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# American Institute of Religion

FEEDING HILLS, MASSACHUSETTS 01030

THE INSTITUTE SPONSORS THE FOLLOWING:

1. Community Mobilization to solve Crime, Juvenile Delinquency, and other Urban Problems.
2. A Plan to Attack the World's Hunger Problem.
3. A State Mobilization Highway Safety Plan.
4. American Committee for Citizen Action

February 27, 1981

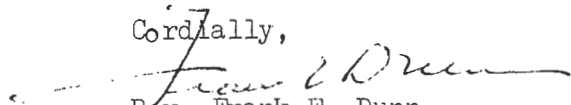
Dear Miss Honegger:

It was a delight to talk with you about COMMUNITY MOBILIZATION.

A brief of some of its materials is enclosed. We are sending material to Mr. Shannon and Dr. Marston. Obviously this will elicit further questions which can be answered.

We hope this will be the beginning of cooperation that will conclude with the solution to our community problems and highway accidents. We know it can be done, perhaps now is the time.

Cordially,

  
Rev. Frank E. Dunn  
President

Miss Barbara Honegger  
c/o Dr. Marston Anderson  
Liaison Room  
20500 The White House  
Washington, D.C.

July 1975

SOME OF THE COMMENTS FROM A FEW OF THE NINETEEN CITIES WHICH HAVE  
APPROVED THE COMMUNITY MOBILIZATION PLAN FOR TESTING

"The Institute's Plan for COMMUNITY MOBILIZATION reaffirms our contention that the approach must be one which involves the citizen as well as the government in resolving the problems which face our cities. This goes beyond the MODEL CITIES concept and involves all the citizens who are concerned with the city and its development."

ELIZABETH, NEW JERSEY

"Citizens and officials of Quincy are concerned with the complexity of the City's problems. The COMMUNITY MOBILIZATION PLAN with its emphasis on massive citizen action would be a significant element in the revitalization of urban life. We desire to test this Plan."

QUINCY, MASSACHUSETTS

"The Administration wholeheartedly supports this proposal and respectfully requests that the City of Gary be selected to participate in a test of this Plan."

GARY, INDIANA

"We continue to be enthusiastic about your proposal and certainly want to participate if Congress approves."

ST. LOUIS, MISSOURI

"Your proposals appear to be excellent and certainly well motivated. If all the resources (fiscal) will come from the outside, we are vitally interested and most supportive of your efforts."

SEATTLE, WASHINGTON

"The Pontiac community is vitally interested in testing your proposed COMMUNITY MOBILIZATION PLAN."

PONTIAC, MICHIGAN

Written to Senator Saxbe, May 1971

"We are trying many devices hopefully....such as L.E.A.A. We shall spend billions of dollars in law enforcement in this decade...but we shall not solve the crime problem. Unless we make use of people, citizens - seek their initiative, their ideas, their cooperation, their intense contribution to tasks they alone can and must do - we shall fail to reach solution to many of our problems. The COMMUNITY MOBILIZATION PLAN does just this.

Here is a program that gives high promise of success....and evidences of this will be on hand within a single year. This can and will be the best investment of monies ever made in the government."

YOUNGSTOWN, OHIO

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The Institute has continuously asserted that the testing of Community Mobilization should extend over a three-year period and be financed by federal funds. Once this has been proved successful, as it will be, subsequent financing will be done through individual, family, business, corporate, foundation and other memberships. The budget would be no more than \$ 1 per capita per year in any city.

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## THE HIGHWAY ACCIDENT PROBLEM:

It is suggested here that three White House conferences on Highway Safety be conducted in the years 1981, 1982, 1983.

### I. White House conference on Highway Safety in the Fall of 1981.

Top officials (professional) from ten states, leaders of groups as National Safety Council, Motorcycle Association as well as leading citizens from a variety of associations who are vitally interested in this problem.

Agenda: To cover all aspects of the problem, to discuss in detail the STATE HIGHWAY SAFETY PLAN offered by the American Institute of Religion, to arrange details of text in ten states, to plan simultaneous launching.

Seminar in the summer of 1982. Development of Manual of State Highway Safety. Plans for next year.

### II. White House conference on Highway Safety in the Fall of 1982.

This time invite twenty additional states making a total of thirty in all participating in the second year.

Presentation and use of all success materials. Plans for launching simultaneously in thirty states.

Seminar in the summer of 1983.

### III. White House conference on Highway Safety in the Fall of 1983.

Add final twenty states. Fifty are now in the program. Same procedure to be followed as in two former years.

Add considerable detail to the material contained in the Manual of State Highway Safety.

Seminar in the summer of 1984.

# American Institute of Religion

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Favorable Comments on our TOTAL MOBILIZATION PLAN from all over the NATION

A Plan to Prevent Juvenile Delinquency and contain Crime.

"I think your organization has come up with some good sound ideas on solving this serious and complex problem....you are to be congratulated". PRESIDENT LYNDON B. JOHNSON

"Certainly the Plan seems practical and efficient in dealing with the complex factors of juvenile delinquency". SENATOR FRANK J. LAUSCHE....."your project is commendable"  
SENATOR J. W. FULBRIGHT....."I think your idea of community awakening on the problem of crime is magnificent....."SENATOR KARL MUNDT....."The Plan...deserves our serious attention....."SENATOR TED KENNEDY

"I can assure you of my great interest in and enthusiam for the TOTAL MOBILIZATION concepts...limiting your current bill to a two and one half year, nine city project is a sound approach....."SENATOR CHARLES PERCY....."The program you have so carefully evolved can play a vitally important role in correcting our present difficulties....."SENATOR EDWARD BROOKE

"We think the program is excellent...we feel many of your ideas would be useful to our Community Progress Committees"....."THE NATIONAL GRANGE....."We believe the approach is sound...(it) seems to be the only practicable way"...Hope you will share with us your results"....."KIWANIS INTERNATIONAL....."The TOTAL MOBILIZATION PLAN...is a most meritorious effort that should succeed wherever men of good-will are gathered together to advance its noble purpose."....."IAKOVOS, ARCHBISHOP, GREEK ORTHODOX CHURCH, NORTH and SOUTH AMERICA

"The scope of the Plan of Total Mobilization displays a deep understanding of some of the underlying causes of crime...you are to be commended"....."WILLARD W. WIRTZ, SECRETARY OF LABOR....."The task...calls for the kind of concerted action at the community level that "Total Mobilization" spells out."....."PROFESSOR FRANK DAY, SCHOOL OF POLICE, MICHIGAN STATE UNIVERSITY

"The quality and directness of your brochure TOTAL MOBILIZATION should provoke thought and action on the part of public leaders and private individuals as well as community organizations"....."CHIEF CAHILL, SAN FRANCISCO POLICE, MEMBER OF THE PRESIDENT'S CRIME COMMISSION....."I have read...your brochure...with much interest and I am much impressed...the Plan is worthy of serious consideration by all communities"....."JUDGE A. D. NOYES, FORMER PRESIDENT, JUVENILE COURT JUDGES OF AMERICA

"All those...agree..that citizen involvement is absolutely essential and they look upon the Total Mobilization Plan as most desireable."....."RT. REV. MONSIGNOR JOHN B. McDOWELL, SUPERINTENDENT CATHOLIC SCHOOLS OF PITTSBURGH....."Considered study of your Plan suggests it to be well thought out, comprehensive and if put into action will be effective"....."FEDERAL JUDGE DENNIS F. DONOVAN, MINNESOTA

"I was much impressed with the idea of Total Mobilization in attacking the crime problem...you are to be commended on the marvelous job you are doing"....."BERNARD M. TROJE, DIRECTOR, DETENTIONS AND CORRECTIONS, RAMSEY COUNTY, ST. PAUL....."Should it (the Plan) in fact work, which I am inclined to agree would be the case, it certainly would be a major advance in eliminating crimes over the nation"....."DOUGLAS W. AYRES, CITY MANAGER, SALEM, OREGON....."We agree...that...a massive effort in recreation, jobs, education and religious counselling...could have an impact on crime. It is because of this belief that I would like to see the American Institute of Religion test its concept of TOTAL MOBILIZATION in one or more communities"....."JAMES VORENBERG, EXECUTIVE DIRECTOR, PRESIDENTIAL COMMISSION ON LAW ENFORCEMENT AND THE ADMINISTRATION OF

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1974

TO WHOM IT MAY CONCERN:

The American Institute of Religion was founded in 1954. It is non-profit, tax exempt by Internal Revenue and is headed by Rev. Frank E. Dunn. The Institute holds THAT PEOPLE, ENOUGH OF THEM - GIVEN A COMPREHENSIVE PROGRAM OF DEPTH, SOUND ORGANIZATION AND A CAPABLE STAFF CAN SOLVE ANY PROBLEM.

The following programs have been submitted to many American Leaders including Senators and Congressmen at Washington:

1. TOTAL MOBILIZATION: A solution to the Crime and Delinquency problem.
2. COMMUNITY MOBILIZATION: A Plan to solve all urban problems.
3. FEEDING THE HUNGRY: A Plan to solve the World's hunger problem.
4. STATE MOBILIZATION HIGHWAY SAFETY PLAN: A Program to solve the Highway Accident problem.

PLEASE NOTE THE TESTIMONIALS ON SEVERAL OF THESE PLANS IN THE ENSUING PAGES

NINETEEN CITIES in the last three years have approved the COMMUNITY MOBILIZATION Plan and were ready to test this program: These are in the order in which they accepted the Plan:

ELIZABETH    MADISON    PONTIAC    ST. LOUIS    QUINCY, MASS.    JACKSONVILLE    YOUNGSTOWN  
SEATTLE    SIOUX FALLS    LITTLE ROCK    GARY    ALBANY, GA.    ROME    COVINGTON    TOPEKA  
UTICA    GRAND RAPIDS    BRIDGEPORT    BREVARD COUNTY, FLA.

Others were interested but did not wish to commit themselves at the moment.

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SEVERAL STATES have in this past year indicated they were interested in testing our HIGHWAY SAFETY PLAN. These include:

NEBRASKA    MISSOURI    NEVADA    KENTUCKY

Beyond these there is great interest in: GEORGIA    OREGON    ALABAMA    COLORADO

In addition we are certain there are other States which would welcome an opportunity to test our Plan if Federal funds will underwrite the total cost.

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## A MEMORANDUM:

From: Rev. Frank E. Dunn, President of the American Institute of Religion, Feeding Hills, Massachusetts

To: Certain Senators and Congressmen of the NINETY-SEVENTH Congress

This memorandum is divided into two parts: One on Community Problems, the other on Highway Accidents. In each instance we are proposing that White House Conferences take the initiative and lead the way.

For the solution of urban problems we would suggest:

The first White House conference on crime, delinquency and other problems to be held in May 1981.

Invite some 25 to 40 select cities: Mayors, City Managers, Leading Citizens.

Agenda to cover: Community Mobilization Plan (brief in this brochure) the utilization of experts, monitorization of the program. Organization and program at local level. Steps to kick-off.

Kick-off simultaneously in ten to twelve cities.

Operation for a year - supervision....Results in all areas.

Summer of 1982: Seminar for officials and others of the ten to twelve cities.

II. The second White House conference on all urban problems. Some 100 cities, principal leaders in May 1982.

Material of year's successes in first group of TEST cities.

Steps as before: Test this time some 75 cities with simultaneous kick-off.

Second year of operation.

Seminar of 1983. For certain officials of the first group of test cities and those about to begin their first year.

III. The third White House conference on Urban problems May 1983.

Some 300 cities' officials and leading citizens to be invited.

Agenda as in previous years. Success stories from first two groups in the experiment. MANUAL OF COMMUNITY ACTION.

Seminars on a regional basis because of the potentially large number that would attend.

IV. The fourth White House conference...etc. etc. May 1984.

Some 500 cities' officials and leading citizens to be invited.

Agendas as in previous years. Improved Manual of Community Action based upon a variety of successes in various communities.

In all, some 1,000 communities would participate in Community Mobilization from the first step at the White House conference through the three years of testing. This covers approximately all the cities listed in the FBI Crime Report.



# Crime in U. S. Still on Increase; Rev. F. E. Dunn Stresses Need For All Citizens to Take Action

## Institute of Religion President Says Crime Increases Through the Years Have Demonstrated Fact That the Professional Alone Cannot Do The Job

By REV. FRANK E. DUNN  
(President of American Institute of Religion)

*(Editor's Note: Rev. Frank E. Dunn of Feeding Hills has been a student of the crime and juvenile delinquency problem for many years. Through the Institute which he heads a solution of this problem has been proposed and is on record in the United States Senate and House of Representatives. Mr. Dunn has journeyed to many cities discussing this problem and its answer with civic and political leaders. Among those cities visited are: Kansas City, Flint, Toledo, Indianapolis, Dearborn, Akron, Pittsburgh, and Newark. He has corresponded with leaders in dozens of other communities. Among those who feel strongly about his proposed solution are President Johnson, Senators Mundt, Symington, Lausche and others in Washington and elsewhere.)*

Crime in the United States increased 13 percent in 1964. That fact was released by the FBI on March 10, and if many read it few there were who said, "This has got to stop—this is the end of the road for crime."

The truth of the matter is we have become so calloused to crime increases that we no longer stand aghast when someone says crime today is growing five times faster than the population. Since 1960 there have been annual increases of 1 percent, 2 percent, 7 percent, 10 percent and last year 13 percent or a total of 44 percent in a five year period. At this rate crime in the decade of the Sixties may

be a 100 percent more than the total for the Fifties. And where is the end of all this to be? Only once since the second World War have we had a reduction in crime in any given year, and this was in 1955. The decrease was two-tenths of 1 percent, not substantial, but it was an improvement. The next year, however, crime surged to a 13.3 percent increase, the largest on record and only slightly higher than the 13 percent increase for 1964.

### Different Concepts

Some people think crime is inevitable. Since Cain killed Abel they say the world has always been marked by violence, in some degree and that the Ten Commandments, brought to man by that great lawgiver Moses, are an implication of man's corruptibility. On this philosophical premise we have nothing to look forward to but continuous crime and our only hope is that through better laws and courts, more efficient enforcement, more effective rehabilitation we can keep the rising tide of crime from engulfing our modern society. But whatever we do, we shall always have crime. Perhaps this is a kind of pessimism but the facts in recent years have substantially supported this theory.

There is another theory, held by some, that crime is not inevitable; that we can eliminate it through the processes of prevention. This concept holds that crime in the first instance can and must be prevented; that if there is one offense, the second can and must be prevented; that if there is a second offense the third can and must be prevented and so on. This philosophy holds that even an habitual



REV. FRANK E. DUNN

offender is not incurable—no matter how many times one has committed a crime the next crime by that person can be prevented. This is the position of the American Institute of Religion.

This position recognizes the need of the forces of religion, of psychiatry, of education, medicine, leadership—but most of all the need of the citizen. It is precisely at this point that efforts heretofore have failed in achieving a solution of this age-old problem. Our emphasis has been too much on professionalism. When we think of crime we think of police, judges and the courts, probation and parole officers, detention facilities as jails, county training schools, prisons, their officers and so on.

All these come after the fact of original crime. Now, before the fact of crime or in order to prevent the fact of crime we must have parents, schools, churches, jobs, leadership all vitally contributing to those predisposed to crime; but most of all the need is for interested citizens whose personal contribution will be made in many areas to many families and children.

### The Evidence

There is an abundance of evidence that the philosophy of prevention is sound and workable though it has never been tried on a broad front; only in specific areas. Let me cite one. Some few years ago two ministers in North Philadelphia theorized that if jobs were provided delinquent boys and girls they would be less likely to commit further offenses in violation of the law. With the help of some funds they set up an employment agency primarily to serve those who had been in trouble with the police or who had been brought into juvenile court.

To make a long story short at the end of the first year they had found jobs, full or part time for 805 delinquent boys and girls who earned a total of \$350,000. AND NOT ONE OF THESE 805 boys and girls had any further trouble with the police or courts. The conclusion may be stated, but not with absolute-ness: If a delinquent boy or girl is given a job even part time—he or she is not likely to become offenders of the law again. Certainly what has been done and still is being done with great success in Philadelphia can be done in every community. This is not the whole answer to the crime problem, but it is a part of it. Give youngsters jobs, help school dropouts to find employment—make this effort big enough and it pays big dividends.

So we could cite the work of Boys Clubs, Big Brother organizations, recreation programs, all of which have been specifically responsible for lower crime rates and the prevention of further offenses on the part of delinquents. But in not a single city of the United States is there a prevention operation on a broad front that utilizes every conceivable program, extensive use of citizens and a full time staff to solve the prob-

lem of crime. **Not by Pros Alone**  
The nearest thing to what our Institute calls TOTAL MOBILIZATION of the community is the work presently being done in many of our large cities by grants under public law 87-274. This is the Juvenile Delinquency Control Act achieved by President Kennedy which became effective in September 1961. It has provided nearly \$30 million for demonstration and training projects throughout the United States. Most of this money has now been allocated and a new bill is expected to be presented by the Health, Education and Welfare Department to further the work now being done in many communities.

From our contact with many of the grantees of this federal fund we are certain that work of significant value is being accomplished. But the criticism we have to offer is that the personnel utilized is to a large extent professional. In one city there are some 250 full time and 175 part time workers most of them highly qualified for this kind of work. We do not gain say the value of their contribution, but we see little evidence of the utilization of hundreds of citizens, trained to do many things and giving many hours in the work of delinquency prevention. If we do not use citizens on an extensive scale in this field, we cannot be successful in achieving a solution to this problem. Steady crime increases through the years have demonstrated the fact that the professional alone cannot do the job.

Let us conclude this article by asking what are some of the activities a citizen could engage in to be valuable in crime prevention? Well, a citizen could find jobs for youth, around the house, at the plant or in institutions such as hospitals. He could be a Big Brother to the fatherless; she could be a Big Sister to the motherless; the citizen can make Boys Clubs and Girls Clubs more effective; he can help in bringing recreation to the delinquent—football, baseball, tournament play; as church members we can use the facilities of the church and our personnel for the delinquents and their families; a huge amount of office work and records will require typists, and see-

retaries; there will be considerable research too.

Teachers and principals can do much through the schools to prevent delinquency. (The responsibility of the school system was delineated in two volumes published by the National Education Association several years ago.) Work can also be done by citizens in the following fields: police operations, counseling, juvenile courts, detention and detention facilities, survey and evaluation, training of citizen personnel, probation and parole, public relations, records, social agencies activities and in the organization and administration of the local citizens body.

In Springfield, we would need at least 1 percent of the population engaged in such an undertaking. This would mean that some 1750 leaders and citizens would be giving time to crime and delinquency prevention. Imagine if you can what an active force of such size could do for the local problem. Everyone can do something even if the something is little. While there is need of the expert, the far greater need is for the average citizen whose contribution may be considered insignificant by some but when it is pooled with the work of hundreds and thousands of others, the result may provide the whole solution to this or to any problem.

*In commenting on Mr. Dunn's article, have you any suggestions of your own to offer? If your community (wherever you live) were to undertake an anti-crime, anti-delinquency program as suggested in this article, would you participate, would you give time, and in what area, or areas would you propose to make your contribution? Would you like to hear more of his ideas and proposals?*

SALIENT FEATURES OF THE 16 PAGE INSTITUTE HIGHWAY SAFETY PLAN

1. It establishes at the outset a Demonstration Project for a three year period.
2. A Citizen's Organization is formed through an ADVISORY BOARD comprising every Leader in the State of Organizations at the Diocesan, District and State levels. The Advisory Board of Leaders selects representatives from their bodies who form the COUNCIL OF GOVERNORS which oversees the work of the Citizens Organization and provides a channel to their respective groups from the Citizens Body.
3. The COUNCIL OF GOVERNORS elects from its group the OFFICERS AND BOARD OF DIRECTORS for the Citizens Organization which specifically oversees the detailed work of Highway Safety in many areas.
4. THE BOARD OF DIRECTORS hires an EXECUTIVE STAFF comprising from 20 to 50 persons (depending upon the population of the State) which STAFF under the BOARD provides the impetus, the enthusiasm, the ideas and the oversight so essential to the success of accident reduction.
5. There will be a HIGHWAY SAFETY COMMITTEE in every local unit of all the bodies in the State which will have much to do in reaching every member of this unit. The CHAIRMEN of these HIGHWAY SAFETY COMMITTEES will form at the Town or City level a COUNCIL OF HIGHWAY SAFETY relating to the needs of the Community and providing ideas and oversight of this cooperative enterprise and the CHAIRMEN of Town and City Council will form together a COUNTY COMMISSION for Highway Safety. Staff FIELD MANAGERS WILL WORK CLOSELY WITH County, City or Town Groups and the Local Unit Safety Committees.
6. Absolute COORDINATION of all groups now in Highway Safety including among others: State Police, Local Police, Registry of Motor Vehicles, Trucking Institute, AAA, ALA, Safety Councils, Casualty Insurance Groups and others including as of NOW the State Citizens Organization for HIGHWAY SAFETY. These groups would meet with regularity and provide 'Chiefs of Staff' leadership to the Citizens Organization.
7. DRIVING BEHAVIOURAL STUDIES AND RESULTANT ACTIONS (Passing of laws) etc. that would absolutely eliminate from our highways the drunken driver, the insatiable speedster, the mentally and physically incompetent and any others who from study after study are revealed as most hazardous to highway safety.
8. The utilization of many COMMITTEES and SUB-COMMITTEES in the Citizens Body to make certain every area of need in Highway Safety is covered. In EDUCATION among many other activities there would be a full-fledged operation in the Public Schools beginning with the KINDERGARTEN going through every grade of the ELEMENTARY and intensifying the program in the JUNIOR HIGH and SENIOR HIGH. Much use would be made of CITATIONS, AWARDS, PLAQUES, CERTIFICATES for SAFETY achievement.
9. Absolute MONITORIZATION of this program in five states would be a must. No stone would be left unturned from DAY to DAY to see that goals are achieved, work done properly and efficiently, Committees fulfilling obligations and thousands of citizens at work daily to make Highway Safety a reality in their State. To this END the best SPECIALISTS in the nation would be brought at the outset of this program and return from time to time to make certain the effort is 'on course' and the results are in the direction of solution.
10. KICK-OFF. The biggest meeting the State has ever had would occur with the KICK-OFF of this program. ALL LEADERS would be there - ALL GOVERNMENT OFFICIALS - and literally thousands of citizens. THE BIG GAME TO SAVE LIVES WOULD BE UNDER WAY.

NO STATE HAS A SAFETY PROGRAM AS COMPREHENSIVE AS THIS.

STATE LEVEL PROCEDURE TO INAUGURATE THE

HIGHWAY SAFETY PLAN

- I. The GOVERNOR will write to all TOP leaders in the State, leading Churchmen (Bishops); Presidents of State Wide bodies; Heads of all organizations whether State wide (Grange) or a District (Rotary or Lions.)

He will give them a brief of this Plan - the State's intent on program the need for his help and the asking for his personal Commitment for at least the time of the TEST. These will be the Advisory Board. He is asked to name AT ONCE, one, two or three persons (dependent on size of membership formula to be worked out) to serve the State in the Congress of Highway Safety Governors.

- II. The GOVERNOR will then write to these nominees as Safety Governors informing them also of the Plan - a brief of it - that their head has suggested them for high office. Will they accept the responsibility at least, for the DURATION of the TEST - and will they make a COMMITMENT as their head did to serve in this office to the best of their ability. The Governor appoints.

- III. Preliminary Organizational Luncheon. Invitees - the two groups above. Canvass this field for officers. The Governor's Coordinator for Highway Safety can do this and also set up the agenda. Consideration should be given not only to the Officers group, but Directors Committee Chairmen and Sub-Committee Chairmen as well as to possible candidates for members of the Executive Staff. A temporary selection of officers could be made - and these would work with Highway Safety Coordinator to ready, develop organization up to the KICK-OFF DINNER.

- IV. The temporary officers could frame constitution and by-laws - complete nominees for Directors - Chairman and Sub-Committee Chairmen - selection of Citizens Organization Headquarters, hiring of Staff - set date of KICK-OFF. List of invitees.

- V. Two letters to go to all invitees for KICK-OFF. One from the Governor - one from the temporary officers. This is to be THE BIGGEST MEETING EVER TO BE HELD IN THE STATE ON ONE OF THE BIGGEST PROBLEMS OF OUR TIME.

Invitees: Members of the Advisory Board, Congress of Highway Safety Governors, Pastors of Churches, Presidents of Clubs, Heads of Lodges, Mayors, Selectmen, Chiefs of Police, State Officers - and probably many others. All to be GUESTS.

MONITOR-MANAGEMENT OF THE PROGRAM

The City will not be left solely to its own devices. The Institute of COMMUNITY MOBILIZATION in Massachusetts will set up a capable staff of highly competent executives and personnel at its headquarters who will carefully study all reports, weekly and/or monthly of all committees, sub-committees, officers, consultants, staff, the minutes of all meetings held and such articles as may be published.

The Monitor's work will be advisory and without procedural authority. Each city will make its own final decisions based upon recommendations of consultants, the monitor and the conclusions reached by the authorities of the Citizens Organization.

All newspapers and magazines from each city, industrial, Church, house organs or other publications will be reviewed and clippings related to various problems and the work being done to solve these problems will become a part of the file material on each community.

A teletype service established in each city will make contact instantaneous. Through the Monitor's office the staff or executives of a community may reach their counterparts in any other city engaged in this program in a matter of minutes. A flow of ideas will come to the teletype from each city and as these come to the Monitor they will be relayed to all other cities. Questions with regard to organization, program, personnel, tentative actions will receive almost immediate answers over the teletype.

A computer operation will be established. This will contain resource material from all recognized authorities in all phases of urban problems and any successful practices of any kind in all communities throughout the world. The call for computerized aid will receive immediate attention and the answer returned by teletype.

The Monitor may raise questions from time to time as to the validity of procedure, or of program, or of the use of personnel. The Monitor may make suggestions for improvement - for strengthening program - may offer the advice of a consultant - or the successful practice of any given community.

The Monitor's staff executives will visit each city with regularity and be available constantly through the telephone and teletype for any special help that may be needed.

PROPOSED STEPS FOR  
GETTING COMMUNITY MOBILIZATION UNDER WAY

PHASE I

Letter from Mayor and/or City Manager and several outstanding civic leaders to the heads of all Churches, Clubs, Lodges, Military groups, Labor and Business organizations, Educational and Governmental bodies..... and all other (see letter in this brochure) calling for their cooperation, support of their organization, representation therefrom, etc. Along with this letter send a 'FACT SHEET' detailing the many problems of the local community - and what must be done.

Extensive coverage of this initial phase by all public relations media - so citizens may know what is in the offing - Discuss COMMUNITY MOBILIZATION.

Set up a time and a place for a meeting (dinner) - arrange details - follow up with another letter. Personal follow-up so that maximum number of leaders is present. If more than 90% of city's leaders is in support of this program and agrees to participate, the city qualifies for funds.

PHASE II

Meeting of Leaders at the dinner:

Discussion of steps essential to launching such a program would be outlined.

They would vote on:

1. Incorporation of the Citizens Organization
2. Affirm the launching of the THREE YEAR program
3. Selection of an Interim Committee of 12 persons to accomplish certain objectives before the Citizens dinner is held
4. Set a date for the BIG MEETING within 60 days (A committee is selected to prepare dinner details.)

Leaders go back to their respective organizations and develop interest, select permanent delegates and alternates to the Citizens Organization and secure a large number of their associates committed to working for this cause.

PHASE III

The Interim Committee should accomplish the following:

1. Reaffirms the receipt of funds to finance operation from Congress, Foundation or elsewhere
2. Formulates Constitution and By-laws
3. Selects probable Officers and Directors
4. Secures Staff Executives and through them, office personnel
5. Rents a suitable Headquarters
6. Designates Committee Chairmen  
(These will be members of the Board of Directors)
7. Outlines in brief, tasks of the above personnel
8. Achieves a substantial public relations coverage during this period - all pointing to the 'KICK-OFF' dinner

"Guide Lines" on the above to be provided by Monitor

PHASE IV

The 'KICK-OFF' Dinner:

A substantial meeting of leaders, authorized delegates or representatives and alternates and if there is room, include citizen workers

A personal word from the President by closed TV circuit Governor, Senators, Representative - Federal and State Officials to be present. No long speeches - this is a work session

The Official Body would:

1. Adopt Constitution and By-laws
2. Incorporate organizational representatives into a permanent body  
All leaders ex-officio
3. Elect Officers and Directors  
Install these with brief, dignified service
4. Approve appointment of full time Staff
5. Announce location of Headquarters, approve action
6. Approve appointment of Committee Chairmen
7. Final inspirational message before adjournment

This body, body of the whole, should meet no more than twice a year and the annual meeting may be sufficient

"Guide Lines" on the above to be provided by Monitor

PHASE V

Organization and Program Now in Preparation for  
attack on all urban problems:

1. Committee Chairman during 60 days Interim Period has appointed sub-committees and membership of committee under his direction
2. All field workers have been named

The Monitor has provided the above with "GUIDE LINES"

PHASE VI

Organization and Program continues:

Seminars - Conferences - Meetings are now in order

1. Experts, Consultants, Specialists will be used from:
  - a. Government: Federal, State or City
  - b. University or College
  - c. Foundation or other organization
2. Committee - Sub-committee conferences:

Each Committee will have conferences over a period of several days or more with specialists in their field, As for example: Recreation Committee and Recreational officials of City will go over this task and goals with best men in field as designated by the National Recreation Association.

A survey may be in order - or the facts, which may be quickly gathered, may indicate immediate remedial action. The consultant will outline what needs to be done and through the Monitor will provide the Committee with "Guide-Lines" showing tasks or areas requiring action without further delay.

Consultant will return every six months - seven times in three years - to assess advance - point out areas in which further improvements can be made - further school workers so their attack may be sharpened.

3. Once the Consultant has initially completed his work with the Committee and through the Monitor has submitted "GUIDE-LINES" to them, the Committee organizes field workers and readies for action. For example: Let us say 1,000 BIG BROTHERS are needed for fatherless boys and juvenile delinquents. The Counselling Committee through its Big Brother sub-committee has carefully instructed these men and when they are ready, each is assigned to a boy.

## MONITORING THE PROGRAM IN EACH STATE

While this subject along with others was not discussed in our preliminary brochure, monitoring the total program and operations incident to it in all their manifestations is an absolute essential.

We must have a developing inventory of results, of actions undertaken by every responsible Committee or Sub-Committee, by Board of Directors and Staff, by Advisory Board and Congress of Highway Safety Governors. We must have reports that will be evaluated, statistics which will represent conditions as they are and proposals for improving operations and achieving advance.

The Monitor will have the advice and help of the best specialists in the field who will not only evaluate materials and ideas coming to Monitor Headquarters but these specialized consultants will be in the field visiting each State with some regularity - aiding Directors, Staff and Committees to achieve maximum results in the current effort.

THE USE OF TELETYPE FOR INSTANTANEOUS COMMUNICATION. This device gets the message to a point quickly - provides a record for immediate use, for reference and ultimately for filing. Teletype machines will be placed in each Citizens Organization Headquarters, in each State Highway Safety Coordinator's office, in the offices of the National Highway Traffic Safety Administration in Washington and at the Monitor's headquarters.

Everything that flows in and out of each Citizens Organization Headquarters will be recorded in the office of the State Coordinator so that he may be completely familiar with all local State Citizens actions. The Traffic Safety Administration will receive messages from all States, from their Coordinators as well as all messages sent out by the Monitor which will be central in the teletype operations. All problems - all questions - will have immediate attention.

There will be regular use of telephone, letters and bulletins to further advance the programs and various features of Safety operations in each State.

The Monitor will receive all daily and weekly newspapers in the State, organizational papers, magazines and bulletins, copies of all news (TV and radio) releases made by any one or any group of the Citizens Organization. Also all official communication from Highway Safety Coordinator and other state officials these facets and others the Monitor will be completely abreast of all the developments for Safety and Safety advance.



The Monitor will be in close touch with all organizations in this field throughout the nation (National Safety Council - Highway Safety Foundation, to mention two) relating to them the specifics of action in the Five Testing States and eliciting from them whenever necessary their advice on program, research, evaluation, new ideas, personnel, public relations and so on. They will receive the MONTHLY NEWS BULLETIN relative to the Testing Program.

The Monthly News Bulletin and other materials from time to time will be sent to all other Highway Safety Coordinators and the Governors of the States as part of the program to ready these for action in the secondary stage of testing. which may well add another five states or more for first year testing as the initial group goes into the second year.

Statistics (from day to day) at least, from week to week, on each State's accident record - comparisons made with the five previous years - will be a part of the total effort to analyze the success or weaknessess of the ongoing operation.

The Monitor among other things, will be a Clearing House for ideas that will be received, sought out, researched, from all over the world and made available to the Testing States.

A monthly report of advance, statistics, evaluations derived from consultants and others, will be made to the National Highway Traffic Safety Administration in Washington.

Since this is an Institute Program, we believe our Organization, implemented by an adequate Staff, will be better able to successfully monitor this Plan than any other body.

VI. THE KICK-OFF DINNER

1. Governor presides. Will read many congratulatory telegrams and messages.
2. Senators, Congressmen, certain other leaders on the dais.
3. Other leaders in this field - possibly some governmental from other states.
4. Closed television word from the President.
5. TV, radio, newspapers, magazines to cover program.
6. Printed program of goals - organization - task to be undertaken to be given everyone present.
7. This will come to be the ANNUAL DINNER MEETING of the Citizens Organization for an inventory of results and program for further advance.
8. Body will adopt Constitution and By-Laws (copies available) elect officers and board of directors - motion to hire staff executives.
9. Whole program to be one of great enthusiasm - to finish with some kind of pledge - leading from our own Pledge of Allegiance. This to come just before the benediction.
10. Adjournment with a song - GOD BLESS AMERICA.
11. The TEST IS NOW ON.

PERSONAL LETTER FROM THE MAYOR or CITY MANAGER and from three or four top flight CIVIC LEADERS

To be sent to every CLERGYMAN, EDUCATOR (ADMINISTRATIVE), GOVERNMENT LEADERS, SOCIAL AGENCY HEAD, PRESIDENTS OF CIVIC, WOMEN'S, SERVICE CLUBS, FRATERNAL ORGANIZATIONS, LABOR AND MANAGEMENT (BUSINESS) BODIES, HEADS OF MILITARY GROUPS, BAR ASSOCIATION, MEDICAL SOCIETY AND ALL OTHER ORGANIZED BODIES IN THE COMMUNITY.

Dear \_\_\_\_\_ :

We are all well aware of the many serious urban problems which are confronting American cities. Our own community is vexed with these same troubles and few panaceas have been offered as a solution.

Now a Plan called COMMUNITY MOBILIZATION designed by a Massachusetts organization, The Institute of Community Mobilization, has been presented to us. We have examined this Plan carefully and are of the opinion it is a sound blueprint for solving our problems.

It has been proposed that we undertake a three-year pilot operation, using this program, to be financed 100% by federal funds provided through Congress.

Our acceptance as a Test City is predicated upon the utilization of the Plan, COMMUNITY MOBILIZATION, as a basis for our activity (we shall, of course, tailor it to our needs) and the 100% SUPPORT OF THIS PROGRAM BY THE LEADERS OF OUR COMMUNITY.

This letter is written, therefore, in the hope you will join with us and other leaders in providing direction, securing the cooperation of your associates, colleagues and members in an ACTION program that will run for 36 months and should go far toward abating our difficulties, if not, providing substantial solution for our many urban problems.

ELEVEN OTHER CITIES will be working on this Plan simultaneously with us and there will be a constant exchange of ideas as the operation progresses.

You are cordially invited to a dinner on \_\_\_\_\_ in which we shall take initial steps, assuming 90% or more of our leaders are back of this program. There is to be for a few from each city, a national meeting in Chicago about the middle of February. A national kick-off of twelve cities in the greatest thrust against crime and other problems ever undertaken in this country will take place early in March 1980. We need you at this meeting.

Cordially,

Signed by four or five members

PS. Will you join in this crusade? If so, send us a letter stating your opinion of this undertaking and that you will be with us all the way. Copy enclosed will give you some basic ideas of the program.

1971

A FEW OF MANY COMMENTS ON THE COMMUNITY MOBILIZATION PLAN  
including cities ready to test.

"You appear to recognize one of the basic needs of our cities. Given the inadequacy of present Federal funds available for the cities, your proposal is most timely."

MAYOR JOHN LINDSAY, NEW YORK CITY

"We continue to be enthusiastic about your proposal and certainly want to participate if Congress approves." NORMAN MURDOCH, PLANNING DIRECTOR, ST. LOUIS

"The Institute's Plan for COMMUNITY MOBILIZATION reaffirms our contention that the approach must be one which involves the citizen as well as government in resolving the problems which face our cities. This goes beyond the MODEL CITIES concept and involves all citizens who are concerned with the City and its development."

MAYOR THOMAS DUNN, ELIZABETH, NEW JERSEY

"The Pontiac Community is vitally interested in testing your proposed COMMUNITY MOBILIZATION PROGRAM."

PONTIAC URBAN COALITION

"Your proposals appear to be excellent and certainly well motivated. If all the resources (fiscal) will come from the outside, we are vitally interested and most supportive of your efforts."

MAYOR WES UHIMAN, SEATTLE

"The Administration wholeheartedly supports this proposal and respectfully requests that the City of Gary be selected to participate in a test of this Plan."

CITY OF GARY, INDIANA

"Citizens and officials of Quincy are concerned with the complexity of this City's problems. THE COMMUNITY MOBILIZATION PLAN with its emphasis on massive citizen action would be a significant element in the revitalization of urban life. We desire to test this Plan."

CITY OF QUINCY, MASSACHUSETTS

"Innovative proposals such as COMMUNITY MOBILIZATION should receive very careful consideration."

MAYOR WILLIAM DYKE, MADISON, WISCONSIN

"I find your COMMUNITY MOBILIZATION program is an essential and useful tool in the continual plight of cities in their constant fight for survival."

MAYOR JACK HUNTER, YOUNGSTOWN, OHIO

"Our Finance Director recommends that the program be endorsed. Therefore, the City of Rome wholeheartedly agrees with the concept of this Plan."

MAYOR WILLIAM VALENTINE, ROME, NEW YORK

"You have certainly focussed upon the key factor which may help save our cities: the cooperation and increased participation of the community....Federal support would be much more likely if we had communities ready to undertake such an effort."

SENATOR EDWARD BROOKE, MASSACHUSETTS

"I would like to offer my congratulations on the extremely comprehensive approach which this proposal describes...funding for a program of this scope...may require combining resources of several departments."

SECRETARY JOHN VOLPE, DEPARTMENT OF TRANSPORTATION

THE COMMUNITY MOBILIZATION PLAN

What is COMMUNITY MOBILIZATION?

It is many things but simply stated, it is:

The United, organized and continuing effort of all leaders, citizens and community organizations at the local level working at a program of many parts, dealing with every urban problem in all of its facets with the ultimate purpose of abating the effects of, or achieving a solution to various social problems. Basic to this concept is a comprehensive working relationship with constituted authorities at the community, state and federal levels.

1. COMMUNITY MOBILIZATION is the incorporation of leaders and citizens in one body by charter, with constitution and by-laws and representatives from all participating community organizations constituting the basic framework of the Citizens Organization.
  
2. COMMUNITY MOBILIZATION is a Board of Directors, elected by representatives which oversees the many varied operations of the Citizens body. A Board of Directors consisting of essential officers: President, several Vice Presidents, Secretary and Treasurer (and such other officers as may be needed) and the Chairmen of the various Committees. The Board will establish an Executive Committee which will act authoritatively in interim periods between Board meetings.
  
3. COMMUNITY MOBILIZATION is the utilization of a full time Staff: Director, Associate Director, Staff Department Heads and Secretaries. These will work closely with 27 active Committees including the Executive Committee. Work will emanate from a headquarters where files will be kept, meetings held, research undertaken, individuals interviewed and all other activities of the Citizen body conceived, wrought out and fulfilled.

4. COMMUNITY MOBILIZATION is the use of 27 Operating Committees which deal with every facet of every urban problem. These committees are:

Church	Housing	Public Welfare
Community Development	Jobs	Records
Counselling	Laws	Recreation
Court	Meetings	Research
Detention	Parole	School
Evaluation	Personnel	Social Agencies
Executive	Police	Survey
Finance	Probation	Trouble Spots
Home	Public Relations	Youth

These committees are responsible for the work in areas designated by the name. As for example, the sub-committee on Transportation will be concerned about every mode of travel, whether operated publicly or privately; the regulation of these; the elimination of hazards to safety; the implementation of any part of transport programs as will better serve the public welfare, the conduct of studies from time to time aimed at providing solutions, whole or in part, to the community transportation problems.

Committees will meet regularly, should be well organized, set up such sub-committees as may be necessary, keep a careful record of minutes, of reports from various committee members and sub-committee groups, of special projects and discussions for public relations purposes as well as for the development of ultimate programs of value in which the committee is concerned.

5. COMMUNITY MOBILIZATION is the training of citizen personnel for hundreds of jobs and activities in order that the CITIZENS ORGANIZATION may achieve a maximum efficiency and effectiveness in all the operations of the body.

This may involve instructions to a potential BIG BROTHER of a fatherless boy; schooling of one for tasks in recreation; teaching in the field of drugs and drug abuse prevention; guidance in records, statistics, survey and evaluation so that factual information may serve as a basis for determining program and improvement; direction in the public relations field so adequate information may be published about every activity facet of the Citizens Organization - all this and hundreds of other training programs designed to make hundreds, yes, thousands of the citizens most valuable in the operation of this program.

6. COMMUNITY MOBILIZATION is the adequate use of outside experts and agencies, private and governmental, of the use of individuals and groups of the stature of consultants (the best in their field) to achieve evaluation of the ongoing program, to suggest implementation if it; to provide instruction and help for the leaders of the local effort, but more particularly to school citizen personnel for their particularized responsibilities. The highly qualified consultant will evaluate progress, assess direction, point out weaknesses and strengths and make recommendations from time to time on change of course, further implementation, or continuance along the lines of the original blueprint.

7. COMMUNITY MOBILIZATION is the Monitoring-Management of the Community program. This does not mean providing absolute direction in all matters for this Plan is one of great flexibility. It must be tailored to meet the needs and individuality of the City. The Citizens Organization is in every instance the final authority.

Under the extensive use of teletype instantaneous contact will be possible between Monitor and City and between any given City and the other eleven cities in the Plan. Questions about program, actions, personnel, statistics, procedures, new concepts may be raised. With the assistance of computers quick production of answers will be possible.

Reports of Committees, Sub-Committees, Staff, Board of Directors will along with other materials be made monthly to the Monitor and evaluations of actions or proposed actions will be given by the Monitor with the aid of consultants (specialists in each field). These evaluations will help to keep each Community 'on course' in every field of action and will go far toward guaranteeing the achievement of substantial results.

8. COMMUNITY MOBILIZATION is the exchange of ideas, plans and programs with other communities, particularly with those communities pursuing this identical plan; also exchange with governments, state and federal; in the acquisition of plans and programs of demonstrated worth which have already been tested elsewhere and found of value.

9. COMMUNITY MOBILIZATION is not to be considered a static or fixed concept, but a dynamic and growing one. This is a basic Plan but for example, it is inconceivable that many additional ideas of value will not come from Officers, Directors, Staff and some 1,000 or more citizens serving on 27 Operating Committees and their sub-committees as they meet, discuss and debate the work and problems in their specialized activity and responsibility.

Further, thousands of citizens (in larger cities) who will serve in the 'field' under these various committees will make their own idea contributions. Thus COMMUNITY MOBILIZATION will grow as an idea force resulting in increased efficiency and effectiveness of the practicable operations of the Citizens Body.