PROCESS SKILL IN COMMUNITY DESIGN

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TABLE OF CONTENTS   Page

INTRODUCTION: A DESIGN PRACTICUM

This thesis has grown from a basic belief in the proposition that the human condition can be improved through conscious effort. A community design practicum is the basis of this thesis. It was undertaken in the interest of developing practical methods for the application of the belief. (1)

Three years of studio work in the academic setting have been complemented by three years of self-devised field placement with a community development corporation in Baltimore City, Maryland. The decision to do this came from an understanding that many of the issues of principle and objective that arise in design education cannot be resolved solely by reason; there is a need to carry intention into the rich field of action.(2)

As a basic position, it is held that urban centers need attention simply because so many of the people of the world live in them. If satisfactory methods for their improvement can be devised, the general human condition would be helped as well. (3)

This investigation has assumed that the community is a "natural division" of the urban environment. The implication that there are events and potentials associated distinctly with this form of social organization is sustained by observation. For instance, ward politics correspond to community "terfs." Neighboring "linkages" between people also respect community boundaries. (4)

Hence, as a matter of research convenience the community is treated as a microcosm of the city. Improvements of skill in the design of the

urban community should be applicable to the treatment of the larger form. Methods of action are of particular concern here, though many information "side products" have been gained as well. These fall into areas such as financing, administration of public money, and management of professional and popular input.

Regarding methods of action, the writer has also made several un-expected discoveries. Central among them is the observation of how the process of community design, which involves many different parti-cipants, can be improved by the skillfull action of one person. Some-thing about the manner in which such skill can be gained and exercised has also been learned.

The East Baltimore Community Corporation provided the setting for the investigation. It has been a good opportunity in many regards. First, it was known to the writer, through previous experience that some of the corporation staff operated with personal commitment to the intrinsic value of community. Second, the corporation had reached a point in its development where it was willing to entertain a proposal for the institu-tion of a community design function. Finally, the corporation is operated with an awareness of the significance of the process.

At the time of entry to this situation the writer had the goal of establishing that elements thought to be otherwise mutually exclusive could be meaningfully combined, i.e., university students and urban residents. This goal has evolved as a result of the experience. The research setting had considerably more to offer than he had anticipated. It has afforded an expanded appreciation of the reality and depth of the community factor. These points reflect methods of research and

proposition that have been used in this work.

The argument in this thesis is structured in a traditional manner. A specific problem attending a general condition is described. Various proposals for its resolution are offered, with one in particular being adopted for further elaboration and test. A test is executed, the viability of the proposition evaluated, and attendent discovery explained. This form is retrospectively induced. The field of interaction does not afford the control one can exercise in a laboratory setting. Judgement regarding selection and summary of examples has been necessary. Such methodological problems are similar to those encountered in such fields as history. (5)

The particularly significant distinction at work in this investigation is the function of experience. (6) Discoveries, both sought and unforseen, are functions as much of intentionally illicited impact upon the factor of the writer's person as they are of historical analysis of the practicum setting.

It is by these means that the fundamental meliorative concern and some of its questions have been shaped into the offering of the following thesis:

One person acting skillfully can substantially improve the process for the design of the environment of community. (7)

COMMUNITY DESIGN: THREE ISSUES IN THE PRACTICUM SETTING

Of the possible spectrum of issues pertaining theoretically to the community design process, three in particular have been recurrent in the redevelopment of the East Baltimore Community. These have surfaced in several different community planning intensives and as well as aspects of real development projects. (8) They are:

1. What is to be built.

2. Assurance of qualities serving the community character.

3. The process by which "images" become things.

The "What"

Concerns with what is to be built can be grouped into four broad categories.

The home is the first. Residents have established several issues in this area. The home space must respond to family structure. In East Baltimore there are specific different kinds of family structure: elderly couples, nuclear, extended, female head of household. There are also many young single persons who would like to live in the area, given housing facilities meeting their particular needs. Spatial requirements for each family type are different.

The home question is further differentiated by these three additional issues: rent versus purchase, new construction versus renovation, and low rise versus high rise.

These are the common questions posed by the residents. They are matched by some new emerging issues for housing, as can be seen from the inside of the development process in East Baltimore.

Notably, there is a new issue of converting vacated industrial pro-
perties into housing. There is also the issue of subsidy.

Depending upon the nature and administration of subsidy programs
for housing, the interests of the resident community can be either
enhanced or thwarted. For interest, low interest loans guaranteed by
the public purse can work against maintanence of community area when it
is continguous to an area being reclaimed by suburbanites moving back
to the city. The notable example of this in East Baltimore is the
Stirling Street project, one block of well renovated Georgetown-type
houses on the periphery of the old community.

In contrast to this, there are mortgage "write down", i.e., reduc-
tion, programs which can require proportionate population of new housing
complexes by different income groups. This is one of the conditions in
the Urban Development Assistance Grant awarded to the East Baltimore
Community Corporation. (9)

The second major category of concern is commerce. This is broken
into two sub areas: production and consumption.

As regards production, there is a basic local concern with "jobs".
The issue of employment arises repeatedly in community meetings. Un-
employment of youth in East Baltimore is the greatest in the metropolitan
area. (10) As some indication of this, each year teenagers start
coming to the corporation to fill out applications for Summer Corps
jobs weeks before the applications are even available.

This area of concern was also specifically evidenced in the writing
of the curriculum for the new Dunbar High School complex in East Balti-
more. Entry level career ladders are part of the curriculum in three

areas where East Baltimoreans have traditionally been involved: theatre and performing arts, culinary arts, and medical services. In each case, there is a tie with another of the city's institutions so that opportunities for expanded development are inherent in the educational experience. These opportunities are applications-oriented, as opposed to academic.

These examples are offered as a demonstration of the community's enacted interest in productive occupation.

Furthermore, to the extent that there is agreement upon the principles of child development which posite the need for role models, we can argue the value of local industry as educational for children. That is, the children are likely to be enriched by opportunities to witness and interact with adults going to and returning from work in their own environment.

Concerning local production, there is also the matter of unexplored opportunity for the generation of local economy. This aspect is, as above, something seen from within the development process. There are, in East Baltimore, two sound ingredients for local production: unused space and buildings; demand. Response to these conditions could yield local "cash flow" applicable to the resolution of such problems as real estate exploitation. The nature of the consumption component of the commerce category is simple. There aren't enough stores. This includes stores for necessities (food, clothing, pharmaceuticals) and specialty or luxury items (sporting goods, shoppes). (12)

Because there are so few commercial outlets, the local economy of the family is injured. Comparison shopping is difficult. The corner store is also noted for maintaining small inventories and, as a

consequence, selling at prices reflective of its having missed the benefit of bulk buying. Furthermore, cab fare must often be calculated as an additional "tax" upon the family budget.

The third category is service. Here residents call attention to the absence of medical practitioners, (13) lawyers, and persons representing the public system. Regarding the third area, interest has been mirrored clearly in the design of the Dunbar High School facility and the Oliver Multipurpose Center in East Baltimore.

The service factor enters also in the area of law enforcement. Residents want, for instance, the removal of places where "undesirables" congregate. They want lighted alleys as well. (14)

From the view of the planning discipline, service can also be held to include education. The environment should have facilities and character conducing to growth and learning. This is somewhat represented in the enunciations of East Baltimoreans concerning their schools. The design sciences can carry this further by showing the other methods by which an environment can be educative.

Observations in East Baltimore indicate another, somewhat "silent" area of service. This is people helping people. It has been seen to be a viable part of the community operation. Wherever design is taking place, there should be questions as to whether the resultant place will afford continuity of such traditions.

Finally, there is a need for space to recreate. This is an area of greater significance than it is often accorded. It includes not just basketball and the like but the whole issue of human re-generation and growth.

This position was taken in several of the programs of the Model Cities Agency in the early years of the decade. It was carried over into the Cultural Arts program of the Dunbar High Complex. (15)

But it is also evident at the grass roots level. For instance, an ex-offender has started a karate school whose purpose is to develop moral fibre and to keep young men away from the pitfalls attending urban poverty.

Education is also once again important here as are church institutions, meeting halls, and places of symbolic representations (museums, memorials, gardens). Recreation extends into all aspects of the day.

In general, regarding these areas of concern over what is to be built, some observations of the value of the design role can be offered. It has been seen in East Baltimore that people will make many of the things they need. For instance, some of the vacant lots are reclaimed for production of vegetable goods. There are also innumerable makeshift stick ball lots and basketball hoops. In addition people modify their homes in many different ways.

Based upon understanding of the full range of basic environmental needs, these contributions are piecemeal and not, in principle, integrated with a long range completeness. In short, there is a need to develop methods of maximizing community resources, human and physical. These concerns introduce the matter of quality in the built environment.

Quality

In general, the design facility in the process can be seen as useful to the ends of assuring continuity, integrity, and comprehensiveness.(16)

Each particular design project must observe its relation to what is next to it. All of the different projects must integrate with each other to form a coherent whole. When the environment coheres, it has a sensibility--value in terms of the local history of shared experience. Pursuit of these qualities requires an ever renewed orientation to comprehensiveness.

The proposal that these general qualities pertain in the community environment is made as a result of assessments of generated planning documents, notably the Berea Charette. While these documents list significant concerns, they are not emphatic on issues of design quality. (17)

There are several areas in which recommendations regarding specific qualities can be made.

Extending from the discussion above, we can propose that the environment should be educative with respect to the material aspects of urban life. The points regarding commerce and ad hoc creation of spaces can be expanded with the observation that, in general, people do participate in the making of their environment. In East Baltimore, there is explicit reminder of this in street furniture. (In "Little Italy" of Baltimore (wrought iron railings & trim.) What is more, the space needs of the people change. Hence, the designed environment must build into itself the capacity for being changed by the user.

There is a similar concern, if somewhat more idealistic, relating to major construction in the environment. Once again, the community concern with employment is recalled. There is also a concern with cost. These factors combined suggest consideration of a quality whereby as much con-

struction as possible within the community would use human scale technology and locally available labor, thus expanding involvement in the main flow of the economy. (18)

Some move in this direction has been effected by the Federal Department of Housing and Urban Development. Many or all of its building projects now display "Jobs for Your Community" signs. Such programs are endorsed at the community level and by such persons as the Parren J. Mitchell, East Baltimore's representative in the national congress.

Such a move is also recommended by the history of public manpower training programs. As an Evaluation Analyst for the Model Cities Agency, the writer (19) saw one of the chief problems of training programs rested in placement. Persons with basic skills in the crafts could not get jobs. Given effective methods of generating mortgage moneys, many jobs could be created locally for the renovation of existing vacant housing.

Hence, the prospect of a quality of environment that involves the resident in its making, modification, and maintenance, is real and recommended by implicit community interest in employment and economy.

This fosters the proposal of another specific quality: salience. The environment must reflect a realistic use of the public resource. This is to be distinguished from being financable. We have seen in East Baltimore that salient ideas cannot always get financing. For instance, East Baltimore has a significant population of working poor, people with jobs and sound economic habits, but who simply do not earn much. From a credit point of view, they are good risks. Furthermore, with a long term mortgage, they might often be able to convert from home renter to to home owner, with a reduction in monthly housing cost. Yet, because

they cannot amass 10% or 20% downpayment capital, they cannot get home mortgages. This is especially ironic in light of the fact that home-ownership has been seen to foster resident pride and increased tax base.

All of these specific concerns fall within a universe of interest in a responsible system of production and exchange. Both environment and economy have to do with adaptation to the material needs of life. Though (20) not so stated in everyday language, it has been seen that there is an interest in an environment that reflects a responsible attitude about this reality. (20)

Process

The making of the community environment that responds to these "what" and quality concerns requires a process. In short, process refers to the method of accomplishing the transition from image to product. (21) Because the "client" in community design is not a single person who can be asked direct questions and because this "client" does not have a singular will, special requirements should be placed upon the design process, if that process is to subscribe to the community purpose. (22)

There must be respect of the local institutions of leadership. These will pertain in any community of some standing in time, though it should not be assumed they will reflect the outward or formal institutional patterns of leadership. Examples from the Model Cities Agency are relevant here. This program featured elective mechanisms for citizen input. But these had been established without respect of local leadership custom. As a result, they were as much characterized by infighting and disorder as they were by responsible decision making. (23)

A second example in the current history of East Baltimore can be offered. Here, a small housing development corporation sought to develop a block of houses around the corner from EBCC. The project was worthwhile and reasonable. But it did not seek the sanction of established local leadership. As a result, it was stopped. One of the senior elected officials in the community, who comes from a long line of leaders, required deference to those established traditions. Only after a new covenant regarding process was struck, could the project proceed.(24)

This matter of leadership is complemented by the general matter of "how things are done." In several cases, the writer has been involved in processes that seemed, on the surface, absolutely illogical. One such case was a simple spatial arrangement problem for a row house. On a larger scale, there have been several planning review sessions. In all such cases, outcomes different than expected were realized. In each case, specific methods of operation were at work. The general principle in this is that collective processes are at work independent of and before the involvement of the designer. (25)

These processes can be expanded or enhanced by the addition of new insight, but little value has been seen to attend sidestepping established ways of doing things.

Third, just as there are established ways, there are tastes, values, preferences and the like founded in a " communal language" which is based in shared experience. These factors can in general be referred to as the local imagery. Recognition of this is essential to the design process. Speaking hypothetically, if a chair is to be designed, it must

first of all respect the local image of chair. Without this step, it cannot be assured that the result would have any meaning at all. With scarcity of resources, the generation of products that are unmeaningful for the intended user is untenable.

Recognition of this is abroad in the city. The Dunbar High School was designed in response to local image of such an institution, as were the Oliver Multipurpose Center and the Berea Multipurpose Center. Conversely, the Waters Tower housing structure for the elderly in East Baltimore was designed with respect to the "imagery" of engineering and construction efficiency. A pre-fabricated system of elements was used to build the enclosure. The entire period of construction for the high rise enclosure was less than thirty days. This was highly valued by the builder, as was evidenced by the signs on each floor that reported to the public the number of days it had taken in each case to build to that height. Subsequent talks with residents reveal that the resultant struc-ture fails to meet basic expectations for housing. The balconies are narrow, the halls are dark. Recreation facilities are lacking.

Hence, we have indications of the value of trying to see what it is that the resident sees.

Finally, it is argued that the process should muster and maximize available resources. Given a condition of poverty, it is essential to not waste and to use what is available effectively (since there is little wherewithal for the purchase of alternative resources).

In recent history of East Baltimore, example pertains in the rela-tionship between EBCC and the Johns Hopkins Medical Institutions. JHMI is located in East Baltimore and is the largest employer in the

area. While for years East Baltimoreans served the hospital in menial
capacities the hopsital did not fulfill the basic tenets of medical
ethic, i.e., service to the unwell. In fact, demographic study showed
some of the worst health conditions in the state existed in the "shadow"
of one of the world's foremost medical training facilities. (26) The
need to set matters straight on this became a resource of the community.
It was used to "purchase" participation of JHMI in the charette for the
planning of the Dunbar High School.

The tradition of maximizing resources is seen in other ways, too.
Old discarded automobile tires are turned into flower planters. Manure
from horse stables is used to fertilize vegetable gardens. In fact,
this maximizing tradition is even evident in the origin of the Park
Sausage Company, the Baltimore based company that is one of the nations
most successful black-owned industries. In this case, as local lore
has it, the young Park would make scrapple from unwanted meat by-products
of local packing houses. He literally began by selling meat by-products
from door to door.

Speaking figuratively, the community can be said to have its own
"gait". (The idea of the ghetto or slum as disorganized was dispelled
several decades ago.) (27)

There are grounds for proposing that, where the design process
understands this "gait" it stands to be ampliphied. (The Dunbar High
complex is reported to have received at least one landscape design
award.)

COMMUNITY DESIGN PROCESS: THE CENTRAL ISSUE

The essential charge of process is the connection of image with a product outcome. (28) In operation, process is an interactional dynamic that brings together economic interests (developers, investors), populace (in either ad hoc or established, on-going forums), consultants (designers, researchers), and the construction apparatus.

Of the three principle areas of concern in community design for East Baltimore, process is key. (29) This has been found true in both the provision of health services and in the initiation of projects of physical development. While a particular project can fail or succeed with respect to the criteria of its "what" and its quality, process, being human and dynamic, can embrace a habit of learning from error. Properly directed, process can always be improving. This is not auto- matic. But it is potential. It is on the basis of this potential that EBCC has operated with an orientation to process rather than product. There have been some failings and falling short in different projects. Because steps have been taken to establish a resilient process, these problems have been generally transmuted into learning and sequel oppor- tunity. (30)

In design process, the unique experience and insight of the different "actors" give it the ingredients necessary for the accomplishment of its objective. The unique value of the design professional can be spelled out fairly clearly. He must fulfill articulation and feedback functions. By articulation, we mean putting singly projected ideas together in pictures of "possible wholes." Correspondingly, feedback means telling

people some of the form implications of what they are saying verbally. These form implications include the insights noted earlier in relation to quality. The designer can also benefit the process by being well versed in parameters of physical development. This is a universe of concern, covering everything from local building code to the proper use and application of materials. An attempt to understand the absence of these dispositions on the part of the profession is made in a consideration of the structure and dynamic of the existing design/build process.

Structure

By "structure," reference is made to the assignment of roles (responsibilities and benefits) as they are made firm by contract or other forms of agreement. Sometimes, friendship is an authentic factor in these relationships. However this evolves, it facilitates the process. Given the capacity of parties to the process to "speak the same language," the process is likely to flow more smoothly. The absence of such communicability is likely to add costs to the project. In the way of example, we can site the new facility for the East Baltimore Medical Plan. Evaluation of construction activity found its pace to be below the standard. This was indicated by such measures as number of courses of brick laid per time unit. (31) This condition owed to a failure of communication between construction management (architect) and general contractor. There was a corresponding breakdown in communication during design. The interior configuration has been found inadequate even before occupancy. Financial staff will have to be moved away from the medical

plan to new housing in the executive offices. Also the rear of the building is oriented to the major artery that was built after design adoption by the client, EBCC. Hence, this second collection of problems owes to poor communication between client and designer. Had there been inducements for closer communication, these problems could have been averted.

Achievement of such quality of communication in the structure of associations for community design can be difficult. Among other reasons, the fact that an architect may live in one state, the builder somewhere else, and so on, causes a reliance upon contracts, in lieu of common language, for the establishment of expectations of performance. The contract stands in place of mutual and time-tested agreement. There are some basic difficulties with structural arrangements that do not have nor seek a "common language."

First, time and money are spent maintaining the boundaries (memoranda, lawyers fees, examination and review of work). Second, the client is in a losing position; should anything go wrong, the case goes to court, which takes real time. This costs as a function of inflation, debt service, funding source restrictions, profit (or service) not gained in the lapsed time, and human evolution unaided by improved environment. Third, innovation of anything has got to be certified by all the actors, each of whom weighs the probability of failure against his personal interests. (32)

Innovation is of particular interest. It not only has to do with resolutions of spatial and physical problems but with process contingencies and constraints imposed from without. These spring from various

sources. There are government regulations, insurance and bonding regu-
lations, labor relations agreements and professional ethical positions,
to name a few.

Such difficulties have applied in EBCC's renovation of the Bottling
Plant in its Brewery Redevelopment Project. This project has been espec-
ially difficult because of multiple tenancy and a combined public and
private finance package. The process for procedural innovativeness in
this case could have been met by frequent communication. (33) When this
was not the case, bids were invited with the foreknowledge that the pro-
ject was well over budget; regulations regarding equal accomodation for
the handicapped were ignored. When the communication factor was activated
it was found that Economic Development Administration officials would
assist in the expedition of paper work. It was also seen that unfore-
seen resolutions of spatial problems could be wrought as a function of
joint consideration by tenant, designer, client/owner, and sub-contrac-
tor. This is a portrayal of the condition of process structure as it
has, in the abstract, pertained in East Baltimore to date. The names
and divisions in the structure have not been nearly so important as
communication between the positions. Wherever effort has been made
to communicate more effectively, the process has improved.

Dynamic

The dynamic of the process is such that, typically, a client with
an asset and concept will have a design consultant or marketing consul-
tant make preliminary proposals, with these, an estimate of the

necessary capital is made; then follows preliminary arithmetic on debt

service, rent, initial outlay, and so on. A money source is approached.

This can be a bank, an investor, or the public purse. Banks generally

work with "safe" concepts (e.g., 1/4 acre lot houses with 3 bedrooms,

2½ bathes, and a car port); larger ideas require search for investors.

This is a "fast track" of big money, inside information, status and

place, and personality. Because many communities have not had the

social background to break into the investment set, and because urban

communities have not often been thought "safe" investment areas by

banks, some public moneys have been variously used in service of the

principle of equal opportunity. The quirks here are red tape and the

stringency of regulations to sanction for a specific "public good" and

against malfeasance. However funding is secured, the next step is con-

struction proposals; this requires advertisement, bid evaluation, and

so forth. After this, work is begun and there is a management task.

A serious short coming of this process rests in the comparative

brevity of program development and "schematic design." The existing

orientation of the profession generally assumes that the program can

be extracted and expanded fairly early and with relative finality.

In the way of contrast, note is made of the facts that the Dunbar

planning charette was a round-the-clock two week planning intensive

and the Berea Multipurpose Planning Committee met several times a

month for two years.

In community design, there is a language difference to be overcome.

There is also a problem of reducing many like understandings to a few

voices and eventually, conversational tone. That is, a community design

process that is responsive to local idiom and the local way of "doing things" will involve many people. One of the objectives in program development is in striking the "right chord." This assumption of brevity is also reflected in finance process. Banks require at least schematics, some times shop drawings. At the same time, architects generally subscribe to an ethic that does not condone giving preliminary design away. This means the process is early on under pressure to formalize work arrangements and pay schedules. This aspect of the problem has been particularly noticeable in the housing renovation process. The impression that many people have that the availability of low interest loans for housing renovation will enable them to undertake that venture has been wrong. Before the loan can be negotiated, a bonefide bid must have been submitted. The bidding contractors require "apples for apples" bid conditions, which is tantamount to requiring shop drawings and specifications. Wherever the house has been gained through purchase from the city, there are time limitations, the violation of which threaten a reversion of the property back to city ownership.

Review and inspection by public authorities also impose upon the dynamic of the process. In the way of example, three cases are offered; it takes the electric utility in Baltimore up to twelve weeks to layout a transformer location; it takes six weeks to gain approval of changes to drawings for which a permit has been issued; it takes a minimum of two weeks for approval of nearly everything in processes involving the Economic Development Administration.

The location of the transformer for the Bottling Plant renovation is the case in point. An original assumption by the engineer placed it

in the rear of the lot. This location was changed in view of the fact
that it is uncertain where the pilings for new construction on the rear
of the site will be located. This was changed again for a variety of
reasons. In each case the twelve week clock was set back to zero. The
problem could have been averted by a self-initiated examination of the
Bottling Plant project in long range relation to context. Instead
review and inspection procedures, in concert with narrowly acknowledged
responsibilities, controlled the dynamic in a manner that thwarted the
overall process.

Typical Design Postures

The forms of design response that have been evolved often accomo-
date restraints more than the purpose of the process. In particular,
attention is drawn to "safe types" of buildings, de facto restrictions
upon new concerns, and form vocabularies. It can be said that there are
iconoclasts who operate "above" these kinds of restraints, but the dom-
inant condition tends to feature these other forms of response.

By "safe types" of building, reference is made to specific kinds
of space usage for each of which there are a limited number of common
design "outcomes." A good example is the strip shopping mall. Its
financing package, construction methods, parking ratios, run-off,
frontage-to-length ratios are all fairly well predetermined. Generally,
variations from one to another owe to cosmetics, shrubs, and various
other "paste-on's." (34)

In Baltimore, there is currently a "safe type" in the way of the
re-developed row house. Funding for these is still largely by public

agencies, though banks have shown some interest following the success of several whole block renovation projects. While there are a small percentage of Better Homes and Gardens types, most renovations chose finish materials from stock sets, have many hollow core doors with "kwik-set" locks, and so on. The process for the design and financing of these is fairly predetermined, as well.

This idea of combining housing need with thousands of vacant and condemned housing units was initially exciting. In leveling off into a "safe type" it has lost its principle. As noted earlier, the working poor, who are notable for paying their bills regularly, simply do not have sufficient cash flow to hire architects to do drawings acceptable to city inspectors, building estimators, and banks. Furthermore, this clientele does not typically have the time or expertise to stay on top of the bureaucratic process established for housing renovation.

These situations are in a family with lack of response to new concerns. For instance, it is almost impossible to get extra thick insulation or solar heat financed in a manner that can be worked into competitive mortgages or lease rates. In many regards, these high costs owe to the requirements of "fail-safeness." There is little or no built in incentive for, say, experimentation with passive solar collection. Instead, most addresses to solar have been high technology; the designer is thereby protected against accusations the "it doesn't work;" the homeowner or builder is likewise protected, by costly automation, from learning a "logic" of solar collection, or methane generation, or some other form of energy procedures. (35)

This extends to the matter of character where the design process

has fostered "vocabulary" and style architecture. This approach is apparent in the treatment of a community college in Baltimore County. The architect has a decided preference with respect to circles and lines, brick coursing and color. These preferences with respect to circles and lines, brick coursing and color. These preferences are clearly matters of signature rather than function or technique. For example, brick is decoratively "glued" to exterior wall surfaces in configurations that belie its material qualities.

The form statements are so explicit that they make the firm which did the original work most likely candidate for subsequent contracts. The best possible outcome is a jewelbox like campus a place of finely crafted pictures portraying preferences of unpresent people. This approach to design ignores very specific manners of expression evident in the environment of the community. That is, the community exhibits a considerable amount of "do-it-yourself" home modification. While their techniques might be improved, there is an inherent form idiom abroad in the design context. There are any number of ways in which these buildings could have expressed this; response to a module based upon the 2" x 4" stud doesn't have to be stud construction. As it stands, the design on the campus thwarts the written intent of the college: response that appreciates the person. (36)

THE PERSONAL RESOURCE IN THE COMMUNITY DESIGN PROCESS

In the first chapter, concerns for the environment, as enunciated through various community "voices," are outlined. Of the three that are elaborated,process (the method of evolving image to thing) is held key. The second chapter outlines some of the constraints--as observed--upon effective contributions of the design professional. Such functions as feedback and articulation--which would serve the community development process well--are encumbered by both the structure and dynamic of existing design/build process.

In this current chapter, a case is developed for the recognition of the creativity that individual participants in the process can personally initiate to introduce.

The Factor of Person in the Process

Though adjustments of the machinery of the process (fine tuning its structure, the introduction of meso-level design para-professionals, the observation and taxonomy of client/process types, the study of contingency conditions as normative features of the process may improve it marginally, the long run concern must be focused upon the dispositions of the participants. (37) In one way this is necessary because appropriate disposition would be required before appreciation of an improved machinery could be realized. In another way, the concentration upon role occupant is warranted by observations of cases where process has improved as a function of this factor.

The position that such an examination should respect a distinction

between one's personal and professional bearings does not hold.

In a very fundamental sense, we must recognize that both aspects of the individual are constructed upon an experiential base. Analytical distinctions notwithstanding, experience is whole and continuous. Appearances to the contrary cannot pertain to permanent conditions.

An argument can also be cast with respect to social frame. One is affected by his own actions in the social context. (38) The environment as designed discharges image and draws upon economy. The potential dimension of community design projects promises measurable image and economic impact upon the social milieu. This eventually affects the context in which the non-resident professional works and has his home.

In the way of an example, we can consider the process that has come to be called "gentrification." This is the practice of developers (and associated professions) whereby old urban dwellings are renovated for occupancy by re-urbanizing suburbanites. Often, this practice displaces poor and elderly, either through direct evacuation or through rents skyrocketed as land values are increased. (39)

The presumption that this process can be embraced professionally without an impact upon personal life is incorrect. Displacement of large numbers of people is associated directly with increases in crime. Gentrification also affords land speculation. Both cases correspond directly to escalated living costs. In addition, divisions arise which deteriorate the concommitants of good physical environment, namely good feelings between residents. It can be argued that the ultimate implications for the designer who is so oriented are living in an urban environment that sustains a net loss in quality or moving away from it,

which is attended by loss of time in travel (and loss of opportunities
to create as a result) and dissociation from his design setting.

Perception of liabilities

That these facts are often overlooked is attributed to a presump-
tion that the liabilities for failure in the context of the existing
process are great. These liabilities fall into two categories: money
and status. (40)

Protection of these imbues the prospect of personal initiative in
the improvement of the process with a dilemma. On the one hand, one
does not want to take the "first step." Becoming visible by "stepping
out of line" makes one the likely candidate for blame in the event of
failure of something new. The converse of this is the contention that
seeking a new "common agreement" requires use of time for the resolution
of language problems during which progress toward a product could other-
wise be made.

Investment of Person in the Process

The dilemma can be broken by a temporary suspension of status
security. Doing this has implications for one's personal feelings;
it induces a condition of uncertainty. One who chances to recommend
something out of the ordinary places himself in a position to stimulate
a creative response within the process, though he may be ridiculed or
fail to receive direct credit, should there be a success.

Should he decide nonetheless to go ahead with the creative impulse,
there are several different areas of opportunity immediately accessible
to him. He may recommend the making of an uncommon thing. He may call

for a modified work relationship that imposes upon personal habit, convenience, or custom. He may seek to expand the process to another dimension of concern.

Given a detachment about the prospect of losing face instills in the process a potential of discovery (41) owing to improved communication. The current practice of dissociated or aspectual treatment of one design by several different interests is one area where revised communication is likely to have immediate benefit. (42)

Credit for discovery can be dispersed in any number of ways-- either to the individual or the process. Or, it can be usurped, in which event the initiator still has the satisfaction of a job well done and of new knowledge.

Finally, association qua person enables friendship as a side product of the process. Hence, without considering an initiative to apply one's money to the process, we see there are options for improvement potential in the attachment to status. The cost is the initial experience of discomfort associated with uncertainty.

Should one chose to involve his purse too, the possibilities are multiplied. There is no preseumption that one should injure himself.

Skill and Gravity

In as much as community purpose is tacitly assumed by the process, substition of purpose for such self-interests as status cannot, in the long run, be disputed. While one is free to not be so invested, the process has no requirement to invite his continued involvement.

Infusion of the process with creativity to the end of the community

purpose can be accomplished with varying degrees of skill. This skill would take two forms: as it relates to one's understanding of himself in relation to the process and as it relates to enactment of those under-standings.

Status, as discussed above, is surrogate for security and self worth. It is tied to specific habits, which have physiological bases. This means that skill of the first form is different than a change of the mind or saying the "right" thing. It is quite beyond fitting new personal conceptions into a world view of how things are. It is a studied re-development of old habits. (43)

Self-knowledge gained in these endeavors is applicable to the development of a skill of the second form: that which can be applied to the interactions of the process. One has the capacity to respond to in others what he found in his own experience of person to be integral to focusing upon shared purpose.

Skill in this second form is inventive, not at all bound to being privy to a new class of thinking. Often what is not said is important. Symbols, silence, candor: the list of possible expressions is indefinite.

The unexpected result of the development of these skills is gravity. One has a gravity or seriousness about the purpose at hand. The process is subjected to this gravity, which can be said to bring it down to earth. Infusion of the process with this gravity gives it a center. Gravity also has the quality of mutual attractiveness, meaning the process coheres more as a result of gravity on the part of all its members.

As outlined in the preceeding chapter, field experience suggests that the process can be improved by the conscious effort of one person. This has been especially notable in the area of communication. One person can change the character of communication in the process by a consistent view to the long range and common objective.

In this current chapter, the setting of the investigation is described in detail. In retrospect, the community corporation can be understood as the "test setting." The intent is to examine the ascendant condition for existence of a particular and consistent "instrument" of self application in the process.

The Test Setting

A proposal to establish a design studio in East Baltimore was received favorably in 1976. The proposal was explicit in the statement of the writer's personal interest in the melioration of the environment. It was also explicit in the position that this was to be gained as a function of combining otherwise unlikely partners (i.e., the university students and the community force). These objectives correspond to the conditions set down by the corporation.

The East Baltimore Community is particularly ascendent as regards community development. The agent and catalyst of this development is the East Baltimore Community Corporation. (44) The corporation is enfranchised through its board structure. These offices are controlled by persons of long standing in the community and who in many cases hold

elective office. The franchise works through the voter's booth. It also works through an ampliphied public scrutiny. That is, owing to the involvement of elected officials with the budget of the development corporation, the public is more appraised of their actions than might be the case without the association between public office and development agency. (45)

East Baltimore is a community of Americans of African descent who have lived together in this area for many decades. There have been several large families in the community, one of which is the Burns'.

The father of Clarence Burns, the current Vice President of the Baltimore City Council and Chairman of the EBCC Board, was a ward boss for the Democratic party. He was steeped in the traditions of political horsetrading. Even in the times of segregation, elected officials had to come to East Baltimore to get black votes to tip the balance on many issues.

Hence, the names and ways of many influential figures were known to the young Burns through direct contact. He took over in his father's footsteps before he was twenty. A great deal of the politics of East Baltimore were negotiated quietly in the locker room of the old Dunbar High School, were Mr. Burns was employed as a shower attendent. A political tradition and process are a part of East Baltimore.

This was an important element in the state of affairs in 1967 when the proposal to shut down Dunbar as the local high school was made. The proposal brought a cry from this otherwise reticent community on several counts. First, schools (in some ways more than churches) had come to be important symbols in black communities: they were meeting places,

the opportunity, the home team, the place of old friendships. Second,
the closing of Dunbar would have upset a symbolic balance with the West
Baltimore community, which at that time was a strong issue. Owing to
de facto segregation, many East Baltimore youths would have had to trek
to the opposite side of town for a high school education.

Some political maneuvering enabled a stay on the decision to phase
the school out. In the meantime, capital improvement funds were located
in the city budget. A charette process was initiated to consider a new
Dunbar facility.

The charette operated far beyond the scope of a program development
meeting. It drew hundreds of members of the city government and influen-
tial institutions. Among these were some of the persons and powers
which had had considerable affect on life in East Baltimore over the
years but who had been inaccessible to the residents there. Johns
Hopkins Medical Institutions, the largest employer in East Baltimore,
was notably present. (46)

Beyond the agreement for a new school building and expanded
curriculum, the charette adopted a set of priorities for improving
the quality of life in East Baltimore. They set the context for a new
form of association with officialdom--direct and equal.

The entire event had exposed and, in a large measure, set to rest
a great many "albatrosses." The relief of this and the public air of
the confrontations were effective seals for the agreements. Some new
doors of opportunity and option were opened.

Clearly, one such door was represented by the formation of EBCC in
the wake of the charette. At first, its budget supported only one

secretary and some office overhead; this has expanded in eight years to an approximate annual budget of six million dollars. It has acted from the beginning as the necessary legal and professional agency for the community's development process.

Not long after the charette, the community intercepted a plan on the part of the Johns Hopkins Medical Institutions to establish a hospital-run community health clinic. A joint working agreement (JHMI/EBCC) was proposed and accepted. It became, in effect, East Baltimore's public assumption of the initiative for its own future. The move to this was based in the principles adopted at the charette. The new avenues of contact founded there were significant in facilitating this. The medical plan founded at this point remains important as the symbol. Adminstratively, it is a subsidiary of EBCC. Over the years, other services in the areas of health and human development have been added.

At the same time, a distinctive political style emerged in East Baltimore. This has blossomed into numerous elected positions, all tied productively together in the local democratic organization. In many cases, politically active persons work in service professions in the East Baltimore area. This representative complex constitutes a second "door."

Owing to the persons who are involved, shared histories, and common objectives, the community has an apparatus capable of considerable accomplishment to the end of community revitalization. The extent and authority of this apparatus was evident in 1976, when the corporation signed a bank loan for approximately one million dollars as part of a financing package for a new medical center. This was a first step in

a new area: the physical development of the environment.

Traditionally, in Baltimore, community programs and the like had not been involved in capital activity. That East Baltimore was building something with private financing was very important.

A departure from dependency upon public funding was symbolized. Efforts to expand that in the intervening three years included the acceptance of the proposal to create a design studio. This has expanded to an association with the College of Architecture at VPI&SU. This association facilitates comprehensiveness and quality in the development of the physical environment.

The corporation has held for the studio operation the specific expectation of image portrayal. The studio has given future plans and concepts visual representation. Casting plans in this next more specific manner of expression intensifies them. They are seen more clearly for their implications. Better judgement is facilitated. This holds for the staff and board of the corporation as much as it does for outside institutions. This image making capacity in service of the environmental development process is a third "door."

The corporation is now involved in the planning of an excess of twenty million dollars of construction. Growth in this area complements and begins to balance the service side of the corporate activity. (47)

Skill as a Process Factor

The Dunbar charette crystalized as the result of action by two persons associated with the city planning department. The extension of their work into the making of the charette was a result of their

taking the assignment of planning for the community's future seriously. While there was no specific responsibility for this kind of task in the "job spec," taking the opportunity to do so was clearly in the interest of the community's future. Such concern proceeded from the principle behind the job specifications. (48)

Skill was critical to direct the charette to productive outcome. First, the situation was emotionally charged. There were deep-seated hostilities countered by defense mechanisms. Second, the divers person- alities in the group had no experience of working together. The require- ment of a product made this a formidible undertaking. Third, there were many people there openly dedicated to their own interests.

Any number of measures was effected to keep the program moving forward. The manner in which participation in this special event removed the authority and status of bureaucracy yielded an opportunity to install community purpose as a central objective. Expectible authority images did not work in this setting. Feedback was also important and was supplied moment to moment in the form of graphic service performed by architecture students. From day to day there was a "newspaper." Some "touch-and-go" editing was necessary to avert the use of the news- paper as a forum for pet concepts of several participations. This feedback served well to verify the productivity.

The process was open to the public. It was filmed. It was written about. It was observed. Participants watched themselves. The charette founded a new manner of association and a publicly wrought set of objectives, the first of which was the new Dunbar facility.

Integral to this was going public with the local political process

and the establishment of the corporation. The interest of this newly
formed "work committee" in establishing a medical service was based
upon demographic study. Once again, the measure taken was the result
of an earnest and legitimate planning function. Later on, there followed
an initiative to expand the character of that medical plan as a "Health
Maintenance Organization." The decision to do this was also tied to
the demographics and the knowledge of the then current federal legis-
lation.

Health Maintanence Organizations are prepaid, subscriber based
health care services with an emphasis on prevention. Because they are
thought viable alternatives to traditional medical care, they have
been sponsored by federal programs. One such form of support consists
in the availability of HMO planning grants, for one of which EBCC
applied.

Establishing federally qualified HMO (i.e., eligible for "start
up" funds to offset losses common in the first five years of operation)
required copious documentation. This documentation was the basis of
the interactive process between the corporation and federal
authorities.(49)

Though it took several years, the proposal was finally approved.
This resulted specifically from satisfactory response to the rules of
the game as stated: establishment of the need for such service, obser-
vation of due process, community support, and previous experience.
These were solid points to which the request for the grant could always
be returned. Cool concentration in this regard was necessary. Heated
exchange was possible at many turns in the process. A modicum of

"forgive and forget" was key.

This second case, then begins to define a larger process. Before the charette, the community process was unfocused. It was a maintenance function. With the charette, it went public and product oriented. In the context of the organization that followed the charette, it was necessary to develop a capacity to consciously choose objectives. Following through on the option for the HMO generated experience explicitly representative of this.

The early institution of a formal design and planning office constitutes the third case. Here, the lesson of an integrated divison of labor is visible. The complexity and breadth of the day-to-day community process is such that the old ward boss approach to direction does not serve the long range need. There must be planted within the process the seeds of image portrayal and information feedback.

The seed should be planted early enough to assure the development of a shared experiential basis by the time when intensive planning projects are warranted. The institution of this office has generated several areas of activity all at once. There is a masterplanning function and an association with the College of Architecture at VPI&SU. There is also a graphic and image building function. This helps avert further ascription of roles to the corporation and community. They are free to mold their own images however it is factually reasonable for effective response to opportunities important to community realization.

There is also a developer; the presence of this role expands the conception of economy; it introduces a conception of corporate cash flow as the community's link to the larger capital opportunities of the

market economy. The development function has also shown an <u>expansion</u> <u>of authority</u>. The final outcome will be the realization of the limitations that authority, direction, and control have when they are bound up in personality. They must, as other elements in the process, act with respect to each other under shared purpose.

In many different ways, the events recounted here were served by prescience and perserverence. These qualities are not automatic in the process. In fact, there were some cases where it was necessary to "begin again" because they were notably missing in actions originating in the corporation.

Where such qualities as prescience and perserverence did pertain it was as a function of their purposive application by one or more of the staff participants.

That the corporation maintains a staff capable of this is attributed to the "beginnings" in the charette. The charette, which in many regards has revolutionized community development in Baltimore, resulted largely as a function of the objective community commitment of two city planners and several other persons. When East Baltimore "went public," it did so with the assistance of such effort.

This was known and, as a result, incorporated into the community development corporation. This function remains, though it's precise value is not always understood within the corporation. It is a function the significance of which is only partially represented by tangible gains in the "present."

DISCUSSION OF FINDINGS

Field observations have found several examples of the operation of
the skill factor. In the preceding chapter, these have been represented
as part of an "evolutionary" process. That is, the activity of the
corporation has been seen to expand in its scope; likewise, the staff
has expanded and differentiated its capacity to shape opportunities.

Closer consideration of the historical information supports conclu-
sions about the conditions under which one can act to apply process
skill and the different "levels" at which it works.

Conditions of Application

There must first be a coherence. This pertains where a number of
people constitute a social association that holds together. This also
refers to the shared language and common sensibility within the group.
Community as well as corporation have been rendered here as coherent. (49)

This condition is important in the special case of a precipitating
event. Such is an occurance that challenges or affronts the basic in-
tegrity of the group. This basic integrity is constituted of its essential
symbols and means. The precipitating event precipitated a response for
preservation. This can be characterized as an extraordinary expression
of energy. (50)

At this point, there are two possible outcomes. There can be an
accommodation or trade-off, in which event all who have made themselves part
of the events decide a new balance of associations. In this case some
energies are lost while others are rebundled to buttress the modified
status quo.

Or, some agent may have afforded the process the means of focusing its energies. In the current discussion, that agent would be a person; he would operate to focus the energies of the process upon a purpose. The purpose would be different than simple social system maintenance. The purpose is of such a nature that it can be tied concretely to daily event by a program of tangible objectives. Yet the purpose is not distinct from the common social principles. The direction of energies to locally attainable goals can easily act as the link between general principle and daily life.

Some initial judgement is required on the part of the agent. He must first have studied the situation to understand the facets of coherence, precipitating event, and latent purpose. There must be some consideration of the particular salience of the case at hand. Though it may respond well to direction, it may not fit into a broader scope as readily as another case. There is a matter of ultimate magnitude in the choice of an undertaking.

There is also an issue of point of entry for the agent. Entry is important. Either the agent has some "official" link with the context or he must approach it as a consultant or the like. Surreptitious involvement is inappropriate; it represents the purpose as an insufficient cause.

Given these external aspects, steps must be taken to insure the viability of the process response to the precipitating event. All principle offices having a relationship to the event must be drawn into an interaction. This is on the basis of their responsibility to the public, whether they themselves are public or private offices.

(In the case of the office in the private sphere, there is responsibility owing to usufruct of the public resources.)

An agenda and a communication system must be instituted. The agenda may consider any issue germane to the precipitating event. Rather than limit exchange a priori as a function of analytic treatment of the central issue, interaction is controlled by a feedback process. If possible, it is graphic. Under all conditions, it should serve as a quick portrayal of current business (on the floor or table) as it relates to the purpose. The feedback process becomes a honing device. Inasmuch as the considerations of the interaction are made in real time, the feedback process installs an inducement to economy of action. (51)

The communication system must also perform a documentation function. This will be a touchstone for future actions, a point of reference. For legitimate revisions of the first agreements, the documentation is a tangible point for orientation.

The interactive process must have closure in the form of a product or an explicit agreement for action. This must be assured by the establishment of mechanisms of continuity, notably new formal associations. (52)

These conditions were observed at several different scales. The Dunbar Charette involved hundreds, perhaps thousands of people. The economic dimension of that process has been in the tens of millions of dollars. Yet much the same "line up" of conditions has operated within cycles as short and narrow in scope as a two hour meeting to resolve some problems of plumbing in the Bottling plant project.

Levels at which the Skill can be Exercised

There are three principle ways that process skill has been seen to apply. The broadest way is called the planning level. Here, we refer to long range considerations that affect a spectrum of people. Second, there is the administrative level. Here we refer to organization of effort within the coherent entity. Finally, there is the personal level. Here the agent applies skill to his own conduct of self in interactions of the process.

To illustrate, several examples are drawn from East Baltimore's history of growth in the area of environmental development. It was skill at the planning level that recognizes the long range value of an association with the College of Architecture. To institute this association, a case was made by one of the corporate officers to the board. At the time, responsibility for this proposal was not directly attached to that office, though an implicit responsibility was accepted.

At the administrative level, it was important to effect an association without the explicitness of a contract. Had a contract been spelled out in the beginning, it would have firmed a relationship without benefit of any shared experience between the institutions. In place of a contract, a "hand shake" association was struck between the executives of the respective institutions. (53)

Concerning skills with one's person, there was a continuing need to confront traditional "cultural" dispositions to competition and wanting credit for ideas and the like. Some restraint was necessary to avoid disassociation as a result of ideational disagreement. Some of this could have been difficult, had not the opportunities for the expression

of personal ideas been managed closely. These opportunities came gener-
ally at the points of mini-charettes. The foremat for interaction at
those junctures was always forward moving. Exchange rather than con-
clusion was the objective in these.

In the cases where conclusion was the order of business, interaction
was shaped such that topics for consideration had to be stated explicitly.
This helped to obviate the question of whether particular personal issues
were the proper substance of shared consideration. In some cases, personal
objectives have nonetheless been placed on the table, in which event they
have been handled forthrightly and with dispatch.

An association with the professional design establishment within
Baltimore City was also taken on.(54) Once again, the same officer was
operating with planning prescience. The development of an image handling
capacity within the corporation had to be complemented by the development
of a way of doing business that was particularly suited to this community.
Hence, an association with an architect that had at the onset produced
results of questionable quality was maintained. Sooner than dismiss that
office and search for another, the evolution of a new manner of institu-
tional association was struck. The energies released in initial dispute
over quality of work under contract were intentionally transmitted to
the service of establishing a broad and formalized point of entry to
the existing design institution.

This has been mirrored at the administrative level in the contractural
documents. Three have been issued to date. The first developed an idea
generated by the President of the Corporation. The second expanded that

idea and made proposals which came in at twice the budget available for building. Various attempts at fast tracking and "jerry rigging" of process were abortively attempted until recently it was necessary to sign a third contract. In this case, budget, contingencies, time period, and construction management responsibilities are spelled out clearly. The instance of a contract initially conceived to execute a more or less personal objective has been transmuted to a long range planning objective.

The original agreement had been based upon reciprocal personal objectives. The more recent one is based upon common purpose. Willingness to make some personal commitment to this has been borne out by corresponding willingness on the part of the current administration to wipe the slate clean. This represents the personal level of skill the desire to assert "being right" was not admitted to the process of developing the long range association.

Likewise, the establishment of a new way of doing business with a public funding source was struck. Because of the early difficulties in the design process for one of the corporation's projects, the relationship with the funding source, the Economic Development Administration, was strained.

Here, several things were done. However distant the project seemed from its goal, a "next step" was always taken. This meant that in three successive years, annual reports could honestly site progress in the direction of the building objective that was originally funded. This served the "principle" of the regulations. In effect, it established the position that a community in the early stages of navigating its own realization could not be expected to have the same expertise

and finesse as would otherwise enable a professional developer to utilize the grant without contingencies. Given good faith and continued progress, the community sought and secured recognition of the fact that it was operating within the principles of the regulations attached to the grant.

In so doing, the public administration of the grant saw an earnest intent on the part of the corporation's liason officer to observe the regulations, the application of which was the principle responsibility of the administrator.

This assuaged feelings generated in response to the manner in which the funding source was originally approached--with the presumption that the grant was owed the community on the basis of its ascriptive charac-teristics (ethnicity, poverty, and politics) as opposed to the efficacy of its case. In attendance to the latter, a graphically astute proposal was submitted independently of the verbal report that the grant had been assured as the result of political obligation. Whatever was said politically, there was always an administrative posture of "touching all the bases."

From the personal point of view, there was the responsibility of recognizing that giving up was not one of the options, however far afield the project seemed to go. This instills reserve which, in turn, averts confrontation, which jeopardizes communication, an essential ingredient of process.

In a fourth area, this skill complex was applied to the institution of a distinct development function within the corporation. The first person to fill the position of developer sought returns on the investment

of his time that were not congruent with the organization's pace. He left.

The position was dormant for a while. It was reactivated in connection with a need to manage a housing development project. Administrative insight proffered exhaustive interviewing procedures. This had not been the case the first time. A person was chosen who admitted having a broader objective than making a lot of money or being a successful "corporate man." Hence, the housing project for which he was hired is taken as only one means to the broader objective of establishing development capacity, which is the implicit objective.

One major order of business within the development function has been the establishment of a liason with a local builder. The builder in question is noted for his success with renovations and building reclamation. He entered the scene in a straightforward attempt to become involved with the corporation's activities in these kinds of projects. The impetus of this original interest has been directed to an agreement to do business together in joint venture in the future.

The various facets of the design and build process have been established. The corporation has struck associations that are tied to its long range purposes for development. VPI&SU assists directly in the uncovering and activation of the imagery latent in the community dynamic. There is a format for relationship with the profession. In each case, there is a base of experience that can be built upon. In no case is executive self-interest the central issue.

Table 1. Summary Abstract of Process Skill in East Baltimore Ascendency

	Planning	Administration	Personal
Charette	Recognition of East Baltimore as potential for focused evolution	Well attended roster; Housekeeping details; Feedback	Containment of personal ideas and aspirations; Address to principle in job specification
Medical Plan	Understanding of day to day functional needs; demographic study	Watchfulness vis a vis business and maneuverings in City	Casting Self in roles of new manner of association: direct, equal
Health Maintenance Organization	Application of demographic study; knowledge of current federal law	Documentation of application process	Stick with it; Forgive and forget
PHYSICAL ENVIRONMENT			
Health Plan Building	Recognition of need to break public purse dependence; knowledge of symbolic effect of real estate action	Engineering entrance of EBCC to banking circles	Taking responsibility to cut image of professional responsiveness
Virginia Polytechnic Institute	Recognition of feedback, articulation, information, heurism function in community evolution	Agreement and action upon principles and purposes prior to contract agreement; Dean/Executive meeting	Undergo tests of personal ambition; exchange pace of private process for pace shared dynamic
Design Profession	Need to respect given conditions of evolutionary context	Casting of third contract in extra-personal frame of long range planning need; Detail conditions	Wipe slate clean; Deal with tangibles rather than culpabilities
Development Function	Need to expand conception of corporate cash flow; need for technical expertise in "accomplishing part of design	Extensive interviewing process involving range of attitudes operating in management of corporation	Stated Objectives of applicant

CONCLUSION

In short, it is concluded that the community design process can be positively affected by the skillful action of one person. The acquisition of such skill is, in the observed case, related to a temporary relaxation of concern with one's personal status. Application depends upon identification of a coherent condition that has been charged by a precipitating event. Within such a situation, skill operates at different levels: the broad planning level, the administrative level, and within the personal domain of the participant. Approaching the process in this way has its intrinsic values (in the way of friendship and "a job well done") as well as the practical advantages of reputation and long range work prospects.

The design practicum from which this thesis and its conclusions have been drawn began on a very simple plane. The writer wanted to treat a problem of thought in a different way than he had been accustomed.

The result has been more substantial than expected. What has been termed "process skill," as well as knowledge of its acquisiton, application and operation, are all to be counted as real discoveries.

In the three year period during which these discoveries were made there were many events which, from a personal point of view, did not immediately "stack up logically;" things did not always fit into a clear picture. In these cases, it was intentional, rather than world view, which operated as the thread of coherence. Wherever things became unclear, a "next step" could always be taken with respect to intention. Without fail, this changed the relationship of the writer to the immediate context.

This change always enabled a new perspective on treatment of the issue at hand.

The observation of the resilience of the East Baltimore process should be underscored. The issues of the "what" and the quality in the treatment of the environment will be served by responsiveness on the part of the process. The examples offered in this report generally refer to cases where only one (in some cases two) person was actively engaged in the application of process skill. We cannot help but wonder about the pace and quality of environmental development where many of the process participants exhibit studied and consistent attention to a central shared purpose.

Every attempt has been made to present the findings from this first investigation in an orderly fashion. It is hoped that this facilitates more economical methods in subsequent considerations of this approach to community design.

Nothing has been discovered that would suggest this "process skill" can only be applied in East Baltimore or in the subject areas of design. Pushed to its natural extent, "process skill" is an open capacity to act so as to connect intention with opportunities in the any given circumstance.

Hence, the concentration upon community design process is practical. It results from using available resources and opportunities as the point of departure for work in the interest of the long range objective.

FOOTNOTES

1. "The philosophy of our college is underscored by a commitment to
    the advancement and the improvement of the condition of man and
    his prospects."

    Charles Burchard, Dean, College of Architecture, VPI&SU,
    "Change/Challenge/Response: The Continuing Experiment in
    Education for Environmental Design at VPI." in
    Environmental Design Perspectives, Wolfgang F. Preiser, J. Thomas
    Regan, eds, VPI, p. 9.

2. Alexander Tzoni
    Towards the Non-Oppressive Environment
    George Brazillier Publisher, NYC 1972.

3. "The emerging consensus (on the goals and objectives of the
    community development profession) cluster about a concept of
    improvement of people, the underpriviledged, the overpriviledged,
    and all in between."
    William Biddle, Loureide Biddle
    The Community Development Process
    Holt, Rinehart and Winston, NYC, 1965.

4. "Like the society in which it exists, the modern city is highly
    differentiated. Different parts of the city are associated with
    different opportunity structures, and with different reputations.
    The geographical framework of the city provides the basis for
    the emergence of a mosaic of social worlds. The increasing move-
    ment characteristic of modern society has almost certainly less-
    ened the salience of location in the day-to-day lives of city-
    dwellers, but it remains the case that residence in one part of
    the city rather than in another has implication for a wide range
    of behaviours and biographies. The effects of location may be
    expected to be most pronounced on those whose daily movements are
    more or less confined to the bounds of their immediate neighbor-
    hood--the young, the old, and the 'care-takers'--but the role
    of the community in the initial socialization process and in the
    provision of a reference for social comparison purposes, ensures
    that the influence of the 'neighbourhood effect' is felt across
    a variety of activitis and groups. Different populations have
    different relationships to their locale and areas which are
    suitable for one group may be quite unsuitable for another. The
    diversity of urban life and society both reflect and demand a
    diversified community."
    D. W. G. Timms
    The Urban Mosiac
    Cambridge University Press, 1971, p. 250.

5. Robin George Collingwood
    Essays in Philosophy of History
    William Debbins, ed.
    University of Texas Press, Austin 1965.

6. William Foote Whyte
    Street Corner Society
    University of Chicago Press, 1955.

7. In general "skill" refers to the capacity to apply one's knowledge
    and to act intentionally. In the practicum that was undertaken
    there was no observation of a practical limit upon the extent to
    which one can improve his capacity to act skillfully.

8. The Dunbar Charette (Sherwood D. Kohn, Experiment in Planning
    an Urban High School: The Baltimore Charette, Educational
    Facilities Laboratories).

    The Berea Charette (unpublished report available through the
    East Baltimore Community Corporation, 1700 North Gay Street,
    Baltimore, Maryland   21213)

    Community Design Review Sessions (video tapes available through
    Learning Resources Center, VPI&SU).

9. The East Baltimore Community Corporation, in joint venture with
    Centennial Construction Company, was awarded an Urban Development
    Assistance Grant for $3.3 million in 1978. This is complemented
    by approximately $1 million in Community Block Development Grants.
    The objective of the project is the creation of 288 living units
    for low and moderate income families.

10. This is reflected in the background work of East Baltimore CC's
    socio-economic analyst for grant applications in Law Enforcement.
    Census analysis also shows East Baltimoreans earn less per level
    of education than white counterparts in the city.

    1970 census, Baltimore SMSA, tract numbers: 701-5, 802.02, 803.01
    805-8, 908-9, 1001-2, 1004, 1205.

11. Many properties that are owned by absentee landlords are in violation
    of housing code, which in Baltimore is a criminal offense for the
    owner. This gives a negotiating edge to buyers, if capital is
    available. This capital can be made available locally in several
    ways: through a locally established financial institution, through
    private investment, through local development corporations, as
    provided for under the Small Businessman's Adminsitration. The
    East Baltimore Community Corporation has initiated various phases
    of such a strategy.

12. For a population of 80,847 there are, for instance, only three major food outlets, one produce "stand," no centrally located pharmacy, one department store, and no post office. First Community Design Review Session with VPI, 1977; Census tracts, op cit.

13. Not counting the prepaid medical plan of EBCC, there is only one doctor's office and no service for the population of 80,847.

    Ibid.

14. Berea Charette, op cit.

15. "Defining terf relies upon the residents feeling that they belong and therein may seek common good. . ."

    Biddle, op cit., p. 77.

    John SirJamiki
    The Sociology of Cities
    Random House, NYC, 1964, pp. 202-5.

    Constance A. Nathanson
    "Moving Preferences and Plans among Urban Black Families"
    Journal of the American Institute of Planners, Vol. 40,
    September 1974, pp. 53-9.

16. This was a specific position in the policy of Educational Component of The Action Plan of The City Development Agency of the Baltimore Model Cities Agency, 1968-1973. The Cultural Arts Program, which developed from The Action Plan in Education has become a part of the permanent City educational system.

17. Christopher Alexander
    Oregon Experiment
    Oxford University Press, 1975.

    Steen Eiler Rasmussen
    Experiencing Architecture
    MIT Press, Cambridge, Massachusetts, 1959.

18. This is evidenced in the program outline for The American Brewery Site Development Project of The East Baltimore Community Corporation. The historically registered brew house on this site will be redeveloped in some way to draw people into East Baltimore from other areas in the region. The intent of this strategy is to tie East Baltimore's local economy to the metropolitan cash flow.

19. Evaluation Analyst, Department of Planning & Evaluation, Baltimore Model Cities Agency, May 1971 to April 1973.

20. "Adaptation, Integration, Goal Attainment, and Pattern Maintenance" are commonly used as the four inter-related functional areas of social structure.

    Max Black
    The Social Theories of Talcott Parsons
    Prentice Hall, Englewood Cliffs, NJ, 1961.

21. Kenneth Boulding
    The Image
    University of Michigan Press, Ann Arbor, 1956.

22. Stephen Grabow, Allan Heskin
    "Foundations for a Radical Concept of Planning"
    The Journal of the American Institute of Planners
    Vol. 39, No. 2, March 1973.

    Floyd Barwig, et. al.
    "Precipatory Planning"
    EDRA 3
    College of Environmental Design,
    University of California, Berkeley, 1972, p. 18-2-1.

23. Charles Sargent
    "Decision Making Systems and Planned Change"
    Journal of the Community Development Society
    Vol. 4, No. 1, Spring 1973, pp. 115-7.

24. This refers to the Community Concern Corporation in the case of The Dunbar Street Project, a two phase comprehensive re-development strategy for one whole block of houses.

25. "The essence of process does not consist in any fixed succession of events. . . but in growth that occurs within individuals, within groups, and within the communities they serve."

    William E. Loureide Biddle
    The Community Development Process
    Holt Rinehart & Winston, 1965, NYC, p. 79.

26. This study was initiated by Harold White and Fred J. Clifton, 1968. Harold White was preparing block redevelopment strategies for the Baltimore City Planning Department at the time. Fred J. Clifton was employed by the Model Cities Agency and assigned to work with the Planning Department. The demographic study reflects the ramifications of the population data, as collected for the 1960 Census.

27. William Foote Whyte, op cit.

    Gerald Suttles
    The Social Order of the Slum
    University of Chicago Press, 1968.

28. Lawrence Halprin
    RSVP Cycles
    George Brazillier, NYC, 1962.

29. Edward C. Banfield
    "Ends and Means in Planning"
    Concepts & Issues in Administrative Behavior
    Sidney Mailick and Edward H. Van Ness, eds,
    Prentice Hall, Englewood Cliffs, NJ, 1962, pp. 70-80.

    The artist now sees his work to be not only as a form maker
    himself but also as responsible for the creative drives of
    his total community. . ."

    Lawrence Halprin, op cit., p. 20.

30. Biddle, op cit.

    Fred I. Steele
    Physical Settings & Organization Development
    Addison Wesley, Reading, Massachusetts, 1973, p. 130.

31. David Nesbitt, who fulfilled an Executive Vice Presidential
    position at EBCC was resource to the writer in this area and
    in matters relating to development, construction and financing.
    He now acts as developer for The American Cities Corporation.

32. Max Black, op cit.

33. The Bottling Plant is part of the American Brewery Site
    Development Project. A $500,000 grant was secured from
    the Economic Development Administration for its renovation as
    60,000 square feet of light manufacturing area.

34. This can be observed extensively in the suburban areas of
    Baltimore. It was also the automatic assumption of the realtor
    who has undertaken to lease space in EBCC's proposed 40,000
    square feet shopping center.

35. A recent article in the Christian Science Monitor reported a successful application of low technology solar devices (necessitating involvement of the user) in the Massachusetts home of a doctor. Several homes in East Baltimore are fitted with high technology collectors under a program to avail solar assisted heat to low and moderate income people.

> Emile Tavel Livezey
> "Sunwarmed, Sunlit, and Beautiful"
> Christian Science Monitor
> May 1, 1979, p. B-7-10.

36. This refers to the campus of Dundalk Community College in the blue collar southeast of Baltimore County.

37. Stephen Grabow, op cit.

"The exact nature of these relationships, while unclear at present, does follow a philosophy of action and an ethical quality consistent with the social structures necessary for our post industrial future. The need is clear -- a greater appreciation of the needs and values of users and a more mutually trusting relationship between architect, sponsor, and user-client.

> Howard E. Mitchell
> "Professional & Client: an Emerging Collaborative Relationship"
> Designing for Human Behavior
> Jon Lang, et. al., eds
> Dowden, Hutchinson & Ross, Stroudsburg, Pa., 1974, p. 15.

38. Max Weber
Basic Concepts in Sociology
H. P. Secher, trans., Citadel Press, NYC, 1962.

39. "People Displaced by Revitalization of Run-down Neighborhoods"
The Washington Post, February 24, 1979, p. E1.

40. Max Weber, op cit.

41. ". . . I must be able to throw away all superimposed ideas; I must first see myself, and my own feelings, so clearly that I can then enter into a situation outside myself and see that clearly too."

> Christopher Alexander
> "An Early Summary to 'The Timeless Way of Building'" (1970)

> Jon Lang, op cit.

42. Mitchell, op cit.

    Richard Chase, M. D.
    "Information Ecology & Design of Learning Environments"
    Alternative Learning Environments
    Emerging trends in Environmental Design & Education
    G. Coates, ed
    Dowden, Hutchinson & Ross
    Stroudsburg, Pennsylvania

43. These remarks derive from the writer's personal experience of under-
    taking such an educational process.

44. See Appendix.

45. The Learning Resources Center at Virginia Polytechnic Institute
    has a video tape recording of Hon. Clarence "Du" Burns recounting
    this history of East Baltimore. Other comments, especially
    regarding the behind-the-scenes operation of the charette, come
    largely from Fred J. Clifton, currently Executive Vice President
    of The East Baltimore Community Corporation.

46. Sherwood D. Kohn, op cit.

47. The Brewery Project $15 million
    Retail Center $1.5 million
    Central Avenue Housing $12.5 million
    "312" Housing $ .5 million

48. Sherwood D. Kohn, op cit.

49. "No system is viable unless it has an inner unity and logic. No
    system can survive, whether it is a human society or an animal
    society, without achieving the kind of unified structure that makes
    every component relate to the other. There has to be some kind of
    internal coherence. . ."

    Rene Dubos
    "The Spirit of Design" (1969)
    Aspen Papers
    Reymar Banhamed, ed
    Pall Mall Press, 1974, p. 199.

50. Neil J. Smelzer
    The Theory of Collective Behavior
    Free Press, Glenco , 1903.

51. "As is generally known, the basic model is a circular process where part of the output is monitored back, as information on the preliminary outcome of the response, into the input, thus making the system self-regulating; be it in the sense of maintenance of certain variables or of steering towards a desired goal."

    Ludwig von Bertalanffy
    General Systems Theory
    George Brazillier, NYC, 1968.

52. Robert F. Bales
    Interaction Process Analysis: A Method for the Study of Small Groups
    University of Chicago Press, 1950.

    Howard E. Mitchell, op cit., p. 21.

53. "The State Land-Grant University must be active -- not passive -- in fulfilling its public service role. . . in helping the population see problems beyond its present vision. . ."

    John C. Weaver
    "The University & Community Development"
    Journal of the Community Development Society
    Vol. 2, No. 1, Spring 1971, p. 7.

54. Implicit in this is something of considerable significance. Namely, however creative an insight one has, it must relate to the given condition. In the case of community design, this means, among other things, some association with the established machinery of the design professions. The predominance of building conventions and monetary conduit is attached to this way of designing and building.

    Durkheim's suicide is definitive on factors of anomie, as they would be implicit in proposals not so attuned.

    Emile Durkheim
    Suicide
    George Simpson, John A. Spaulding, trans., Free Press, Glenco , 1965.

55. "Let us first of all remark that it is difficult to see why it would be more in keeping with the logic of human nature to develop superficially than profoundly."

    Emile Durkheim
    The Division of Labor
    Free Press, Glenco , 1947, pp. 402-3.

"I believe in the beloved community and in the spirit which makes
it beloved, and the communion of all who are, in will and in deed,
its members. I see no such community yet but nonetheless my rule
of life is: Act so as to hasten its coming."

Josiah Royce, as quoted by Roland Warren, "The Good Community -- What
Would it Be?"
Journal of Community Development Society
Vol. I, No. 1, Spring 1970, p. 14.

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Fred Clifton, Charette Chairman

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The History of East Baltimore,
Monologue of Clarence "Du" Burns,
Chairman of the Board of Directors
East Baltimore Community Corporation.

Interview of Walter Butke, Fred Clifton, Fred Nastvogel.

Persons

Fred J. Clifton, Executive VP/EBCC, Administration and
Special Projects
David Nesbitt, Executive VP/EBCC, Development

APPENDIX: OPERATIONS OF THE EAST BALTIMORE COMMUNITY CORPORATION

1700 N. Gay Street
Baltimore, Maryland   21213

Subsidiaries

The East Baltimore Medical Plan
    A prepaid, family oriented, comprehensive medical service

The East Baltimore Drug Program
    A rapid detoxification and counciling program

The East Baltimore Youth Diversion Program
    An educational and intervention program for males

The East Baltimore Manpower Program
    A subcontracting agent for the Mayor's Office of Manpower
    Resources

The East Baltimore Family Guidence Program
    A two pronged program: 1) training for entry level positions
    in family counciling field, 2) recognition of and service to
    family as integral unit of community.

Associations

Prepaid Health Care of Maryland
    The planning office for the qualification of the East Baltimore
    Medical Plan as an HMO; the name of the HMO to be established to
    operate throughout the Baltimore metropolitan area.

East Baltimore Local Development Corporation
    A special form of development company that has options for Small
    Business Administration Loans and other public purse considerations;
    operates with profit orientation; currently on the shelf.

Joint Venture Agreement with Jolly Construction Company
    An agreement to associate with Jolly in future redevelopment
    projects, where feasible (Jolly is an up and coming authority
    on industrial building conversions to residential.)

Joint Venture with Centennial Construction Project
    An association to build approximately 300 units of new and
    renovated housing in East Baltimore, using $3.3 million
    Urban Development Assistance Grant for mortgage write-downs,
    and approximately $2 million in Block grant and local
    site improvements.

Association with Community Concern Corporation
    On-going consideration of a whole-block redevelopment.

Marketing Agreement with Kayne/Levin/Neilson Realtors
    Space marketing for 30,000 square feet (±) of shopping mall,
    to be built on urban renewal lots in East Baltimore; EBCC
    owns one and has option for other.

Association with College of Architecture, Virginia Polytechnic Institute
    On-going planning, design, and research assistance,
    currently focused upon the Brewery Project and the
    Gay Street Corridor.

Executive Office

Accounting Function
    Nine full time staff; annual audit by Ernst and Ernst.

Special Projects
    Generation and management of "next" steps; corporate image.

Public Relations
    Information flow between corporation and agents integral
    to its operation and growth

Housing and Economic Development
    The American Brewery Site Development Project
    A $10 to 20 million development on 4.2 acres of
    inner urban area, leased to EBCC by City at nominal.

Gay Street Corridor
    The name given to the initiation of a process for the
    de-institution of the geographic and circulatory
    "spine" of the community.

(other projects mentioned under associations).

PROCESS SKILL IN COMMUNITY DESIGN

by

Frederick Nastvogel

(ABSTRACT)

The proposition that the design process for the redevelopment of
urban communities is improved as a result of one person's skill in
process mechanics is examined. The proposition is sustained on the
basis of observations and analyses made over a three year period in
a community development corporation. Knowledge is gained regarding
the method by which one can develop process skill, the conditions
under which that skill can be applied, and the "levels" at which it
operates.