

PROCEEDINGS  
EIGHTH ANNUAL COMMUNITY  
GROWTH CONFERENCE



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1968

INSTITUTE OF REGIONAL AFFAIRS  
WILKES COLLEGE  
WILKES-BARRE, PENNSYLVANIA

PROCEEDINGS

EIGHTH ANNUAL COMMUNITY GROWTH CONFERENCE

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WILKES COLLEGE, WILKES-BARRE, PA.

SEPTEMBER 25, 1968

WILKES-BARRE, PENNSYLVANIA

Institute of Regional Affairs

Wilkes College

Wilkes-Barre, Pennsylvania 18703

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## FOREWORD

It has become fashionable to speak of the "culture of poverty" as if everything about the poor--their emotions, their attitudes, even their sensations--were different from the rest of society's. The truth is that the poor share some very important middle-class ideas, and, strangely enough, suffer for it. Those who do swallow their pride and accept public assistance, often see themselves as worthless, blame themselves for failure, and sink deeper into hopelessness and helplessness. Pride and a stubborn will to keep the family intact prevents many from asking for public assistance. Poverty, no matter how it disfigures the body, twists the soul and warps the spirit, can sometimes make people wise.

To see the two facets of the manpower problem-unemployment and underemployment--purely as an economic problem and not as an aspect of a human crisis in our country can only lead to an increase in the nagging tensions. The manpower problem must be viewed with a fresh concern and a greater sense of commitment for the problems of the poor.

The poor urban dweller needs a wide variety of services to become a part of the labor force, adjust to the urban environment, and thereby improve the quality of urban life. A total mobilization of community resources is required to improve the life of the urban dweller, now either unemployed or underemployed. All segments of community leadership must recognize the necessity for collaboration, cooperation, and collective responsibility in setting priorities for action now. Identification of the causes and alternative solutions to urban problems are being demanded of the leadership of every American city, every state, and every region--business, religious, labor, voluntary organizations, and government.

The problems of today are complex and do not lend themselves to simple solutions. To build urban America will take all the hard-working, sensitive, and strong leadership this country can produce in all its urban institutions. It is a race between the forces of decay and the forces of growth. It is a race between commitment and crisis. It is a race between coalition and confusion.

Therefore, the Conference is an attempt to understand the manpower problem as one of the many facets, seeking many alternatives and integrated solutions. The idea is to look at the newly created manpower dilemma in NEPA-- a depleted work force--with a new awareness, and a new commitment for remedy. The idea is to view the manpower problem in NEPA as the Crisis of Human Resources--People.

Hugo V. Mailey, Director  
Institute of Regional Affairs

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EIGHTH ANNUAL COMMUNITY GROWTH CONFERENCE

September 25, 1968

"THE CRISIS OF HUMAN RESOURCES  
IN NORTHEASTERN PENNSYLVANIA"

8:30 - 9:30 A. M.                      Breakfast                      Wilkes College  
New Dormitory

Chairman:                      "THE CRISIS OF HUMAN RESOURCES"  
Frederick E. Wegner, Wilkes-Barre City Manager  
Speaker:                      D. Richard Wenner, National Association for Community  
Development, Washington, D. C.

9:45 - 10:45 A. M.                      Wilkes College  
Fine Arts Center

Chairman:                      "MANPOWER DILEMMA"  
Edgar Lashford, Executive Vice President, Chamber  
of Commerce  
Panelists:                      Donald D. Moyer, Executive Director, Economic  
Development Council of Northeastern Pennsylvania  
Joseph E. Fay, Field Supervisor, Pennsylvania Bureau  
of Employment Security  
Joseph Corcoran, Director, Keystone Job Corps Center

Coffee Break

11:00 A. M.                      Wilkes College  
Fine Arts Center

Chairman:                      "THE SEARCH FOR IDENTITY"  
Robert Wilson, Executive Director, Model Cities Agency  
Panelists:                      Lee Klinges, Resident, Model Cities Area  
Sylvia Solinsky, Supervisor of Interviewers, Model  
Cities Program  
Geraldine Whitt, Assistant Supervisor, Hazle Street  
Community Services Center  
Dr. Francis J. Michelini, Vice Chairman, Model  
Cities Policy Board

12:30 - 2:00 P. M.                      Luncheon                      Hotel Sterling  
Crystal Ballroom

" A PHILOSOPHY OF EFFECTIVE URBAN DEVELOPMENT"

Chairman: Mrs. Donald Bennett, President, Junior League of  
Wilkes-Barre

Speaker: Genevieve Blatt, Director, Office of Economic Opportunity,  
Washington, D.C.

2:15 - 3:15 P.M.

Hotel Sterling  
Crystal Ballroom

"PHILLIPS 66"

Chairman: James Lee, Assistant to the Editor, Times Leader  
Evening News

3:30 - 4:00 P.M.

Hotel Sterling  
Crystal Ballroom

"APERCU"

Chairman: Clement W. Perkins, Chairman, Wilkes-Barre City  
Planning Commission

Speaker: Tom Bigler, News Director, WBRE-TV

4:00 - 5:30 P.M.

Cocktail Hour

Hotel Sterling  
Adams Room



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Wilkes-Barre City Planning Commission

Wilkes-Barre Housing Authority

Wilkes-Barre Redevelopment Authority

INTRODUCTORY REMARKS

by

Dr. Francis J. Michelini, Dean of Academic Affairs  
Wilkes College

Dr. Farley was unexpectedly called out of town and asked me to substitute for him and also express his regrets at not being able to join you in this the Eighth Annual Community Growth Conference.

Again I want to say that the College is delighted not only to be a co-sponsor of the Conference, but also to have you gather on the campus to discuss such a timely topic as the Crisis of Human Resources in Northeastern Pennsylvania. All of us in higher education are committed to the new role of public service of colleges and universities. Although there may be many doubts on whether small colleges and universities have the resources to accept this new role, we at Wilkes College have been committed to the role of community service to Northeastern Pennsylvania for a long time. We do hope that our involvement has been a creative one. We do hope that we can assist public and non-public officials in facing up to the knotty problems of planning, community renewal, health, welfare, and education. All of us have the feeling that these are not different problems but inter-related problems of the same problem - that of human resources. It is apropos then that many aspects of the same problem will be discussed at this Conference.

We at the College are mighty proud to join with you in discussing the many faceted problem of Human Resources in Northeastern Pennsylvania.

INTRODUCTORY REMARKS

by

Frederick E. Wegner, City-Manager  
City of Wilkes-Barre

It is a real pleasure for me to participate in this the Eighth Annual Community Growth Conference sponsored by the College and a number of community and area-wide organizations. I am new in this community and may not yet have learned to appreciate all of the organizations and the conferences that work on a continuing basis toward the development of this area. Judging from the large attendance here this morning, I can understand how this annual Conference does have an impact on the area.

Today all of us take stock on a very important problem that faces all of Northeastern Pennsylvania - THE MANPOWER PROBLEM. I have been discussing in a general way with your keynote speaker the whole Crisis of Human Resources. I can assure you that he is about to give us a new perspective on HUMAN RESOURCES - that the crisis is one of the spirit and of the soul.

"THE MANPOWER PROBLEM - A CRISIS OF THE SPIRIT AND THE SOUL"

by

Mr. D. Richard Wenner, Director  
National Association for Community Development

It's a nice sunshiny day in the Wyoming Valley and it sounds like you're going to have an interesting day. I also came out of respect to Hugo V. Mailey. It's so easy to run and sometimes so hard to stay. And Hugo has stayed in your Wyoming Valley. And for this educational venture, those of you who labor in this vineyard need to give him real credit.

In regard to what is assigned to me as a kickoff this morning, I might note that the thirteen points on manpower reproduced on paper tell the story very specifically, very well, and better than I could. So those of you who are going to be introduced to them at the end of the day, are going to get down to the very essential facts. You're going to have, as usual, a tough job of sorting out what is important in these thirteen points on manpower, and what is not important. And the whole decision of making some hard decisions, those hard priorities in our country, really rest with you.

I could come here today, really, in the context of any of the three presidential candidates. And I'm sorry to say we have three this time. Mr. Wallace's campaign slogan, you know, is "Stand up for America." It takes courage, Wallace has it. Do you? Mr. Wallace simplifies everything. You've got thirteen simple points in your material about the manpower crisis in this country. You've got to make the hard decisions, he's not willing.

He is selling the American people a bill of goods that this is a simplistic world. This is not a simplistic world, and you and I are not terribly simple individuals. Your Valley is made up of a lot of complex individuals as is this nation--now past 200 million. There are a few hundred other billion around the globe. We live in that kind of environment and not in George Wallace's at all.

It's easy to stand up for America, just like it's easy to stand up for my children. They are as fine children as there are in this world, but they are not perfect and neither is this country.

I really come to this topic today more from the standpoint of Richard Nixon and what he said last Saturday in a lily white suburb of Philadelphia. I quote: "You are fortunate people, but you know that in the great cities of America there is great poverty. There are poor peo-

ple, there are people who haven't had a chance, a chance that you have. You can't be an island in the world. You can't live in your comfortable houses and say, "Well, just as long as I get mine, I don't have to worry about the others. Because, remember this, as Teddy Roosevelt often said, this isn't going to be a good country for any of us to live in until it's a good country for all of us to live in."

And I look upon the Wyoming Valley and Northeastern Pennsylvania in that same context. It is not going to be a good place to live in or work in until it's a good place for every single individual to live in and to work in.

In all fairness to the third candidate this year, I will quote from a speech in which he said this on the Urban crisis, "The great challenge facing American civilization is to provide a choice of a satisfactory living environment for all people, regardless of race, ancestry, or place of residence. Today millions of citizens do not have this choice in the selection of a community in which to live and work. They are trapped in urban ghettos or rural slums, or they flee to suburbs when they really do not want to. These conditions are unacceptable, especially in a nation as wealthy and as full of technology as ours."

Hugo said something to me in his letter of invitation which was very interesting. He said it's an area that has been transitioned since you departed, and which now faces the lack of manpower rather than a surplus of it. I really wonder about that statement. I appreciate it in the context of some of his thirteen points and why he made it, but yet I have to question that in my speech.

Mr. Wegner asked me this morning what I thought of coming back to Wyoming Valley. I said this. My mother lived on a farm thirty miles west of here, out of the coal regions, and in pretty fair farmland. That's home, it's lovely, it's where I come home to. In that environment, Northeastern Pennsylvania is a wonderful place.

Our family had it's vacation this year in Lennox, Mass. Lennox is an old town, a couple of hundred years old and a typically Mass. colonial town. The first congregational church was built there over 200 years ago. There is a 200 year old grave stone in the graveyard. There is more white paint per square foot there, I suspect, than any other place in the nation. The 200 year old houses are in a perfect state of repair. The shopping district is so unobtrusive that you hardly know there is a shopping district in town. The shopping district does not have a neon sign. About 50 years ago, the town put its utility lines and power lines underground, so that you don't see them.

Lennox is love. Lennox is good for the soul. Lennox is the home of Tanglewood, the summer home of the Boston symphony, where if you want to spend \$5 or \$10, you can sit on a seat on the roof; but, if you want to spend \$2.50 you can lie on the grass with your picnic lunch and watch the stars, listening to music to soothe the soul.

From that vacation we came back to the farm. My wife is a devotee of McDonald hamburgers, and she lives on them between visits to grandmother for her cooking. So I came south on Route 81, past the Veterans Hospital, down through that narrow street, across the bridge (very dutifully following the state highway signs), cut over to the Kingston Plaza. I came into Wyoming Valley at that angle, I would not want to live in the residences that I had seen.

And the crisis of manpower, the crisis of human resources is really that in my mind. It is much more than filling a job in a factory. It is the crisis of the human spirit. We use this term in my little organization--human resources. I would like you to join with me in the statement that we will not treat human beings as resources the way this valley has treated coal. I've done a lot of travelling in Mississippi and they used human beings as resources down there, just as they used cotton, and just like you did with coal.

They have extracted cotton and coal, and they have thus denuded the whole state of Mississippi and in your case Northeastern Pennsylvania

What the white man has done to himself in Mississippi is even worse than what he's done to the blackman. I'm not worried about the blackman, the blackman that we've kept out for 300 years. For every action, a physicist will tell you there is an equal and obvious reaction. And I would ask you to think simply that for 300 years keeping the blackman down in this country, over the next generation--25 years--he is going to come up to be an equal of you and me. There's going to be an equal force that kept him down for 300 years, going to bring him up in the next 25 years.

Human beings are not resources, as is land, or coal, or timber --they are soul.

I really do not wish to recite statistics. The 1960 census data stated that in the northeastern states the number of families in poverty is higher than in northeastern Pennsylvania. Nor do I want to bore you with statistics that your local anti-poverty program has developed in surveys. If you've not read them, you ought to. You'll find them in "Characteristics of Low Income Households in Luzerne County," by Sheryl Beard and James Holm in 1967.

There is poverty in rural America just as there is in our cities. We have a crisis of people there too. This is the tragedy that I read about in this month's magazine "Appalachia,"--that this is the kind of people that our vocational institutions are training. Did you know that 21% of all the vocational education students are taking agriculture. This is impossible. There is no future for farmers. And yet, a fifth of our vocational education resources are going to train farmers... a dead end occupation. Did you know that 40% of the vocational education students are taking Home Economics? This is just a way to hide girls.

Well, what have I been saying in a pessimistic, harsh kind of way? I've been saying that we have a crisis in our nation of people. We have a gross national product of \$800 billion, and it's expanding constantly. It's not a crisis of the economy. It's a crisis of people and we in this nation have to realize that all of our citizens, 100% of them, have to share in the good life of this nation, both economically and socially.

We have in our urban areas a more serious crisis. You may say we don't have it. You don't have any ghettos in Wyoming Valley. But for the white person who lives in substandard housing, what is there for the soul? What is there to make life worthwhile for the Negro? What is there to motivate him? Why does he think that the American dream means nothing to him? You know very well that the story of our progress has been of deserting our cities and going to the suburbs.

I'm proud to live in the city. I live in Washington, D. C. I walk to work. Washington is not nearly as bad as George Wallace would tell it. Yet it's a city with insoluble problems. Let me say that Gunnar Myrdal, the Swedish economist, who has written some of the most honest things about us, argues regarding the crisis of our cities that the financial cost to the nation of rebuilding the cities and rehabilitating the slum population must, on any account, amount to very huge sums.

I've seen no detailed plans on the national scale for what needs to be done to salvage American cities, and no summing up of what it would cost in financial terms to eradicate the slums and rehabilitate the slum dwellers. But such calculations should be made. They are needed for the gradual education of the American people to the magnitude of the task.

I draw the conclusion that the cost would amount to trillions of dollars. And a reliable plan to eradicate the slums and rehabilitate the slum dwellers will, to be at all realistic, even in the best case, have to reckon in terms of at least a generation.

Listen to this, affluent Americans, I draw the further conclusion that, in this life, the common idea that America is an immensely rich and affluent country is very much an exaggeration. American affluence

is heavily mortgaged. America carries a tremendous burden of debt to its poor people. That this debt be paid is not only the wish of the do-gooders, but not paying it implies a risk for the social order of democracy as we have known it.

And so as you look through your day, look at the crisis of manpower, not only in terms of jobs that exist or that you want to bring to the Wyoming Valley. Do not forget that the commodity you're dealing with is human life. And do not forget that it is more than a pay check that makes human life possible to bear, possible to endure--it's environment. And there is not going to be a place for us to hide away in a lily-white segregated suburb.

Let me conclude by again quoting Gunnar Myrdal: "The first condition in a democracy like the United States is to reach the people and enlighten them in regard to both the social and economic facts. And if the policy conclusion is to be drawn from these ideas and these facts, what we need today is not a deceptive hopefulness that success comes easy, but the will to grapple with staggering difficulties. We need not the courage of illusory optimism but the courage of almost desperation." There's your task so simply stated. Have a good hard working day.



## INTRODUCTORY REMARKS

by

Edgar Lashford, Executive Vice President  
Chamber of Commerce

The subject matter of Manpower Dilemma assigned to us this morning is so difficult that it may cause us to still be in a dilemma after this session is over and probably even after the afternoon session is over.

The subject matter of this portion of the growth conference is indeed timely. To those of us who have worked with the problem in the hope of developing some concrete solution, we have found it to be a most frustrating undertaking. Moreover, the manpower problem is not one that can be classified as a local or a regional problem. It is, basically, a national problem. However, the potential solutions, (and I emphasize "solutions", for there is not a single solution or remedy) will be varied in nature, depending on the geographic area that is studied or viewed.

To set the stage for today's presentation and how it relates to us in Northeastern Pennsylvania, we might look at the national average for unemployment for the month of July 1968, which was approximately 7%. The state average for the same period was 3.6%. For Northeastern Pennsylvania, it was just about the same figure. You can see that this manpower problem that we are going to delve into at some depth today, is one that faces the nation.

We here in Northeastern Pennsylvania for many years had a surplus of manpower. It has caught up to us faster, I believe, than in any other part of the nation. It is, therefore, hard for us to believe that we really are in a manpower dilemma.

We can put the manpower problem into two basic categories, each of which has many, many facets. They are unemployment and underemployment.

You will hear that training is one of the most important means of solving the unemployment problem. Statistics tell us that the average working man today should be retrained 5 times within his own lifetime, in order to keep himself qualified for work. This isn't an easy matter. Training involves education. Training costs money. It costs money to upgrade our high school facilities and provide better vocational and tech-

nical facilities.

We as citizens must recognize that training is one of the major items that is involved in this manpower dilemma. We must, therefore, try to make the rest of our neighbors understand this. None of us likes to pay taxes. But training is vital to the survival of all of us.

Underemployment involves the upgrading of people in jobs, so that they can perform at a higher level. The Chamber of Commerce industrial groups are continually at work to find new jobs to permit people to advance and live better. We should recognize that as the underemployment problem is solved, a vacuum is created, in that as these people move up and get better jobs, they create openings at the bottom of the job ladder in the low-paying type of industry.

Northeastern Pennsylvania is flooded with this type of low-wage industry because twenty years ago we opened our arms to them. We can't now throw them out. We still need them. Although they must try to help themselves, we've got to help them too. These industries were so accustomed to having thousands of people available to perform manually whatever production work was necessary. They now cannot rely any longer on this large pool of labor. They must now begin to invest in capital improvements that will result in more production.

May I remind you that the session this morning is not aimed at producing answers, but rather aimed at producing some ideas that might apply to our specific problems. It is aimed at stimulating discussion.

I'd like to say also that the fourth member of the panel who was to be with us to represent industry, Mr. Boyne, was caught in a difficult manpower dilemma. He has a strike on his hands this morning and is in the midst of labor negotiations. We have decided therefore to take the time allocated to Mr. Boyne, and use it to field specific questions from the audience. This will enable the rest of us to go into our discussion groups this afternoon with some specific thoughts about the problem.

With these few comments, I would like to introduce to you at this time the members of the panel.

The reason we have put Mr. Moyer, the Executive Director of the Economic Development Council of Northeastern Pennsylvania, first was to give us data and statistics to enable us to sink our teeth into the problem. Some of you may feel that statistics give us all the answers. On the other hand, some of you may disagree. At any rate, they do tell a story. I'm sure that if we were to try to deal with all the various aspects of the problem that he will bring to our attention through the charts and graphs, we would be here several days.

Mr. Fay will give us an overall viewpoint of the problem as he sees it from the agency that gets involved in all types of employment problems. Mr. Fay, who is the Field Supervisor for the Pennsylvania Bureau of Employment Security, will have some real interesting comments on the manpower problem. Most manufacturers who are in a dilemma trying to get workers end up with the Employment Office. At that stage, the problem is acute and not easy.

We will also hear about a specific type of program, one of many, that is now being undertaken in various parts of the country to try to alleviate the manpower dilemma. Mr. Corcoran, Director of the Keystone Job Center at Drums, will show that the problem is not strictly an economic one, but a social one as well. This ties in well with the overall discussion today.

Let me make one last comment before calling on the speakers. Looking over the mix of our audience today, it's hard to determine just who is who. I see many diverse groups represented. Some questions that will be fielded and answered will not be the type of answers that some of us would like to hear. But let's take them on their merit and proceed. This is good and should make for lively discussion.

" THE MANPOWER DILEMMA - A MANY-FACETED PROBLEM"

by

Donald D. Moyer, Executive Director  
Economic Development Council of Northeastern Pennsylvania

Our manpower problem, as it exists today, in the northeast economic development district of Pennsylvania, has many facets. Individuals are likely to view the different facets in varying degrees of importance depending upon the roles they play in the community's economic and social structure.

Although there are undoubtedly several others, 13 different facets have been identified as follows: The local industrialist is likely to talk about the manpower problem as a shortage of labor problem. As Ed Lashford has just indicated that in the past year or so, the reduction in area unemployment has made it more and more difficult for the local industrialist to hire the right people at the right time at the right price. The development of this facet of the manpower problem is shown more graphically in these much maligned charts and statistics. Let's hope we can get a little illumination on them with a couple of simplified charts.

The labor force trends in the Northeastern Pennsylvania district, which is a seven county district, including Wayne, Pike, Monroe, Carbon, Schuylkill, Lackawanna, and Luzerne counties, show a very attractive squeeze as far as optimism in the economic factor is concerned. Back in 1958, there was a pretty serious unemployment problem. This has been relieved by a downward push in the labor force available and an upward push in those who are unemployed. The net effect is shown in a much over simplified chart on the next page, that the Northeast Pennsylvania district average for unemployment has now dropped below the line that I suppose some of us ten years ago wondered if we'd ever even meet. That is, the national averages and the current figures Ed cited were just about coincident as you'll note. They go up and down from month to month but roughly it coincides.

The other major thing to say, and it isn't necessarily on manpower, but it's an important observation to know, is that in the overall history in the economic picture, the basic building block or bed rock upon which the (colony) depends, is the manufacturing sector in durables and in non-durables. While there's no dramatic swing up, which would be almost impossible, you will notice that there has been a gradual continuing upturn which augurs well with the continuing prosperity of the region as it continues to recover and move up to national trends.

Now if you move to an employment agency manager, and I said I might steal Mr. Fay's thunder for just a moment, the employment agency manager is likely to see the manpower problem in a slightly different light. He sees literally thousands of existing job openings for which no qualified persons can be found. His problem is to recruit and to try to match those seeking employment with the openings that exist. In 1966, when the labor market was not as tight as it is today, the Economic Development Council, in cooperation with the Bureau of Employment Security, conducted a study of 584 area employers and found that at that time there were 3,737 job openings for which no qualified persons could be found. Because of the identification of the labor shortage, the same survey conducted today would probably find many more unfilled openings. I noticed a newspaper release the other day from Mr. Peters of the local BES office that there were 274 or 275 openings for which no workers at all could be found.

A third group of people identifying the manpower problem might be top government officials. They would talk about widespread underemployment. Officials of the U.S. Department of Labor consider that a large proportion of the labor force in Northeastern Pennsylvania is underemployed. That is, large numbers of people are working in jobs which are far beneath their potential. Let me step aside, and ask, "How many of you think that you are actually working up to your potential in your job?" I don't think any of us really do but this is the way it's measured. What we're trying to express here, of course an abstract point but a very dramatic one, if people somehow could take their skills and push them to the optimum range of productivity so that their imagination would be stimulated every day in what they do so that they would be challenged by their daily task, they would no longer be underemployed.

The net effect, it has been estimated by some, would be an increase from the present actual gross national product of \$790 billion to a potential of \$5 trillion, and in human terms that means bored workers, workers who have mobility rates as they bounce from one place to another seeking satisfaction.

A retail researcher is likely to identify a fourth manpower problem. He's liable to call up the missing men in the 1967 study of our organization, entitled the Manpower Dilemma in Northeastern Pennsylvania, the proportion of non-institutional, non-male, shows a very dramatic thing.

Let me break from the text here. What happens across the country in statistics is that you get some funny little bugs called gramlins. When you take a look at your labor statistics and compare it with your census data, there are some gaps for which there are no answers until you go around and do a house by house check and actually identify the real flesh and blood living bodies. This is what often happens in your community action programs where there are aggressive outreach workers. They go out to find the answers to the mysteries.

One of the big mysteries in Northeastern Pennsylvania is that in the United States there are 5.5 of these 14 to 65 year old males who are non-institutionalized who don't show up in the labor force. In Pennsylvania, there are 6.4% of them; but, in Northeastern Pennsylvania there are 11% of the 14 to 65 year old males that we know are living bodies somewhere in our 7 counties. However, we don't know who they are, where they are, and what they're doing today. That's a 1960 figure, the figures would obviously be different today, but the pattern is dramatic.

Local employment planners are likely to see the manpower problem in still an additional dimension. They might talk about special problem people. The Commission on Economic Opportunity and the Bureau of Employment Security have recently been wrestling with the concentrated employment program. It's concerned with identifying and assisting those individuals who might be moved into productive work or who are unable to hold jobs because of a lack of training, health problems, financial barriers, motivational problems, or inadequate transportation from where they live to where they might work. So the work of this new program is to try to clear away the road blocks and let people get back into productive employment if that's possible. To match people who are now locked out for a variety of environmental or personal reasons, and get them into the normal labor force.

The next problem is not a manpower problem but a woman problem. A socialist would say that one of the things that constitutes a manpower problem in Northeastern Pennsylvania is that there are more women working proportionately than men in our section of the state. From his standpoint there is too much of this kind of statistic and it might be considered significant data which indicates the creation of not only labor strains in the work force but it infers household strains and family strains. You always have to be careful when you crystal ball the statistics. But you can infer with this kind of a disproportionate balance of the picture, that there may be some hidden family strains. If women are out in this disproportionate numbers working in our area, then family strains may ensue. A socialist might say that. The chart shows that in 1966 there were 60,000 males employed in District manufacturing as compared with 63,000 females. In the District, this proportion is 51% females versus 49% males. In the State, the proportion is 72% male and 28% female. Nationally in 1966, the proportion of male employment in manufacturing was the same as in the State of Pennsylvania.

Now let us move to the educator. He finds a different manpower problem. He'll talk about educational underattainment. From his viewpoint the manpower situation may be resolved as a matter of education. For example, in 1960, the year when we were able to get the latest figures, the average number of years of schooling completed by District residents of 25 years and over was 9.7 years for females and 9.3 for males. In Pennsylvania, you'll notice the difference and in the United

States you'll notice the difference. In addition to this difference in achievement and attainment some educators in our area have observed that the current emphasis in educational programs is grossly distorted. They've noted that while the present school curricula are dominated by academic subjects, normal for college entrance preparation, the fact is that the majority of students graduating from high school will probably hold jobs that are more in the blue collar class or at least in technical categories that do not require college entrance. As a consequence, they say, a much greater emphasis is needed on the vocational and technical education. In 1960, the Ohio census disclosed this very dramatically, we don't have anything for Northeastern Pennsylvania. It illustrates the problem. For the students that were enrolled in 1960 in the state of Ohio, 81% were enrolled in college preparatory programs, whereas, in fact, the labor force in 1960 indicated that only 8% of the entrants would be required to have a college education. For those in trade and industrial training vocations, only 3% were enrolled whereas the labor force required 42% of the entrants to have that kind of training. And so it goes for the imbalance of agricultural positions, cleric, and retail sales. In other words, we are not rationally balancing our curriculum development with the real needs in the labor force. That's a manpower problem.

From the point of view of an open employer the district's educational products have often been criticized because they have a lack of the fundamentals of basic reading, writing, spelling, and arithmetic. Whether the products of our district school systems actually are more deficient than they are elsewhere is really a moot question. Let me underscore that. It's a moot question as to whether we're worse off than others.

The observations of a number of different employers in this respect in our area, however, do pose a red flag for those of us who are concerned.

Some employers have also criticized attitudes of high school graduates.

Employers also complain that their young employees did not grasp the fundamentals of business operation. They do not understand the economics of the market place. They have also failed to understand their roles in the company's enterprise.

But now having said that, let me also say that very recently a survey was taken by a company that was interested in locating a plant here. A manager that was responsible for the survey for the company reported that the biggest plus that he found in Northeastern Pennsylvania was in the general population. He did not specify recent high school graduates; but, he stated that in the general population he found very positive work attitudes. Therefore, on this basis, he was interested in coming here.

The next point of view is that of the economist. From an economist's point of view, the District is presently suffering from an adverse industrial mix, that is, there has been an over-concentration of employment in some industries to the exclusion of others. He contends that a more balanced work force is needed, and a more diversified employment is needed. In addition to the danger of having too many eggs in one basket, the economist notes that those District industries which are the largest employers are those which nationally are in the low edge of the wage scale. This shows that in the northeast district 54% of the employment in manufacturing is concentrated in the six lowest paying industries. In the United States those same industries accounted for only 19% of the total work force. That shows a gross mix.

The industrial developer is likely to talk about a money problem being the real manpower problem. He's likely to say, from his point of view, that the District lacks many of the governmental and institutional functions and services necessary to attract high paying or better job producing industries. This lack, may in turn be traced to the lower level of incomes which prevail in the District making it difficult to come up with the needed funds for improvement of such things as housing, the elimination of mining scars, area beautification, waste-disposal facilities, and recreation facilities. In 1967 the average household effective buying income in the seven counties of the Northeast District was \$7,370. In Pennsylvania, in the same year, the average effective buying income for the household was \$8,980; and in the United States, it was \$9,012. Simple tax reality, isn't it? You can't get the things that are needed on the previous chart unless people have the income to pay the taxes and also to generate the other needed economic activity.

Now let us turn to the graduate, that much praised fellow of recent movies. He talks about limited opportunities in the labor picture and that's a manpower problem from his point of view. In addition to the lower wage and salary levels present in the District, there is a distinct lack of opportunity for managerial, technical, and professional job candidates. Most job openings which are readily available to him in his home job region are in the operative, semi-skilled or apprentice, journeyman, craftsman category. In 1966, as a percentage of total employment in manufacturing male non-production workers, that is the professionals and the managers, accounted only for 9% of the total population employed, whereas in the state of Pennsylvania as a whole, they accounted for closer to 16%.

Then there is the demographer's picture of the manpower problem. He'll talk about his view of the statistics of the region and he'll find an out-migration of youth being a very serious thing, and also the aging of the population. The long range population forecaster will find this kind of a picture and a pretty grim one too. Between 1930 and 1965



in the District, the population age under 45 suffered a loss of roughly 40%, whereas in the population range of 45 and older, there was a gain of 58%. In the District, the median age of the female population rose from 23 years of age in 1930 to a median of 37 years in 1960. The median age for the nation in 1960 was 27.6 years for male and 30.3 years for female. That means our population is older and our young people tend to move out.

Are we so much worse off than other places? The truth of the matter is that there are people in similar circumstances in Los Angeles, Philadelphia, and other major centers around the country. The leaders are also bewailing the mobility of youth. I think if we take a close look that we'll find the entire younger population is much more mobile. It's throwing some static into our statistics today that we're really not too sure how to appraise the data.

The Economic Development Council has identified them as the thirteenth facet of the whole manpower dilemma problem, what we call poor tools. Recently the Council undertook what we call a comprehensive analysis of the District's manufacturing industry at the request of the State Planning Board. The results of the study showed that generally productivity, that is the value added to the manufacturer, was lower in the Northeastern District than it was in either the state of Pennsylvania or in the United States as a whole. The figure in Northeastern Pennsylvania for value added to the manufacturer, which is really the measure of productivity, is \$8,149. For the United States, it is \$13,788, indicative of a big gap.

Although the adverse industrial mix, mentioned earlier, is partly responsible for this situation, an industry by industry analysis revealed that the lower levels of productivity is a wide-spread District characteristic no matter which industry is studied. Although some employers have ascribed this to poor employee attitudes, it is a fact that in most District industries, the levels of capital investment per employee have long lagged behind those of State or National levels. This fact alone could be responsible for much of the existing differential in average levels of productivity. Better tools, in other words, make for better output. A pencil and a pad can't do what a desk calculator can do.

Management and competence also ought to be noted here. In one of the earlier charts we talked about the out-migration of youth because of lack of opportunities. This reveals another hidden factor that we all can't miss. And that is the fact that the non-production workers, the managers, the technicians, and the professionals were proportionately only half as numerous in the District in 1966 as in state-wide industry. This may be highly significant.

I hope that we've been able to thoroughly confuse things by pointing out that we don't have a single manpower problem, but instead we have many different ones. I've tried to outline thirteen and for this reason I'm sure there's no simple easy solution. We're going to tackle each one.

Where is the answer? The answer lies behind all of these statistics, and some of these overly-simplified charts. Certainly it lies within the resolution of those of us in this room and other leaders in the region to take a good sharp look at some of the realities we're confronted with and then exercise the tools that are available to us to remedy the situation.

Manpower, as we should not need to be reminded, is talking about people who have to live and raise families and make our community a good place to live.

"THE MANPOWER DILEMMA - TRAINING AND RETRAINING"

by

Mr. Joseph E. Fay, Field Supervisor  
Pennsylvania Bureau of Employment Security

Just as Mr. Moyer indicated there are many facets to the manpower problem, so are there many solutions. Without reference to any of the statistics, I think that our next approach here might well be to take a look at some of the things that have been done in this field. Then we can attempt to deal with some more specific recommendations in the way of solutions.

I think that we all realize that the manpower market reacts to many of the same economic forces of supply and demand that are found in other competitive markets. Our population, between the age of sixteen and the normal retirement pattern in the age sixty group, represents our broad supply. In the total government and civil labor requirements and patterns pretty much set the broad demand. Both of these can be adjusted, and have been. I think our concern today is with the supply side. This is what we'll talk about.

To bring supply and demand in the labor market into closer bounds, important steps were taken many years ago when in all cities throughout the country a combined federal-state employment service was established. Through these employment centers, extensive effort was given to the study of specific manpower problems. A major effort was made to obtain maximum utilization of our labor supply. Basically, this objective represented an effort to have all job openings listed in one simple source and to have all perspective applicants identified with that same center. Then on a logical, deliberate basis an attempt was made to match these two ingredients.

As an example, following this approach during the past month, over 2,200 placements were made in this Economic District that we are talking about today. But despite this sound logical approach it soon became evident that while the number of unemployed was more than adequate to meet labor needs, there was a definite and widening mismatch between the available qualifications and the demands of the job. As industry technology increased, corresponding demands were made for the skills of the job. To meet this continuing need, public training and educational efforts were sharply increased. For example, in the late 1950's provisions were made through the public school code to initiate adult training for unemployed persons. This, on a beginning scale, has gradually developed into a stronger program.

In the early 1960's, considerable impetus was given to large scale training activities with the introduction of the Manpower Training Act. This, incidentally, has been one of the nation's largest thrusts in the manpower training field. I think there are few here that would not say that this has been a highly successful effort toward their overall goal.

These two training activities are just a few of many being provided to develop the base of labor that is considered necessary.

As one problem often leads to another, so did this broad base experience in training gradually reveal that some of the unemployed and underemployed needed more than just vocational training to make them job-ready. Included in these obstacles for these people to employability were under-consideration, lack of motivation, physical disabilities, and social factors frequently associated with the disadvantaged person. These are persons who have simply given up the prospect of work and have withdrawn from the labor market. Many of them, as we know, do not show up in the average census or in any related survey. They have to be searched out.

A short time ago, to better meet this problem, part of the resources of the Employment Security Agency were redirected toward employability service. I think some of you at least here are familiar with the Human Resources Development Center drawing upon the facilities of the community. It provides on an individual basis remedial measures to make job-ready persons who are not able to compete in the present market. Within the limited staff available interviewing personnel were sent out to rural areas, small towns centered where unemployed persons might be expected to be located. On the spot efforts were made of employability services, these applicants were then directed toward other facilities such as the Job Corps, counseling, rehabilitation services, training and so forth.

Similar approaches toward these objectives are being taken by other agencies and by business forms in the private sector. Much has been written about the successful steps taken by nationally known firms, banking, manufacturing, and other industries in training and employing groups and individuals heretofore passed over as unqualified or not suitable for jobs.

No doubt proof has been accumulated that persons previously rejected as unemployable can be made useful and contributing employees if given the right supporting service. I think we'll hear more as to how this is done when our next speaker talks of the Job Corps. Many others here in the room, coincidentally associated with our program of Model Cities, also have experience in this field, and have developed and begun to build a base upon which we can include a larger segment of our pop-

ulation in the labor force. These are some of the things that have occurred, these are some of the findings from experience in this field.

I think here briefly that we ought to summarize and indicate what might be considered a package to make further progress in this particular area. I would like to suggest to you that we need accelerated effort in a number of the following areas.

First of all, we have to encourage all people to seek work and to plot further application at some central source. The word must reach all ears. Too many still look upon the labor market as in the thirties-- "no work available." They must be made to realize that this is a new day, that there are jobs, there is suitable work, that they can be made employable, and that their limitations can be overcome.

Number two is the fact that all employers should file their job requirements at the same central source. This approach has been taken successfully, and I think more and more such groups such as your Industrial Fund, and the Chamber of Commerce groups are following this course of action and successfully so.

I would suggest as number three a close re-examination of job specifications. Employers now agree that not every job in their organization requires a college graduate, and in many cases not a high school graduate. Nor do they all require a prime physical specimen, nor a restricted age. And in some cases training experience requirements may well be reduced without any significant effect on the job performance. This kind of re-examination has already resulted in retired people returning to work, men replacing women, and women going into jobs that had been heretofore considered only for males. This type of transition mobility lends to building a labor force. This I think you'll see also as a partial answer to the unemployment problem, for as our labor force becomes more mobile, as people advance through training, room is made at the bottom for the person with less skill and with less to offer.

The fourth consideration has to be a redistribution of "dock-job" duties in many of our positions. Just as a brief example of this point, the medical and technical fields have made considerable progress. The aid to the nurse doing the less professional duties I think we're all acquainted with. In the technical field, the assistant to the technician is doing the less requiring jobs and permitting the engineer to apply his skill on a more timely basis. I think this type of approach lends itself also to the machinist, and to the accountant, who are not using their maximum skill on a major part of the job.

Point five concerns salary schedules. I think the jobs have to be priced in keeping with the area's scale. I know there's been progress in

this area. We have to improve county and community facilities, transportation, parking, and lunch facilities. All these items are often determining factors in an individual's decision as to whether he will remain with a particular industry or remain even in the labor force. Suitable housing and recreational facilities help attract additional applicants to the area. For too long we've been known for our out-migration of workers. I think the day is at hand when people are coming into the area. It is most important that we be ready for this, that we have adequate housing and supporting facilities.

Finally, I think that we should urge increased training activities both within the plant and within the local area--schools, community agencies, and all available sources. Great strides have been made on this point in recent years. If the trained person is upgraded, room is made at the bottom for new entrants. This, with our technical school, will bring additional encouragement to the overall training problem.

I think you can see that progress has been made, but I hope you'll agree that much greater effort is needed if we're to close some of the gap that has developed as the problem has grown.

"THE MANPOWER DILEMMA - MOTIVATION OF THE DISADVANTAGED"

by

Mr. Joseph Corcoran, Director  
Keystone Job Corps Center

First I'd like to say that I very much agree with Mr. Wenner when he said this morning to us, and I think it's rather critical to remind ourselves of it, that the solution to the problem is not simple. Even a definition of the problem does not tolerate a simplistic approach.

In addition, I think Mr. Wenner made another point of extreme importance: training in the technical fields is a real problem and one that has been neglected. Our analysis is that the true growth fields of the future are in the technical fields, and more attention should be paid to that.

But regardless of what combination of elements are used to attain the solution, what Mr. Wenner referred to as soul is extremely important. There is much more to a human being than technical training or earning a living. The solution to the social crisis or the social problem or the manpower development dilemma must take into account the human being as a human being.

Another point to be made, and note it well, is that there should be some kind of a financial justification for it. Tremendous financial resources must be focused on solving the problem. But being a practical society, such as we are, we must be able to financially justify the expenditure of money.

We at Keystone have attempted to develop a program which is really an experiment in sociology and education, bearing in mind the points made above.

Let me give you a little of my background since it might help to understand the speaker. I've been in industry for twenty years, most of it has been with RCA; for the last two years I've been associated with Keystone Job Corps Center as the Director.

Our mission, really the only challenge that we had, was to develop a program much like you're attempting to focus on today. In the area of the soul, or the area of the human being as a human being and what he wants out of life, which certainly must be taken into account, we look at it from three points of view.

The first one is attitude. Imagine having a situation where you have never really succeeded in anything meaningful in your life, and that society generally has been considered to be something meaningless or nonrelevant to you. If you can imagine that for a moment, imagine the millions of people who are in that predicament. I think that we should look to the 11% of the population in the District, as Mr. Moyer told us earlier, who are not even identified. They felt withdrawn, and have gone away.

The next point that we have to look at in addition to attitude is motivation. Why should they be motivated? Most avenues which are opened up for people to come into the mainstream of industry, of business, or of the society as a whole, must be opened up with honesty, a great deal of sensitivity and certainly with a realistic appraisal of what is going to happen. They have to come in because there are goals that are worth striving for; goals that you and I value--of education and a stable family, and of security. So we must eliminate the frustration and the hopelessness which is their image of the mainstream of society, and bring them in.

The third point involves the whole area of social adjustment, of recognizing that many people in the District, in this town, in this country have built up an entirely different culture from the one that you and I are accustomed to. There is a culture of poverty. There is a culture that is completely different from what we may call middle-class. There are many values that you and I hold very dear. We cannot understand why other people do not believe them, understand them, or hold them with the same tenacity that we do. This structure does exist and there must be a way found to adjust the lower socio-economic with the middle-class culture if the nation is going to build on its past.

I would say this, that we do not call it soul at the center, we call it informal education. We have two types of programs at the center: formal education, and the other is informal education.

The formal education includes vocational training and academic education. We train in vocational fields of electronics, of data processing, of nursing aid, of retail sales and of creative selling in fashion design.

Then we also find that in order to succeed in business or in industry or in any of the positions that we train for, it is essential that academic instruction go along with it. We find that with the group we deal with, there are some that graduate from high school who are reading at the second and third grade levels. Much of this group has been short changed on the academic side of their education. We find that vocational training is very easily acquired by these youngsters. However, it's the academic side of the program that takes the time, the patience,



and the one to one ration in the classroom situation or the teaching situation.

What about the rest of the program in addition to vocational and academic education? Our informal education concerns social adjustment, motivation, and positive attitudes. We attempt and we have a good degree of success with about 70% of the students who leave the Center, of getting jobs for the youngsters. But what about the transition between a learning situation, a school, a campus situation, where education becomes the highest value and the business or industrial world? There is a big adjustment that must be made, a transition that must take place. We found in the earlier stages of our program that many of the youngsters who did very well in our school and adjusted well in school, and progressed satisfactorily, were not adjusting particularly well in business or industry. We then decided to institute a number of changes.

The first is that we put in a half-step between the world of work and the educational world and titled it work experience. We do this in three different ways. First, while the student is attending our classes and has two or three free hours during the day, she may work in one of the offices, in the data processing room, in a store, or in a warehouse depending on the field that she's in. She gets exposure to what a typical operation would be like. She may be under the guidance of a secretary if she's in the correspondence field or someone who is knowledgeable in her field. They first come in a little shaky and soon gain a degree of confidence and assurance that what has been taught in the classroom is relevant to the practical work-a-day world.

The second step is that we make arrangements with some department stores in Hazleton or perhaps the Veterans Administration Nursing Hospital. After she finishes her classroom training and instruction with all of the theory and practice that we can give her at the Center, she will go into a hospital or into a department store, and she will actually have work experience. This is part of that half-step between the Center and the final job.

The third and final step is that prior to the time the student graduates from the Center; we have the student go on a leave of absence for three months. We have made arrangements at the present time with two companies--RCA and IBM. The students leave the Center on a leave of absence and go on the pay roll as temporary employees of these firms.

By the way, many firms are developing a social consciousness and are looking for opportunities of this kind.

The students will actually apply what they have learned, and at the end of the three month period or any time in between, if additional

training is required or if counselling or any personal kind of sensitivity support is needed, they will come back to the Center for what is needed.

We have never had a situation where a student had to come back for additional training. But the personal and social problems are brought with them. They are still at a disadvantage even with minimal training. After the student has completed her work experience, she comes back to the Center for graduation.

Because of time I can't go into details but I would like to say a word about financial justification, because the Job Corps is one of the programs which we're convinced is very much misunderstood. If a youngster at the age of twenty goes on the labor market and is not productive, the chances are that he will become a drain on the economy of the society in his productive years between 20 and 60. And conservative estimates indicate that the drain on society during that forty year period is about \$100,000. Some estimates range over \$200,000.

The purpose of the Job Corps program or a training program of this kind is to eliminate that kind of a drain plus converting the youngster into a tax-paying member of society which will be about \$300 to \$500 a year. Over forty years they will return between \$15,000 and \$20,000. It costs us \$5,200 a year to train a youngster in a program like the Job Corps. We feel that in the long run it's economically justifiable. If this kind of return could be realized and this human resource converted into real source of future growth in this country, then Gunnar Myrdal's dream of equality and broadening of economic opportunity would then materialize into a New America.

DISCUSSION SESSION

Mr. Edgar Lashford, Chairman  
Executive Vice President, Chamber of Commerce

Before we have a coffee break, have we any specific questions? It says coffee break and 15 minutes before the next session. There will be coffee downstairs when we break up. Does anyone feel he won't attend the afternoon session have any specific questions they might want answered now?

QUESTION: Mr. Moyer and also Mr. Fay specifically mentioned that there are a lot of jobs going begging now, and one of the recommendations in the manpower dilemma study was somehow to hopefully increase the wages of individuals. My question, basically, is this: Have wages, or the length of the work week, risen appreciably or noticeably due to the adverse supply and demand situation in order to compensate for non-workers to fill these jobs? Have wages been pushed up as a result of the competitive position?

MR. MOYER: I'd like to answer it simply, as I did with one of the other charts. The income, the real family income, has continued to increase, but so have the state and national levels, so that the catch-up in Northeastern Pennsylvania has not been appreciable. They have been increasing, but they have not made much of an overall close in the gap that continues to exist between our levels and state and national levels.

QUESTION: It seems to me then, Mr. Moyer, in this situation, that the wages or at least the work week should really be increasing at a rising rate as opposed to national or state statistics, because of the particular situation in this area where there aren't enough people to go around. Somehow, some compensation has to be made by raising wages to bring people in from the outside or increasing the length of the work week to compensate for the lack of workers.

MR. MOYER: I think your analysis is absolutely accurate, and if the problem of the dropping unemployment and all these job openings that exist is going to be overcome through internal mechanisms. One of the real mechanisms will be increased wage rates which will create the openings that Mr. Lashford has just mentioned in the lower paying industries. This is the market mechanism that usually takes place to accommodate that.

QUESTION: One more point here. This seems interesting to me in that a lot of our industrialists are kind of wringing their hands in agony because they can't get people, and if we haven't really seen a noticeable in-

crease in this, I'm wondering if this is as severe a problem as they make it out to be, or whether they're trying to play it to stand pat and continue to look for people while at the same time keeping the job levels basically at the same job wage rates. And if this is true, then maybe they aren't feeling the pinch that they say they are.

MR. MOYER: To answer your question correctly, your first question, the answer is yes, because through personal contact with many of the manufacturers in this area, in this low paying category, I know for a fact that many of them had to increase their base rates or not survive, so that they definitely are doing this.

QUESTION: I'd like to ask Mr. Moyer if any studies have been made on the cost of living in Northeastern Pennsylvania in comparison with the state and the national average, because statistics are relative and we have a lower income level and the cost of living is comfortable and we're not suffering. Has anything like this been done?

MR. MOYER: Not independently by our organization, but we do monitor studies that have come out. One specific study showed our cost of living compared pretty closely with the greater Philadelphia area, and with the Lancaster area, but it says simply that those areas are higher wage paying areas so that we're suffering. In other words, there are certain areas of the whole economy where it's a little less expensive to live than here, but there are other areas where it's appreciably more expensive.

QUESTION: Well, wouldn't it be worthwhile to make such a survey to see just what our status is in this area? Has it been thought of?

MR. MOYER: Yes, among other things, it is one of the things that we constantly monitor in the broader spectrum. To do this with precision, of course, is a very complex thing, but I think that the broad figures already allow us enough of a reading from the situation in Northeastern Pennsylvania that we know the answer broadly. That is, that we are not cutting a lower cost of living to accompany our lower wage rates.

MR. FAY: Along that line, I just want to expand on this a little more. The National Manufacturers actually adjust their wage rates based on that particular area and that could be found out to correlate the two. You can actually get these figures like from General Motors, Ford, if they locate in a certain area. For their salary and their hourly people they actually work this out.

MR. CORCORAN: I'd just like to respond to what he said. The division of labor and what is payed in a certain area has absolutely nothing to do with the cost of living. It has to do mainly with the competitive price level of jobs in that area, and the high cost of living area might have a

low paying industry and they still will pay the competitive wages, regardless of what the cost is. So the two are unrelated, really.

MR. LASHFORD: Unrelated as you put it, it still has a very definite bearing on the subject matter today, the manpower dilemma.

We thank the panel. Please take your questions to the panel this afternoon.

## INTRODUCTORY REMARKS

by

Robert Wilson, Executive Director  
Model Cities Agency

The name of this session is the "Search for Identity." In our approach to this program, we've attempted to do something a little bit different. My job as chairman basically is to introduce the speakers and not to make a speech. However, I'd like to make just a few remarks prior to introducing the panelists.

First, you've heard and read a great deal about the statistics of poverty and unemployment. As you've read these statistics, you've probably felt either relatively satisfied or possibly concerned about any given statistic. However, only a few are familiar with the people, that is, the individuals who make up these statistics.

Secondly, you've also read and heard a great deal about the various services and programs that are being offered to the people that make up these statistics. These programs are effective. But how many of us have really visited the places where these programs are being conducted, and seen the thousands of feet of floor space with scads of professionals sitting around who really are providers of the service? How many of you have talked and listened to the people who are the recipients of these services?

Since the topic of the total session is the "Crisis of Human Resources", it was the planning committee's feeling that we could possibly bring before you somewhat of a different approach, to bring to you some of these human resources, so that we would not be totally subjected only to the professionals and the people administering the services, but also to those who are the recipients or beneficiaries of the service.

What you see before you today are a million people who are, in one form or another, part of the model cities program. This isn't to say this is a Model Cities session. Our approach in model cities is to work with people as closely as possible, and to try and give them assistance, when assistance can be given on an almost one to one basis. I'd like to think that what this session may turn out to be is, kind of "going to happen". The people sitting before you don't have a prepared text.

As chairman, I don't know what to say, and I'm not sure that the people on the panel know exactly what they're going to say. The only instructions they were given is to basically tell it like it is; tell some of the experiences they've had. Hopefully, in your minds then you can compare what they say, with the other things you have read and heard, both this morning and at other times, as to how effective the services are, the kind of dilemma we face and, in effect, listen to some of the people who make up the "Crisis of the Human Resource Problem."

Let me introduce the panel. Directly on my right is Mrs. Lee Klinges, who is a resident of the model cities area on the Heights. Next to her is Mrs. Silvia Solinski, who is also a resident of the Heights, the Model Cities area, and who has participated in conducting what we call the survey of the model cities area. Next to Mrs. Solinski is Mrs. Geraldine Whitt, who is also a resident of the model cities area, and who is associated with the Commission on Economic Opportunity in running one of their operative centers. Finally this panel includes Dr. Francis Michelini, who is Vice-Chairman of the Model Cities Agency.

"THE SEARCH FOR IDENTITY - I AM A DISADVANTAGED"

by

Mrs. Lee Klinges, Resident  
Model Cities Area

The Model Cities Program is the first of its kind, to my knowledge, that has gone to the people that will be directly affected by it. It is the first program to come to us and find out just what our needs, our wants, and our hopes are for the area.

Our children are the ones who will inherit the results of what is or is not done. I'd like them to remember a nice job done for the friendly place they had to grow up in. Instead they have bigotry, unrest, hatred, and fear surrounding them - not always obvious, but it's there.

I grew up in the Heights in the same house I now live in. It was a pleasant area. People were nice and everybody knew everybody else. Now, people can live side by side and neither know nor care about their neighbor. They mistrust each other, and this should not be. When I was a child, we had a close family relationship. Now I can see, even in my own home, the opposite. I can see people that live in my neighborhood who abuse their children and who do not care for them. I don't like to have my children grow up in that kind of an atmosphere. We need some place in our area for our people, children and adults, to enjoy themselves, and to get to know one another.

In these times, more than ever before, we need a closeness among people that is lax now, so that they don't regard the person next door as a stranger. We need adequate lighting for our streets and for our policemen patrolling these streets. Not just the main drag, but the dark side of the street as well, where most of the people live. We are just off Market Street where every other building is a saloon.

We need lights on streets such as ours. If you can't get close to these for safety, you can't send your children off even to a store after dark. I can remember I used to go to the store nine or nine-thirty at night and nobody thought anything about it. Now I'd be afraid to send my children, either boys or girls, out.



The area has deteriorated to a great extent; the homes are not as nice as they used to be; the streets and the sidewalks are not cared for the way that they should be; the playgrounds that exist now are for the most part the school playgrounds and they are just not able to service them the way they should.

Our children need a place to play in the summertime. Of course in bad weather they don't go out too much. But they should have some place where they can go, where they can mingle with one another, and where they can get to know their neighbor and find out that they're not different; but that they are just like them. They're not strangers, they should get to know their neighbors, the way they would like to know their own families.

Another of our needs is some kind of a solution to the problem, as I said before, of parents who leave their children, and who don't care enough about their children to supervise them at all, and who don't keep a livably clean house. I'm not any great shades of a housekeeper myself, but when you have several, say ten cats, living in a house, two dogs and seven children in one house and nothing is ever cleaned up, then it's just not the kind of place to raise children. There are children who need medical care that do not get it.

In our medical clinic there is a little girl who has cancer, she is three years old and she is a beautiful child. Now, when her mother feels like taking her, she takes her to the hospital. She gets shots three times a week. Sometimes months will go by and she will not take her.

And how do you explain to your children that it's not just money. I'm on relief. All right, my medical bills are taken care of, but how about these people? My husband works. He makes \$300 and some dollars every two weeks and that's darn good money. With that money we could do a lot. We take our children when they need medical care and they get good care. And I don't like to see any child that has to put up with not being cared for properly, medically or otherwise.

The city agencies can only go so far in these matters. It is the parents themselves who have to have some kind of realization, some kind of help to make them want to function as responsible parents should.

There should be someplace within walking distance of their homes, because a lot of these people don't have cars. Kirby Park is fine, but who wants to walk ten blocks to get there? They need someplace where they can take their kids to have a good time, where they

they can enjoy themselves, where they can meet with their neighbors. Maybe some of this would rub off. I don't know. It would help, certainly, to promote togetherness in families.

Now, just about every night the police are up there in our area, because children are out up to 11 or 12 o'clock at night. It's one thing for boys to be noisy but when my kids have to try to go to sleep to the music of filthy language, I don't like it. And sometimes the police just don't get there. And what can you do? I can't go over there and say you stop it, because I just might not make it back.

If people knew, they could get jobs too that would pay them something enough for them to get ahead to fix up their homes. Some of the homes are in very bad repair. My home isn't so hot. If you don't have a decent paying job, or if you're on relief, you just better hope that your husband is handy. If you have to call a plumber or an electrician or somebody like that, well, you can just either pay him or forget about some of your other bills. Otherwise they just don't get paid. Somebody doesn't get paid.

I have eight children. Now, I have forty dollars to buy school clothes this year. Now, they each got one change of clothes. Now, they all need shoes, seven pairs of shoes, and buying even the cheapest, it certainly adds up, and the money doesn't go very far.

I would like to see something a little better for my kids. There wouldn't be quite so much indifference and apathy if the people out there knew that somebody cared for what they had to say, who were interested in their opinions, and not just sitting there as a sounding board. These people should be interested in what we had to say on government, on street cleaning, on anything. They wouldn't be such an "I don't care attitude" which is extremely prevalent up there. If they feel that nobody cares about them or what they have to say, then they aren't going to care.

Before anything can really be accomplished they have to care, and somebody has to help them want to care. And I would like my children to grow up in a place where people do care, and where they feel responsible for their neighborhoods, for their homes and for their children. That's about all that I have to say.

"THE SEARCH FOR IDENTITY - MY EXPERIENCE WITH THE DISADVANTAGED"

Sylvia Solinsky, Supervisor of Interviewers  
Model Cities Program

Well, it's my turn and I don't have any notes except to say that I've been a resident of the Heights for 23 years. One of the things that I've learned in the last 23 years is that basically people are very nice and very good, and maybe for every jerk you find in the world there are four nice people.

I came from New York 23 years ago. My first impression of Wyoming Valley was "Oh my God, what did I do?" All I could see in the morning was black culm banks, Stegmeier's Brewery in the fog, and a beat up old track going up to the Heights. I thought Lord, what did I do?

I used to make trips to New York every 6 months to see my relatives. After a year or so, my heart went out a bit and I started to stay home because I had found roots in a place, something that's rather hard to find in this day and age. I started a family. I have three children and I must say from the time they were born until now, the oldest is 22 and about to go into the service, I've fought a continuous battle with the powers that be for better streets, better lights, better everything. I've been told that I'm beating my head against a wall, that nothing helps. I don't believe that. I believe public opinion and people as a whole can do a lot.

I'm interested in Model Cities because it's people working through people, not just a few people deciding what's good for me. One of my pet peeves all through life has been: "Why should some guy who doesn't even know me and the way I live decide what's best for me? Why shouldn't the neighbors in my neighborhood say what they want for their children? Why can't we get together and decide on what's best for youngsters? Why can't we get together to decide what's best for a community, not just for youngsters, but for all the people?"

This past summer, from June till now, we're taking a survey. I've managed to meet people that I never thought I'd meet in my life, from age 8 to age 86. The one thing they kept telling me is "We have no recreation." This is not just from the youngsters. These are people who at age 65 become glorified babysitters, who resign themselves from the world, who become just caretakers of a home and other people's children, whose life is lost somehow be-

cause it has ceased to be productive. It has ceased to be peaceful, it has ceased to be harmonious. There is no place in this whole City on the Heights, and that includes Georgetown, East End, the Heights, Miners Mills and Parsons where a human in this day and age can go and sit down in a park bench, kick off his shoes, raise his arms up, scream if he wants to, run if he wants to, and do anything that would make him get rid of the frustrations of the day.

Now, basically you'd say we're very impractical people. We are impractical because we want something that nobody wants to give us. Everybody talks in terms of where is the money going to come from. How are we going to do it. We're people, too. We Americans spend billions of dollars sending men to the moon. We spend billions of dollars feeding the rest of the world. We spend billions of dollars on all the nonsensical things there are, on golf links and what not. But as human beings, our basic needs are forgotten. As people, we don't have the right, let us say, to send our children across the street because there's no policeman to guard crossing. Even though there may be a light, the traffic rules are always broken because there's nobody there to catch the offender.

Our schools are wonderful. They do the best they can with what they have, and they try harder each day. But when a child lives in an environment that's poor, frustrating, and unhappy, how do you expect him to learn to capacity? How do you expect him to be a productive human being?

So we must start at the source. Since charity begins at home, it shouldn't end there.

Our idea is you may be poor physically, but why be poor of spirit? To me that's the worst kind of poverty.

I sometimes categorize people in my mind as three kinds: the kind with spunk, the kind I call jelly-fish with no backbone, and the kind who just are sick, too sick to care. Well, there are a lot of those with spunk who can help themselves. What about those who need that push to get the backbone? Why can't we help them? Why can't we give people an opportunity to want something so badly that they want to get out there and do it for themselves?

This is what Model Cities to me embodies. This is why I'm willing to fight with life and limb to do anything I can for my community. I've said so, and I don't intend to retreat from my statement. I don't care at this point whose toes I step on, if it's going to make 9,000 people on the Heights a little happier and the place a little better place to live. Because with all our property, and with

our social wants and all our economical needs, you will not find any warmer hearts anywhere than on the Heights.

I've known these people. I've grown up with them. At age 21, I learned to grow up in a different atmosphere, and my children have grown up with it and are proud to live on the Heights.

But I'm very unhappy about the services on the Heights. I'm unhappy for a lot of reasons. I'm unhappy because the state of mind is that people think "what can we do," because time and time again they've been told, "well, you have nothing to say." A lot of the older people, especially those who experienced hardships in their homeland and came as unnaturalized citizens, instead of coming to a land where there was a lot of opportunity, came here where they were brow-beaten---and they were. Twenty years ago a man couldn't decide how he wanted to vote, he was told how to vote. Twenty years ago a man couldn't decide if he wanted to give to the United Fund, he was told he had to give an amount. Twenty years ago a man couldn't say "I want to send my child here or there", he was told he had to do this or that.

But, you see, we're coming of age. Those people have children and these children are now getting better educations, and they're learning to ask questions, and they're learning to fight back. And they are learning that in fighting back they are getting rid of some of their frustrations. It may not always be the right way to do it, but when you're unhappy and you feel that there is no way to turn, you try anything once.

We talk very much about our youngsters being different, but they're not very different. Times have changed, things have changed. They're accustomed to a little more than we had. I remember in my youth that I wore a pair of shoes after my uncle before me had worn them. I was the first kid in school and the last one to leave, because the sole was falling off. I wouldn't give my children shoes like that, I'd try very hard, even if I had to scrub floors to do it.

But, children now are accustomed to more and so we have to make allowances for them. And one of the gripes that a little girl had the other day was, "Why are all grown-ups so stupid?" Why can't grown-ups understand that they too were children, that they too wanted to have fun? Where is there a decent place for a child to go on Saturday night to let out all of the steam they have built up all week? If they go to the centers downtown they're usually overcrowded, so the next best thing is to go to Sans Souci. The traffic on the highway is terrible. The children are apt to get into trouble or have accidents.

What provisions are we making for our youngsters? We call them the hope of the future, which they are. Our future presidents, our future leaders, our future educators all are going to come from this generation. What are we doing to mold their existence, and I'm not talking about the ones who are privileged. I happened to be underprivileged myself at one time in my life, and I know how it feels to hit bottom. You can do one of two things: you can bounce or you can stay there. Most people bounce, but some just don't feel they need to get up, they get too tired from fighting. We have to learn to pitch in together and help each other.

This mornings' session had a lot to do with statistics and dollars, but you can't measure human values or human existence like a dime and you can't cut a human being up in a lot of facets. People are people, each one has a complex, each one has an idiosyncrasy that is different from the other. I have quite a few myself, some pleasant, some very unpleasant. One of the unpleasant things about me is that I am very stubborn and very determined. If I go after something I am usually fighting within myself to find out first - am I right in doing it? Second, is it reasonable? If I feel I'm right in both counts I keep right on plugging. I may lose the battle but I keep fighting. And I wish to make known today that I intend to, with all my being, to do everything I can to the best of my ability to further any programs the Model Cities has to offer which will benefit the people living on the Heights or any place else.

In this day and age we don't want to fight wars, not within ourselves or anywhere else. Right now the biggest battles that are being waged are in the human heart and in the human mind and people who are poor have enough to contend with as it is. To be deprived of the basic things in life, is even more frustrating than ever. That little girl that Mrs. Klings talked about, I'd like to say that every time she falls she endangers herself getting cancer in another spot. And the parents have not yet been educated to the point where the child should come first, and this again is a sad issue. We don't have enough adult education, we don't have any programs where people can talk over their problems. We don't have any programs that help to enlighten the community.

When I first came to Wilkes-Barre it amazed me how many beer gardens were on Market Street. I am glad to see somebody else remembered. In place of those we could have a community center. We could have some nice, fine places where youngsters of different ages could go so that they could have good clean fun without getting into trouble.

That's all I've got to say except that I hope that those of you who are in a little better position in life don't stay too much in your ivory tower or dig your head down in the sand like an ostrich. Look up in the world around you - there's a lot of sadness, there's a lot of poverty, and there's a lot of personal misery. I for one remember one little old lady I met this summer, whose sole income was 36 dollars a month, who, out of it, payed 18 for rent and had to live on the rest. And she said to me "I pray God that I never get sick." I went home that night and thanked God a million times over that I wasn't her, but I do feel sorry for people like that and I don't think it's absolutely necessary for us to have to live that way. We do give away an awful lot. We could give some to our own, especially to the poor slob who's paying the taxes.

"THE SEARCH FOR IDENTITY - A FIRST HAND EXPERIENCE"

by

Mrs. Geraldine Whitt, Assistant Supervisor  
Hazle Street Community Services Center

Here comes the chicken. I'm going to look very calm, unscared and composed, right down to my rustic toes. But I will attempt to tell it like Mr. Wilson says, --tell it like it is.

In working in the neighborhood center, I have found out the first thing that you have to do with the people--gain their confidence. And it wasn't too hard for me because they all seemed to know me, and they discuss their problems with me because with problems, you name it, and I have it. So they don't mind telling me about their problems.

The second thing that I found would help was to motivate. I won't say motivating the poor, because that's a word none of us like to hear. Eventhough we know we are poor, we don't like to say we are. We think of ourselves as people in "the lower income level". We have to get them to tell us their problems, and motivate them to go to see the proper people in order to see what can be done about their problems.

There are people there that have mental problems. But they are afraid to discuss them because they don't like to be looked down upon.

We have older citizens there. They have no place to go except the bar across the street. They go, they sit, they drink a couple of beers, they play cards with some of their friends, and that's it. They may go home but then they come right back later that afternoon. So in our center we are planning on starting a senior citizens club, and I am already beginning to get registrations.

The Negro people have a problem. They've been crushed and defeated for so many years, they are almost afraid to hold their heads up and even ask for anything.

And do we have teenage problems. I went to a teenage party and just sat in. These teenagers ranged in age from 12 to 30. They were dancing, --correction there--, they were weaving. It was a mixed group. There were white and Negro children, but they had painted them all so that everybody was a harmless shade of green and you couldn't distinguish who was who. They would casually, somehow, consume a couple cans of beer, come back, and weave around some more in an alcoholic



daze. I found out this was where the 30 year old teenagers came in, -- they could produce the beer for the teenagers. When they would leave, they had no other place to go all weekend. There are no recreational facilities for these teenagers. They had one other alternative, and that is to get in a car and run to Scranton, and stay in a bar up there where these same 30 year old teenagers can get them in a night club with no questions asked. Again they were served because they're with this older group, and there are no questions because everybody gets served.

Then here are mothers that are out until 2 or 3 o'clock in the morning looking for their teenage daughters. It presents a real problem.

The language they use is so unfit you wouldn't hear it anyplace. The way these teenagers drink is something to behold. It presents a big problem for everybody.

Something can be done about all of this in the centers. Now we do have some people who will come in and they will mention their problems. They will talk them over.

A mother might call up and say her daughter has been missing for three weeks and she doesn't know what to do about it. We tell her who to contact or what to do, and eventually something can be done about that wayward girl. We have a mother that will come in and say that she has been in juvenile court all morning because her son has a fanatic liking for other people's cars. He's only 11 years old, but he just loves to drive other people's cars.

These are the sort of things that we meet and that we see daily in our center. Sometimes people just come in to ask questions about how they can get food stamps or ask where should they go to arrest a man.

A mother might say her kid is a chronic liar and she doesn't know what to do about it. We refer her to Mrs. Lewis. I just love to send people to Mrs. Lewis because she seems to know what to do for everybody. And then we have mothers that have children with a mental sickness. They don't really want to recognize it as such but that's what it is.

May I tell you that all this is all in a day's work at the center. We also use it for church purposes too, which is very good because people seem to think that there is a God and that we should recognize Him as such.

But I don't want to paint such a gloomy picture, there are bright parts of it too. We have influential people that will come in and offer their services and they want to do what they can even though they are very high up on a cloud of success. They don't mind stopping and reaching down to help someone that's a few steps down lower. I think it's all very good. I don't care what color the hand, as long as it's out to help.

"THE SEARCH FOR IDENTITY - AS VIEWED FROM THE MODEL CITIES AGENCY"

by

Dr. Francis J. Michelini, Vice Chairman  
Model Cities Policy Board

Can you find a tougher act to follow? Except that it's not an act. I think this is exactly the value of this kind of program, because we get to know the people we are working with for the first time. Many of us have been floundering in our efforts to help, frequently thinking that we were reaching the people we wished to help and were finding solutions to their problems.

I know that many of you are on boards of agencies and work for public and private agencies. I have too, and it has been a very revealing experience to work with the people in the Model Cities Program.

Part of this topic of the search for identity is a difficult concept to grasp. What is identity? To the psychologist it's one thing; to the sociologist it's another thing. When you listen to people and talk to them, you see that they're communicating not for themselves but in an effort to present the problems of their community. How do you communicate this kind of spirit, this feeling of the potential for improving the social, physical, and educational environment for their families? This is a real problem.

Model Cities is, hopefully, trying to provide ways to approach these problems. Let me read the first paragraph of it.

"Selection of Wilkes-Barre as one of four cities in Pennsylvania to participate in Model Cities Program is perhaps the most significant opportunity this city has had in a good many years and may have for years to come. It can have a major impact on the social and health programs of this city. Designed to focus on a small area, its planning and resultant programs must be relevant to the larger community served by our public and voluntary agencies.

This concentration of effort, involving the residents of the Model Cities neighborhood in every aspect, should contribute greatly to our knowledge of the nature and dimensions of the needs of families and individuals. It will analyze in depth the ways in which our agencies meet, or fail to meet these needs. It is designed to stimulate new patterns in both the administration and delivery of services." That sums it up really, except that we tend to think mostly in terms of the physical problems.

My first idea, as the representative on Model Cities and the Welfare Planning Council, was that this was going to be fairly simple. With all the money available, we were going to build a Community Center in the Heights; we were going to have an office for Family Service, for Catholic Charities, for the Bureau of Employment Security; we were going to have top psychiatric consultation, medical facilities, clinics, etc.

We could put 20 million dollars into that kind of effort, and if the people don't use it, what good is it? And they won't use it, unless we accomplish something that's a lot more difficult to accomplish and cannot be accomplished by spending money.

It can only be accomplished, really, by some attempt to understand the people and what they feel are their problems. What we see as their problem is not necessarily what they see as their problem. Unless we can communicate effectively with them, and be willing to admit that we don't know everything, we are in trouble. I may have a Ph.D., but they know a lot more about health problems than I'll ever know because they live with them. We may try to understand, and we may try to make the adjustments, but we're not sensitive enough yet. As a community, as a Chamber of Commerce, as the Industrial Fund, or as anything else, we're not sensitive enough yet to the people. What we have to develop is this sensitivity. You can't just present an image.

We have some very interesting experiments in education that I'll tell you about, because it's relevant to this kind of thing. A school district in San Francisco was used starting in 1964. The idea was to try to determine whether what the teachers thought a child could accomplish in school would in any way influence what they did accomplish. So they made sure they had a random selection of I. Q. s, then very subtly led the teachers to believe that four or five in these classes of about twenty had some unusual potential for growth. It had no correlation at all with I. Q. and had nothing to do with socio-economic backgrounds or anything else. and, sure enough, at the end of the year they found out that these students had accomplished more. Because the teacher expected the child to do better, the child did. Every test showed this.

In numbering the subtleties in communication, what they found was that children grow up in an environment in which they're particularly sensitive to adults' behavior. When you're dealing with the disadvantaged or the underprivileged, this is really a very important survival element, in a sensitivity to what adults expect of you. He may not verbalize effectively, he may not have a large vocabulary, he may not be able to test well, but in sensitivity toward people and how they feel toward him, he's an expert. He's had to be in order to survive. When

you're dealing with these people they are very sensitive to what you say you mean and how you really feel.

We've got to honestly convince people that we are serious in our efforts to work with them. This is what is going to build the counter-identity on their part. With this kind of sincerity they will develop their own attitude to take advantage of these efforts because they feel they will be helped. This really is the challenge of Model Cities.

I don't think it's been demonstrated in any human society whether or not we can do this. It's a unique opportunity. I think our community is exceptionally fortunate. I think we've found so many diamonds in the rough already that it gives hope as to what we may accomplish. It is going to depend on everyone in our community if these efforts are to succeed.

## SUMMARY

by

Robert Wilson, Executive Director  
Model Cities Agency

To summarize the remarks of the members of this panel is virtually impossible. But let me just make a couple of quick remarks.

First, I'm a little surprised at the tone of our three citizen analysts. They're not always this calm and collected. For those of you who would like to see them really in action, I suggest you stop in on one of our meetings on the Heights. And even though Silvia claims that she is the greatest supporter of the Model Cities Program, which she is, I've got scars on my back from Silvia.

One of the aims of the Model Cities Program is attempting to raise expectations. People in the poverty category don't become militant if they feel that their problems are incurable and insoluble. We ran into that kind of an attitude on the Heights. There was a fantastic amount of apathy. Model Cities is attempting to raise expectations and as a result, the people started seeing solutions for those problems that they were terribly unconcerned about before, and they became much more interested in seeing things happening.

So I predict that on the Heights and in the other towns in the other Model Cities areas, the citizens are going to become a real positive force in making their needs known to government. Don't be too disillusioned by the tameness of the panelists. They can become quite naughty.

Second, I'd like to point out another factor. Many people that I've visited in many welfare agencies tend to look at the people who are on welfare or in the poverty categories as a bunch of rabble. I'm sure you were impressed, as I was with the articulateness of the panelists. Let me say that these people weren't hand picked because they spouted the "party line". Very frankly, I had no idea what they were going to say. I was a little surprised that they were so nice, not only to you, but to me.

The people up there are extremely articulate. They have a fantastic understanding. What they lack is formal education, they make up for it with a great deal of common sense. What I'm trying to say, in effect, is that I believe they have the ability, a great deal of ability, to tell

what the problems are, and to help design programs for solving these problems.

It's our job as representatives of government and of organizations, I think, to listen to these people, and try and bring them the services they need, and not sit downtown in our ivory towers and attempt to design things for them.

Some of the things that people are demanding up there are very simple, such things as new streets, side walks, and street lights. In the counseling, they ask me questions that are very difficult to answer, such as: When there are such great needs, why is Council building a municipal golf course? That is a very difficult question to answer.

Third, a problem that we ran into concerns medical treatment. You'd be surprised at the number of people up there that are going without medical assistance, particularly for their children.

Fourth, I wonder if you picked out one impression from what they were saying. Both Sylvia and Lee mentioned it. Many of the people up there have kind of given up on life. They can't really see a better life for themselves. One thing that they really are concerned about, however, and which really jabs you when you work with them, is that they are trying to get a better life for their children.

Basically this is the summary. I'd like to thank all of the panelists for coming. It was a great effort for these citizens to stand up before a group like you and tell it like it is. I would hope that this kind of dialogue could be increased. I'm sure that as this kind of pattern is established, they will become more and more frank and quite a bit more educated as to how it is out there.

" A PHILOSOPHY OF EFFECTIVE URBAN DEVELOPMENT "

by

Genevieve Blatt, Director  
Office of Economic Opportunity

Thank you very much, Dr. Mailey, and all my good friends at this head table. I just can't tell you just how good I felt to be able to get off a plane anywhere in Pennsylvania, and particularly in Avoca last night, and come into Wilkes-Barre today. There was a time, and it was only a year or so ago, when I came here every few weeks or certainly every few months. But in this last year, my travels have taken me into the other states, rather than into Pennsylvania. I have certainly missed our beautiful State. So you have done me not only an honor in inviting me to take part in this program today--I appreciate that very much--I may also say that you have done me a favor in giving me an excuse that I could justify thoroughly to come back where I so much like to travel.

I'd like to congratulate Dr. Mailey and those who arranged this program. I am certainly pleased that this particular one is so well attended. I also want to congratulate you for the community interest and cooperation and determination this is, I think, very characteristic of you here in Northeastern Pennsylvania.

As a non-native or resident of this area, I can say without seeming to boast too much as a Pennsylvanian that I've admired you folks up here for a long time for your early efforts in industrial development. As one who had the privilege of starting the Pennsylvania Industrial Development Authority I know that your efforts inspired us to carry some of your principles over to the statewide level and make them applicable in other areas. Your more recent accomplishments in community advancement, using the efforts of your colleges, your local governments, the private business in this area, have been extremely edifying and encouraging for me to watch; I always was, as Secretary of Internal Affairs, interested in growth in any part of the State.

The cooperation which has distinguished this meeting and many other meetings has been so much along the line that I have always tried to preach when I was here in state office, believing then, as I certainly believe now, that there are some things including community development that we just cannot do on an individual basis.

Whether we speak of individual persons or individual communities or individual businesses or individual local governments, we must work



together, or we get nothing successfully done. So I congratulate all of you in having a part in it, and I certainly hope that you continue to be as successful as you've been.

Dr. Mailey asked me to talk on a subject that frightens me. It frightened me when he said it to me. It frightens me as I now consider launching on it. . . . "A Philosophy of Urban Development." I have never really considered myself a philosopher. Certainly I'm not in any professional sense of the word. I'm not trained along those lines. If I'm anything in a professional way, it is as a lawyer if the President of the State Bar Association, Attorney Andrew Hourigan, will permit me to say so. Maybe some people, Dr. Mailey, would refer to me as a political scientist. At least, that is what I was before I went to law school.

My philosophy of urban development could be submitted in about three sentences: 1. The basic resource of an urban community is its people. It couldn't be any more trite, or any more logical or elementary. 2. The long run development in a community will depend upon how the needs of the people can best be met by a combination of governmental and non-governmental efforts.

The philosophy obviously has certain positive and negative facets, which I shall explain.

Negatively speaking, I am not saying that I rate the natural resources of a community as unimportant, or that I rate the industrial or financial resources as unimportant. I would say that high on the list is the people who live in the community. I believe, in other words, that a community might be rich in any number of natural resources--a great water supply, rich oil deposits, a solid uranium underlay--and still would not be a good place to live if the people weren't good people to live with.

Also, I'm not concerned with temporary development or spurts of activity which might be followed by periods of inactivity. I am speaking of long-term urban development. Sporadic or brief development may, of course, be better than none. I wouldn't downgrade the truthfulness in that. But sometimes, when there is a possibility of long-term development, the development is undertaken only in spurts or for a temporary period. (Actually, a good urban developer's job is never done.)

Also, negatively speaking, I'm not implying in this philosophy that all of the needs of the people need to be met for urban development to be successful. Indeed, I don't believe that all of the needs of the people can be met anywhere this side of paradise. Human needs, even if I don't suppose we consider them in spiritual terms, are insatiable. There probably isn't one who is ever going to have enough from the standpoint of

assessment of his own needs; but the best efforts of urban development ought to be devoted, it seems to me, toward meeting as many of the needs as well as we can and as long as we can.

Nor do I want to imply that government alone or private effort alone could not meet the needs of urban development sometimes in some places. I have seen places where it seems to have been only the local or the State or the Federal government which is responsible for what development occurred, with the private sector dragging its feet. And I've seen other instances where it seems as if it was the private sector which led the way, and the governmental sector dragged its feet. It can happen that way. But my idea is that the best development demands the cooperation of both, and also demands the active urging of each by the other to do its very best.

Now may I speak of some of the positive aspects of this philosophy I'm trying to expand on. One of them would be that good urban development would mean that it is the congregation of people within a given area that makes it a community. It's not the buildings that are there. It's not the roads that go there. It's not even the other people who come and go through the place. It's those people whose needs we must meet in so far as we can, if we are to have what I would like to call a good urban development. These are the people who are capable of making the community as they want it to be. These people can insist on the best or they can tolerate the worst, or they can make do with anything in between.

They, unlike the non-human resources of the community, have that God-given right to decide the environment in which they will live. They may or may not exercise this right, but they have it. In our American system of government, they have a constitutional right to participate in their government and to make the policies for its conduct and for the conduct of everyone subject to it. They may or may not exercise that right but they have it.

I also believe that people want and should strive for long-term development. I hope this is what they want, as well as what they ought to want, because more people are as much concerned about what happens to their children and even their children's children as they are about what happens to themselves.

I also believe that in a well-ordered urban community, the same basic material needs of the people can be met most of the time, and most of the basic non-material needs of the people can be met at least most of the time, if the people who live there have a determination that such needs shall be met to the best of their ability. It well may be, as is said of the rich man in the Scriptures, that it would be easier to pull an elephant or a camel through the eye of a needle than to make a modern urban

community a really satisfying place for people to live. There are times when I think that the congestion in which our urban communities have developed has made them, perhaps, places that we can't make suitable for living. But then I always get back to my basic philosophy that if the people there want them to be good places to live, they will be.

And, finally, I believe that there are certain things that government can do well and better than the private sector, and I also believe that there are certain things that the private sector can do well and better than the government could ever do. The only way we will ever meet the needs or come close to meeting the needs of the people in our urban community is if the government does what it can do best, and if the private sector does what it can do best. Then, they should both work together to do what has got to be done.

The most promising way to attain this is embodied in the concept of your coalition. It's one of the new words that we seem to get in our language. It's a combination of business, labor, government, and all the other little divisions into which we might divide ourselves. Now we could use this yardstick for my philosophy of urban development and divide and define a little bit here today.

I would like to suggest that we should spend a few minutes now considering how the urban development is getting along or is likely to get along in the years ahead. As much as I have followed what you've done, certainly with pride as a Pennsylvanian, still I certainly have to admit that as a non-resident of Northeastern Pennsylvania, it's not for me to claim expert knowledge of what you've done or what you're likely to be able to do.

What I'd like to do is to ask you some questions here, and if you answer the questions, and you can, then you'll know how you've done or how you're likely to do.

What about the people here, this most important resource of the region? Do they like it here or do they just tolerate being here or are they anxious to get away? How stable has your population been? Is population stability, for that matter, a measure of how well your people like living here or not? Do your people see advantages in living here not available in other communities like this? Do they consider this a superior place to live or as just average, or perhaps, as an end? Regardless of how they feel, how do you think they ought to feel?

What is the instance of communicable diseases in your area? If you don't know, wouldn't that be a good thing to find out, because that adds or subtracts from the communities we are building. How high is

the infant mortality rate here? Does the youngster born here have a better chance to grow up and be healthy than in some other area or not? I heard President Johnson say just the other day in suggesting something that he calls Kiddie-care, which is the juvenile version of Medicare, that he is ashamed that the United States has one of the worst infant mortality rates of all the western countries. Many European countries have a much better rate, provide a much better chance for a child's growth. Why would that be with all our medical and health facilities? What is it like in your own area?

How old are your people going to be, and is their old age going to be a time of good health for them or quite the opposite? When illness or accident occurs, are there adequate facilities for your people--hospital, clinical, medical, nursing? Are these facilities available to all of the people or just to some of the people, and if not, why not?

How about employment? Just before I got up to speak I was reading a most interesting paper on manpower and its problems in your area. I think it's a most profitable summary and analysis. It states that manpower isn't just one problem; it's a lot of problems, and has to be attacked from a lot of different angles. How about it, though? Do you know what ought to be known about it? Does underemployment mean anything to you and have you ever thought about it?

Just a few months ago the Bureau of Employment Security in the city of Washington was persuaded to undertake a census of the unemployed in Washington, D. C. The Bureau said they knew how many were unemployed, that their records showed how many were unemployed. However, they were persuaded to undertake a census on a door to door basis. They found unemployed people who had given up looking for jobs, who had suddenly withdrawn from the working force, who weren't looking any more, who thought it was not worthwhile either because somebody said they were too old or because somebody said they didn't have any skill, and who had been turned down just too many times.

In addition to them, they found thousands who were so-called underemployed, working two days, three days, or thirty hours, or whatever they could get in a week. They weren't earning enough to keep their families. In many cases, these families were worse off than those who were receiving public assistance on a regular basis.

And then we wonder, rather piously, why some people would rather stay on assistance than take a job. Sometimes I wonder if we had to run around from assistance office to employment office and back again, whether we would put up with it very happily.

Is lack of skill a factor in the unemployment or underemployment of the people who are suffering from one condition or another? And speaking of lack of skill makes me think of education. If there is a basic need of people it's education. Indeed, I must say that teachers I've met from this area are dedicated, wonderful people who are giving their best to educate the children here. But let me tell you that my experience dealing with some children who the products of our educational system has certainly not been very gratifying to me.

I can think of a case that came before me when I was here in Pennsylvania, when I was a member of the State Board of Pardons. A young man of thirty-one came to us, who had spent sixteen years of his life in the Graterford Penitentiary near Philadelphia serving a sentence for murder in the first degree because he was convicted of robbing a gasoline station. We found that when he was admitted to the penitentiary at the age of fifteen his records showed that he had finished the tenth grade and yet he couldn't read or write. In the fifteen years that that boy had been in jail, it turned out that he had an extremely high I. Q. He went through high school in prison with flying colors. He had taken correspondence course after correspondence course with Penn State with excellent results. He was a fine artist, as well as an excellent mechanic. In the ten grades of school, no one had found out that he couldn't read or write.

In the Job Corps, which the Pa. Bureau of Employment Security is sponsoring, the school drop-outs, almost all of whom have completed the eighth grade, are functionally illiterate. What kind of education are they getting? What is wrong with our educational system? Who puts them through and doesn't do anything about educating them further? How can we expect them to learn or appreciate any of the finer things in life?

And how about safety? I'm not just talking about highway safety or safety from home accidents. I'm talking about crime and law and order. How safe is it in the community that you're concerned about? And if it isn't safe, will people want to stay there? Of course not. Would people want to come there for any reason to live or do business? Of course not. And whose job is it to make it safe? It's surely not Uncle Sam's down in Washington, it's not the governor's down in Harrisburg, though they can help. But it's the community's job to make it safe.

It is for you to supply the answers to these questions and to others that they may suggest to you. That is why our government, the national, state, and local, has been struggling so to try to improve urban communities. That is the whole object of the war on poverty wherever it exists.

But the kind of poverty which is a great festering sore and which is before our eyes most predominantly has been the urban poverty. The

war on poverty was started to coordinate the efforts not just of the federal government, but of all government and the private sector too. That is why we are spending so much of our time on what we call jobs--JOBS. That is the why of the programs such as the one in which I am working. I would just like to tell you a little of one problem that has grown close to my heart this last year. That is the problem of the older people in the community of whom this Northeastern Pennsylvania has a proportionately large share. Do you realize, for example, that five to seven million Americans who are over 65 don't have enough income to live above the poverty line? That number is seven million, according to the Department of Agriculture Standards, if you think that they ought to have enough money to provide themselves with a nutritious diet. Whether it is five million or seven million, it is a disgrace in a rich country like ours, for most of these people were not poor until they got old.

People who had been hard-working, decent American citizens, who had even been saving, who had contributed their money into social security, and yet now comprise 30 to 40% of all the people over 65 living below the poverty line. Did you know that 65% of the couples at that age bracket are either below the poverty line or are so close to it that the first emergency of any kind plunges them into bankruptcy. That's the one age group, in spite of the fact that seven million people have been lifted out of poverty in these last six years, that has not been changed materially in these last six years.

Yet, as hard as old age is for so many people, it lasts longer and longer every year, thanks to our modern science and medicine, which have prolonged life for more people. Thanks to too early retirement policies on the part of business. Old age is now lasting not the 2 or 3 or 4 or 5 or at the most 10 years it used to after a person retired, but ten, twenty, thirty years, and even forty years after retirement.

Old age is coming earlier, lasting longer, and in an area such as yours, where there has been unfortunately in the past so much out-migration of younger people, you have a larger population of older people.

They represent a group not just to worry about, though they ought to be for all of us who are compassionate and kind and considerate toward our elders, but a group of potential service to this community.

One program we have tried with great success in the Office of Economic Opportunity is the foster grand-parents, in which older men and women are serving on a one-to-one relationship with deprived children in institutions.

Operation Green Thumb has also been successful. This project employs older men in beautifying and cleaning highways. They are doing

little jobs which we always knew needed to be done, but which we never wanted to assign high-paying regular highway workers to do.

Others become senior aides, whom we have recently put to work in a whole variety of public service capacities such as library attendants and hospital helpers.

There are literally thousands of jobs needed in every community, some of which could be paid a small wage, and some of which could be done on a volunteer basis by older people for whom any job is not a basis for sympathy. All of these could be handled by older persons, who have a great contribution to make, because most of them, contrary to the popular belief, are healthy and well-able to do quite a bit yet.

We could build buildings and roads and plants and parks from now until doomsday. But when we provide the opportunity for all people, without exception, with no discrimination as to location or age or sex or previous working background, to be decently housed, to be properly educated, to be adequately protected, with an opportunity to earn a living wage as long as they're able to be employed and with a reasonable care thereafter from the rest of us, then we will have an urban development that's worthy of the name. It's worth working for. Thank you very much.

"PHILLIPS 66"

REMARKS OF THE MODERATOR

by

Mr. James Lee, Assistant Editor  
Times Leader Evening News

For the next hour we will break down into relatively small groups for the purpose of considering specific questions concerning the image of our area. This type of discussion formulated by Dr. Don Phillips, a Professor of Psychology at the University of Michigan, is known as "Phillips 66". He observed that, in a series of experimental discussion group sessions, the optimum size for group discussion is most often six persons. A group smaller than this may not be able to keep discussions going. A group larger than this tends to break down into sub-groups.

The "Phillips 66" format has been successfully used by various Chambers of Commerce and similar organizations in "brainstorming" and "think" sessions. It is thought to be most useful in generating new ideas or new approaches to well-known problems.

Each table has been assigned different facets of the Manpower problem in Northeastern Pennsylvania for discussion. The chairman is responsible for keeping the discussion at the table on the facet of the problem assigned to that table. I do hope that everyone at a table avails himself of the opportunity to make his views known. We have decided to follow this format because individuals are likely to weight the difficulties of this complex problem in accordance with their backgrounds and the roles they play in the area's social and economic structure.

From this morning's discussion, there are at least thirteen different facets of the manpower problem. I want to remind the chairman that Dr. Mailey expects to have a summary of the discussion at the tables forwarded to him as soon as possible so that they can be incorporated into the proceedings.

I am going to distribute typed material which will give all the participants a general idea as to how the thirteen different facets of the problem have been identified. Let me remind you again to please confine the discussion at your table to the facet assigned at your table.



FACETS OF NORTHEASTERN PENNSYLVANIA'S  
MANPOWER PROBLEM

THE LOCAL INDUSTRIALIST is likely to view "The Manpower Problem" as a "shortage of labor". He finds that in the past year or two, the reduction in area unemployment has made it more and more difficult for him to hire the "right people" at the "right price" and at the "right time".

THE EMPLOYMENT AGENCY MANAGER is likely to see "The Manpower Problem" in a somewhat different light. He sees literally thousands of existing job openings for which "no qualified person can be found". His problem is to recruit and try to match those seeking employment with these openings.

TOP FEDERAL OFFICIALS have another view of "Manpower Problem". They believe that a large proportion of the labor force is "underemployed" --that is, large numbers of people are working in jobs which are far beneath their capabilities or potentials. As a consequence of this very widespread "underemployment", earning power in the American Economy is seen as being only a small fraction of which it might be. This vast "underachievement" is viewed as a "drag" upon the Nation's progress.

THE ECONOMIC DEVELOPMENT COUNCIL in its 1967 study, entitled "The Manpower Dilemma in Northeastern Pennsylvania", found that in this region, in 1960, the proportion of non-institutional, non-school male population, aged 14-65, which was outside the labor force, was roughly double that of the rest of Pennsylvania. To this day, we don't know who these people are, we don't know why they have dropped out, and we know nothing of their present situations.

LOCAL EMPLOYMENT AND WELFARE COUNCILS in the Commission on Economic Opportunity and in the Bureau of Employment Security have recently been wrestling with the Concentrated Employment Program (C. E. P. ) which is concerned with identifying and assisting those individuals who might be moved into productive work or who are unable to hold jobs because of a lack of training, health problems, financial barriers, motivational problems, or other reasons. "The Manpower Problem" as they might see it, would be concerned with clearing away these "road-blocks" to productive employment.

A SOCIOLOGIST might take a still different view of "The Manpower Problem". He would observe that in Northeastern Pennsylvania, substantially more women are employed in the region's industrial work force than is normal for either the State of Pennsylvania or the Nation. This he might consider a significant datum which indicates the creation of "family strains" that may result in "deep sociological maladjustments".

AN EDUCATOR might view "The Manpower Problem" as "mostly a matter of education". He will note that in Northeastern Pennsylvania, the level of educational attainment for residents aged 25 and over was, in 1960, 9.7 years for women and 9.3 years for men--whereas in the State it was 10.4 years for women and 10.0 years for men. Nationwide, it was 10.7 years for women, and 10.3 years for males.

In addition, some educators have observed that the current emphasis in District educational programs is grossly distorted--they have noted that while the present school curricula are dominated by academic subjects and orientation (as preparation for college entrants), in fact, the majority of the students graduating from high school will ultimately land jobs which do not require a college degree. As a consequence, they say, a much greater emphasis is needed upon vocational/technical education (VOC-TECH).

AN EMPLOYER may criticize the District's educational products (high school graduates) because he finds that they lack knowledge of the "fundamentals"--(reading, writing, spelling, arithmetic, English, etc.). Whether these end-products of our public school system are actually deficient (or are any more deficient than elsewhere) is a moot question. But the observation of a number of employers, in this respect, certainly does post a "red flag".

In addition, some employers have also criticized "attitudes" of new high school graduates. These employers have complained that their young employees did not grasp the fundamentals of business operation, did not understand the economics of the marketplace, and failed to understand their roles in the company's enterprise.

(On the other hand, it should be noted that, recently, one plant location survey observed that one of the biggest pluses in Northeastern Pennsylvania was the "work attitudes" of its residents).

AN ECONOMIST may view the District's "Manpower Problem" as primarily a consequence of its "Adverse Industrial Mix". He observes that there has been an over-concentration of employment in some industries. He contends that a more "balanced" work force is needed--more diversified employment. In addition to the dangers of having "too many eggs in one basket", the economist notes that those District industries which are currently the largest employers, are also those which, nationally, are on the low end of the wage scale.

THE INDUSTRIAL DEVELOPER sees the "Manpower Problem" as a matter of bringing in better, higher-paying jobs. He wants to attract those industries which will materially add to the social and economic environment. But, in this connection, he notes within the District a serious lack

of many of the governmental and institutional functions and services which would be necessary to attract the desired types of industry. This lack may, in turn, be traced to the lower levels of household income which prevail in the District--making it difficult to come up with the needed funds for improvement of the infrastructure (housing, elimination of mining scars, area beautification, waste disposal facilities, recreational facilities, etc.)

THE NEW COLLEGE GRADUATE, armed with his sheepskin and ready to tackle the problems of the world, is likely to find that in addition to the lower wage/salary levels prevalent in Northeastern Pennsylvania, there is also limited opportunity for managerial, technical, and professional job candidates. Most job openings which are readily available to him in his home region are in the operative, semi-skilled, or apprentice journeyman-craftsmancategories. For him, "The Manpower Problem" is to find suitable employment where his talents can be fully utilized.

THE DEMOGRAPHER might view the region's "Manpower Problem" as the heavy "out-migration" of the District's young people. This long-run trend is likely to have a major impact on the area's future. Between 1930 and 1965, for example, in the District population aged less than 45, there was a loss of roughly 40%. In the age group 45 and older, there was a population gain of 58%. In the District, the median age of the female population rose from 23.1 years, in 1930, to 36.7 years, in 1960. The median age of the male population rose from 23.7 years, in 1930, to 34.8 years, in 1960.

THE LABOR MARKET ANALYST may view "The Manpower Problem" as a matter of productivity. Recently, the Economic Development Council undertook a comprehensive analysis of the District's manufacturing industry at the request of the State Planning Board. The results of this study showed that, generally, productivity (value added per employee) was lower in the Northeast District (\$8,149 in 1966) than it was in either the State of Pennsylvania (\$12,363), or in the United States as a whole (\$13,788).

Although the "Adverse Industrial Mix", mentioned earlier, is partly responsible for this situation, an industry-by-industry analysis revealed that lower levels of productivity is a widespread District characteristic--no matter which industry is studied.

Although some employers have ascribed this situation to "poor employee attitudes", it is a fact that, in most District industries, the levels of capital investment per employee have long lagged behind those at State or National levels. This fact, alone, could be responsible for much of the existing differential in average levels of productivity. (Better tools make for improved output.)

But management competence must also be questioned. As mentioned earlier, the fact that non-production workers (managers, technicians, professionals, etc. ), were proportionately only half as numerous in District industry in 1966, as in Statewide industry, may be highly significant.

#### CONCLUSION

"THE MANPOWER PROBLEM" doesn't really exist as an entity. Instead, it is many different problems. For this reason, there is no one simple, easy solution.

THE MANPOWER PROBLEM

As Seen By

THE LOCAL INDUSTRIALIST

DID NOT REPORT

The employment market is a list of job openings for which no qualified people can be found and, at the same time, a list of the number of job applicants for which no jobs can be found. The task is to try to match the job openings with the job openings.

The one best solution proposed by the group--after lengthy discussion--was that a combination of counseling and training, coupled with training and retraining courses, the greatest help. In fact, it was observed by the members of the group that career and occupational guidance counseling in the public schools has been the one and that, consequently, the average person graduates with only the limited knowledge he might expect for his education, training, and interests.

In addition to the counseling/training course, the group also saw need for a "manpower inventory" and organized employment service which would job search for persons and opportunities would be matched. The group agreed with all the job openings in the "manpower" which he was qualified. Likewise, an inventory, working with a group of jobs, would be able to make a picture of all the job openings in the nation which met the requirements.

A third solution was to have the "manpower inventory" which would be used to the "manpower" of job requirements for employees and the employees by employers. Managers in the "manpower" of jobs which are closely related. Examples: Managers in the manpower have skills which are readily adaptable to demands of different equipment.

THE MANPOWER PROBLEM

As Seen By

THE EMPLOYMENT AGENCY MANAGER

by

Hugh King

The employment manager sees a host of job openings for which no qualified people can be found and, at the same time, has a substantial number of job applicants for which no jobs can be found. His task is to try to match the job seekers with the job openings.

The one best solution arrived at by the group--after lengthy discussion--was that a combination of counseling and guidance, coupled with training and retraining offered the greatest hope. In this connection, it was observed by the academic members of the group that career and occupational guidance counseling in the public schools has been negligible and that, consequently, the average student graduates with only the haziest idea as to how he might exploit his capabilities, talents, and interests.

In addition to the counseling/training route, the group also saw merit in a nationwide universal computerized employment service wherein each job seeker's interests and capabilities would be matched (via computer) with all the job openings in the Nation for which he was qualified. Likewise, an employer, seeking to fill a given job slot, would be able to obtain a printout of all the job-seekers in the Nation which met his requirements.

A third route toward solving the "round pegs--square holes problem" was seen in the "restructuring" of job requirements by employers and the exploration by employment managers of the "families of jobs" which are closely related. (Example: Women in the needle trades have skills which are readily adaptable to assembly of electronic equipment.)

THE MANPOWER PROBLEM

As Seen By

THE EMPLOYMENT AGENCY MANAGER

by

Gerald Baker

As far as the agency manager is concerned there are two choices depending on the type of agency. A "fee" agency manager should try to influence his people-job match by making his job openings known to schools and their counselors. He should try to have schools channel people to education areas where there are people shortages. In the case of the Bureau of Employment Security the same approach can be taken in influencing schools, but the B. E. S. also has access to money for retraining programs to fill shortages of qualified people. This is an additional solution for the B. E. S.

Apart from the employment agency other steps would contribute to qualifying more people for job openings:

1. Schools should proportion their curriculum and counseling to coincide with employment agencies.
2. Employers should change some of their "hire qualified only" attitudes developed over the years of high unemployment and:
  - a. Upgrade people internally instead of looking outside.
  - b. Hire people with less than perfect qualifications and then provide the training to upgrade the job.

THE MANPOWER PROBLEM

As Seen By

TOP FEDERAL OFFICIALS

DID NOT REPORT



THE MANPOWER PROBLEM

As Seen By

THE ECONOMIC DEVELOPMENT COUNCIL

by

Mrs. Donald E. Bennett

Until a labor shortage occurred there never was a reason to want this information on the faceless number outside the labor force.

It was the feeling of the group that an in-depth study be made to define the group and why they have dropped out.

There are already sources in the community to whom questioners could go:

1. Bureau of Vocational Rehabilitation
2. Veterans Pension rolls
3. Relief rolls

How many hidden people could be found in college or the armed services?

How many maintain legal residences in Wyoming Valley and work out of town?

THE MANPOWER PROBLEM

As Seen By

THE ECONOMIC DEVELOPMENT COUNCIL

by

Walter Niehoff

The Economic Development Council's report that the proportion of non-school, male population in this region, aged 14-65, and outside the labor force, is roughly double that of the rest of the state, was shocking, but credible.

The group felt that this extremely high rate was to be expected, because of the terrific impact of the decline of the coal industry and the great depression from which the region did not begin to recover until about 1960.

These two crushing events reduced many families to extreme poverty, and the frustrations and hopelessness which affected the family unit was impressed indelibly upon the children. The drought of unemployment and poverty was so long that possibly three generations of the family knew only poverty. Little wonder that the current generation of those families have lost the attitudes and skills, or the desire to work. The debilitating influences of poverty were too strong and sustained to be significantly affected by institutional and individual efforts to break the chain of family indigence and all that goes with it.

In addition, the low income economy which forced mothers from the home into industry, removed whatever hopeful and elevating influence the children might have experienced.

We believe that most of these current "drop outs" are persons who are prisoners of a vicious family poverty cycle. If somehow at one fell swoop this cycle could be broken in a family by removing the children from the influences of the poverty condition, and by substituting the productive influences normal to our society, it is probable that the vicious cycle can be broken, much as the Head Start Program seeks to substitute normal influences in a healthy school climate for the poor influences so often found in poverty stricken homes.

The group felt, on the basis of personal experiences and observations, that most of the attempts of the school, church, social and gov-

ernment agents, though admirable, have been too institutionalized, and have not, therefore, been able to "get through" to the "drop outs". It feels that the only effective answer is an all-out and more personally oriented approach. The "drop out", who has known nothing but the loneliness and hopelessness of poverty, cannot be reached by an "institution".

The institution must continue to do the job, but it must play down its institutional character, and deal from person to person. This will impose a tremendous responsibility on the whole community, and will require immeasurably more financial support and individual involvement in the strictest personal sense.

## THE MANPOWER PROBLEM

As Seen By

LOCAL EMPLOYMENT AND WELFARE OFFICIALS

by

Kenneth S. Bittenbender

This man is about 50 years of age. He says he tried to get a job as a truck driver but no one wants him. When his folks expressed doubt in his ability to obtain a job, he started to complain about his "back being out of wack". However, he seems to have no trouble when driving his personal car. He has recently had a physical and was put in traction for a short time at a local hospital and has been pronounced well.

Recently, it was noted that his two children-watching their father being at home nearly every day-have been saying they don't feel well and don't want to go to school.

The group concluded that this man needs: 1) Training for another job, and 2) Motivation.

The group decided to send him (theoretically) to the Human Resources Development group who supplied him with 1) a physical, 2) he was offered a brace if he needed it and 3) he was given an aptitude test which showed that he had an aptitude for working with his hands. He also mentioned that he likes to repair appliances.

He was then given "Manpower Training Act" courses in small appliance repairing, and oil burner repairing.

A job was located where it was learned the foreman always took an interest in his men. The foreman encouraged this man and showed him where he had a greater potential. Here it was noted that the man no longer complained about his back yet he was driving a small appliance repair truck. He is constantly encouraged by his foreman and commended on his work. He no longer feels let down and rejected and looks forward to his long-range training program.

The conference group closed by emphasizing that 1) we must accept this man at his present level of ability, 2) convey to him our respect for his human dignity, and 3) convince him that there is room for everybody in today's society.

## THE MANPOWER PROBLEM

As Seen By

LOCAL EMPLOYMENT AND WELFARE OFFICIALS

by

Charles J. Reynolds, Jr.

When an individual suffers from unemployment or underemployment, there are a variety of problems that could and do contribute to this situation. Our "Manpower Problem" is composed of many facets and the problems of limited productivity affects many aspects of our society. There is no one simple, easy solution. However, the conditions of unemployment and underemployment can be softened by a concerted program involving job-related manpower services and strong supportive services. It is this later aspect that can make the Concentrated Employment Program a unique tool in dealing with the complexities of the "Manpower Problem". This Concentrated Employment Program can become just another attempt to provide a universal panacea unless certain preliminary steps are taken and certain basic facts are understood, analyzed and evaluated. The facts which have been presented to us this morning should serve as guideposts in the development of any program or services designed to increase the optimum productivity of the Northeastern Pennsylvania area.

The Concentrated Employment Program will attempt to deal with the hard core unemployed who are draining the economy through lack of productive input into the system, but who are taking, through public support, a certain proportion of any output realized.

Underemployment in our area is perhaps a greater problem which this program should address itself to. The earning power of the American economy is a small fraction of what it could be if the underemployment factor was reduced, and this applies to our area as well as the country. In order to develop an effective program to meet the problems facing us, the following facts discussed today should help formulate the framework for meaningful action:

1. Our labor force has been dwindling persistently while the demands for labor have increased. Our present pool of unemployed which can be considered potential "surplus" labor has reached minimal levels holding around the national average.

2. An "Adverse Industrial Mix" in our area where there is an over concentration of employment in certain industries causes an unbalanced work force and limited diversified employment. For Northeastern Pennsylvania this unbalanced work force is to the detriment of the employee in terms of earning capacity because the greater proportion of the work load is in the low paying industries.
3. The outmigration of younger people has increased the median age level of our area showing a tendency for an older, less dynamic population. This outmigration has been seen to occur in the under forty-five age group which is considered to be the future life and blood of a community. The loss of our young reduces the quality and caliber of human resources upon which a community can hope to build its future.
4. An increase in the knowledge about the "human beings" and the human facets of our "Manpower Problem" is necessary. Identification of the problems of the specific individuals that are either unemployed or underemployed and the assessment of needs in human terms should be done along with the following considerations:
  - a. Include the family in the identification of problems and assessment of needs of those that should or could be employed to achieve full productivity.
  - b. Interpret "productivity" in a much broader sense than simply pure economic terms and the system guided by supply and demand.

There is no one roadblock to full employment and yet many of our previous approaches have been to isolate those not working and place them into a work setting without understanding the individual except that he is a misfit in our economically competitive society.

5. This area does not offer adequate opportunities for college trained "middle-management" people. Career openings locally for professional and highly skilled technical personnel are limited.
6. Educational attainment of our present population is below state and national levels. Between 1950 and 1960 other areas of the State and nation have been increasing the educational level of its population at a much greater rate. Northeastern Pennsyl-

vania's educational level increase for the male population ages 25 and over was less than half of that compared to the United States.

The Concentrated Employment Program can be an attempt to demonstrate an integrated and coordinated approach to look at the problems first rather than just developing services not related to causes. A battery of supportive services will be needed to cope with the underlying causes and effects of those unable to realize full productivity. Social and health services of all kinds and of every description may have to be utilized in getting one man into the productive mainstream of our labor market. A battery of supportive services must be made available to the whole family realizing that some of the causes of underachievements can be reduced only within the family structure itself.

Out of our discussion crystalized the following approaches:

1. That the Concentrated Employment Program provide the vehicle through which an urban coalition be formed including the educational institutions, private industry, government and the potential beneficiaries (those experiencing the problems for which solutions are being sought) and government. This coalition will be the major force through which the area's resources including the human can become part of a strategy for joint action against the diverse "Manpower Problem" confronting Northeastern Pennsylvania. It is the structure through which existing leadership and organizations presently mounting individualized attacks can work together to mobilize a multi-facet attack on the conditions of human life.
2. Develop an awareness of the multiple problems that many unemployed and underemployed have because no matter how much they may as individuals deserve to break the chains of dependency, they need community resources behind them. It is the responsibility of the community as a force to meet the needs of its residents. With the outmigration of our youth, the community has failed to guarantee the life our future leaders are seeking. If the drain of young blood continues as it has been in the past, our area could well become the community of yesterday rather than the community of tomorrow. It is a fact that our population is older than it should be.
3. Include in the program an educational component which will not only deal with the present deficiencies that our unproductive residents have which must be eliminated to qualify for entry into present opportunities, but also develop upward

mobility patterns in this area through new careers. This educational component must be linked to the private sector where jobs will be developed so that two objectives will be achieved:

- a. Train people in our schools to qualify for whatever opportunities presently exist.
  - b. Encourage new industries by developing a highly skilled manpower pool that will guarantee new business the manpower skills they require. Both the needs of our people and the needs of our present and future industries should be determined. This Conference has indicated the need for a better wage scale not necessarily with existing industries being forced out, but with the creation of higher paying positions demanding new skills and technologies with our schools and universities providing the qualified manpower through vocational and academic training.
4. Develop a multi-problem program and service unit which will be able to meet the needs of any enrollee and his family. Resources of those local agencies concerned about the social welfare needs of the enrollee should be funneled into the program through adequate staffing patterns. A problem solving plan for each enrollee should be developed which will include 1) reviewing and evaluating each enrollee to determine social welfare needs to be met, 2) develop a service plan to meet the needs of the enrollee and his family, 3) assign responsibility for the enrollee to a coordinator to eliminate duplication, delay, unnecessary referral and client loss. A system to monitor the progress of the enrollee should be devised.

Time between identification of the problem and rendering of the appropriate service should be as quick as possible. These services should be continually evaluated to determine whether they are relating to the primary objective of strengthening the enrollee's capability to achieve truly full productivity in economic and personal terms.

The Concentrated Employment Program should be designed to offer the following to meet the needs of the multi-problem unemployed and underemployed individual:

- a. Marshalling of integrated social welfare and manpower services,
- b. Concentration of required services to meet individualized needs,



- c. Provision of services with short lead time,
- d. Application of techniques of case analysis, service planning and service monitoring, and
- e. Arrangement for supplemental services not readily available or easily accessible.

In conclusion, the Concentrated Employment Program should offer extensive follow through and follow up for a time after the objective of full productivity is achieved. The follow up should detect any return or tendency to return to the unproductive status from which the individual came.

THE MANPOWER PROBLEM

As Seen By

A SOCIOLOGIST

by

Robert Parker

No one can doubt that the complexities of urban planning are tremendous. The recent shift in emphasis from many planners' initial insistence on bulldozing and total reconstruction to a more sensible program of rehabilitation seems to be more readily accepted today. However, we have seen that even this is unacceptable to many, particularly the inhabitants of the area to be rehabilitated. The response of the people in the Heights to the Model Cities program is a case in point. It appears that there is a great deal of confusion and misunderstanding among the residents in that area, as well as some very defensive animosity.

Part of this response, I'm sure, is due to the lack of a basic understanding of the purposes and goals of the Model Cities program. Just as real, however, is the unwillingness to change a way of life that has become comfortable and secure--even though that way of life doesn't fit neatly into our middle-class value system, which I'm afraid we too often consider the only system worth using as the proper touchstone.

The concept of "total planning" which involves social, cultural, educational, economic and aesthetic aspects of living is delightful in theory, but its going to take more than statistical analyses, "expert" opinion, shaded maps and artists' conceptions to receive a positive human response from the people directly involved. Maybe our session topic should have been "Planning For Whom?"

THE MANPOWER PROBLEM

As Seen By

A SOCIOLOGIST

by

Dr. Francis Micheline

Members of the panel expressed the view that this situation would certainly enhance the independence of the wife and disrupt normal household structure and discipline. It was felt that the family with a working wife differs drastically from the family that is supported by the wife. The male self-image and the psychological effect on children when the father role is destroyed may have a significant effect on their own concept of a family. The panelists felt that the impact of this situation has not yet appeared. It was felt that the working wife and mother is especially detrimental since her availability to her children is thus limited. It was also noted that the problem of the husband is considerably aggravated when the wife is earning more than the husband could earn if he did take a job. This may prevent him from taking a job at an economic level lower than his wife.

The observation was also made that there is no real evidence that this family situation is a serious problem. We live in an area in which many families have been living with the wife as the sole support of the household for a number of years and yet our delinquency rate is significantly lower than National averages. There may be a question of whether the maternal or paternal influence is less significant.

It was felt by the panel that a major effort to locate, re-educate, and restore the self-pride of these families, particularly the husband, would be worthwhile. The economic change in our Community is helping to create jobs and may decrease the number of male housewives significantly.

The feeling was expressed that there is a willingness on the part of these men through the traditional work ethic of these people to want to regain productivity and that this desire could be exploited.

It was also observed that it would be necessary for industry to accept for retraining and jobs older men since most families in this situation would have men in their late forties or fifties.

The panel sensed a new problem developing in our region in connection with the number of industries demanding female labor. As our economic picture changes for the better, fewer wives will be interested in these positions. The result may be a labor market that will stimulate "in-migration" of minority groups. There was a strong feeling that our Community is not oriented to acceptance of Negro or Puerto Rican minority groups if and when this situation materialized.

There may be a question as to whether the "in-migration" of minority groups will result in more working mothers, and therefore, all of the consequences that stem from this kind of family situation.

It was felt by the members of the panel that the place of the working wife and mother in our culture would pose broader problems than the specific manpower problem that our panel members were asked to discuss.

THE MANPOWER PROBLEM

As Seen By

AN EDUCATOR

by

Everell Chadwick

The group evaluated the facts given on educational attainment. It was felt that the out-migration has left us with this disadvantage, that in reality our educational level is near the state average.

In spite of this we are left with the facts which say that there must be an effort to upgrade skills.

One necessary emphasis must be placed on the vocational/technical school. It must be possible to graduate students from this kind of school with a skill at the apprentice level but this skill must be transferable.

The skill must be one which is marketable and which, hopefully, can be projected into the future needs of the community.

The technical school must also gear itself to upgrading skills of present labor force.

There has always been a stigma attached to those "assigned" vocational training in the school. Technical schools have begun to erase this stigma.

By emphasizing the technical training, students are motivated to accept the academic courses necessary for a total education.

THE MANPOWER PROBLEM

As Seen By

AN EDUCATOR

by

William G. Snyder

The panel concurred in the need for vocational/technical education. The emphasis was on the need of education, not merely training.

While it was objectively agreed that persons with vocational/technical backgrounds are highly marketable in today's economy, it was subjectively hinted that the twenty-two youngsters related to the panel were bent toward academic life. Why?

Appealing social stresses, as understood by the panelists, influence parents to avoid interest in VOC/TECH. At least, the academically inclined do not make good cabinet makers. Above all, there's the stigma..

In consideration of the alleged stigma and the apparent need to upgrade the status of VOC/TECH, the panel would suggest glamorizing the system and that vocational/technical education, as such, requires more than a face lifting of warmed over courses served within a limited time span. Emphasis, according to the panel, must be given to obtain the services of teachers who inspire, teachers of proven proficiency in their various vocational and technical fields. How?

The standard license to teach might be waived in lieu of seasoned accomplishment. Private enterprise and trade unions might augment the teacher's college for recruiting teaching personnel in the vocational/technical school. Coordination of the best resources available in business, industry and unions by local school districts programming VOC/TECH would support the procurement of sophisticated machinery and equipment, the names of which have status. Too, it would seem reasonable for the private sector of the economy to augment salaries paid its talent hired by local school districts on a part or full time basis, since the return for such investment would be a more employable product.

## THE MANPOWER PROBLEM

As Seen By

AN EMPLOYER

by

Dorothy Cohen

All members of the panel had experienced the problem, i. e. local high school graduates lacking knowledge of the "fundamentals". We were not certain that the products of our school system are more deficient than elsewhere but some examples were cited which did seem to indicate that this may be so.

It was felt that we are still suffering from fragmented, archaic school systems with many small districts run by politically oriented school boards. Despite heartening progress toward consolidation, there is still much resistance to change.

Question was raised about why publicity about local merit scholarship candidates showed no candidates from Wilkes-Barre.

The following recommendations were agreed on:

1. There should be more communication between employers and the school system about needs and problems.
2. More and better guidance counseling is needed.
3. We must demand better quality education.

In regard to work attitudes, we felt that some of the lacks result from our "affluent society" expectations. In other words, many of our young people, expecting more for themselves, focus on what's in it for them rather than on what responsibilities and roles they need to assume.

## THE MANPOWER PROBLEM

As Seen By

AN ECONOMIST

by

Raymond Condo

This group was in unanimous agreement that the adverse industrial mix within the Northeast Pennsylvania economy should be changed through a concerted effort to bring it up to comparative levels of the state and national averages. Such an effort would also help to achieve the objective of gaining of higher per capita income.

It was unanimously agreed that the manner in which this is to be achieved should be through the existing efforts of the local industrial development agencies of the Chambers of Commerce. Their continued objective should be to bring in new industry and to assist existing industry with their expansion efforts, particularly those in the higher wage paying categories. This is not only essential to achieving good industrial mix, but is necessary if this area is to maintain a competitive position with other areas of the nation to have sound and continued economic growth.

It was recognized that new and better paying industries would bring about increased pressures among the lower paying industries for existing manpower. However, it was felt that this would be a natural play of forces within the local economy, and that there would be no moral obligation on the part of the industrial development agencies to decrease their efforts.

To remain competitive employers for existing manpower, it was felt that efforts can be made to find additional employees for the lower paying industries should they lose their existing employees. The lost "11 percent" of the people who were not in the labor force or in any other category, as mentioned in the morning sessions, could be a possible source for new employees. Also, there would be the possibility of immigration occurring as a result of improved economic activity.

It was also noted that the lower paying manufacturers would have to develop new kinds of equipment and techniques to increase their productivity, this being one of the primary causes for lower wages. Also, it was expressed that within many of the lower paying industries, there is a great deal of competition for manpower, and that through consolida-



tion of many small plants to larger and more efficient plants, efficiency and productivity would be improved.

It was also noted that financial assistance to any industry should be based upon the risk and payback factors involved in each situation, rather than just trying to create jobs.

Joseph J. ...

Smaller firms should continue to progress toward consolidation ...

County Planning Commission reports prepared in the early 1960's should be implemented. Changes would include a regional ...

Tasks identified through consideration of presently existing ...

Northwestern Pennsylvania is well served with several post high school ...

Current programs intended to promote Northwestern Pennsylvania ...

THE MANPOWER PROBLEM

As Seen By

THE INDUSTRIAL DEVELOPER

by

Joseph R. Corcoran

Smaller towns should continue to progress toward consolidation since unnecessary duplication of services should be avoided. Members of the group looked forward to the day when a metropolis, known as Wilkes-Barre would encompass most of central Luzerne County. A significant first step toward consolidation was seen in recent school district consolidations with additional economic cooperation and political unity anticipated.

County Planning Commission Reports, prepared in the early 1960's should be implemented. Changes should accelerate a review of Municipal government roles, improve transportation and communications facilities, development of realistic placement of recreation areas and parks to make urban living more acceptable, and an increase in the availability of professional medical, dental and educational services at all levels in the region.

Tax funds saved through consolidation of presently existing political subdivisions could help to defray costs of implementing regional development plans.

Northeastern Pennsylvania is blessed with several post high school educational institutions (Wilkes College, College Misericordia, Marywood College, King's College, a Community College, University of Scranton, Keystone Junior College, Bloomsburg State Teachers' College, and Pennsylvania State University). More regional resources must be devoted to elementary schools and high schools to improve the professional environment which is needed to upgrade the educational standards and to attract better qualified teachers, especially in townships and boroughs located outside of city areas.

Current programs intended to promote Northeastern Pennsylvania outside of the region itself are considered effective. These promotion programs should continue and each statement must reflect the conditions within the region honestly.

Promises made by political leaders during campaigns must be realized with a greater degree of urgency. In discussion, the group recommends an increased involvement of citizens in the governmental processes and active solicitation of newcomers to participate in achieving regional goals.

THE MANPOWER PROBLEM

As Seen By

THE NEW COLLEGE GRADUATE

by

Richard J. Cronin

For the present, the following recommendations were made:

1. A Central Registration might be set up in the community where students--in their senior year who plan to stay in the area-- could record their qualifications and indicate their field of interest. This information would then be made available to prospective community employers. Such registration should be made at the midway point of the senior year or immediately thereafter.
2. Area employers should be encouraged to look at home grown talent before importing other personnel.

For the future, greater concern centered on the initiation of corrective measures which might tend to better mesh education and training with job and career opportunities. These were among the recommendations:

1. Re-evaluation of our educational system which now places such emphasis on college and not enough on the growing opportunities in trades and industries.
2. Improved counseling as early as junior high school in specific fields or careers would be an integral part of such guidance.
3. Encouragement given the college-bound student to gear his program of study to specific fields where a known or projected demand exists. (Planning, hospital/hotel administration, sociology, welfare agencies, etc.)
4. De-emphasis on "just going to college" in the face of the economy's great demand for skills that can be satisfied without such general college education.
5. Supplementing school counseling with the formation of a Com--

munity Advisory Committee, composed of knowledgeable people from various fields who could appraise high school students or college-bound students of opportunities and rewards related to same.

6. A great percentage of college graduates minimize the importance of money and careers in business and industry while maximizing the importance of service to others. Their philosophy would have them work for nothing, "for keep" or a minimal income. Because of this the community, agencies or organizations should find some means of summarizing their problems and objectives and invite the aid of college graduates in the solution or attainment of same--the assumption being that such young people would rise to the challenge.
7. The college student is disenchanted with society as their elders have made it. They want to improve it and will willingly sacrifice their time and utilize their talents in that quest. They wait an opportunity to be put to work on such improvement. They represent a great potential source of help in such an endeavor.
8. There must be a greater recognition of the ability and capability of the college graduate. He must not be held off and told to get some experience set by society's standards. American youth has demonstrated its ability not only to lead, but command in Viet Nam, while not being given the opportunity "of gaining experience." The same qualities should not be suppressed under civilian circumstances.
9. The community should recognize, encourage and support young leadership, not deny it or tell it to sit around and wait until it has experience.

THE MANPOWER PROBLEM

As Seen By

THE DEMOGRAPHER

DID NOT REPORT

THE MANPOWER PROBLEM  
As Seen By  
THE LABOR MARKET ANALYST

DID NOT REPORT

"APERCU"

by

Tom Bigler, News Director  
WBRE-TV

Apercu means what comes after and it is supposed to be a summing up; but, I think that Dr. Mailey chose this for this part of the program as a political science form of benediction. Therefore, it should be brief and inspirational. There is no possible way that we can sum up briefly the various issues that have been raised throughout this day on the problem of manpower.

It has become evident, it seems to me, from our examination that the solution lies in dealing with the whole man, social and political as well as economic. We've been looking at it from its economic side. All these other sides, the social and the political aspect, keep turning up.

We cannot have a strong economy and we cannot resolve our manpower problem until and unless we also have a strong social and political system. In a sense, we find justification here for the war on poverty and for many of the other efforts that are underway here in the community, recognizing that poverty is much more wide-spread and subtle than most of us have realized. The time is coming, it seems, when we need even the former as producers of taxes and goods and not just as tax break-offs.

There is at least a faint irony that our concern with human resources comes at a time when the national political atmosphere, the political that's abroad in the land, seems to make human resources expendable.

At first glance, so powerfully pointed out, we are what only we the people want us to be; yet, we have the capacity to be whatever, for good or bad, that we as a people are willing to be, and it is the obligation of this Conference to help our citizens to aspire and to achieve.



CLOSING REMARKS

by

Dr. Hugo V. Mailey, Director  
Institute of Regional Affairs

We start to plan this conference in June with a planning committee. I want to thank the planning committee for giving thought to a good theme and a good question.

I want also to thank all of those we invited from the outside, and by outside I mean outside of Wyoming Valley, who came into Luzerne County and into Wyoming Valley. Those who were on the program contributed immensely, and those who participated, from what I can see of the discussions at the tables, certainly contributed to it.

I certainly want to thank all of those who in any way had any share in the arrangements for the conference, all eight conferences that we have had.

And certainly last but not least, I want to thank all of you for coming. A conference is never successful without participants, it is never successful without the people that come. But I have a special word of thanks for you who have come. You have not gone as passive participants. We stopped that kind of format a couple of years ago. We found out it didn't work. We wanted our audience to participate and be active participants.

The success of this conference will be determined by what you do with this problem, with this theme, in the next two or three years. A conference is an educational kind of thing. We ought not to expect results tomorrow or next year or perhaps two years from now, but somewhere you ought to start either as individuals or as members of organizations or as organizations to begin to tackle some of these problems that we explored with you and you explored with us. It's only in this way that we can make the area what we want it to be. It's true, your participation here and your participation after you leave here determine whether or not these conferences are successful.

We don't strive for numbers. We do strive for people who seriously think about the themes of these conferences. We strive for about 100 people, hoping that all of them will pass the message on, since all are opinion-makers in one way or another.

Thank you again for coming. We will plan for next year, and I hope you can be with us again. The most important part of today's work is across the hall. Please join us. Thank you again.

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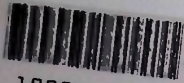
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