

SUMMARY

4th Year Action Plan

Providence

Model Cities Program

MAYOR JOSEPH A. DOORLEY

APPLICATION TO
THE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
FOR AN AMENDATORY GRANT TO CARRY OUT
THE FOURTH YEAR ACTION PLAN
FOR SOUTH PROVIDENCE MODEL NEIGHBORHOOD
PROVIDENCE, RHODE ISLAND
CONTRACT NO. ME-38-001

Name of Applicant: City of Providence
JOSEPH A. DOORLEY Jr.,
Mayor

Address: City Hall
Providence, Rhode Island

Official to be Contacted
Regarding this Application: Richard R. Torchia
Special Assistant to
the Mayor for Model Cities
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Date of Application: July, 1972

Program Period: October 1, 1972 —
September 30, 1973

The Providence Model Cities Program is carried out with financial assistance provided by Title I of The Demonstration Cities and Metropolitan Development Act of 1966.

IN CITY COUNCIL

DEC 7 - 1972

RECD:

IT IS COVERED THAT
THE SAME BE RECEIVED.

Vincent Zepher
CLERK



CITY OF PROVIDENCE
EXECUTIVE CHAMBER
PROVIDENCE, R. I.

JOSEPH A. DOORLEY, JR.
MAYOR

July 5, 1972

Mr. Frank DelVecchio
Assistant Regional Administrator
for Community Development
Department of Housing and Urban Development
John F. Kennedy Building, Government Center
Boston, Massachusetts 02203

Dear Mr. DelVecchio:

It is with pleasure that I submit to you the Providence Model Cities Fourth Year Action Plan which is scheduled to commence on October 1, 1972. Your early review and approval would be most appreciated.

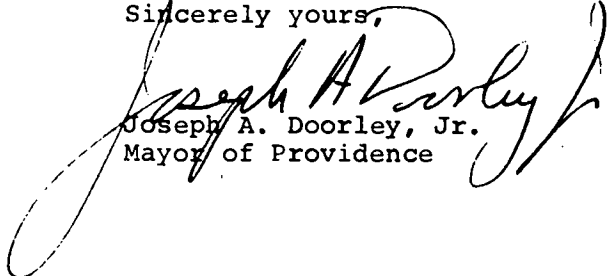
The Providence Model Cities Program has met with a variety of successes and some failures, which when dealing with urban problems is to be expected. I believe the process by which the Model Cities Agency functions is a good one in that it involves citizen participation in the planning and execution phases of the program.

As Mayor of this City, it has become more apparent that many of the needs of the urban center are going unmet because there is not sufficient revenue to meet the demand. South Providence is only one of many urban neighborhoods in dire need of remedial action. With the Model Cities funds, a certain degree of the problems faced by the residents have been alleviated. Although we cannot expect that total neighborhoods can be upgraded in the short period of time, it is my fervent hope that with continued Federal funds a concerted effort can be made to relieve the residents of such problems as deteriorated housing, unemployment, poor health, and the like.

The Mayor of the City of Providence supports the Model Cities Program, and will use its offices to insure that it meets with a high degree of success.

With warm regards, I am

Sincerely yours,


Joseph A. Doorley, Jr.
Mayor of Providence

CHAPTER VI

STRATEGY

A. Methods of Implementation

The following discussion highlights the basic methods the Providence Model Cities Agency shall utilize to carry out its Fourth Year Action Plan.

UTILIZATION AND MONITORING OF LINE AGENCY OPERATIONS.

The Providence Model Cities Agency implements its action projects through Contract/Cooperation Agreements with its delegate agencies. The Contract/Cooperation Agreement consists of four parts, Part I, Cooperation Agreement/Contract; Part II, Terms and Conditions, Project Description and Project Grant Budget; Part III, Administrative and Legal Policies and Procedures for the Execution Phase (CDA Letter No. 8 as amended), and Providence Model City Agency Transmittal Notices; Part IV, Accounting and Financial Management Procedures for the Execution Phase (CDA Letter No. 8 Part II, as amended). A major function of the Providence Model Cities Agency is to perform continuous monitoring and evaluation of the fiscal, employment and project operation activities. Toward this end, detailed performance standards are incorporated into Part II of the Cooperation Agreement/Contract. Most projects funded by the Model Cities Agency have been providing output data for two to three years. During this period, the Model Cities Agency has sophisticated its requirements and the delegate agencies have sophisticated their reporting mechanisms and data. As a result, the decision making basis has vastly improved for both parties.

The success of the Providence Model Cities Program depends largely upon a continued capacity to; 1) identify needs and develop and carry out methods to meet these needs; 2) to maintain fully analyzed resources and redirect resources to determine priorities toward meeting associated needs; 3) to continuously monitor and evaluate line agency operations; 4) insure that citizen participation structures are maintained representative of the Model Neighborhood as well as the greater community, in order that an effective impact can be made in the total Model Cities process, and 5) to maintain confidence of program clients, public and private agencies and the City government.

The Providence Model Cities Agency does not operate projects as a rule; however, if a project is related to the Agency's basic responsibility, and is temporary or minor in nature, the Agency will sponsor such activity.

In the selection of operating agencies, the Providence Model Cities Agency delegates according to the following priorities:

1. Previously established Public Agencies with experience in the field of operation.
2. Previously established Private Agencies with experience in the field of operation.
3. New corporations shall be formed or inexperienced agencies shall be used only when:
 - a. There is no existing acceptable experienced agency capable of carrying out the project;

- b. after goodfaith negotiations, the only experienced agency is unable to respond or declines to participate;
- c. new agencies created or inexperienced agencies utilized shall have sufficient expertise in the proposed field to provide a substantial prospect of success.

DECENTRALIZATION OF POLICY DEVELOPMENT AND PROGRAM ADMINISTRATION

The Mayor of the City of Providence and the City Council, the governing body, assumes continuous and ultimate responsibility for all phases of the Model City Program. The Mayor and City Council have established an administrative structure, the Model Cities Agency, to carry out the Program. The Administrative Structure and its Program process is designed to promote responsiveness to Model Neighborhood residents needs and priorities through maintaining continuous communication between residents, the Agency, and city-wide officials. The Model Cities Agency encourages active Citizen Participation in its process. Citizen Participation, in Providence, is defined as a continued process of citizen interaction in the development, execution and evaluation of policies, plans, and programs. However, in Providence, interaction does not mean ultimate authority as this lies with the Mayor and local governing bodies through the Model Cities Agency.

The Interaction process takes place at various levels. Interaction takes place with the various Model City Agency Staff levels; at various committee levels; in Component Task Forces; in various public meetings and ultimately takes place at the formalized structure of the Citizens Planning Committee, Inc., the democratically elected representatives of the community. This process thus insures that resident views become essential inputs to the planning and programming cycle. A further mechanism to promote implementation in a manner which is responsive to the needs of model neighborhood residents is the assignment of Model Cities Agency staff members to Component Task Forces for the purpose of coordination and technical assistance. In cases when a conflict of interest does not occur, a Model City Agency staff member will maintain a vote on various policy boards or advisory boards and/or other committees. In the manner described above, then, decentralized program and policy recommendations are coordinated under the overall direction of the Model Cities Agency.

CONTINUING PLANNING AND EVALUATION

The Providence Model Cities Agency is organized to maintain continuous planning, monitoring and evaluation of project activities and Component impact, with emphasis placed towards introducing changes, when necessary, in order that activities may become more responsive to stated objectives and priority needs. As a resultant factor of continual planning, monitoring, and evaluation, the importance of maintaining project information to support local decision making has been realized.

The Model Cities administrative structure contains a fiscal division, data management and evaluation division, and program management division. Keeping in mind that responsibilities interface and at times overlap, the fiscal division is mainly responsible for continual fiscal planning, fiscal monitoring and evaluation; and the data management/evaluation division for continual project monitoring (output data), project evaluation and component input. The program management division utilizing data management information is responsible for continual sophistication of the project's concept, continual planning and programmatic preparation.

In addition, the program management division is responsible for the Component Task Forces, technical assistance and maintaining coordination with other Citizen groups, technical committees, etc.

The Model Cities administrative staff, therefore, has demonstrated increased capabilities to perform continuous planning, monitoring and evaluation tasks, and shall continue to build upon their experiences gained through the first three action years, during the fourth year.

B. Coordination Mechanisms

The following mechanisms have been utilized by Providence and emphasis will continue during the fourth year to coordinate Model Cities Program efforts:

MODEL CITIES PLANNING AND IMPLEMENTATION

The Model Cities Agency, as a direct extension of the Office of the Mayor with the Model Cities Director serving as a Special Assistant to the Mayor, is responsible for coordinating all efforts targeted for impact within the Model Neighborhood. The Model Cities Agency and its program has been catalytic in coordinating major actions as defined within the following components:

Physical

Within the physical component, all housing starts within the confines of model neighborhood urban renewal or neighborhood development program areas, are coordinated with the Agency through an agreement with the Providence Department of Planning and Urban Development. All other housing starts, including FHA 235, in renewal areas, are reviewed by the Agency prior to construction commencing. The Local Public Housing Authority also coordinates its activities with the Agency, most noticeably, the Roger Williams Home Modernization Program. All urban renewal activities, including neighborhood development projects, are coordinated through the Agency. In fact, the Citizens Planning Committee, Inc., is the official Project Advisory Committee for renewal related activities.

Education

The Agency works cooperatively with all pre-school programs in the model neighborhood in coordinating their activities most effectively through the Agency funded Pre-School Clinic Project, which for the fourth year, has been incorporated into the Mental Health Project. The Model Cities Agency and its program work in close cooperation with the Providence School Department and their Title I Advisory Committee, and Adult Education Task Force. The Agency utilizes its staff members on various advisory committees in the education related fields to effectuate coordination.

Manpower

Within the manpower component, the Model Cities Agency has effectively coordinated all manpower employment and training programs within Agency funded projects through the CDA No. 11 mechanism. (See Employment Component, Chapter III and Chapter VII Resident Employment for details). The Agency has played a major role in coordinating the Emergency Employment Act (EEA) recruitment in the Model Neigh-

borhood. The Agency has maintained a working relationship with O.I.C. which has assumed the major "inner city" role of manpower development and training. The Agency's concern with Economic and Business Development is shown by our support of P.A.E.D. (Progress Association for Economic Development) and by our acting as a moving force in laying plans now, for the future economic and business redevelopment of designated commercial space in the now deficient Martin Luther King Shopping Center.

Social Services

The Agency has continued to attempt to coordinate all recreation and cultural activities affecting the Model Neighborhood. Towards this end, the Agency maintains regularly scheduled meetings with all agencies offering recreation and cultural activities to coordinate services and schedules. Social Service referrals in the Model Neighborhood are mainly coordinated through the Model Cities funded Social Service Center. The Agency has also assumed a major role in supporting a Neighborhood Facilities Application to provide direct services. The Agency has also assumed early and continuous coordination in the health field, through our constant interaction with the two major hospitals servicing the community; the Providence Health Centers, Inc., and the Rhode Island Group Health Plan.

MODEL CITIES AGENCY/MODEL NEIGHBORHOOD RESIDENT RELATIONSHIPS

Model Cities Agency staff members are assigned to specific Component Task Forces and provide assistance in the development of problem analysis statements, objectives, strategies, and project recommendations. The Citizen Planning Committee meets on a regularly scheduled basis and has developed its own identity, initiative, and momentum, therefore affording itself the opportunity to advance program ideas on the basis of community needs. These ideas are often generated through CPC meetings with the Model Cities Agency and involved community groups. The interchange of ideas, suggestions, and comments advanced by the CPC to the Model Cities Agency was a major input to the Fourth Year Action Plan. All task force meetings and Citizens Planning Committee meetings are open to the public and have offered the opportunity for residents not officially elected to committees to participate, in a non-voting manner, in all discussions. The Agency also encourages staff members to meet with model neighborhood groups to interchange ideas about plans, projects, etc.. As it is important to the success of the program that neighborhood residents have easy access to the decision making process, the Model Cities Agency maintains an open door policy which permits neighborhood residents to converse with the Director at their wishes.

FEDERAL AND STATE AGENCY LIAISON

Liaison with federal agencies (HUD, HEW, OEO, and DOL,) is maintained through RICC (Regional Interagency Coordinating Committees) and through departmental sign-off procedures. H.E.W. has maintained faithfully its commitment to allow the Agency sign-off privileges. HUD, less diligently, and OEO and Labor, seldom coordinate their activities with the Model Cities Agency, nor do OEO and Labor participate in Providence RICC meetings. However, with the renovated A-95 process, the Agency may, at a minimum, at least have the opportunity to become familiar with other projects affecting the neighborhood. At the local level, however, an opportunity did arise whereby O.E.O. would recognize the Citizens Planning Committee, as its Area Advisory Council, which would have effectuated greater coordinative control between Model Cities and Community Action Programs. However, the Citizens Planning Committee declined to accept the added responsibility.

On the state level, the Rhode Island Department of Community Affairs is serving as a central state clear-

inghouse for data collection, program coordination and review, and state-directed funds utilization through the activities of a specifically assigned Model Cities Coordinator. The Rhode Island Department of State-wide Planning is responsible for the Project Notification and Review System established by the U. S. Bureau of the Budget Circular A-95. A positive relationship has existed between the Agency and State-wide Planning.

C. Roles and Responsibilities

The following section highlights the roles being performed by concerned parties in planning and implementing the Providence Model Cities Program:

CHIEF EXECUTIVE

The Mayor of Providence utilizes his office to ensure the overall coordination of, and cooperation with, the Model Cities effort by various City agencies. The Mayor represents the Model Cities Program in its dealings with the City Council and, with their concurrence, has the final responsibility for all action program planning and implementation. As previously noted, the Mayor has delegated a Special Assistant to serve as Model Cities Director thereby creating a direct line of communication and access to his office at all times.

CITY AND STATE AGENCIES

Agencies of the City of Providence, serve as operating bodies of Model Cities projects under third party contractual agreements with the Model Cities Agency. Representatives of local, state and private agencies serve on Component Task Forces, and have participated in all planning and programming activities.

THE PRIVATE SECTOR

Providence's private sector involvement in the Model Cities effort is highlighted by the following examples:

- (1) The United Fund and the United Emergency Fund have continued to maintain close cooperation with the Agency in jointly funding certain projects in the Model Neighborhood.
- (2) The Agency staff maintains membership on various committees of the Urban Coalition and Chamber of Commerce, thereby affording a level of coordination.
- (3) Various members of the private sector maintain membership of numerous Model City Agency committees, thereby a continual relationship exists between the private and public sector.

D. Successes in Institutional Change

Institutional change not only is difficult to define, but exceedingly difficult to measure. Politically, in the one year of planning and the three years of action, residents of the Model Neighborhood who, prior to this time, were outside the political process within the neighborhood and within the City, have entered the process. Through this time period, residents have become more sophisticated in effecting political decision making,

whether it be used in the loose term of neighborhood politics, or the formal term of City Government. As a result, the political institution has become more aware of neighborhood desires, and in most cases, more responsive.

Programmatic institutional change is somewhat nebulous, as change in many cases depends upon availability of federal funds. The HEW sign-off procedures have forced Agencies, which in the past developed projects with projected impact for Model Neighborhood residents, to come out in the open and discuss their ideas with residents and consequently, in some cases, become responsive to resident needs. Another example of institution change, patterned after the Model Cities Program, is the method of goal setting, accountability and assessment, being developed by the United Fund, Catholic Diocese and School Department. A further example of institutional change is exhibited by the Providence School Department, which sponsored a demonstration reading project in the Model Neighborhood during the Third Action Year. This project mainly was a management support design. Because of its effect, the School Department, in cooperation with Title I Committee, is contemplating expanding the project "inner city" wide.

E. Supplemental Funds Utilization

During the 3rd Action Year, the utilization of supplemental funds was related to the establishment of a priority-based problem analysis and corresponding objectives and strategies. The Providence Model Cities Agency attempted to achieve four major objectives through supplemental funds allocation:

- (1) the funding of new innovative programs which have a widespread effect and provide comprehensive services and which cannot be funded from other sources;
- (2) to enable agencies to expand upon programmatic efforts which have previously proven successful in meeting the needs of model neighborhood residents;
- (3) to enable agencies to continue programs which have achieved past success in meeting the needs of model neighborhood residents, but which are no longer fundable through other sources; and
- (4) to generate other funding sources through the utilization of categorical program grants and cost-sharing with other city agencies.

Commencing with the Fourth Action Year, use of supplemental funds will begin to take on a different scope. Those projects which the Agency feels are long term and will effect neighborhood conditions long after the Model Cities program has ceased, will be encouraged to become self-sufficient. Towards this end, supplemental funds will gradually be reduced as other funds become available and utilized mainly as a basis for attracting other funds. Examples of projects in this category by Component are:

1. *Education:* Model Cities Reading Project, Model Cities Teacher Aides, Comprehensive Child Development Day Care Center, South Providence Library.
2. *Social Services:* Credit Union, Social Service Center, Project SECAP, Community Protection Officers, Health Centers, Girls Club.
3. *Environmental:* Housing Maintenance.

4. *Manpower, Economic Development:* Progress Association for Economic Development.

An example of a project which has become self sufficient during the 3rd Action Year is the Model Neighborhood Transportation Project. As supplemental funds become available, two priority areas will receive prime consideration:

1. Physical Environmental Improvement: As funds become available, priority use of supplemental funds will be extended towards housing subsidies, consequently stimulating new construction, home improvement loans and grants, and capital improvement projects.
2. Short Term Projects: Projects in this category would include summer work, recreation, and cultural activities.

The Agency will continue to utilize supplemental funds to sophisticate previously funded projects which are having an impact in improving neighborhood conditions. However, it is unlikely that new projects of a non-capital improvement nature will be started.

F. Local Resources Allocation

The City of Providence is heavily committed to allocating resources to the Model Cities effort; both in kind contribution and cash offerings. (See level of effort summaries of all components). City Departments, such as the Department of Public Works, the Department of Planning and Urban Development, the Department of Building Inspection, the Department of Public Property, the Department of Recreation and the City Legal Department have all donated manpower and equipment on a continued basis to support the Model Cities Effort. Outright cash has been contributed during the 3rd year of will be contributed during the 4th year to meet the City share of such projects as; Demolition Grant M-4; Interim Assistance Grant Program; Neighborhood Development Project Area 2; Proposed Comstock Urban Renewal Area; Proposed Upper South Providence NDP Area; and the Lockwood Street Urban Renewal Project. Other projects affecting the Model Neighborhood also have received City cash appropriations towards their operations. These projects include the Providence School Department, the Providence Mental Health Center and the Providence Public Library.

G. Maintenance of Community Support

As stated in the beginning of this Section, the success of the Providence Program depends upon many factors; however, of utmost importance is the continual maintenance of close involvement with and coordination of existing agencies, decision-making groups and citizen participation structures. Furthermore, the confidence of the users of services, the public and private agencies and the general public must be maintained. The Model Cities Agency will continue to sophisticate its staff and Program in order to increase the effectiveness of community support.

CHAPTER IX

SUMMARY OF THE ACTION PLAN

A. Model Neighborhood Conditions

Pertinent existing demographic conditions in the Providence Model Neighborhood, as tabulated by the Bureau of Census 1970 Report, are presented below. The statistics, as presented, take precedent over statistics which may vary throughout the text of the Fourth Year Plan.

1970 CENSUS

Total Model Neighborhood Population		14,966
	Black	6,259
	White	8,384
	Other	323
Ages		
	0-2	859
	3-4	543
	5-9	1,407
	10-13	1,167
	14-17	1,053
	18-21	1,094
	22-54	5,288
	55-61	1,087
	62-+	2,468
Median Male Age		29.0
Median Female Age		31.3
Number of Children Under 18	4,844	
Number of Children Under 18 on AFDC	3,450	
% of Children Receiving AFDC	71%	
Total Number of Families		3,412
	Husband/Wife Heads	2,260
	Female Heads	1,003
	Male Heads	149
Number of Families with		
Incomes less than \$3,000	785	
Number of Families with		
Incomes between \$3,000-\$5,000	647	
Number of Families with		
Incomes below Census Defined		
Poverty Level	1,003	

Median Income		\$6,091
Unemployment		14.1%
Total Number Housing Units		6,525
Occupied	5,440	
Owner Occupied	969	
Total Number of Vacant Units		1,085

A summary description of conditions by Component area follows.

PHYSICAL ENVIRONMENT

The Urban environment of the Model Neighborhood is characterized by a multitude of blighting influences. Throughout the Model Neighborhood, structures are situated directly on the right-of-way lines and within a couple of feet of adjacent structures. Many buildings are considered obsolete in terms of their size and lack of use. Adverse land use relationships exist, especially between residential and industrial building. Street widths are inadequate, alignments are poor, numerous dead ends exist, street surfaces have deteriorated, curbs and side-walks are in need of repair, and the overall road system of the neighborhood lacks consistent design qualities. Most of the Model Neighborhood is served by a combined storm and sewer system, which presents a potential health hazard and source of pollution, especially during periods of heavy rain. A large number of vacant lots, abandoned buildings and under utilized parcels create an unattractive, unsafe and potentially unhealthy environment.

The housing stock of the Model Neighborhood has been victimized by a disinvestment process, attributed collectively to landlords, financial and insurance institutions and tenants. Owner occupancy is at an all time low, substandardness has increased at a much higher rate than in the rest of the City, and vacancy rates are four times the City rate. Housing vacancy, part of the disinvestment process, has meant housing abandonment exemplified by the loss of approximately 2,900 units of housing or 30% of the total supply in the past ten years.

EDUCATION

Inadequate education of residents in the past has contributed to an environment typified by unemployment, health problems, crime and delinquency, and physical deterioration. It should be noted, however, the cycle of failure and frustration begins early in a child's life. Many Model Neighborhood children are caught up in this process even before they reach school age. With limited access to intellectual stimulation, they are unprepared to meet the requirements of the educational system when they enter school.

Analysis of pre-school and school population(age 3-17)for the Model Neighborhood, indicates that the percentage of number of children to total population is higher for the neighborhood than for the City as a whole. The number of children in this category represents 27.8% of the neighborhood population, whereas the ratio for the City is 22.6%.

Many neighborhood families are handicapped by lack of adequate education, low income, and substantial number of fatherless households. These basic factors have been a negative influence on the preparation of children for school. The Providence School Clinic reported that 40-50% of all youngsters start school six months behind grade level.

As a negative reinforcement to this problem, one-third (1/3) of all heads of households have less than an eighth grade education and a full two-thirds have not graduated from high school. Predictable consequences have affected students in middle and high school. Model Neighborhood students tend to drop-out of the school system at a higher rate than their city-wide counterparts, the percentage of students enrolled in higher education is lower, and absenteeism from school is higher.

The low achievement level of education among adults is compounded by their attitude of unwillingness to participate in adult education programs.

EMPLOYMENT

Employment in the Model Neighborhood as measured in terms of dollars earned is indicative. In the period between 1960 and 1970, the medium family income, City-wide, increased from \$5,069 in 1960 to \$8,430 in 1970; an increase of \$3,361. In the Model Neighborhood, during the same period, the increase was only \$2,055.

Thus, while incomes have increased, the rate of Model Neighborhood increases are nowhere close to the City rate of increase. The Model Neighborhood still retains the bottom of the curve.

Population statistics indicate that the Model Neighborhood has a younger population than the City scale. The median ages for males is 29.0 and females, 31.3. Major segments of the population are under 18 and over 62 years of age. The labor force of the Model Neighborhood is made up of 46% males and 54% females and 35% of the total labor force is black. According to the Census, 42% of all blacks employed have reported they have problems holding their job. Unemployment has been estimated at 14.1%. In addition to the unemployment figures, 18% of the Model Neighborhood population is classified as "not in the labor force", which is defined as able to work, but not looking. As defined by the 1970 Census, 30% of all Model Neighborhood families and 41% of individuals are defined as having incomes below the poverty level. Using OEO poverty criteria, these figures may reportably double.

The preceding statistics offer a gloomy characterization of economic life in the Model Neighborhood. Continuing high levels of unemployment lead invariably to the discouragement of individuals, family break-up, crime, and delinquency. Seventy-one percent (71%) of those who are in fact working steadily, are employed in jobs that require little skill, and are therefore both low-paying and extremely vulnerable to economic conditions.

HEALTH

The health problem for the Model Neighborhood is marked by a high incidence of chronic and infectious disease and by a high rate of death.

Health conditions are due, in part, to a history of lack of preventative health care, resident attitudinal limitations and the debilitating influence of the neighborhood environment.

The incidence of disease or general morbidity, is 3.5 times the City as a whole. In terms of rates per 100,000 population, the Model Neighborhood has an incidence which is 9.2 times the rest of the City. Mortality data, which indicates the incidence of certain causes of death, demonstrates that the Model Neighborhood is the prime health problem area of the City. The overall death rate is 1.7 times the rest of the City, and the infant death rate is 1.3 times the rest of the City.

The major health problem for the Model Neighborhood is the relatively high incidence of disease. While the practice of preventative medicine has gained common acceptance in certain geographic areas, and has resulted in generally lower disease rates for these areas in past years, this practice of preventative medicine is a relatively new phenomenon for areas comparable to the Model Neighborhood. Regular checkups, immunizations, routine blood, urine, and lab tests, X-Rays and informational clinics have, until recently, been financially impossible for those without at least moderate financial means. That these services are now available, independent of the ability to pay, does not mean that such practice will become common and accepted in a short period of time. Such an assumption would disregard the recognition that, turning from the practice of "crises" medicine to preventative medicine involves social change, both attitudinally and behaviorally, and such change, if complete, necessitates the passing of a substantial period of time.

The Model Neighborhood has a severe problem with regard to pre and post natal maternal and infant care. This area refers specifically to the care of pregnant mothers before birth and the care of infants and new mothers. The problem is compounded by both high rates of birth and illegitimate births in the neighborhood.

The percentage of Model Neighborhood women receiving pre-natal care within the first three months of pregnancy is 51.5%, as compared to 79% City-wide. As a result, low birth weight rates are 1.5 times the City. Added to the failure to receive early care, the live birth rate is 1.9 times the City rate and illegitimate birth rates are 4.5 times the City rate.

Another serious health problem occurring within the Model Neighborhood, attributed to environmental conditions, is the incidence of lead poisoning, which is 22.8 times the rest of the City.

Physical health is not the sole type of health that is influenced by the environment. Mental Health, which the National Association for Mental Health defines in terms of people, feeling comfortable about themselves, feeling right about other people, and being able to meet demands of life, is negatively influenced by said characteristics of the neighborhood. For the neighborhood resident who is possibly unemployed, has a low income, and lives in substandard housing, it is difficult to feel good about himself and other people and to think that he has the control to satisfy certain demands of his daily life. Instead, there is bred an air of hostility, suspicion, fear and distrust. Both physical and mental health are tied unequivocally to the environment of the Model Neighborhood.

SOCIAL DEVELOPMENT

The Providence Model Neighborhood is comprised of four census tracts. The Community Action Agency in Providence, utilizing a system of poverty variables in order to rank all inner-city census tracts according to degree of poverty, ranks the Model Neighborhood census tracts first, second, sixth, and seventh out of thirty-seven tracts in degree of poverty.

The degree of poverty in the Model Neighborhood is impacted by the high rate of welfare dependency, which in January 1971, represented 38% of the population and during the same period, it was estimated 40% were receiving General Public Assistance.

What is particularly noteworthy, however, is the rate of AFDC dependency within the Model Neighborhood. This area has the highest percentage of children dependent on AFDC, in relation to total population, than any other area in the State. As of February 1972, 77% (3872) of the children under 18 years of age were dependent, an increase of 6% since the 1970 Census. In 1966, six years ago, 42% of the total number

of children in this age group were on AFDC. This startling fact has occurred, despite a decrease in the 18 year old population by 2,444 from 1965 to 1970. What this obviously indicates, is that the non-dependent population has moved out of the Model Neighborhood, leaving behind an ever increasing group of dependent residents.

Fifteen point six percent (15.6%) of all criminal offenses within the City in 1971, were attributed to the Model Neighborhood. However, when certain offenses are isolated, statistics indicate 30% of all assaults, 32% of all robberies, 31% of all rapes and 50% of all murders occurred in the Model Neighborhood. These offenses occurred within a population, which represents only 8.4% of the City. At the Adult Correctional Institution in May 1972, 22% of the inmates incarcerated were Model Neighborhood residents and it is predicted that 70% of these will be repeaters.

In 1970, 41% of all juveniles in the City, adjudicated, wayward or delinquent, were from the Model Neighborhood. At the State Training School for Boys, 18.4% of those detained, and 15.1% of those detained at the Girls' Training School, were from the Model Neighborhood.

The Model Neighborhood contains a large number of both drug users and drug addicts. Drugs used in this context, in their order of priority use, refer to heroin, a depressant nicknamed "yellow jackets", speed and uppers nicknamed "bombers". These drugs are regularly used by those associated with the drug culture. Naturally, all other narcotics are utilized, but not in the quantity as those mentioned.

Alcoholism, although less frequently cited as a form of social deviance in comparison to drug addiction, is still classified as an hallucinogenic drug and remains a severe problem in the Model Neighborhood. Recently tabulated estimates of alcoholism give strong evidence that the Neighborhood's problems with alcoholics are the most serious in the State. The State Office of Mental Health Planning has produced evidence that the Model Cities Neighborhood has a much higher incidence of alcoholism than other comparable low-income areas in the State.

The problem that the Model Cities Program must persist in working at, is making known the social services and programs that are available to the residents, and once known, used by those who can benefit from them. Agency and program staff members must be constantly aware of the all pervasive problems of apathy on the part of the resident which may be caused by their living environment and life's experiences leading to more apathy, loss of confidence and self-assurance.

B. Progress Achieved

In its three years of existence, the Providence Model Cities Program has achieved significant progress in combating the problems summarized above. During its first three years, the Program has allocated \$6,615,000 towards progress in each of the aforementioned component areas. A summary of this progress is presented below.

PHYSICAL ENVIRONMENT

The Model Cities Agency played a significant role in supplementing the Providence Public Housing Authority's efforts in bringing to fruition, the first phase of the Roger Williams Public Housing Project Modernization Program. Ultimately, the modernization will result in the interior and exterior rehabilitation of fifty

percent of the housing units and demolition of the other fifty percent. The Agency was also the prime force in changing urban renewal priorities within the City. At the time of the General Neighborhood Renewal Plan, South Providence was listed as fifth in priority to receive renewal treatment. As a result of Agency efforts, South Providence was elevated to share the first priority.

During the first three years of the Model Cities Program, the Agency has financed many activities aimed at alleviating Model Neighborhood environmental problems. Approximately \$2,000,000 or 30% of the total budget appropriation has been allocated towards environmental improvement. The Model Cities Agency financed the development of an Urban Renewal Plan for that area, commonly referred to as Upper South Providence. As a result of this planning, the Model Cities Agency is financing 75% of the Comstock Urban Renewal Project. The objective of the Comstock Project is to construct 60-80 new lower middle income housing units. Accompanying this project, the Model Cities Agency is financing the 25% local share of a million dollar Neighborhood Facilities Grant Project. The objective of this Project is, through rehabilitation and new construction, to revitalize the existing Martin Luther King Shopping Center into a vital neighborhood facility and commercial complex. Supporting these two projects, the Lockwood Street Urban Renewal Project, Part II, and the Upper South Providence Neighborhood Development Program Year One, have been submitted to the Department of Housing and Urban Development. The Lower South Providence Neighborhood Development Program is entering its third year of improvement activities.

The Agency has also financed the construction of a new day care center in the Roger Williams Public Housing Project, and provided the bonding insurance to enable a neighborhood minority contractor to undertake the construction.

Through the No Interest Loan and Grant Program, the Agency has directly been financially involved in making possible the rehabilitation of some one-hundred Model Neighborhood houses. In addition, forty houses have received new exterior paint through the Agency financed Summer Paint Project. The Model Cities Agency has financed a Rental Inspection — Emergency Housing Repair Program. The Rental inspection component of the program, only the second one in the country, requires landlords to bring their houses up to minimum property standards prior to rental; and the emergency repair component, the only one in the State, takes advantage of the State Rent Escrow Legislation, by collecting rent in escrow until the expense of repairs are met. The uniqueness of this project is that repairs are made first, and rent is collected later.

The final project financed by the Model Cities Agency, among those designed for long-range impact, is probably the most unique. The Home Purchase Subsidy Program provides the family purchasing an FHA insured Section 235 home, a five thousand dollar (\$5,000) outright grant towards the purchase price. The mortgage is then computed on the remaining obligation, and through subsidy, allows the lowest of the low income families to afford the monthly payments. In fact, welfare recipients are now owning new Model Neighborhood homes. By the time this paper is printed, twenty new homeowners should have qualified for this grant. The Agency, however, doesn't just give the Grant, it deposits two hundred dollars in the Neighborhood Credit Union, which the owner matches at a rate of three dollars a month. Once matched, this money can be used for future repairs. The Agency also requires the potential purchaser to complete an FHA 235/237 accredited home ownership counseling course. Towards the construction phase of the home, the Agency requires the developer to submit their plans and specifications for Agency approval, and requires the contractor to recruit and employ one-third of his work force from Model Neighborhood residents.

Environmental Improvement Projects, financed by the Model Cities Agency, designed for short term immediate effect, include a second monthly tin can collection, large 8 cubic yards trash containers placed stra-

tegitally throughout the neighborhood, and the Interim Assistance Program, which concentrates its efforts in rodent control, junk car removal and clean-up of vacant lots and public property. Two contemporary Vest Pocket Parks have been constructed for pre-school aged children and basket ball courts have been lighted for night use, to supplement existing recreational facilities. The Agency has allocated fifty percent (50%) of the monies needed for a Demolition Grant to remove another fifty-six vacant and substandard structures, and financed the cost of replacing all the windows of the public schools in the Model Neighborhood, with polycarbonate glass.

EDUCATION

The Model Cities Program has concentrated its emphasis during its first three action years, towards improving students' ability to learn and providing alternative approaches from which the system might respond. Eighteen percent (18%) or approximately \$1,200,000 of the Model Cities Program budget has been allocated towards the Education Component.

In the pre-school area, the Model Cities Agency has financed the development of a sixty child Comprehensive Child Development Day Care Center. The Center is open all day and has developed a curriculum, which focuses on the goals of maximum language development and basic cognitive, emotional and social skill concept formulation development. The Center tailors its curriculum towards individual child capabilities, and group children according to ability, more than age. The last few months of their final year, children matriculating to first grade, participate in mock classroom type learning situations, in order to better prepare for the transition. Supporting the Day Care Center, the Agency has financed the development of a Pre-School Clinic Program, which provides health, social, and psychological services to pre-school children, and their parents where necessary, that are enrolled in the five Model Neighborhood pre-school centers.

The major emphasis of Model Cities resources has been directed to the grade school and middle school systems. The Program has accepted the premise that if a child falls behind his norm in reading, he correspondingly falls behind in other subjects, loses interest, becomes a discipline problem, increases his absenteeism, and ultimately drops out of school. To remedy this situation, the Agency introduced a Guaranteed Student Learning Project, which was a performance type contract. If the child made certain gains, the contractor was paid a certain fee. If the student failed to make certain predicted gains, the contractor was not paid. While school children did make gains in reading, they did not accomplish the gains predicted. In response to this, the Agency and School System developed a new reading program, which was instituted during the Third Year Action period. The Reading Program was based upon a systems approach towards diagnosing student needs and providing alternative reading materials as a prescription. For the School System, this approach has provided insight for the first time into the individual learning difficulties of each student with corresponding prescription. Experiences to date, have caused positive change in the six participating schools. Classroom teacher concerns and their effect on reading abilities of students have resulted in a positive change of classroom teacher attitude toward their role, not only as teachers, but also as a resource specialist, responsible for bringing about curriculum change within the School System. Changes in teachers' attitudes are being supported by program components such as additional reading materials, normative and criterion referenced testing data, a student tracking system, in-service training, substitutes, teacher aides, and technical assistance.

The Reading Program has proven so successful, that for the coming school year, 1972-1973, the School Department, through their Title I Program, is expanding the program City-wide, throughout their Title I schools. This is a significant example of successful institutional change and also means that every Model

Neighborhood student, wherever he attends school, will benefit from the program. Twelve teacher aides are also partially financed by Model Cities funds in support of the Reading Program in Model Neighborhood schools. The Model Cities Program also financed the South Providence Tutorial Program, which provides after school tutoring to 300 Model Neighborhood children on a one-to-one basis. The Tutorial Program coordinates its tutoring with child needs as defined through the Reading Program.

Responding to a drop-out problem, which three years ago, was primarily experienced by black high school students, the Agency developed and funded a Work Study Program, which currently has approximately 75 high school students enrolled. In the three year period, the drop-out problem has become a white problem, more than a black identified problem. The Agency feels its Work Study Program has affected this reversal figure. However, the Work Study Program has failed in two other aspects. The private sector, business and industry, has not participated as well as expected and the School Department has not provided needed curriculum restructuring and counseling.

For Model Neighborhood students desiring to enter college, and also to create a desire to enter college, the Agency has been providing twenty full scholarships for the past three years, to U.R.I. and R.I.C. The Model Cities Program also contributed funds to the Rhode Island College Upward Bound Program, however, have since withdrawn Agency support.

In support of school aged residents of the Model Neighborhood, however, not excluding pre-school and adult participation, the Model Cities Program has funded the Community School Program, has and is funding the South Providence Branch Library, and the Afro-Arts Center.

The Agency attempted for two years, to provide an Adult Education Center, in response to the fact that two-thirds of Model Neighborhood adults have not completed high school. However, after a two year period, the Agency dissolved the Center and its Program due to resident apathy and failure of the Center to respond to the apathy.

EMPLOYMENT

The Employment Component of the Model Cities Program, which has been allocated 6% or \$375,000 of Model Cities supplemental funds during the first three years, has probably achieved the greatest impact. The Model Cities Agency supports two standard types of projects; Progress Association for Economic Development, and a Business Development Subsidy Project. Neither project has made much of an impact in improving economic conditions of the neighborhood, however, during the past year, a hundred neighborhood residents and/or businessmen have participated in a PAED business management curriculum.

The impact made has been in generating employment opportunities. Out of 333 employment opportunities in the Model Cities Program, 212 Model Neighborhood residents are employed in jobs ranging from Project Director to Custodian. Their salaries have ranged from \$212 per week to \$70 per week. Out of the 333 jobs, 241 or 73% are held by black employees.

In the CDA Vocational and Educational Training Project, during the Third Action Year, ninety resident employees of Model City funded projects took additional courses of study at various institutions of higher education within the City. In addition, a "career up-grade training course" was offered through the project and thirty additional resident employees completed the course, all of which, when pre and post tested, showed

positive attitudinal gains. The Model Cities Program has provided summer employment for the last three summers for approximately one hundred neighborhood students each year, in doing various clean-up and recreational type work tasks.

Through the Emergency Employment Act, the Model Cities Agency effectively coordinated hiring procedures with the Administration of the Act, which resulted in thirty-six (36) Model Neighborhood residents being hired in various City departments outside of the neighborhood. The Model Cities Agency has also attempted to coordinate hiring and training efforts with other agencies including, OIC, CEP, NYC, WINS, MDTA, YOC, Job Corps, and Community Workshops. To date, coordination and cooperation has not been successful. However, with the recent adoption of C.E.P. (Concentrated Employment Program) by O.I.C. (Opportunities Industrialization Center) the coordination and cooperation aspects have improved, as OIC appears more than willing to coordinate its activities with the Model Cities Program. The Model Cities Agency has been unsuccessful, at the time of this writing, in its attempts to secure, as a voting member, a delegate seat on the State C.A.M.P.S. Committee, and consequently, the Agency has not been able to participate in the allocation of Department of Labor monies.

On a positive note, the Agency, in order to implement its construction employment phase of the Providence Plan for Compliance to CDA #11, has successfully achieved cooperation agreements with the Providence Redevelopment Agency and the Providence Public Housing Authority. These agreements, in summary, express their willingness to cooperate in achieving a resident employment ratio of one-third, in all Model Neighborhood construction which stem from projects within their jurisdiction. Further, the Agency has just received an F.H.A. commitment that no F.H.A. insured housing will be constructed in the Model Neighborhood until the CDA signs off. This sign-off gives the Agency the opportunity to negotiate employment quotas before construction commences.

The Agency has succeeded in placing neighborhood residents in the construction opportunities, generated by the Site Improvement Contract in the Neighborhood Development Project Area 2 project and on various scattered site housing starts throughout the Model Neighborhood.

HEALTH

Eleven percent of the Model Cities Program budget for the past three action years or \$725,000 has been spent in supplementing existing Model Neighborhood physical and mental health services in order to provide truly comprehensive preventive practices. As a result of the influx of Model Cities funds, there are three neighborhood physical health centers which collectively provide continual health care to one-third of all families residing in the Model Neighborhood. Of the three centers, one is more or less an annex and two are fully equipped medical centers. The Model Neighborhood Health Centers, are better equipped and offer more doctor hours of service than any other health center in the City. A new addition, during the Third Action Year, was the development of a full dental clinic within the Health Center.

The Model Cities Program has also funded for the past two years a vision screening and treatment program wherein all pre-school aged children enrolled in public and parochial Model Neighborhood schools have received in-depth vision testing and corrective treatment where necessary. The objective of this project was to alleviate a cause of a child's failure to achieve normative reading performance attributable to vision problems.

The final health related project supported by Model Cities Funds is a special team approach method aimed at alleviating mental or psychological frustrations a Model Neighborhood family or resident might pos-

sess. The Providence Mental Health Center, as the sponsor of the project, provides supportive resident staff as needed on a consultation basis. To date, over one hundred cases are being treated from a population which characteristically could not afford such service or in fact recognize the need for such service.

While the treatment of mental health problems is a relatively new concept in disadvantaged, or low income neighborhoods, one can still maintain the premise that nothing really innovative has occurred within the health care system in the Model City neighborhood. However, the Model Cities Program feels its accomplishment to date has been to provide, through its financial resources, opportunities for comprehensive physical and mental health care and treatment for any or all Model Neighborhood residents who are in need of such, regardless of their abilities to pay.

SOCIAL DEVELOPMENT

The Model Cities Program has allocated during its first three action years approximately 20% or \$1,290,000 for program activities within the Social Development Component. Those projects which have achieved the greatest success have been the Social Service Center, Model Neighborhood Credit Union, Senior Citizens Action Program (SECAP), Girls' Club and the Model Neighborhood Transportation System. The project which has proven the biggest disappointment to date is the Community Protection Officer (CPO) Program.

The CPO system by design is a project formulated from the now defunct Community Service Organization and Roger Williams Security Guard Program. The CPO program is a project sponsored by the Police Department which is designed to recruit, train, equip and deploy twenty community protection officers; ten in the Roger Williams Public Housing Project and ten within the remaining Model Neighborhood area. The CPO's have full arrest powers and are equipped as any other policeman. The highest number of CPO's that have been employed at any one time have been five, all of which have been assigned to the Housing Project. While the project in its limited operation has been successful in lowering the criminal offenses within the project, it has been unsuccessful in terms of the Police Department maintaining its commitment to the authorized staffing levels. The Police Department cites many reasons for its failure. They cite lack of funds from LEAA and lack of qualified applicants as the two largest impediments. However, some factions within the Model Cities Program feel that the commitment on behalf of the Police Department is the main impediment.

The success within the Social Development Component far outweighs the failures. A faltering, stumbling Credit Union was reinforced by Model Cities funds and as a result, has increased its assets in three years from \$14,000 to well over \$300,000. Before the advent of Model Cities support, in its initial three years of operation, its assets rose from \$0 to \$14,000.

A Social Service Center has been created and its operation supported by the Model Cities Program. At any given time there are between fifteen and twenty agencies located in the Center and available to respond to various needs of the community.

For the first time social service agencies are coordinating their approaches, and are available to the community without presenting undue transportation hardships on their respective clientele.

Project SECAP, which was an original concept entirely developed by Providence's Citizen Participation mechanism, has developed into what can be modestly called the most successful Comprehensive Elderly Program in the State. Its creditability has been reinforced in that during its third year of operation other funding sources have become available for service expansion.

During the first action year of the Model Cities Programs, the Program was continually criticized, primarily by Black teen-aged women, because the Program offered nothing directly benefiting them. As a response, the Model Cities Program developed and funded a Girl's Club Program sponsored by the Providence Boys' Club. The Girl's Club offers its members a stimulating recreational program which includes educational and cultural components that aid in the development of confident and proud young women with some concrete, obtainable objectives to pursue. The Girls' Club relates to young women between the ages of 5 - 18 years of age, primarily Black and has reached approximately 50% of this age group to date.

The Model Neighborhood Transportation Project was originally designed to meet the group needs of Model City residents. The Model Cities Program purchased the capital equipment and supported the operation of the system, until during the Third Action Year, the system through contracts developed, has become self-sufficient.

Other Projects and activities which have been supported by the Model Cities Program include short term immediate effect activities which include a Half-Way House for Ex-Felons, the Best Friend Project, Day Camp Project, Summer Basketball Leagues, Communication Equipment for the Police Department, and Summer Entertainment Music Festivals. The most notable accomplishment of these projects is probably that which the Summer Entertainment Project has demonstrated. The Project through its wide-spread community involvement and participation, has demonstrated through eight outdoor music festivals to date, that three, four and five thousand Model Neighborhood residents can gather in one place, without the presence of police, and listen to national name soul, jazz-rock and rock groups perform, and conduct the entire operation in an orderly and peaceful manner.

ADMINISTRATION

Through the first three action years the Model Cities Program has allocated approximately 15% of its cumulative budget or approximately \$1,025,000 towards Program Administration, Evaluation and Citizen Participation. Through Program Administration and Evaluation the Model Cities Agency has demonstrated that the Model Cities Program process is a valid and workable mechanism. It has proven that both programmatic and fiscal accountability can be maintained. It has demonstrated that obtainable goals can be defined and set for social service type of programs and has proven that success or non-success can be effectively measured. The Model Cities Program has demonstrated, that given an annual appropriation of money, the locality can best determine its allocation within its own priorities to respond to problems or needs specific to that community. The Model Cities Program has also demonstrated that Citizen Participation, while lacking veto authority, is necessary for the continued effectiveness of the Program. It has demonstrated that the citizenry (who prior to the Program, for all intents and purposes, were cut off or deprived accessibility to the political decision making process which sometimes affected their community, but more often than not, bypassed their community) have a valid and important role to play in the planning, programming and budgeting process for their community.

Prior "poverty-type" programs gathered citizens together who were generally ill-prepared, formed corporations, gave them money to conduct programs, and watched them fail. The Model Cities Program in Providence has benefited by "poverty-type" programs' mistakes and has attempted and is continuing in its efforts to provide the leadership necessary, in order that certain projects may continue long after the Model Cities Program is defunded.

C. Planning Strategy

All planning activities of the Providence Model Cities Program are related to the establishment of a priority-based problem analysis and corresponding long-term and short-term objectives. These objectives, specifically project objectives, form the basis of measuring the effectiveness of project activities and form a decision-making base for conceptual redirective efforts and funding allocation. Providence has attempted to achieve *four* major objectives through the utilization of supplemental funds in its first three action years:

- (1) To fund new innovative programs which have a widespread effect and provide comprehensive services and which cannot be funded from other sources.

Examples of projects funded within this category were the Comprehensive Child Development Center, Model Cities Reading Program, Social Service Center, Girls' Club, Housing Assistance Project components of purchase subsidy and no interest loan and grants, Housing Maintenance Project components of rental inspection and emergency repair, and Progress Association for Economic Development Training Center.

- (2) To enable agencies to expand upon programmatic efforts which have previously proven successful in meeting the needs of Model Neighborhood residents.

Examples of projects funded in this category include; Model Neighborhood Health Centers, Mental Health, Library and Pre Matriculation.

- (3) To enable agencies to continue programs which have achieved past success in meeting the needs of Model Neighborhood residents but which no longer are fundable through other sources.

Examples of projects funded in this category include; Work Study, Tutorial, Afro-Arts Center and Interim Assistance Program.

- (4) To generate other funding sources through the utilization of categorical program grants and cost-sharing with other city agencies.

Examples of projects funded in this category include; Comstock Urban Renewal, Model Cities Neighborhood Facility, Upper South Providence Urban Renewal Plan, Project SECAP, Model Cities Neighborhood Transportation System and Roger Williams Youth Center.

Commencing with the Fourth Action Year, use of supplemental funds will begin to take on a different scope. Those projects which the Agency feels are long-term and will effect neighborhood conditions long after the Model Cities program has ceased, will be encouraged to become self-sufficient.

Towards this end, supplemental funds will gradually be reduced as other funds become available and utilized mainly as a basis for attracting other funds. Examples of projects in this category by Component are:

1. *Education:* Model Cities Reading Project, Model Cities Teacher Aides, Comprehensive Child Development Day Care Center, South Providence Library.
2. *Social Services:* Credit Union, Social Service Center, Project SECAP, Community Protection Officers, Health Centers, Girls' Club.

3. *Environmental: Housing Maintenance*
4. *Manpower, Economic Development: Progress Association for Economic Development.*

An example of a project which has become self-sufficient during the Third Action Year is the Model Neighborhood Transportation Project. As supplemental funds become available, two priority areas will receive prime consideration:

1. **Physical Environmental Improvement:** As funds become available priority use of supplemental funds will be extended towards housing subsidies, consequently stimulating new construction, home improvement loans and grants, and capital improvement projects.
2. **Short Term Projects:** Projects in this category would include summer work, recreation, and cultural activities.

The agency will continue to utilize supplemental funds to sophisticate previously funded projects which are having an impact in improving neighborhood conditions. However, it is unlikely that new projects of a non-capital improvement nature will be started.

D. Objectives

Priorities for the Fourth Action Year were established among components for action program emphasis. The order of these priorities are Physical Environment, Education, Employment, Health, and Social Development respectively. The objectives established within each of these components are as follows:

PHYSICAL ENVIRONMENT

LONG TERM

To create an urban environment through orderly and systematic growth conducive and related to the needs and desires of Model Neighborhood residents in conformity with the standards established by the City of Providence.

SHORT TERM

To encourage the construction of 175 low to middle income family housing units.

To encourage the rehabilitation or code enforcement of 200 residential units.

To commence construction of the Neighborhood Facility.

To continue efforts to secure a commitment for 75 new units of scattered site public housing units.

To continue efforts to secure a commitment for 200 units of elderly public housing.

To continue efforts to expand the Roger Williams Public Housing Modernization Program from two buildings to four buildings.

To continue the discouragement of refuse disposal on private and public property.

To encourage the removal of 56 uninhabitable and hazardous structures.

EDUCATION

LONG TERM

To provide the opportunity for Model Neighborhood residents to participate in educational and cultural programs and to increase their level of academic achievement and cultural awareness.

SHORT TERM

To maintain pre-school services for approximately 370 pre-school aged (ages 3-4) children.

To coordinate all pre-school education projects within the Model Neighborhood as related to planning, programming, budgeting and services.

To provide pre-school clinical support services to all pre-school enrolled children who may require any or all services.

To provide an after school tutoring alternative to 350 or more neighborhood children to expand and improve educational capability.

To sophisticate the management support system advanced to the Providence School Department for the teaching of reading.

To provide methods and materials to increase the reading capabilities of the approximately 3,600 children in the six Model Neighborhood schools (grades 1-6) during the 72-73 school year.

To provide work study experiences for sixty Model Neighborhood youth who are defined by the School Department as potential drop-outs.

To provide post graduate educational experiences for one-hundred Model Neighborhood residents.

To provide cultural and educational experiences for seven thousand Model Neighborhood residents.

To assist all projects in developing alternative sources of funding.

EMPLOYMENT

LONG TERM

To provide and coordinate employment opportunities for Model Cities residents in order to reduce the unemployment rate of fourteen percent (14%).

To enhance the quality of manpower programs affecting neighborhood residents in light of opportunities in the service, managerial and white collar segments in the Rhode Island economy.

To provide maximum employment opportunities, educational development and meaningful job or vocational counseling in accordance with the Demonstration Cities and Metropolitan Development Act of 1966.

SHORT TERM

To provide sixty Model Neighborhood resident employees educational study opportunities for each of the two semesters co-terminous with the Fourth Year Program period.

To provide and continue the mechanisms for the recruitment, placing and training of Model Neighborhood residents to fill an estimated sixty five vacancies created by turnover and availability of unfilled positions.

To increase the neighborhood resident non-professional Model City Program employment ratio to 90%.

To increase the neighborhood resident professional Model Cities Program employment ratio to 40%.

To place a sufficient number of Model Neighborhood residents on federally financed or insured Model Neighborhood construction projects to equal a ratio of one-third of the total project work force.

To provide entrepreneurial development training and follow through to 100 Model Neighborhood residents.

To provide and coordinate full-time summer employment for five hundred Model Neighborhood school aged residents.

To provide and coordinate part-time (under 24 hours per week) summer employment for one hundred Model Neighborhood school aged residents.

To open employment opportunities for fifty Model Neighborhood residents in the public and private sector.

HEALTH

LONG TERM

To provide comprehensive, preventative and basic physical and mental health care to all Model Neighborhood residents.

SHORT TERM

To provide primary and supportive health care to 5,760 Model Neighborhood residents, an increase of 20% from FY 72.

To provide preventative health services to reduce the Model Neighborhood indices as related to the Citywide total from the year 1971 of the following diseases: TB (35.5%), Syphilis (29.7%), Gonorrhea (35.5%), Infectious and Serum Hepatitis (10.9%), Measles (33.3%).

To provide preventative and primary health care to reduce the Model Neighborhood indices as related to City-wide totals from the year 1971 of the following mortality causes: Heart Disease (11.9%), Cancer (11.2%), Cerebrovascular Disease (12.0%), All Accidents (16.1%), Infant Deaths (17.1%), Cirrhosis of the Liver and Alcoholism (16.4%), Emphysema (7.1%), and Early Infant Deaths (19.0%).

To provide mental health care services to five hundred Model Neighborhood residents.

To encourage public and private health service organizations to plan, coordinate and operate programs for an improved Model Neighborhood health delivery system.

SOCIAL DEVELOPMENT

LONG TERM

To influence and contribute where possible to the reconstruction and advancement of the social environment to a point where drug abuse, alcohol abuse, criminal and juvenile offenses are reduced and controlled, economic opportunities are increased, welfare dependency decreased, and wherein the quality of social programs, including recreational opportunities are improved.

SHORT TERM

To actively solicit, work with and influence acceptance of the Rhode Island Drug Abuse Program.

To actively seek the cooperation and the coordination of social service planning, programming and budgeting for the improvement of quality and reduction of duplication of effort and sharing of resources.

To encourage the coordination of and cooperation among recreation and cultural planning, programming and budgeting for the improvement of quality, reduction of duplication and sharing of resources.

To assist in providing and promoting economic interests within the Model Neighborhood.

E. Synopsis Of Action Projects

Providence has planned for the utilization of a total supplemental grant of \$2,205,000. The allocation of these funds, and brief highlight description of projects to be continued during the coming action year follow.

1. COMPONENT UTILIZATION OF SUPPLEMENTAL FUNDS

COMPONENT	FY 70, 71, 72	% OF TOTAL	FY 73	% OF TOTAL
PHYSICAL ENVIRONMENT	\$2,000,000	30%	\$234,000	11%
EDUCATION	\$1,200,000	18%	\$525,000	24%
EMPLOYEMENT	\$ 375,000	6%	\$124,000	6%
HEALTH	\$ 725,000	11%	\$349,000	16%
SOCIAL DEVELOPMENT	\$1,290,000	20%	\$540,000	24%
PROGRAM ADMINISTRATION	\$1,025,000	15%	\$433,000	19%
EVALUATION, CITIZEN PARTICIPATION				
TOTALS	<u>\$6,615,000</u>	<u>100%</u>	<u>\$2,205,000</u>	<u>100%</u>

2. FOURTH YEAR ACTION (FY 73) PROJECT SUMMARIES PHYSICAL ENVIRONMENT

Comstock Urban Renewal Project Carry over

Providence Redevelopment Agency

The Comstock Urban Renewal Project is a 5 acre clearance project where 60-80 new lower middle income residential homes will be constructed. The project is a Model Cities/City Sponsored activity.

Demolition Grant M.4 Amendatory Carry over

Department of Planning and Urban Development

The Model Cities Program will supply matching funds towards a Demolition Grant to remove approximately 56 vacant and substandard structures in the Model Neighborhood.

Interim Assistance Project Carry over

Department of Public Works

The Interim Assistance Project provides junk car removal, rodent control and comprehensive clean-up of vacant property and public streets and parks.

Increased Inorganic Waste Collection 13,000

Department of Public Works

The continuance of one (1) extra inorganic waste (tin cans) pickup per month will continue as a result of the re-funding of this program.

Inner Neighborhood Waste Disposal 6,000

Contract Through Competitive Bidding

Seven (7) waste disposals of the 8 cubic yard size variety are placed on Model Neighborhood sites adjacent to high waste producing areas for the utilization by Model Neighborhood residents.

Housing Assistance Program

96,000

and Carry over

Urban Housing Corporation

This program will continue to provide grants, subsidies, and no-interest loans for qualified Model Neighborhood residents for either new home purchase or home repairs. Eligibility requirements in the next program year will be designed to include a broader potential client market.

Neighborhood Facilities Program

Carry over

City of Providence/Urban League of Rhode Island

The Model Cities Agency is providing the local cash share for the reconstruction of that area known as the Martin Luther King Shopping Center to house neighborhood services, including indoor and outdoor recreation, health, pre-school education, senior citizen project activities and a police outreach station.

Housing Maintenance Program

119,000

Department of Planning & Urban Development

The program will continue to inspect units prior to rental to insure that the unit meets the City's Minimum Housing Standards. The Housing Maintenance office will also assist Model Neighborhood residents when landlords are negligent in making basic housing repairs by enforcing the emergency repair procedure where necessary.

EDUCATION

Afro-Arts Center

60,000

Afro-Arts Center, Inc.

The Center will offer cultural instruction to young residents of the Model Neighborhood, providing such courses as silk screening, sculpture, music, dance, theater, art, karate, etc. Highlight of the program year is the annual summer Black Arts Festival.

Comprehensive Child Development Center

125,000

University of Rhode Island

The Day Care Center will provide comprehensive services for approximately sixty (60) youngsters aged 3-5 from the Model Neighborhood. Also, the program works with the child's parents to make them more aware of their children's developmental processes and be better able to respond to the educational needs of their children.

Reading Program

88,000

Providence School Department

The Reading Program in conjunction with Title I will provide an innovative comprehensive reading management support program system for all Model Neighborhood children.

South Providence Branch Library

53,000

Providence Public Library

The branch library provides modern library services for Model Neighborhood youths and adults. The library utilizes the latest in audio and visual equipment and also maintains the unique Edna Frazier book collection.

South Providence Tutorial

44,000

South Providence Tutorial, Inc.

The program maintains after school, tutorial assistance to Model Neighborhood children. This service is designed to help develop basic educational skill tutoring in cooperation with the Model Cities Reading Program curricula.

Talent Development

63,000

University of Rhode Island

This program provides an opportunity for twenty (20) disadvantaged Model Neighborhood residents to obtain a college education at either URI, R. I. College or R. I. Junior College.

Teacher Aides

18,000

Providence School Department

Twelve (12) teacher aides will be funded by Model Cities and will work in Model Neighborhood located schools to be of service only to the Model Cities Reading Program.

Work Study Program

74,000

Providence School Department

The Work Study Program provides preventative services for more than sixty (60) potential Model Neighborhood dropouts via a meaningful educational and work experience by maintaining a daily in-school and part-time work schedule. Summer jobs for all interested young people in this program have been arranged.

EMPLOYMENT

CDA-11 Vocational and Educational Training

23,000

Jaclyn, Inc.

A private employment consultant is utilized to continue the recruiting, testing and placement of personnel to fill the needs of all Model Cities agencies in conformance with the Providence Plan For Compliance to CDA #11, as amended. Model Neighborhood residents working for a Model Cities funded agency are eligible, at no cost to them, to attend a school or college in the evening as a step towards career upward mobility.

Model Cities Business Development

Carry over

South Providence Federal Credit Union

Services from the Credit Union and PAED are extended to Model Neighborhood businessmen for the purpose of packaging and applying for business loans. Should the applicant be turned down by an institution for a business loan, the applicant may then apply for a Model Cities business loan not to exceed \$2,000.

Model Cities Construction Employment Project

Carry over

Providence Model Cities Agency

In cooperation with the Providence Plan for Compliance to CDA #11, as amended, for Federally funded construction taking place in the Model Neighborhood in which resident trainees are placed on the job, funds will be made available to contractors to subsidize them for salary cost on a 50% scale but not to exceed a \$1.50 subsidy per hour.

Entrepreneurial Development Training Center

54,000

Progress Assoc. for Economic Development

Model Neighborhood businessmen and those aspiring business development training, have the opportunity to be trained/assisted by the PAED staff in business training, management assistance, business packaging, (e.g. SBA loans) and business research and development.

Summer Work Program '73

47,000

Department of Public Works

Summer work opportunities are offered to approximately fifty five (55) Model Neighborhood high school students. Basic work will be a comprehensive clean-up of the entire Model Neighborhood area.

HEALTH

Comprehensive Neighborhood Health Centers 249,000

Providence Health Centers, Inc.

Family comprehensive health services are offered at three (3) health centers located in the Model Neighborhood. Future plans are designed so that a large health facility will be constructed at the Martin Luther King Shopping Center which will be the focal point of Model Cities health activities. In the Fourth Action Year the Model Cities Pre-School Vision Program and pre-school health program will be programmed into the Health Centers.

Mental Health Center 100,000

Providence Mental Health Center, Inc.

The Program offers Model Neighborhood residents complete mental health services and outreach services to residents and mental health education to established South Providence groups. A new addition to this program will be the pre-school clinic project component.

SOCIAL DEVELOPMENT

Best Friend 66,000

Department of Recreation

The emphasis of this program is to continue the relationships between responsible adults and Model Neighborhood youths by having the youths and adults on a five (5) to one (1) ratio, participate in recreational, cultural and educational activities together.

Community Protection Officers 100,000

Providence Police Department

In conjunction with LEAA funds, it anticipated for the next program year, to have full staffing of Community Protection Officers for coverage of the Model Neighborhood, with emphasis placed in the Roger Williams Housing Project.

Day Camp '73 50,000

Urban League of Rhode Island

During the summer of 1973, approximately six hundred (600) Model Neighborhood boys and girls will experience an eight week day camp. Because of financial restriction, the youths perhaps would not have the benefit of a camp opportunity otherwise.

Half-Way House For Ex-Felons

15,000

Challenge House, Inc.

The program provides a residential treatment center for male adult ex-felons. The house can accommodate a maximum of 15 men, of which it is an objective to have 40% of capacity made up of ex-felons who resided in the Model Neighborhood area.

Model Neighborhood Credit Union

55,000

South Providence Neighborhood Federal Credit Union

The Credit Union will continue to provide Model Neighborhood residents with full credit union services such as savings, low-interest loans, Christmas Club, money orders, home improvement loans and mortgage loans.

Model Neighborhood Girls' Club

90,000

Providence Boys' Club, Inc.

The Girls' Club will continue to provide to female neighborhood residents, who are between the ages of five (5) and eighteen (18) an established recreation, social and educational program at the girls' facility located centrally in the Model Neighborhood.

Roger Williams Youth Center

Carry over

Roger Williams Tenants' Association, Inc.

Model Cities funds are being utilized for the purchase of basic equipment and a Center Supervisor's salary. The Center is expected to apply for HEW funding in the future.

SECAP (Senior Citizens Action Program)

98,000

R. I. Department of Social & Rehabilitative Services

The SECAP program will continue to service the senior citizens of the Model Neighborhood on a direct service-basis. Meals-On-Wheels, transportation to health clinics, social and educational programs are the major features of this program.

Social Service Center

66,000

Diocesan Human Relations Commission

Under one roof, the Social Service Center will continue to house approximately eighteen (18) public and private social service agencies to serve Model Neighborhood residents. Services such as Family Assistance, Child Welfare, Employment Security, etc. are housed there.