust investments. Now these restrictions have been removed in recently developed trusts and General Obligation Bonds and Authority Bonds are accepted with the same confidence.

#### COUNCIL MANAGER

Eight cities have recently been added to the Council-Manager Directory bringing to 2,160 the total number of Council-Manager communities in the United States and Canada. During the past 20 years, the Council-Manager Plan has shown a net increase of about 71 cities and towns per year.

|                               | <u>1947</u> | <u>1957</u> | <u>1967</u> |
|-------------------------------|-------------|-------------|-------------|
| <u>Council-Manager Places</u> | 729         | 1,446       | 2,160       |

At the end of 1966, a total of 110 Council-Manager cities had no managers. This is only 5% of the total manager cities. Forty of the 110 vacant positions were in towns of less than 5,000 population. The Councils in many of these smaller places, because they are not paying enough salary, are having a difficult time getting qualified men.

In 1966, in cities with a population between 50,000 and 100,000 the mean average salary was \$18,950, ranging from a low of \$7,525 to \$30,264.

#### THOUGHTS FOR TODAY

As the Chinese proverb says: "Man who keep pipe in back pocket burn his britches behind him."

A husband who gives his wife his salary check the first of every month will never have trouble -- unless she finds out he's paid twice a month.

#### PUBLICATION

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WILKES COLLEGE  
AUG 17 1967

## *The Luzerne County News-letter*

VOL. XVI, NO. 8 WILKES COLLEGE, WILKES-BARRE, PA., AUGUST 15, 1967

#### SEVENTH ANNUAL COMMUNITY GROWTH CONFERENCE

Now is the time to make plans to attend the Seventh Annual Community GROWTH CONFERENCE on September 27, 1967.

In an attempt to come to grips with the more pressing problems of our area, the planning committee for the conference will follow last year's format. The theme for this year's Conference will again concern Northeastern Pennsylvania.

Now is the time to make plans to exchange ideas with nationally known authorities who will participate in the Conference. Plan to join your own local public spirited leaders in deciding whether Northeastern Pennsylvania should be a "planned or unplanned" region.

#### 1967 LEGISLATION OF INTEREST TO LOCAL GOVERNMENT

Act 18, amending Section 611 of the First Class Township Code, increases the per diem allowance from \$6 to \$20 for delegates to attend conventions of county associations of township officers.

Act 19, amending Section 601 of the Second Class Township Code, provides for semi-annual conventions of county associations of township supervisors, auditors and tax collectors; increases the number of days of attendance from 1 to 2; increases the compensation of township officers attending from \$10 to \$20 per day; and increases the rate per mile traveled from 8¢ to 10¢.

Act 25, amending Section 702 of the Second Class Township Code, authorizes the payment of costs of fire protection from general township funds or in certain cases from assessments on property within seven hundred and eighty feet of any fire hydrant.



Act 38, amending Section 1709 of the First Class Township Code, increases the maximum annual tax levy from 1 to 2 mills that the township may levy for fire fighting purposes.

### 1967 ALL-AMERICA CITIES AWARDS COMPETITION

In today's rapidly evolving society, neglected problems can become crises almost overnight. In these days, no citizen can afford to be apathetic--no city can afford to stand still. To encourage "citizen action," the National Municipal League and Look Magazine co-sponsor the annual All-America Cities Awards that give national recognition to the initiative, the teamwork and the volunteer effort involved when citizens set out to improve their communities.

You are invited to enter as a contestant if you believe your city qualifies under the following rules: (1) A city must show major civic achievements of benefit to the community as a whole. (2) It must give evidence that these achievements resulted from "citizen action"--that is, the initiative and effort of a substantial number of citizens acting to improve their community. (3) The action should be recent. Programs may have been begun in previous years, but should at least be approaching culmination this year. (4) Any size community may enter. Population and resources are taken fully into account in judging. (5) A city need not be a model community to win. Successful action, not perfection, is the criterion. However, a city may be disqualified because of existing critical problems, unless progress is being made toward their solution. (6) To qualify for consideration, a city must be formally entered as a contestant by one of its citizens, citizen groups or public officials.

Achievements must be of major scope relative to the city's size and resources, and must be of basic significance to the community. Within this framework, all "areas of action" are acceptable. Have you improved in an outstanding way your city's government, municipal services, housing, race relations, economy, and educational and recreational facilities? You may offer one full-scale accomplishment, or show successful action in a number of major areas not necessarily confined to those suggested above.

The finalists, which are chosen by an impartial screening committee, are invited to send spokesmen to the National Conference on Government to address a jury of twelve distinguished leaders in government, education, business, labor and civic affairs. The foreman of the jury is Dr. George H. Gallup, director of the American Institute of Public Opinion and Chairman of the Council of the National Municipal League.

Preliminary choices and verification of evidence follow these hearings. The conference this year will be held in Milwaukee, Wis., Nov. 12-15.

All contestants must use the official entry form, filled out in full and returned to the National Municipal League by October 2nd. There is no entry fee. For entry form, write to: National Municipal League, All-America Cities Program, Carl H. Pforzheimer Building, 47 East 68th Street, New York, N. Y. 10021.

### CENSUS BUREAU

The United States Bureau of the Census has released a Directory of Federal Statistics for Local Areas, 1966 which updates and expands the coverage of the Directory of Federal Statistics for Metropolitan Areas issued in 1962 by the Advisory Commission on Intergovernmental Relations.

The Directory is a comprehensive reference guide to federal social and economic data relating to geographic and political areas below the state level. The subject matter is arranged under twenty-two major headings including such diverse topics as business and commerce, governments, population, and climate.

Copies may be purchased from the United States Government Printing Office, Washington, D. C. 20402 -- for one dollar per copy.

### TRANSPORTATION AUTHORITIES

The 1967 Indiana Legislature has passed an act, chapter 31, which creates a mass transportation Authority in each county in which a first class city is situated. Each authority will be a municipal corporation with the power to levy taxes, adopt an annual budget, enact ordinances, sue or be sued, acquire property, and make contracts.

An Authority will be responsible for the planning, construction, and maintenance of all thoroughfares within its boundaries, control of parking, designation of routes for mass transportation systems, and review of present bus and truck routes.

### REGIONAL COUNCILS OF GOVERNMENTS

Early last year, in a message to the Congress, President Johnson noted that by the end of this century, in less than 35 years, our country's



urban population will double, and we will have to build into them as much as all we have built since the first colonist arrived on our shores.

"It is as if," he has said, "we have 35 years in which to rebuild the entire urban United States."

This prospect is enough to stagger the imagination of even the most ambitious municipal official. The problems of meeting the physical, the social and the economic demands generated by this growth in themselves are almost beyond conception. But for those of us in local government, the problem has still an added dimension: We must create, literally out of thin air, a political framework within which this urban growth can take place in a sound and constructive fashion.

Fifty years ago, in the early years of the twentieth century, most of our urban areas were precisely defined. Their activities were encompassed, by and large, within the bounds established by traditional city, village or borough lines. There were few demands upon individual municipal governments which they could not meet within the context of the powers granted them by their respective state constitutions.

Today, a short half century later, we live in a far different environment. The population explosion, the easy mobility created by the automobile, and the increasing complexity of urban life brought about by the technological revolution of the past few years, have caused both our population and our problems to spill over our traditional boundary lines, and have left local government officials bewildered and at a loss to cope with them.

by Walter A. Scheiber, Executive Director  
Metropolitan Washington Council of Governments  
National Capital Region Transportation Planning Board

#### THOUGHTS FOR TODAY

Quiet friendliness often wins where loud logic has failed.

The hard thing to give away is kindness. It keeps coming back to the giver.

#### PUBLICATION

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WILKES COLLEGE  
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## *Luzerne County News-letter*

VOL. XV, NO. 9 WILKES COLLEGE, WILKES-BARRE, PA. SEPTEMBER 15, 1967

### SEVENTH ANNUAL COMMUNITY GROWTH CONFERENCE

Don't forget to attend the Seventh Annual Community GROWTH CONFERENCE on September 27, 1967. Now is the time to make plans to exchange ideas with nationally known authorities who will participate in the Conference.

The theme for this year's Conference is--"How Can We Improve the Image of Northeastern Pennsylvania?"

What is our image? How do outsiders view us? Is our image good or bad? Would the use of Northeastern Pennsylvania strip mine pits as sanitary landfills for Philadelphia give Northeastern Pennsylvania a bad image? Was the lowered credit rating for Wilkes-Barre by Moody's caused by a bad image?

A sense of that "Image" developed when the Wyoming Valley Sanitary Authority floated its bond issue. Several of the largest bond buyers in the nation refused to buy the bonds at any price because, it was said, Northeastern Pennsylvania has such a bad "Image". Pressed for specifics, customer representatives cited such things as our "pocket of poverty" label, inequities in assessments, too many small communities, and corrupt government. Some of these are unjust, some have improved in recent years, some no longer apply, but some are true and there is just enough truth that the accumulation is damning.

Image is a state of mind, and thereby easily changed. It is important to approach image from two standpoints: (1) improving the concept of this area by the people who live here so that they can become emissaries in selling the area; and (2) undertaking a public relations program aimed at those outside the area to combat unfavorable connotations of Northeastern Pennsylvania.



How can Northeastern Pennsylvania strengthen itself internally in those areas that have weaknesses? How can Northeastern Pennsylvania spread the word externally about its assets?

Plan now to join local public spirited leaders in appraising the image of Northeastern Pennsylvania on September 27, 1967.

### SHORT COURSES

The Institute of Regional Affairs will inaugurate the most diversified and comprehensive in-service training program in its 16 year history. The 29 courses are designed to make available to elected and appointed officials the means of improving the performance of their duties. There will be 17 course offerings beginning in August and September and another 12 courses which will be initiated in January 1967. Short courses are available to police, firemen, civil defense workers, assessors, justices of the peace and aldermen, and street workers.

The Institute of Regional Affairs is most fortunate to have the cooperation of Mr. Fred Miller, Director of the Public Service Institute, in making these courses possible to local government officials. Mr. Miller and his staff have assisted in planning the in-service training program for the sixteenth consecutive year.

### GOVERNMENT AND THE FAMILY

The February 1967 issue of the Journal of Marriage and the Family reviews and evaluates the multitude of government programs that effect the American family today. The papers--on mental health, general health programs, welfare, education, and housing--offer a resume of existing programs and analysis of their impact on the family.

Nathan E. Cohen and Maurice F. Connery of the School of Social Welfare at UCLA, in their overview, point out that almost all government aid programs have a bias toward the individual--sometimes to the detriment of the family as a unit. Governmental policies in other areas, like highway construction or urban renewal, are often made without regard to their impact on the structure of families that get in their way.

Clark E. Vincent of the School of Medicine of Wake Forest College is particularly concerned with the current trend of government mental health programs and their impact on the family. He warns the latest development in government's attempt to provide for the mentally ill, will add new burdens to the already hard pressed American family.

### CLEAN SUSQUEHANNA Reuben H. Levy, Chairman WYOMING VALLEY SANITARY AUTHORITY GROUND BREAKING LUNCHEON

Pollution of the environment in this region is an old story. For many years, Northeastern Pennsylvania has had an impoverished image to live down, much of it resulting from inertia and lack of vision. But Northeastern Pennsylvania is now moving forward, and if the whole region is to realize the 25% gain over the next decade as anticipated by the State Planning Board, improvements such as the construction of a wastewater treatment plant are a matter of economic necessity.

The plans of the Wyoming Valley Sanitary Authority are directed toward meeting the long-range needs of one of the most important sections of the United States. Wyoming Valley is not only part of the Susquehanna River Basin, but is right in the center of it. Wyoming Valley is determined to live up to its new role--the crossroads of the east.

The Wyoming Valley Sanitary Authority was created on December 12, 1962. When it was organized, its legion of critics staunchly maintained that it would never function efficiently. They said there were too many communities involved, and consequently the board would bog down in a quagmire of factionalism and rivalries.

Whatever success the Wyoming Valley Sanitary Authority has attained, it is to the everlasting credit of the councils of the communities which formed the organization. Every town appointed civic-minded representatives to the Authority. There has been no factionalism or rivalries. It is truly the spirit of voluntary intergovernmental co-operation at work. I want to pay tribute to all of them for their energetic, capable, and conscientious contributions to the progress of this venture.

It was not easy for Dr. Mailey to bring 14 communities together. It took more than a fortnight to accomplish what was then thought almost an impossibility--to form an Authority which would bring about a wastewater treatment plant serving Wyoming Valley from Pittston to Nanticoke on both sides of the Susquehanna River. I feel that the municipal bodies showed their wisdom and foresight and confidence in Dr. Mailey so that such a project could become a reality benefiting the peoples of our valley.

I would like to thank Wilkes College and Dr. Farley who provided us with the man who possesses tremendous organizing abilities and who has directed the first phase of this project so capably. I am confident that he will continue to serve in the same capacity until the whole show is on the road, so to speak.



I want you to know that our local banks' confidence in this project has come to fruition. They provided us with the seed money of \$200,000, enabling us to acquire land and rights of ways needed for this project.

Both Warren Phelan and Jerome Parker of the Department of Urban Development were most co-operative in lending this Authority \$563,514 for engineering plans.

Mr. Robert Cox of the Regional Office of the Economic Development Administration has devoted a great deal of time and study to this project. His assistance was invaluable in getting us over \$4,900,000.

The State Health Department through Ralph Heister and Russell Kluck have been of tremendous assistance.

Last but not least, the maestro himself, who has been a tower of strength in every worthwhile endeavor for our community--our Representative in the United States Congress, our very good friend Dan, who has nursed this project from the beginning.

The loyalty and sincerity of all the professional talent associated with this project--Alfred Estrada, Joseph Flanagan, John Dempsey, and George Spohrer--have produced the substantial gains and the continuing progress which places the Authority almost two years ahead of schedule. Many hours of planning have gone into implementing this regional system of stream pollution abatement.

To the many other members of this community and outside of this community, their understanding and cooperation is equally appreciated.

The Susquehanna River is the key to central and Northeastern Pennsylvania's future. This future depends on a pollution-free Susquehanna. What is done in improving and expanding opportunities for the development and use of water in Northeast Pennsylvania depends almost entirely on public understanding. Significant progress can be made only where there is grass-roots understanding that is best developed through education and by example.

It is our fervent hope that the expenditure of \$27,000,000 of federal, state, and local funds in building this system will result in brighter lives for those who will work and play in the Susquehanna River watershed.

For me, it has been a great experience and an enjoyable association with this group of dedicated men.

Nathan Glazer of the University of California at Berkeley pokes some holes in well-worn assumptions about the relationship between family life and housing. Our notion of the kind of minimum space a family requires for "decent living," Glazer points out, is peculiar to our own culture. The U. S. census calls housing with two persons per room "excessive crowding," whereas new government housing in Hong Kong, for example, is built for five adults per room. Also, we do not have proof that better housing will improve the quality of family life. In the first place, most of the research on the ill-effects of bad housing has been done on "desperately inadequate housing," which means housing without toilets, running water, electricity, and so on. In fact, desperately inadequate housing is quite rare in this country. There is no established correlation between housing conditions and social unrest, either; housing in Watts is considerably better and more spacious than in Harlem, but racial violence has been more explosive in Watts.

Glazer's second major point is that the notion of what constitutes good housing depends on how it compares on the scale of all available housing. In this country, he reminds us that the standard of desirable housing--however inefficient the idea may seem to urban planners--is the detached single family home owned by its occupants. The major thrust of government policy has been encouraging the building of such homes; while the entire public housing program has built 600,000 housing units, the FHA home mortgage program has supported the building of 5,000,000 individuals units. Housing policy reaches out to people in modest income brackets--it does not bring the private house within means of really poor people. Glazer believes that housing programs should make the small family house available for poor people also--through family allowances or rent subsidies.

#### RETURN FROM SUBURBIA

According to a survey taken by a Manhattan real estate firm--Charles H. Greenthal and Company--approximately twenty per cent of the persons leasing apartments in New York City have returned to the City after sampling suburban life.

Rising costs of home maintenance and improvements, increased property taxes, time spent in commuting, objections "to the personal relationships in the suburbs," cost of a second automobile necessary to give the husband and wife mobility, "expense of entertaining weekend guests who drop in to take advantage of a spare room," and the cost of maintaining status symbols are among the reasons given for the return to the city life.



### TOWN INSURANCE

Lower premium costs and greater coverage have resulted from Wethersfield, Connecticut's new insurance program which place insurance on a bid basis with insurance commissions limited to a fixed amount going to the agency of record. The new program was developed by a special five-man council committee.

### CITY PREPARES GOVERNMENT TEXT

Saginaw, Michigan (population 99,000), recently distributed 900 copies of a booklet YOUR LOCAL GOVERNMENT IN SAGINAW to the city's public and parochial high schools.

The 32-page booklet, prepared by the city manager's office and public and parochial school administrators and teachers, describes the operation and organization of the city's government. It also covers county, township, and public school governments in the Saginaw area, the city history, legal requirements for establishing a city and the various types of government a city may adopt.

The booklet was prepared to stimulate student interest in local government by serving as a supplement to the generalized treatment local government usually receives in the high school curriculum.

### THOUGHTS FOR TODAY

A fad is something that goes in one era and out the other.

One of the first things you learn as a father is that it's better than being a mother.

The A. B. degree means that the holder has mastered the first two letters of the alphabet.

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# *The Luzerne County News-letter*

VOL. XV, NO. 10 WILKES COLLEGE, WILKES-BARRE, PA., OCTOBER 15, 1967

### PARADOX FOR POLITICIANS

"Politician" is another word in our vocabulary which has been seriously corroded. What a strange paradox it is that in the evolution of our modern democracy we have come to downgrade those who devote their lives to the public service by offering themselves as candidates for elective office. Many such are fine, able men who would distinguish themselves in any career. Some are unworthy, but when they are in office it is we ourselves who are at fault; they are there solely because we businessmen are not. By our own indifference we create the vacuum into which they are drawn. The executive who speaks in disgust of the "dirty politicians" is like the college senior who from the stand yells "coward" at the fullback when he himself has refused to try out for the team. Though it be bad government they create, it is nevertheless our government. If we do not like it, the way to change it is to take the job on ourselves, and prove that we can do it better.

Heaping abuse upon those who do what we will not is unbecoming. Our country will not remain great unless we restore to the holding of public office the dignity and universal esteem which it possessed when the Declaration of Independence was signed.

Anonymous Businessman

### THE CULTURAL PROBLEM OF URBAN RENEWAL

The real problem is people and not slums. Urban renewal has to influence people, and the physical improvement of their homes is not enough. A Political Scientist, Professor James Q. Wilson of Harvard University (1965), puts it this way:

"We have three major problems in our cities: a poverty problem, a race problem, and a cultural problem. By culture, let me hasten to add, I do not mean the problem of maintaining the Metropolitan Opera, but culture in a broader sense: the culture and educational prerequisites for a sound, stable family life which can prepare young people for taking advantage of the best opportunities that confront them. I mean culture, therefore, in an anthropological and not in a high-brow sense."



" These are the real problems--poor people, disadvantaged minority groups, and people who come from families which have for generations provided no support for education, for intellectual attainment, for ambition. There is no reinforcement for anything but duplicating the tragic pattern of the past. For these three kinds of problems, urban renewal, as it has been practiced in the United States until recently, is either irrelevant or disadvantageous. In the name of improving cities, or in the name of improving housing--in short, in the name of dealing with fictions--urban renewal has bypassed the real problems. In some cases, it has made them worse."

" We may be at a point now at which some kind of fundamental reconciliation must be made between what we are doing to the physical shells of our cities and what we hope to do with the people who live in those shells. It seems that if urban renewal is accelerated, as it may well be, before an institutional response has been devised to the problems of poverty, race, and culture, that these problems may be made worse or their solutions impeded. Urban renewal on a larger scale than is practiced today may continue to break up natural neighborhoods and the sub-cultures around which these neighborhoods are organized, weakening those institutions -- schools, churches, and kinship ties -- that are essential to dealing with fundamental human problems. A vast increase in the scale of urban renewal will further reduce the supply of low-cost housing faster than we increase the capacity of people to acquire higher-cost housing. Finally, an accelerated urban renewal program may very well increase the sense of family insecurity and decrease the attachment to neighborhood and to community which is already so weak that it constitutes one of the fundamental obstacles to the improvement of the people who are the disadvantaged at the bottom of the social heap. "

" Poverty in the United States, to a very real extent, is inherited -- not genetically, of course, but culturally. Poverty is a vicious cycle of too-large families, too-weak families, families headed by mothers and deserted by fathers, families victimized by racial prejudice, by lack of education, and by the lack of a sense of opportunity and purpose. To eliminate this cycle, the whole pattern of joblessness which leads to the loss of self-respect, which leads to desertion, which leads to dependency, which breeds children who begin the cycle all over again, must be eliminated."

" Perhaps urban renewal, as it is presently constituted, can contribute significantly to the solution of these problems. And at the same time, these are the most important problems facing America domestically today. These people need a larger supply of low-cost housing, not a smaller supply. What is needed today is to strengthen neighborhood ties and family ties, and to encourage neighborhoods to become

sufficiently stable so that a kind of neighborhood culture can develop, in which social controls are automatically exercised, and do not have to be exercised by a police force which, in all too many of our large American cities, operates as a kind of army of occupation facing hostile natives."

#### INFORMATION CENTER

The United States Office of Education has established the Educational Research Information Center (ERIC), a national information system designed to serve the educational research community by making available to any user reliable, current educational research and research-related materials.

ERIC presently is based upon a network of thirteen information clearing houses or documentation centers located throughout the country. "Research in Education," a monthly publication which lists projects recently supported through the Bureau of Research and final reports received from completed Bureau of Research projects, has been published since November, 1966. Each issue includes abstracts and detailed indexes of cited research documents; an accumulative index will be published annually.

#### BEAUTIFICATION PROGRAM

The beautification awards program has been initiated by the Stockton, California Planning Commission. Four times a year, the commission presents awards of excellence to individuals, organizations, or private firms that have considered aesthetic values in improving their property.

A citizens committee, including architects, designers, and educators, screens proposals and offers recommendations to the commission. Categories include new environmental design or rehabilitation--residential, commercial, industrial, or institutional; parking development, such as landscaping or screening; commercial signs as an integral design feature, reflecting effective advertising value; significant contribution by a person or persons leading to the aesthetic betterment of the community, continuing effort by a commercial or industrial establishment to maintain a level of attractiveness.

Recipients of awards to date include remodelled private homes, an office building, an auto agency service center, and a landscaped funeral home parking lot.



WILKES COLLEGE

OCT 20 1967

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### PLANNING IN THE SCHOOLS

One of the plans of the Conference of the American Society for Planning Officials in San Francisco next May 4-9, 1968 is a session on planning courses that have been introduced into the elementary and high schools around the country. There are only a few, and only a handful of tests, most of them written several years ago.

One of the best series was prepared by the San Francisco Unified School District between 1948 and 1950 for the third grade. It consists of a series of six pamphlets. Illustrations of some of the pamphlets are: IN AND OUT OF SAN FRANCISCO, FUN IN SAN FRANCISCO, WORK IN SAN FRANCISCO, EARLY IN SAN FRANCISCO, AT HOME IN SAN FRANCISCO, and SAN FRANCISCO TODAY. There is also a teacher's manual suggesting the use of the materials. While the pamphlets have not been updated, a new film strip series on San Francisco has just been completed.

A required 12th grade course in senior civics in the San Francisco schools includes a unit on Goals for an Urban Society. City Planning is the approach to social studies for eighth graders in four New York City junior high schools. Junior planning commissions are being formed in high schools throughout the State of Michigan.

### SMALL SYSTEMS RECEIVE FUNDS

Fifty new 45-passenger buses will be purchased by the Erie Metropolitan Transit Authority (Pa.) with funds provided by the Department of Housing and Urban Development (HUD). The remainder of the \$1,432,170 will go to build office and garage facilities. One area of emphasis in the new Authority's development of a satisfactory system will be providing adequate transportation for low income groups to hospitals, schools, and parks.

### THOUGHT FOR TODAY

Envy shoots at others and wounds herself.

### PUBLICATION

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## *The Luzerne County News-letter*

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VOL. XVII NO. 11 WILKES COLLEGE, WILKES-BARRE, PA. NOVEMBER 1967

### A GUIDE FOR THE PERPLEXED

Most organizations evolve methods, systems, and a competence which relate to the organization itself. They evolve procedures as well as goals and discipline which, though always identified as facilitating the organization's end product, usually take precedence over the end product and, after a while become the end product.

The worker who insists that what he really wants are guides to getting things done, not mere explanations of his dilemma, may not be entirely happy or satisfied with these maxims. He will have to wait for another paper devoted to "Getting the Job Done."

It is interesting, and just a little sad, to see how new organizations, with shining escutcheons and high hopes, oft made up of rebels and refugees and defectors from older organizations, gradually take on the crust, the bureaucratic symptoms, the organization apparatus, raison d'etre and style of the older organizations.

The deficiencies, ineptitudes, and roughness of new organizations are often explained away with, "Don't criticize them. They're just getting started." This reminds me of a remark once made about the United States: "The U.S. is the only country in the history of the world to go from barbarism to decadence without an intervening civilization." Similarly, organizations should not go directly from infancy to senility without going through maturity.

A reformulation of Gresham's law is needed to explain this phenomenon (in economic theory, this law states: "Bad money drives out good money"). For a bureaucracy, the law states: "Bad habits drive out good habits."

My first five maxims were compiled in 1950, and I've found so many reasons to modify them. Maxims Six through Eight were developed in the last few years.



MAXIM ONE. Where Are the Calculations That Go With the Calculated Risk?

MAXIM TWO. Inventing Is Easy for Staff Outfits. Stating a problem Is Much Harder. Instead of Stating Problems People Like to Pass Out Half-accurate Statements Together With Half-available Solutions Which They Can't Finish and Which They Want You to Finish.

MAXIM THREE. Every Organization is Self-perpetuating. Don't Ever Ask an Outfit to Justify Itself, or You'll Be Covered with Fact, Figures, and Fancy. The Criterion Should Rather Be, "What Will Happen If the Outfit Stops Doing What It's Doing?" The Value of an Organization Is Easier Determined This Way.

MAXIM FOUR. Try to Find Out Who's Doing the Work, Not Who's Writing About It, Controlling It, or Summarizing It.

MAXIM FIVE. Watch Out for Formal Briefings. They Often Produce an Avalanche. (Definition: A High-level Snow Job of Massive and Overwhelming Proportions.)

MAXIM SIX. The Difficulty of the Coordination Task Often Blinds One to the Fact That a Fully Coordinated Piece of Paper Is Not Supposed to Be Either the Major or The Final Product of the Organization, But It Often Turns Out That Way.

MAXIM SEVEN. Most Organizations Can't Hold More Than One Idea at a Time... Thus Complementary Ideas Are Always Regarded as Competitive. Further, Like a Quantized Pendulum, an Organization Can Jump From One Extreme to the Other, Without Ever Going Through the Middle.

MAXIM EIGHT. Try to Find the Real Tense of the Report You Are Reading: Was It Done, Is It Being Done, or Is It Something to Be Done. Reports Are Now Written in Four Tenses: Past Tense, Present Tense, Future Tense, and Pretense. Watch for Novel Uses of Congram (CONtractor, GRAMmar), Defined by the Imperfect Past, the Insufficient Present, and the Absolutely Perfect Future.

Travelers to foreign lands need and use handbooks on the local customs, geography, and history. So do residents of vast bureaucracies. I hope these maxims, hitherto passed along by word of mouth and in smuggled private printings to friends, will be of use to a larger audience.

REPRINT: Amrom H. Katz  
Air Force Magazine, November, 1967

## EMERGENCY COMMUNICATIONS SYSTEM

There is no consistent and established policy for the maintenance of all emergency communications systems - such as civil defense, police, and fire - among the 73 municipalities in Luzerne County. Unnecessary fractionalization of communications now exists in Luzerne County. At the present time, there are approximately 119 mobile units installed in emergency vehicles in Wyoming Valley, the greatest single user of the base stations being the Police Department.

The need of a centralized emergency communications system which would provide the inhabitants of Luzerne County with an efficient communication service necessary to ensure safety and protect property is readily apparent.

The Emergency Communications Center should be located in a building which will provide protection from radiation in the event of nuclear war, preferably in the Luzerne County Court House. All manufacturers of communications equipment can set up a system in stages beginning with a police system first and adding other capabilities without obsoleting the present equipment. In establishing a centralized communications system, purchase of a radio system composed of equipment from a single manufacturer is most imperative to facilitate the maintenance of an efficient program.

Costs of an integrated County Communications System, tying in all protective services in the County, will depend to a great extent on the degree of sophistication that the County and the municipalities desire to centralize communications. The Board of County Commissioners should bear the original cost of establishing such a system, estimated at \$35,000 for the base station, and an annual operating expenditure of \$29,000. The municipalities should bear the responsibility of the mobile units, estimated at \$1,200 per unit for the initial installation and \$50 per unit for maintenance and operation.

The possibility of securing Federal matching funds to assist in the cost should be carefully and seriously considered. If the whole Joint Emergency Communications System is woven into the Civil Defense System of Luzerne County, competent personnel can be employed to handle the equipment.

Only a centralized emergency communications system can maintain constant communications with the state and federal law enforcement agencies in preventing loss of life and damage to property.



## ACTS RELATING TO LOCAL GOVERNMENT

ACT 160. Amends Sections 4, 5 and 7 of the Local Tax Enabling Act of 1965 to remove the provisions relating to reenactment, specifying that every tax levied under the provisions of this act would continue in force on a calendar year basis without annual reenactment unless the rate of tax was substantially changed.

ACT 166. Amends Section 521 of the Optional Third Class City Charter Law to provide that any future laws enacted which confer the appointing power upon the mayor or other executive heads of the city, are to be construed as meaning the city-manager in cities operating under a city manager form of government.

ACT 220. Amends Section 4 of the Optional Retirement Law to authorize pensions for widowers of employes, and would provide for additional payments to be made to contributors who have been entitled to the retirement allowance.

ACT 222. Amends Section 408 of the Optional Third Class City Charter Law to permit city council to hold its organization meeting on the following day when the first Monday is a legal holiday.

## COLOR COMES TO CLEVELAND TRASH

Cleveland is spending \$60,000 to clothe 2,000 of its service department employes in bright orange uniforms.

The orange uniforms will help identify these workers as city employes. They will also afford protection to residents, because after the uniforms become standard, prowlers will be unable to pass themselves off as city employes.

## THOUGHT FOR TODAY

It may be better to be a sinner than a fool. You can repent for a sin and be done with it, but foolishness lives long in memory.

## PUBLICATION

This News-letter, published monthly as a community service, originated in the Institute of Regional Affairs of Wilkes College. Notes and inquiries may be addressed to Dr. Hugo V. Mailey, Institute of Regional Affairs, Wilkes College, Wilkes-Barre, Pennsylvania.

# *The Luzerne County News-letter*

DEC 29 1967

VOL. XV, NO. 12 WILKES COLLEGE, WILKES-BARRE, PA. DECEMBER 15, 1967

## MODEL CITIES GRANT

Now that the hurrahs and shouts of elation have died down over Wilkes-Barre being selected as one of the demonstration cities and the DCND Act; the time has come to take a hard view at all the unifications and ramifications attendant on the selection.

The Main Question is: Are all the people and groups initially involved in the program really prepared to accept the objectives of the Act? Do they realize how revolutionary that legislation really is? Do they realize that vested rights of individuals and groups might be affected if not made to disappear?

The Act provides for a new program designed to demonstrate how the living environment and the general welfare of people living in blighted neighborhoods can be substantially improved in the city. It calls for a comprehensive attack on social, economic and physical problems in the blighted area through the most effective and economical concentration and coordination of Federal, State and local public and private efforts.

Of prime importance is an analysis of the social, economic and physical problems of the model neighborhood area.

The City must have high but realizable goals to be achieved at the end of five years (or less). It may be necessary to state goals in somewhat general terms; they should be refined and made more precise during the planning period. To the extent feasible, the goals should be expressed quantitatively.

Local citizens, as well as public and private agencies responsible for developing projects and activities must be included in the local program and should participate in its planning and development.



Three serious questions which all public and private groups and neighborhood residents must wrestle with are:

- A. Can the public officials and private agencies and organizations essential to carrying out a comprehensive program, and the citizen groups in the selected neighborhood work together to analyze the social, economic and physical problems of the area and to develop program goals?
- B. Can an awareness begin to develop that a variety of projects and activities must be linked to get at deep-rooted problems?
- C. Can discussions generate new and innovative approaches and techniques?

The content of a comprehensive program is implied by the purposes of the legislation as stated in Sec. 101 of the Act. They are: (a) to rebuild or revitalize large slum and blighted areas; (b) to expand housing welfare payments; (c) to expand job and income opportunities; (d) to reduce dependence on welfare payments; (e) to improve educational facilities and programs; (f) to combat disease and ill health; (g) to reduce the incidence of crime and delinquency; (h) to enhance recreational and cultural opportunities; (i) to establish better access between homes and jobs; and (j) in general, to improve living conditions for the people who live in these areas.

A comprehensive program is an appropriate combination of the following:

A physical improvement component concerned with all the facilities, services and amenities that contribute to making an area or neighborhood a satisfying living environment.

A housing component concerned with meeting the full range of housing needs, particularly of low and moderate-income families, and increasing the availability of the existing housing supply to all residents of the city.

A transportation component concerned with the physical access of area residents to places of employment, shopping and community facilities.

An education component concerned with the provision of high quality, easily accessible educational services to area residents of all ages, in school and out, with particular focus on the educational needs of the poor and disadvantaged.

A manpower and economic development component concerned with projects and activities necessary to develop a comprehensive manpower system, including assessment and employment needs, outreach and recruitment, training, placement and follow-up functions and close linkages with the health and educational systems.

A recreation and cultural component concerned with providing a broad range of recreational and cultural opportunities, both active and passive, public and private, designed to serve the particular interests, tastes, and abilities of area residents.

A crime reduction component concerned with developing community resources to prevent and control the outbreak of crime and to rehabilitate criminals and delinquents; health programs designed to combat alcoholism and designed to develop a wider range of income and leisure time opportunities; activities designed to build effective relations and mutual respect between area residents and police forces.

A health component concerned with physical and mental health services and facilities accessible to and used by all residents of the area, including health education, personal services, diagnostic and therapeutic services, rehabilitative and restorative services, and area wide environmental health services.

A social services and public assistance component concerned with additional activities and services to particular needs in the model neighborhoods, legal aid, consumer counseling, homemaker training, planned parenthood, credit assistance, domestic relations counseling complaint bureau, neighborhood information services, urban extension services, assistance to deprived children, and services for the care and comfort of the aged.

The demonstration program cannot consist of a variety of social, economic and physical improvement activities carried out in isolation from one another. Each component must be comprehensive so that projects and activities in one can provide reinforcement and support to those in others.

The "Heights" Model Neighborhood Area application (those who prepared it did a tremendous job on a strictly voluntary basis) contains the following stated innovations, with appropriate challenges in parenthesis:



- A. Home ownership is to be fostered through a revolving fund (ARE THE CITIES LEADING INSTITUTIONS PREPARED TO PROMOTE OWNER OCCUPANCY, OR WILL THEY OPPOSE THIS AS "SUBSIDY" TO THE LAZY AND SHIFTLESS?)
- B. To facilitate rehabilitation, \$500 grants will be set up. (WILL THIS BE REGARDED AS CHARITY, OR ALMS GIVING? IS EVERYONE REALLY PREPARED TO REPLACE A "WORK-ORIENTED" CULTURE?)
- C. Quantity purchases of labor and material will be made to introduce economy and new technology. (WILL THE CONTRACTORS ASSIST? WILL THE UNIONS OBSTRUCT?)
- D. A new corporation with neighborhood residents buying shares will effectuate rehabilitation. (WILL THE RESIDENTS COMMIT THEIR OWN MONEY, OR WILL THEY WILLINGLY JOIN AND HELP FORMULATE A "PARTICIPATORY DEMOCRACY"?)
- E. An insured income fund will be set up to ease the impact of improvement on the individual family. (WILL THE REALTORS OPPOSE THIS AS THEY USUALLY OPPOSE RENT SUBSIDIES? IS EVERY CITY TAXPAYER, AS BURDENED AS HE MAY BE, PREPARED TO SEE POVERTY AS INCOME DEPRIVATION?)
- F. A multi-function community health and welfare facility will be located in the area. (WILL THE FEDERAL, STATE, VOLUNTARY UNITED FUND, OR THE CHURCH OPPOSE THIS? WHICH ONE OF THEM WILL OPPOSE? WILL THE WELFARE COLONIALISM OF THE SOCIAL WELFARE INDUSTRY BE AN OBSTRUCTION? IS THE WELFARE COUNCIL PREPARED TO GIVE OF ITS OLD ROLE ASSOCIATED WITH VOLUNTARISM, AND PREPARED TO RECAST ITSELF WITHIN THE CONCEPT OF "UNIFIED SERVICES"?)
- G. A community school building is to be constructed in the area to provide for the educational, recreational, social, and cultural needs. (WILL THE SCHOOL BOARD DRAG ITS FEET AND PLEAD NO MONEY, OR IS THE SCHOOL BOARD PREPARED TO ASSUME AND FORMULATE PLANS FOR COMPENSATORY EDUCATION? WILL THE TEACHERS

CONTINUE TO SEE THEMSELVES AS THE SOLE REPOSITORY OF EDUCATION, OR WILL THEY SEE THEMSELVES AS ONE PART OF AN INTEGRATED WHOLE IN MAKING FOR A BETTER COMMUNITY ON THE HEIGHTS?)

- H. Physical planning is to be done in an integrated manner. (IS THE CITY PLANNING COMMISSION PREPARED TO INTEGRATE THE AREA AS AN URBAN RENEWAL PROJECT? IS THE CITY PLANNING COMMISSION REALLY EQUIPPED TO WORK IN THE FIELD OF SOCIAL PLANNING?)
- I. Local residents are to be involved. (IS THE CITY'S MIDDLE CLASS PREPARED TO ACCEPT THE POOR IN THIS AREA AS EQUALS IN PLANNING AND EXECUTION OF THE WHOLE PROGRAM?)
- J. Private enterprise is to be involved. (WILL THE BANK PRESIDENTS AND OWNERS OF BUSINESS ESTABLISHMENTS SIT DOWN WITH THE CLIENTS ON THE RELIEF ROLLS, OR WILL THEY VIEW THEIR COMMITMENT AND INVOLVEMENT ONLY ON THE DECISION-MAKING LEVEL?)
- K. A new administrative unit must be established by the Mayor and Council. (WILL THE POLITICIANS MEDDLE? WILL THE NEW CITY MANAGER VIEW THE WHOLE PROGRAM AS AN ENCROACHMENT ON HIS OFFICE? WILL THE POLITICIANS (WHATEVER THAT MEANS) SEE THAT AS ANOTHER BOONDOGGLE TO BE TREATED AS A SOPHISTICATED WPA?)
- L. For evaluation purposes, a research branch will be established. (WILL THIS ALSO BE VIEWED AS A BOONDOGGLE AND A SINECURE FOR "EXPERTS" BY THE BURDENED TAXPAYER?)

#### CONSERVATION VS. POPULATION

Conservation of specific natural assets should be weighed against the value of other uses of the space they occupy, in relation to a future to be determined by the factors of population explosion and an increasingly steep curve of technological advance.

The "Save Sunfish Pond" campaign provides an example. The charming mountaintop pond has unique elements which considered alone dictate preservation. But the site has been earmarked as part of a huge power project part of which has been constructed. Power is not to be passed off as of light importance as is the habit of some conservationists. Tomorrow's life will be based on it increasingly.



outs show the extreme disruption caused even now by lack of it. Pumped storage power will be especially valuable to prevent such incidents in that they return off-peak power in peak periods, reducing need for costly stand-by production facilities.

Similarly, a jetport will reduce the charm of rural Hunterton County, but the expanding population of metropolitan New York dictates that it must go somewhere, and it would have many benefits for the area near it. Overhead power lines lessen the charm of the countryside but are needed to help check another danger: air pollution. Power plants in cities are a major factor in such pollution, should be located far out. It is contended underground transmission would sharply increase the cost of power.

However, in planning for the future, possibilities such as nuclear production of power which wouldn't pollute the air and transmission of power through the air instead of wires are to be considered. These might not affect the Sunfish Pond issue because no matter how produced, need may exist for storing power. Such possibilities should be considered, but realistically, in light of the best technical information available, not merely thrown out to advance a cause.

A sort of redevelopment process is involved to rearrange the world to meet the needs of a radically changed future. It differs from urban redevelopment in that not often is actual blight involved. On the contrary the places to be given over to new uses often have great charm; places like Sunfish Pond and the valleys the Tocks Island and Beltzville reservoirs will inundate. Some such places must be saved. Which are to be saved, however, should depend on close calculation of the value of alternate uses.

#### THOUGHTS FOR TODAY

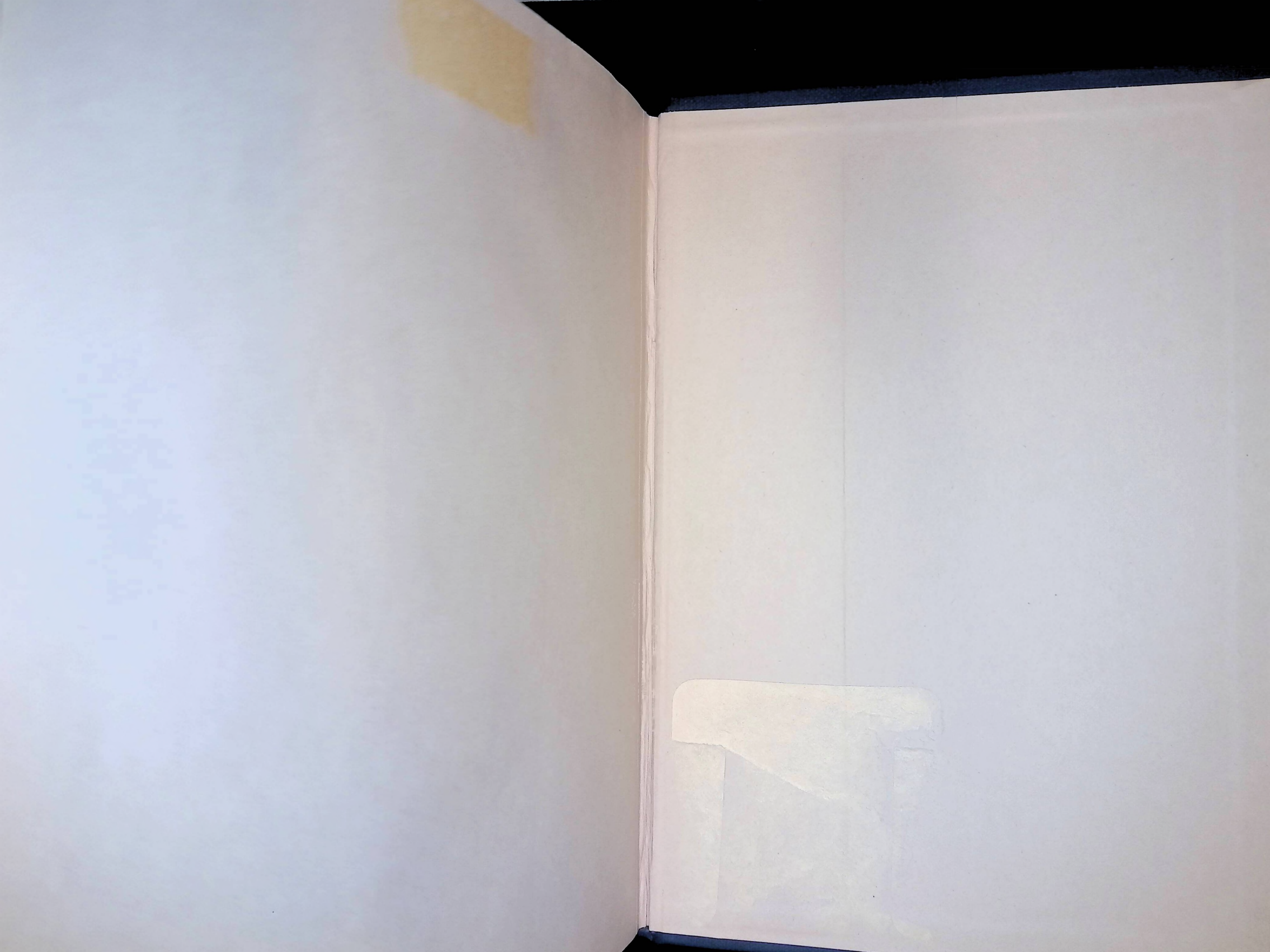
A girdle is like a wishbone. It's no good if it doesn't snap.

Remember the good old days when you never knew a family wasn't getting along together until the will was read?

#### PUBLICATION

This News-letter, published monthly as a community service, originated in the Institute of Regional Affairs of Wilkes College. Notes and inquiries may be addressed to Dr. Hugo V. Mailey, Institute of Regional Affairs, Wilkes College, Wilkes-Barre, Pennsylvania.







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