Flood Recovery Task Force, Inc. Proposals for Housing, Public Opinion, and Image and Appearance Studies. 1973 April

CANDEUB, FLEISSIG AND ASSOCIATES

Planning & Community Development Consultants

PROPOSALS FOR HOUSING, PUBLIC OPINION AND IMAGE AND APPEARANCE STUDIES

RECOVERY TASK FORCE, INC.
WILKES BARRE, PENNSYLVANIA

Candeub, Fleissig and Associates
11 Hill Street
Newark
New Jersey
07102
201/643 3919

April 23, 1973

Mr. Andrew Shaw, Jr.
Executive Director
Flood Recovery Task Force, Inc.
Hotel Sterling
Wilkes-Barre, Pennsylvania 18701

Dear Mr. Shaw:

Re: Your letter of April 16, 1973

I am pleased to transmit six (6) copies of our submission in response to your request of April 16. This is a project to which we can and would assign the highest priority.

Although our submission covers all three projects, we would be happy to work on one or more, at your discretion.

I have bound together the enclosed descriptions of selected members of our firm's staff to better convey the qualifications and experience that we can bring to the project.

Sincerely yours,

CANDEUB, FLEISSIG AND ASSOCIATES

Isadore Candeub
President

IC:cc

encs.

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APPENDIX

Qualifications and Experience

PROPOSAL FOR CONSULTATIVE SERVICES IN CARRYING OUT
THREE STUDY PROJECTS ASSOCIATED WITH
THE RECOVERY EFFORT OF PENNSYLVANIA'S WYOMING VALLEY

A. INTRODUCTION

Lasting for some 35 years after the bottoming of the Nation's depression, the Wyoming Valley's economic depression has left significant psychological impediments to the recognition and exploitation of the Valley's economic and environmental potential. Three fields of immediate concern in which action is needed are housing, governmental services and the Valley's appearance and image--including its self-image.

Candeub, Fleissig and Associates combines intimate knowledge of Luzerne County and the Wyoming Valley's communities with in-depth experience and expertise in the fields of concern. The firm proposes to carry out action-oriented studies in each of the subject areas to provide direction for enhancing the Valley's attractiveness as a place of employment, recreation and residential living.

B. OBJECTIVES AND APPROACH

The objective Candeub, Fleissig and Associates proposes to emphasize and the approach suggested for each study are briefly described below.

1. Housing Market and Financial Feasibility

Major Objective: Identify housing development opportunities of large enough scale to be attractive to significant investors and/or developers--including specific sites.

The major steps entailed in achieving this objective are:

- Broad brush review of housing market.
- Identification and evaluation of promising sites
- Preparation of Report

a. Broad Brush Review of Housing Market

1) Review housing needs, resources (including sites) and trends based upon:

-- existing Northeastern Pennsylvania, Luzerne County and Wyoming Valley reports on housing demand and housing production trends;

-- interviews with local officials, realtors, developers, mortgage bankers and others associated with development activities;

-- existing zoning and other relevant regulatory controls. (An evaluation of accepted coverage and standards will be made in each municipality in terms of their impact on housing development).

2) Review historical trends that are indicative of local preferences regarding such questions as housing type, expenditure for shelter as a function of income, tenure and preference for new homes vs. old.

3) Analyze existing income and demand distributions.

4) Identify some major types of housing units that appear to be marketable in larger number and the general areas in which such development appears feasible.

5) Meet with State funding agencies, local and other financial institutions to ascertain their lending policies with respect to such development and the availability of resources for financing construction and/or purchase.

b. Identification and Evaluation of Promising Sites

1) Identify potential sites for such housing and evaluate them in relation to:

-- land costs;
-- existing zoning, subdivision regulations and other regulations.

2) Select the most promising sites for further study and evaluate alternative price schedules, bedroom distributions and unit sizes based upon cash flow analysis. (The analysis shall be oriented toward normal cost-price relationships as opposed to those associated with recovery period pressures.)

3) Review findings on the individual sites with financing institutions to evaluate their receptivity to this type of investment.

4) Review the findings in light of the results of the housing survey discussed under Public Opinion Survey below.

c. Report

Prepare a report summarizing the general findings with respect to housing market and describing the most promising development opportunities that were identified during the study. The report will identify constraints to housing development with recommendations for improvement, where appropriate.

2. Public Opinion Survey

Major Objective: To ascertain local attitudes toward governmental organization and services, housing and environmental problems.

The basic steps entailed in achieving the objective are:

- Formulation of survey plan
- Conduct of survey
- Analysis and report

a. Survey Plan

Prepare a survey instrument and survey plan for surveying 5 percent of the Wyoming Valley's households including sampling and interview techniques, selection, training and supervision of interviewers and the method of analysis.

The survey should emphasize the following general questions:

1) Government Services

-- What are local attitudes regarding the quality of existing governmental services in areas as education, solid waste, sewer and water and law enforcement?

-- To what extent is it felt that improvements can be made through consolidation of services, consolidation of governments, voluntary co-operation or other alternatives?

2) Housing

-- To what extent are non-financial factors--e.g., attachment to neighborhood, housing type or traditional proportion of income spent on housing--important in the marketing of housing?

3) Area Appearance and Image

-- To what extent are local assets--e.g., rivers, highways--recognized as assets that are exploitable?

-- To what extent is their a desire to improve local appearance and image?

b. Conduct of Survey

Train and supervise local interviewers (college students or others agreed to by the Task Force) and carry out the survey in accordance with the plan.

c. Analysis and Report

The Consultant shall analyze the data in accordance with the survey plan and prepare a report summarizing the major findings and conclusions.

3. Area Appearance and Image

Major Objectives: To identify major environmental resources--natural and man-made--and formulate a practical approach toward capitalizing upon them. (The emphasis should be on implementation--the simplest action programs with the largest pay-off.)

The basic steps involved in achieving this objectives are:

- Inventory of environmental assets and liabilities
- Formulation of enhancement program
- Preparation of report

a. Inventory of Environmental Assets and Liabilities

1) Inventory of the major environmental assets of the area as well as liabilities based upon review of existing reports as well as visual survey.

2) Evaluate the existing development and transportation patterns in relation to the environmental assets identified to determine the extent to which they are in conflict with aesthetic and scenic values.

3) Review existing regulations and controls to determine the extent to which they are protective of environmental values.

b. Formulation of Environmental Enhancement Program

1) Identify the major scenic or environmental features whose protection or enhancement merit consideration in the near or intermediate term.

2) Prepare an overall plan and action program for protecting and/or enhancing the environmental features identified. (The plan and program is likely to combine regulatory controls, incentives for private action, public projects as well as the mobilization of significant private interests for action for their mutual benefit.)

c. Final Report

The Consultant shall prepare an attractive report presenting the findings, conclusions and program proposals of the study.

C. TIME OF PERFORMANCE

Assuming a starting date of May 1, the housing study (B1) and the public opinion survey (B2) will be completed by August 15, 1973. A draft report of the appearance and image study (B3) will be completed by August 15 and the final report by September 15, 1973.

D. COMPENSATION

Depending upon the details of the Scope of Services, the proposed work can be performed in the following fee ranges:

Study	Fee Range
B-1 Housing	$30,000 - $45,000
B-2 Public Opinion	$35,000 - $45,000
B-3 Apperance and Image	$30,000 - $60,000

E. QUALIFICATIONS AND EXPERIENCE

A brief description of the firm is presented in the next section followed by a listing of significant assignments carried out by the firm. This listing, in turn, is followed by descriptions of representative assignments completed by the firm in fields related to the present proposal--housing, market research, consolidation of governmental services, environmental protection and urban design.

QUALIFICATIONS AND EXPERIENCE

The Firm

Candeub, Fleissig and Associates is a nationally-known consulting organization providing a comprehensive range of services to public and private clients involved in the growth, development and improvement of our urban environment.

Since 1953, the company has served as consultants to governments at all levels: State and federal agencies, cities, towns, villages, counties, regional groups, and to many private clients: large industrial corporations, financial and investment institutions, and various nonprofit organizations. Many clients have been served on a continuing basis for a number of years.

The company is a public corporation whose home office is in Newark, N.J. with regional offices in major cities throughout the United States.

A staff of more than 100 - - many of whom have been with the company for 10 years or more -- provides a multi-disciplinary approach to problems in the following areas:

Community and regional planning
Urban renewal and redevelopment
Management systems
Economics and marketing
Social programs
Urban design

PARTIAL LISTING OF ASSIGNMENTS

CANDEUB, FLEISSIG AND ASSOCIATES

A. FEDERAL

1. Community Relations Service - Department of Justice (Model Cities)
2. Department of Housing and Urban Development (Management Systems)
3. Department of Housing and Urban Development (Public Housing Early Warning System and Management Task Force)
4. Soil Conservation Service - Department of Agriculture (Design of Recreation Area)
5. District of Columbia Redevelopment Land Agency (Agency Management Relocation Study and Relocation Replacement Housing Schedules and Claims Procedures)
6. National Capital Housing Authority (Task Force Analysis of Operations)

B. STATE AGENCIES

1. State of Connecticut:
   - Housing Strategy (Department of Community Affairs)
   - Housing Legislative Program (Department of Community Affairs)
   - PPB Study (Department of Agriculture and National Resources)
   - Evaluation Program and Relocation in Hartford Metropolitan Area (Welfare Department)
   - Highway Relocation (Department of Transportation)
   - Procedures and Training on Numerous Programs
2. Florida State University:
   - Seminar on Port Development
3. Iowa Association of Renewal and Housing Authorities:
   - Management Systems in Urban Renewal
4. State of Massachusetts:
   - Training of code enforcement administrators and inspectors
   - Training of code enforcement inspectors
5. State of New Jersey:
   - Regional Study of Urban Renewal Needs in Northeast New Jersey

September, 1972

6. State of New York:

   - Urban Development Corporation-Yonkers, Urban Renewal Study

7. State of Pennsylvania:

   - Highway Appearance Study

8. State of Rhode Island:

   - Statewide Relocation Seminar
   - Training Seminar - Rehabilitation/Code Enforcement/Housing Officials
   - Housing Program Strategy
   - Training Seminar - Public Housing Management

9. State of Wisconsin:

   - Highway Relocation
   - Model Cities

10. Puerto Rico:

    - Highway Relocation

C. NAHRO MANAGEMENT AND INFORMATION SEMINAR

D. CITIES AND REGIONS

1. Albany, New York:

   - Public Housing Management
   - Neighborhood Police Unit Evaluation
   - Community Renewal Program
   - Various Urban Renewal Projects
   - Diagnostic Survey and Social Service Referral System

2. Annapolis, Md.:

   - Public Housing Management

3. Altanta, Georgia:

   - Community Renewal Program

4. Baltimore, Maryland:

   - Secondary Commercial Areas Revitalization (Section 314 Demonstration Program)
   - Urban Renewal Management
   - Model Cities Evaluation
   - Major Rehabilitation Program
   - Preliminary Community Development Program

5. Belmont County, Ohio; Marshall and Ohio Counties, West Virginia:

   - Regional Plan (Interstate)

6. Biloxi, Mississippi:

   - Management of Major Code Enforcement Program
   - City-wide Development Program (Disaster Area)
   - Hurricane Reconstruction Program

7. Blair County, Pennsylvania:

   - Housing Program

8. Capital District Region, New York:

   - Housing Study

9. Central Piedmont Regional Council, North Carolina:

   - Water and Sewer Plan

10. Central, New York:

    - Land Forms Inventory

11. Chicago, Illinois:

    - New Town Study

12. Columbus, Georgia:

    - Historic Renewal Project

13. Dade County, Florida:

    - Urban Renewal Program
    - Urban Renewal Management
    - Community Renewal Program

14. Des Moines, Iowa:

    - Urban Renewal Management

15. Erie-Niagara Counties Regional Planning Board, New York:

    - International Environmental Study

16. Genesee Finger Lakes, New York:

    - Water and Sewer Plan

17. Highland County, Florida:

- Master Plan

18. La Crosse, Wisconsin:

- Comprehensive Plan
- Waterfront Plan
- Recreation Plan

19. Lake Charles, Louisiana:

- Urban Renewal Program

20. Lake County, Illinois:

- Program of Criminal Justice

21. Los Angeles, California:

- Urban Renewal Management

22. Lynn, Massachusetts:

- Equal Opportunity in Housing Study
- Diagnostic Survey and Social Service Referral System

23. Martins Ferry, Ohio:

- Master Plan
- New Town Feasibility
- Model Cities Planning, Programming and Evaluation
- Community Action Program (Anti-Poverty)
- Community Renewal Program
- Urban Renewal Projects

24. Madison, Wisconsin:

- Land Marketing Recommendations

25. Mauch Creek, Pennsylvania:

- Reservoir Watershed Plan and Program

26. Meriden, Connecticut:

- Park and Recreation Plan

27. Milwaukee, Wisconsin:

- Nonresidential Blight Study (CRP)
- Various Urban Renewal Projects

28. Montgomery County, New York:

- Route 28 Evaluation

29. Naples, Florida:

- Comprehensive Planning Program

30. New Orleans, Louisiana:

- Urban Renewal Management
- Rehabilitation Training

31. New York, New York:

- Code Enforcement Study
- St. Nicholas Park Urban Renewal Project
- West Side Urban Renewal Project

32. Oklahoma City, Oklahoma:

- Urban Renewal Management

33. Palm Beach, Florida:

- Master Plan and Zoning Ordinance

34. Pinellas County:

- Regulatory Controls
- Fiscal Resources

35. Pittsburgh, Pennsylvania:

- Urban Renewal Management

36. Portland, Maine:

- Housing Strategy - Model Cities

37. Pontiac, Michigan:

- Urban Renewal Program

38. Rochester, New York:

- Urban Renewal Project
- Urban Renewal Management

39. Rock Springs, Wyoming:

- Subsidence Demonstration Study (Section 314)

40. Rolla, Missouri:

- Urban Renewal Program

41. Sacramento, California:

- Urban Renewal Project (Historic Restoration)

42. San Antonio, Texas:

- Urban Renewal Management
- Urban Renewal Programs
- River Corridor - Study Design

43. San Francisco, California:

- Urban Renewal Management

44. Scott County, Iowa and Rock Island County, Illinois:

- Comprehensive Development Plan
- Open Space and Recreation Plan

45. South Alabama Regional Planning Commission:

- Five-Year Comprehensive Planning Program

46. Stark County, Ohio:

- Urban Area Transportation Plan

47. Sullivan County, New York:

- Mobile Home Ordinance
- Housing Study

48. Tampa, Florida:

- Model Cities Information System

49. Tampa Bay, Florida:

- Forms and Appearance

50. Titusville, Florida:

- Shore Development Program

51. Tocks Island Regional Advisory Council; New York, New Jersey and Pennsylvania:

- Solid Waste Management Study
- Environmental Design

52. Tulsa, Oklahoma:

- Urban Renewal Management

53. Wilkes Barre, Pa.:

- Disaster Recovery Program

54. Woodbridge, New Jersey:

- Highway Beautification (Section 314 Demonstration Program)
- Community Renewal Program

E. PRIVATE

1. Development and zoning studies for private clients, including:

- AMREP (American Realty and Petroleum)
- AT&T (American Telephone and Telegraph Co.)
- Caladesi Corporation (a subsidiary of National Development Corporation)
- Carabetta Enterprises, Inc.
- Ervin Company (a subsidiary of American Cyanamid)
- Florida Power Corporation
- Harry Osias Organization
- Johns Manville Corporation
- New Jersey Bell Telephone Co.
- Northeast Land (a subsidiary of Blue Ridge Real Estate Corporation)
- Pennsylvania Power and Light
- Pioneer Development (a subsidiary of Pioneer System)
- Prudential Insurance Company
- Saul Morgan Enterprises, Century 21
- Trexler Orchards Corporation
- Turner Corporation
- United States Homes Corporation
- United States Homes Seminar
- United States Steel Realty (a wholly owned subsidiary of U.S. Steel)
- Western Union Realty Corporation
- YMHA Regional Feasibility Study

F. NAHRO - MANAGEMENT AND INFORMATION SEMINAR

The firm is or has been involved in assignments in 40 states, Puerto Rico and Canada.

TAMPA BAY, FLORIDA

PROJECT: Regional Design Study
CLIENT: Tampa Bay Regional Planning Council, Florida
DATE: October, 1968

LOCATION AND BACKGROUND

The Tampa Bay Region is located in west-central Florida along the Gulf Coast. It consists of four counties (Hillsborough, Manatee, Pinellas and Sarasota) and their major cities (Bradenton, Clearwater, St. Petersburg, Sarasota and Tampa). The region covers an area of 2,521 square miles. The Tampa Bay Region shares all of the qualities of Florida and, in many ways, excels in them. Tourist facilities, port development, industrial potential, and educational institutions all rank among the finest in the state and nation. The unique shape of Tampa Bay gives the region a large exposure to the Gulf of Mexico and its numerous bays and inlets, thereby establishing the area as a prominent boating, fishing, swimming and water sports area.

PROGRAM

Regional forms are classified into 21 design elements representing primary physical features such as rivers, highways and activity centers. Regional appearances have been classified as design components or combinations of selected elements which are critical to regional design. The study analysis is conducted in terms of three basic objectives. The first of these is diversity, which would counteract the tendency toward monotonous urban sprawl. The second objective, compatibility, would exploit potential opportunities and avoid potential conflicts between two or more design elements. The third objective, compact development, is a means proposed to serve both of the above objectives, coordinate public and private development policy and accommodate existing development pressures within the region.

The study concludes with recommended design treatments for priority areas in the region. These design treatments are in sketch form and present alternative measures by which the three objectives might be achieved.

"Environmental Planning"

Candeub, Fleissig and Associates

Regional Design Study
Tampa Bay, Florida

A design study undertaken by Candeub, Fleissig and Associates for the Tampa Bay Regional Planning Council provided a framework within which land use, transportation and decisions affecting the forms and appearances of the region could be made and tested before they became policy.

The study involved the classification of regional forms and appearances and recommended design treatment for priority areas in the region, showing alternative methods for achieving basic objectives. The three basic objectives being: Diversity- -to counteract the tendency toward monotonous urban sprawl; Compatibility- -to exploit potential opportunities and avoid potential conflict between two or more natural or man-made design elements; Compact Development- -the intensification of existing development in specified areas to facilitate implementation of the previous objectives and assist in the coordination of public and private development policies and accommodate existing development pressures in the region.

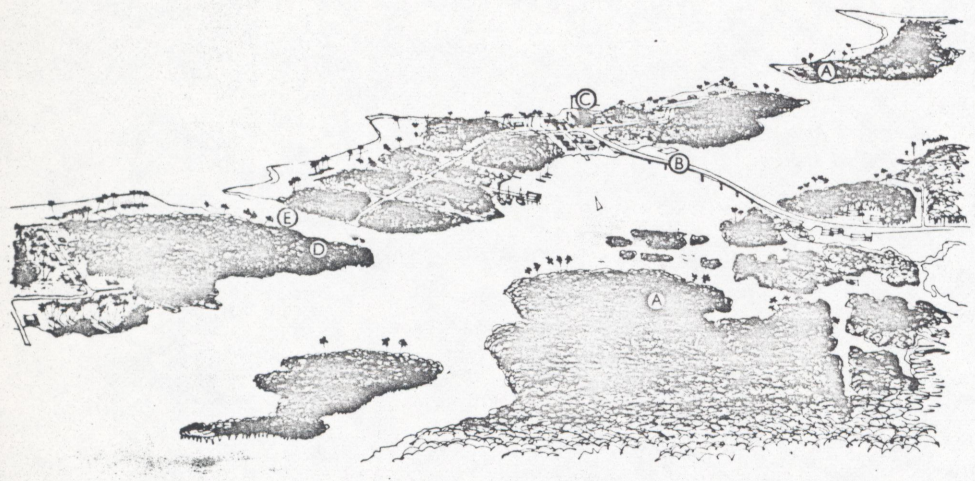
Candeub, Fleissig and Associates identified priority problems and priority areas of regional design. Design treatment for the priority areas were recommended and shown in sketch form to indicate design treatment which may be used in achieving the objectives. The report also showed in sketch form what might happen to the region if present trends continue without adequate control.

This sketch indicates an alternative choice to the type of development pattern which could occur in the Tampa Bay Region. This pattern can be achieved through planning.

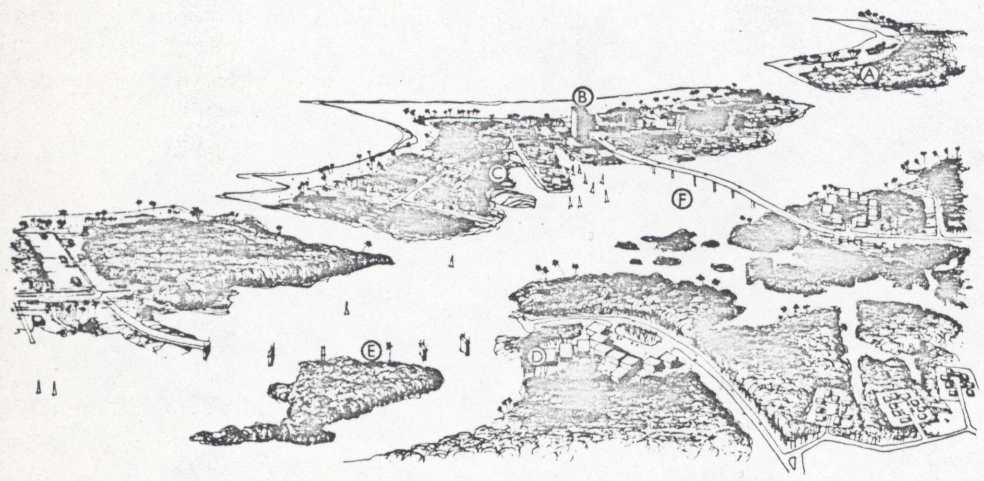
This sketch indicates the type of development pattern which could result if present trends continue in the Tampa Bay Region. The result would be comparable to what has happened in the Los Angeles area.

Regional Design Study
Tampa Bay, Florida

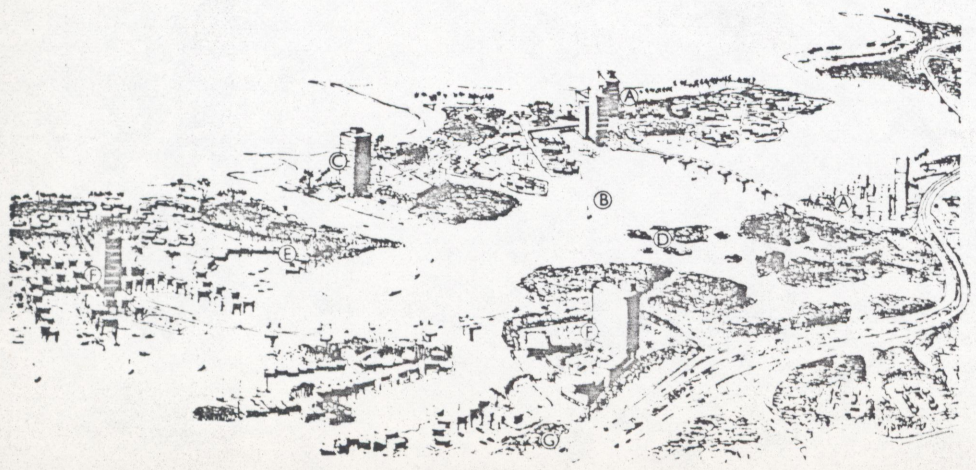
Developing Barrier Islands



Immediate Future of Developing Barrier Islands



Long-Range Future of Developing Barrier Islands



ERIE-NIAGARA, NEW YORK

PROJECT: International Environmental Study
CLIENT: Erie-Niagara Regional Planning Commission, New York
DATE: February, 1971

LOCATION AND BACKGROUND

Erie and Niagara Counties are located in northwestern New York State. They cover 2,000 square miles and include a population of approximately 1,300,000 persons. The two most important cities in the region are Buffalo, with its international airport, and Niagara Falls. The major features of the two counties, however, include the Niagara River Gorge, Niagara Falls and Lake Erie. The area economy is linked strongly to these natural tourist attractions. Because of the economic importance of these major natural attractions, any degradation of the environment will have an adverse economic effect on the area.

PROGRAM

During the past few years, increased concern and interest have been voiced in both Canada and the United States over the mutual environmental problems that exist along the international boundary defined by the Niagara River. This concern has prompted the International Joint Commission to seek methods for evaluating environmental problems and an approach to their solutions for the benefit of both nations.

The study identifies those significant natural and man-made features that affect the physical-visual appearance and use of the Niagara River and its shoreline. It emphasizes those areas of unique and significant interest such as the Niagara Falls and the Niagara River Gorge as well as the remainder of the river system and the principal means of access to and along the river.

The study also emphasizes the implications and impact of the Niagara River System on the larger regional environmental framework in terms of tourist-oriented land use concentrations, transportation, environmental health, governmental management and coordination practices, air and water pollution generators and vacant developable land adjacent to the river. Existing investigations have indicated that the largest concentrations of air and water pollution generators in the Erie and Niagara region are located along the Niagara River System. The study proposes an action program that carries out a range of solutions involving various levels of government. The action program will primarily concern itself with the control of elements contributing to environmental pollution.

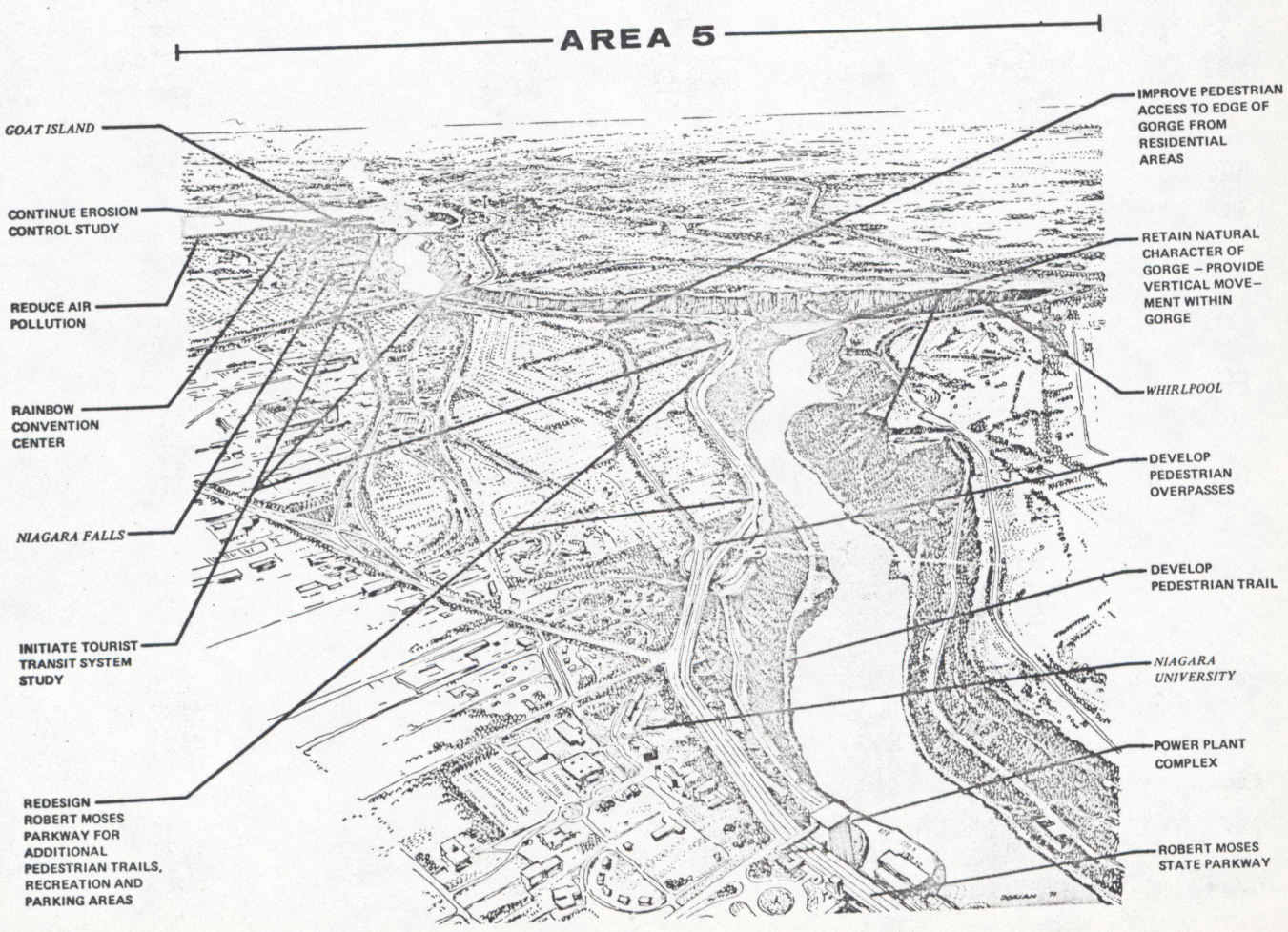
Niagara River Environmental Plan
Erie and Niagara Counties, New York

The Niagara River Environmental Plan is a comprehensive plan and program designed to upgrade the environmental condition of the Niagara River Corridor. It includes an inventory and analysis of pollution sources, geophysical features, land use and population concentrations, historic features, prominent buildings, highways, and tourist activity concentrations. The entire 37-mile length of the river (from Lake Erie to Lake Ontario), the shoreline, and land adjacent to the river for an approximate inland depth of one mile is included in the Niagara River Study. The character of the river, its shoreline, and the development along its banks varies widely and dramatically--presenting monumental natural scenic wonders intermixed with urban development.

The principal goal of Candeub, Fleissig and Associates' study was to establish design guidelines and develop an improved management structure to monitor and direct those activities with environmental consequences along the Niagara River.

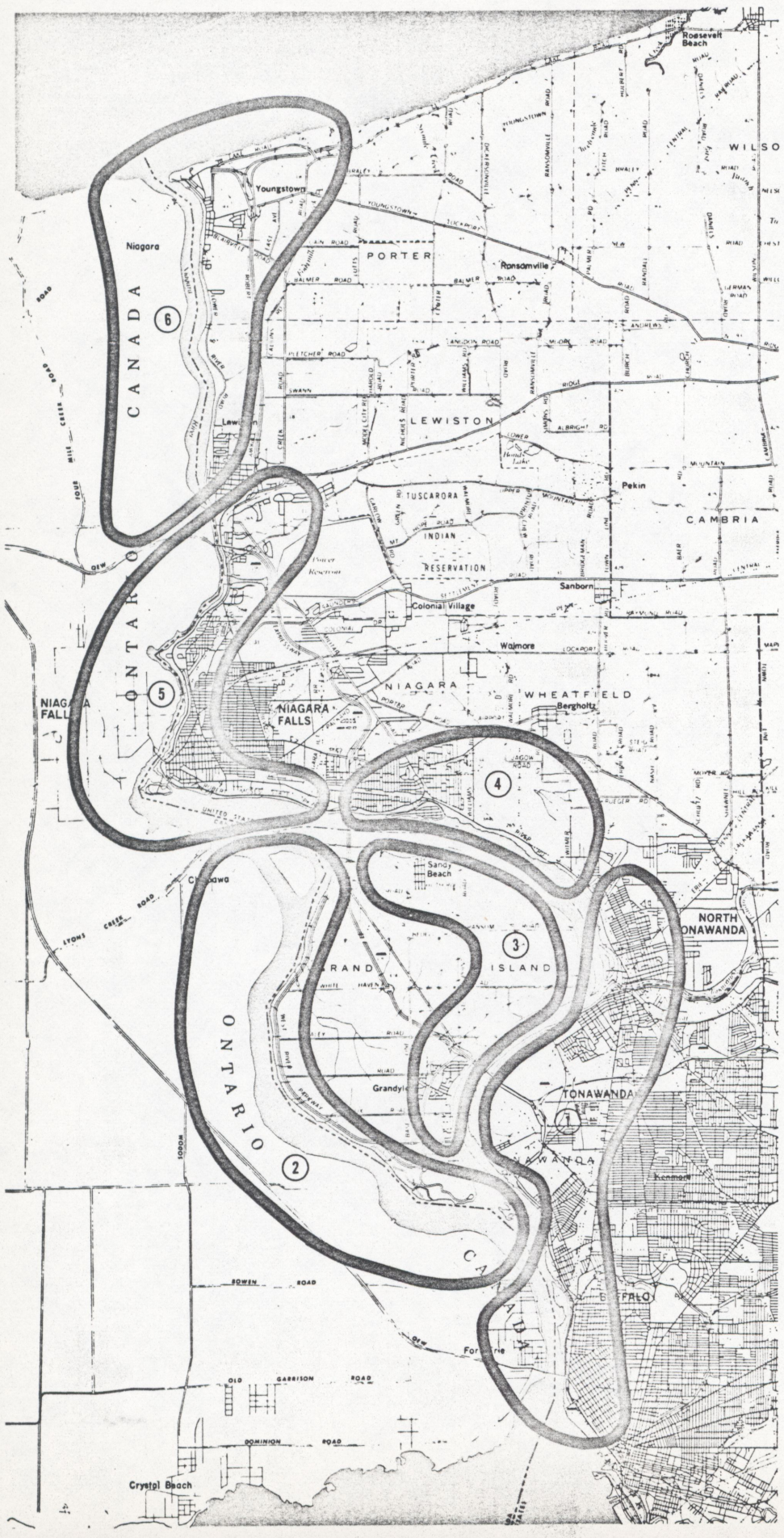
Possible conceptual solutions to environmental problems were considered through preparation of alternative design concepts for geographic areas within the river corridor and preparation of alternative river corridor "themes" for river system management. A preferred design concept was selected for each geographic area. Design concepts were developed to meet the area's environmental goals. These actions involve natural resources maintenance and enhancement, land use and transportation, aesthetics and prominent buildings, recreation, tourism, and historic features.

Potential roles for government at all levels in managing the river system to carry out the plans were identified and evaluated. The coordinated management program involves actions at the local, county, regional, state, federal and international levels to implement recommended action programs. New management entities were evaluated as part of Candeub, Fleissig and Associates' evaluation of innovative solutions.



View Southwest From Power Plant

Niagara River Environmental Plan
Erie and Niagara Counties, New York



Demonstration of a Technique for Limiting the Subsidence of Land over Abandoned Mines
Rock Springs, Wyoming

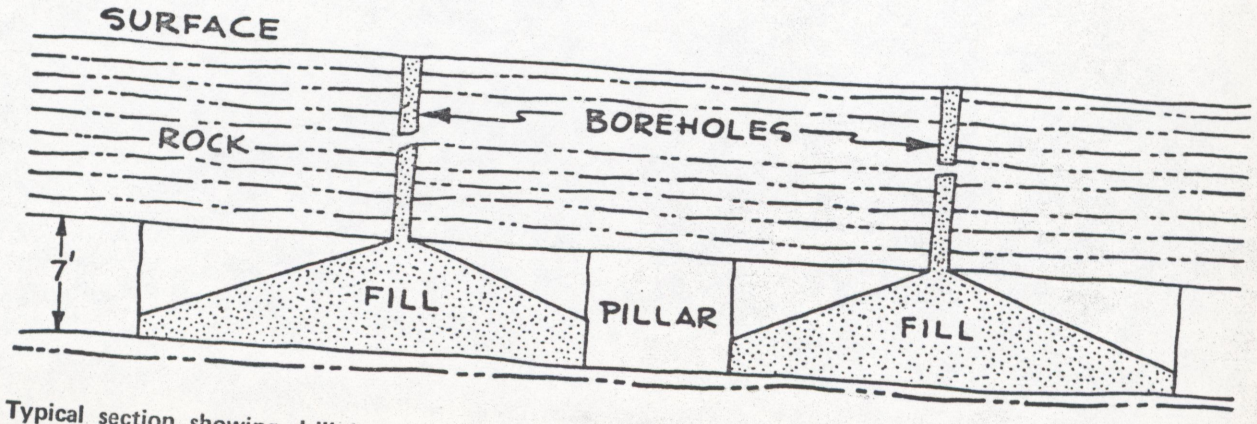
Subsidence of land over abandoned mines has already affected about 2 million acres in at least 30 states. A total surface land area estimated at 13 million acres will have been used for mining by the year 2000. By then, subsidence problems may have affected nearly 4.5 million acres.

The Dowell Division of the Dow Chemical developed a new process for the back-filling of mine cavities for purposes of preventing subsidence of abandoned mines. In a recent project supported by grants from the Department of Housing and Urban Development and the U.S. Bureau of Mines, Candeub, Fleissig and Associates studied and evaluated the first demonstration of Dowell's new closed-system hydraulic technique for refilling mine voids with solid material to provide additional support.

The City of Rock Springs, Wyoming provided a number of distinct advantages as a location for the demonstration project. Within the developed urban area of the city 150,000 acres have high subsidence risk because of inundated mine voids below the surface. Properties over these flooded mines include the City Hall, churches, schools, a large part of the central business area, and many homes. After the first signs of severe damage due to land subsidence occurred in a 2-acre area in 1967, Rock Springs identified 14 high-risk areas.

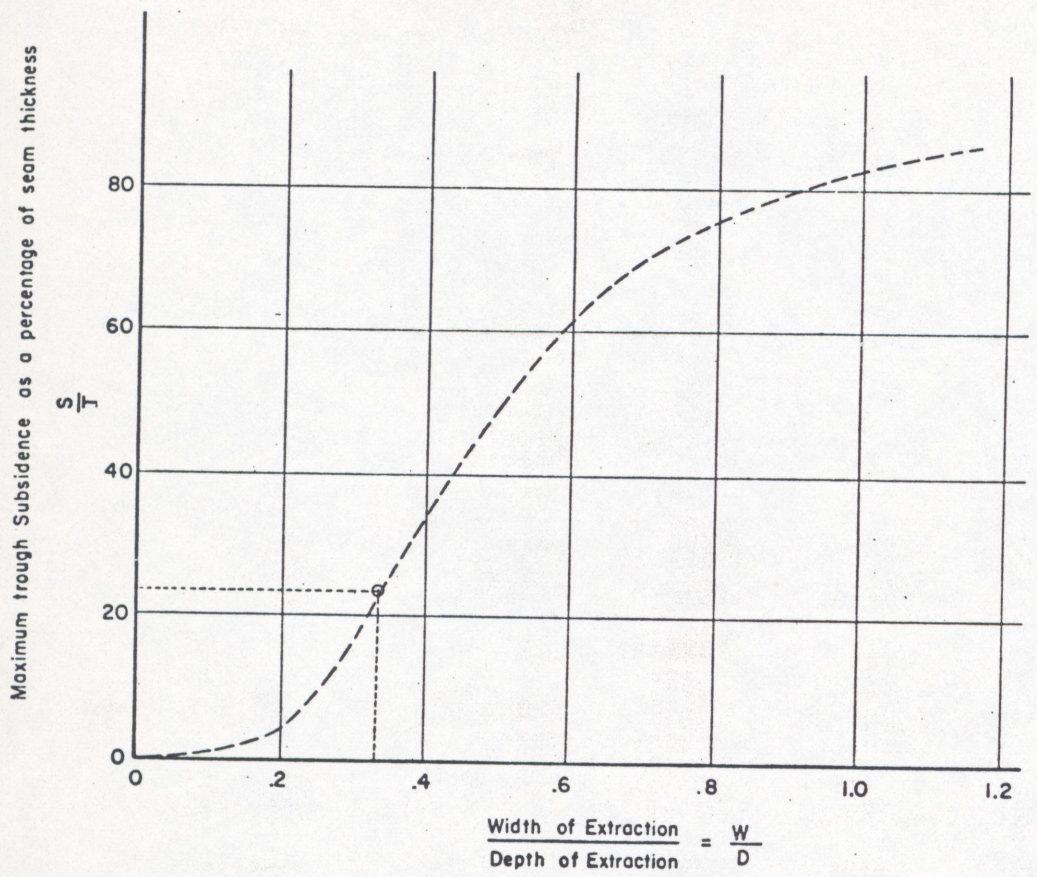
Candeub, Fleissig and Associates concluded Dowell's new method is capable of filling voids in flooded mines from a single surface boring more completely than any other procedure. The new blind flushing technique introduces a high-velocity slurry of water and solid waste material into a mine void through a strategically located well. It is unique in its application to inundated mines where drilling access to the void is impossible from the surface directly above, because of the presence of buildings, underground facilities such as sewere and utility conduits, or other improvements on or near the surface.

Candeub, Fleissig and Associates recommended backfilling most of the high subsidence risk areas in Rock Springs by the new closed-system technique. As part of a large-scale program, stabilization work in the two-acre area of 1967 damage could have been accomplished for about $32,000. The resale value of damaged homes dropped more than $100,000. Tax assessments on these properties were reduced by 70 percent.



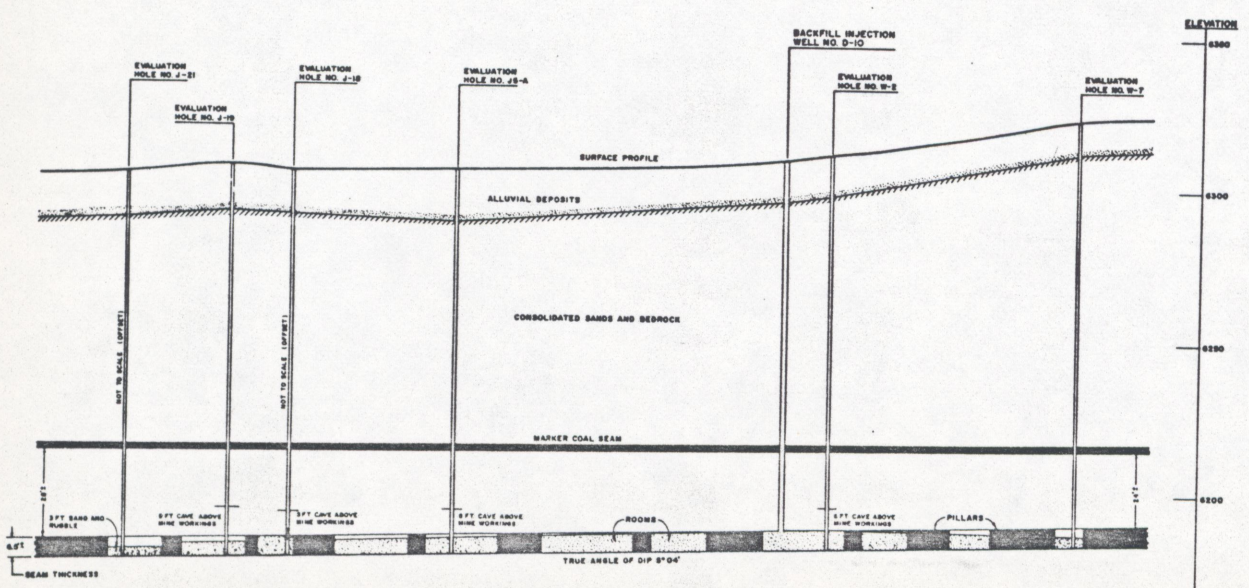
Typical section showing drill holes and configurations for open-sluice technique as it might be applied in Rock Springs.

Demonstration of a Technique for Limiting
the Subsidence of Land over Abandoned
Mines
Rock Springs, Wyoming



D = average depth of mining = 120'
W = average width of extracted area = 40'
T = thickness of extraction = 7'
S = maximum trough Subsidence = 1.66'

Reproduced from Mining Congress Journal,
"Ground Subsidence and Control" by
Kenneth Wardell, Newcastle, England



Diagrammatic Cross Section Showing Evaluation Holes

WOODBRIDGE, NEW JERSEY

PROJECT: Highway Renewal Plan for U.S. Route 1
CLIENT: Woodbridge, New Jersey
DATE: September, 1969

LOCATION AND BACKGROUND

Woodbridge is located in central New Jersey and is part of the intermediate ring of the New York metropolitan area. It is a large Township with a population of 110,000 persons.

Due to swiftly moving forces within the New York metropolitan area, Woodbridge, over the past two decades, has become central New Jersey's major industrial and commercial center and the fourth most-populated urban place in the State. The crisscrossing of the Township by the Garden State Parkway, the New Jersey Turnpike and U.S. Routes 1 and 27, combined with the vast amounts of vacant and developable land, were important factors encouraging this development.

PROGRAM

U.S. Route 1 crosses the length of Woodbridge Township. It is a full-access highway characterized by declining automobile-oriented land uses along its length. The efficiency of the highway is also adversely affected by the combination of high traffic volumes and unlimited access. In effect, this length of U.S. Route 1 had in microcosm most of the major ills affecting older U.S. highways throughout the nation.

This section of U.S. Route 1 was approved as a Federally-financed demonstration project. As part of the program, factors leading to the visual and functional deterioration of the highway were inventoried and analyzed. Proposals were made to increase traffic capacity, decrease safety hazards, and increase property values within strip commercial development. The major emphasis was given to visual effects of and from the highway and the several State and Federal programs available to achieve the necessary improvements. Coordination with the acceptance by tenants along the highway was a continuing requirement of this effort. New graphic techniques were developed to more adequately communicate physical situations.

"Highway and Transportation Planning"

Candeub, Fleissig and Associates

NEWPORT, RHODE ISLAND

PROJECT: Historic Area Renewal
CLIENT: Redevelopment Agency, City of Newport, Rhode Island
DATE:

Newport, a city of 47,000 situated on Long Island Sound, is the home of the famed Americas Cup yacht races. The Redevelopment Agency's General Neighborhood Renewal Plan (GNRP) identified two urban renewal project areas.

CF&A, after completing the GNRP for a 73-acre area of the city, prepared the urban renewal plan for the first project, Market Square-Long Wharf, an historic 24-acre area that includes the central business district and waterfront. Preservation and rehabilitation of historically significant buildings and areas was emphasized in the plan, also proposed were the construction of a waterfront bulkhead and new roadway, and the development of tourist and commercial facilities.

Since the project went into execution, the bulkhead has been completed and the new road connection is under construction. All of the proposed redevelopment sites have been cleared and one parcel has been sold to Treadway Inns for a 150-200 unit hotel and marina. A local junior department store has purchased another parcel and is construcing a new store. Historic preservation and rehabilitation work is under way.

"Historic Area Study"

Candeub, Fleissig and Associates

PROJECT: Outdoor Recreation and Open Space Plan
CLIENT: Bi-State Metropolitan Planning Commission, Iowa and Illinois
DATE: August, 1968

LOCATION AND BACKGROUND

The Bi-State area consists of Scott County and Rock Island County, Iowa and Illinois respectively. It is bisected by the Mississippi River and includes a population of 300,000 persons. The major cities in the region are Davenport, Iowa, and Rock Island and Moline, Illinois. The area has a sound industrial economic base with a supporting agricultural hinterland. Major regional planning for the area is done by the Metropolitan Planning Commission.

PROGRAM

The major recreation and open space plan is based on a detailed inventory of regional facilities, both developed and undeveloped and a comprehensive analysis of possible user demands. User demand was broken down by internal and external (tourist). A TIM (time, income, mobility) analysis was developed to determine the specifics of external recreation demand in terms of age groups, recreation preferences, etc.

The plan was developed by maximizing the utilization of the water resources of the region. Regional recreation features were also keyed to "gateways" to the region and to interstate highway access points.

As part of the implementation effort, a short- and long-range cost and priority program was developed.

"Park and Open Space
Planning"

Candeub, Fleissig and Associates

Historic Hill
Newport, Rhode Island

Newport, the home of the famed America's Cup yacht races, is situated on Long Island Sound. The population is 47,000.

Historic Hill, an area of approximately 69 acres, is the remainder of the Thames Street General Neighborhood Renewal Plan prepared by Candeub, Fleissig and Associates in 1962. The project is the third urban renewal project to be undertaken by the City of Newport.

The physical and environmental character of present day Historic Hill is similar to that of the Eighteenth and Nineteenth centuries. The range of architectural styles present in Historic Hill is one of its greatest visual and historic attractions.

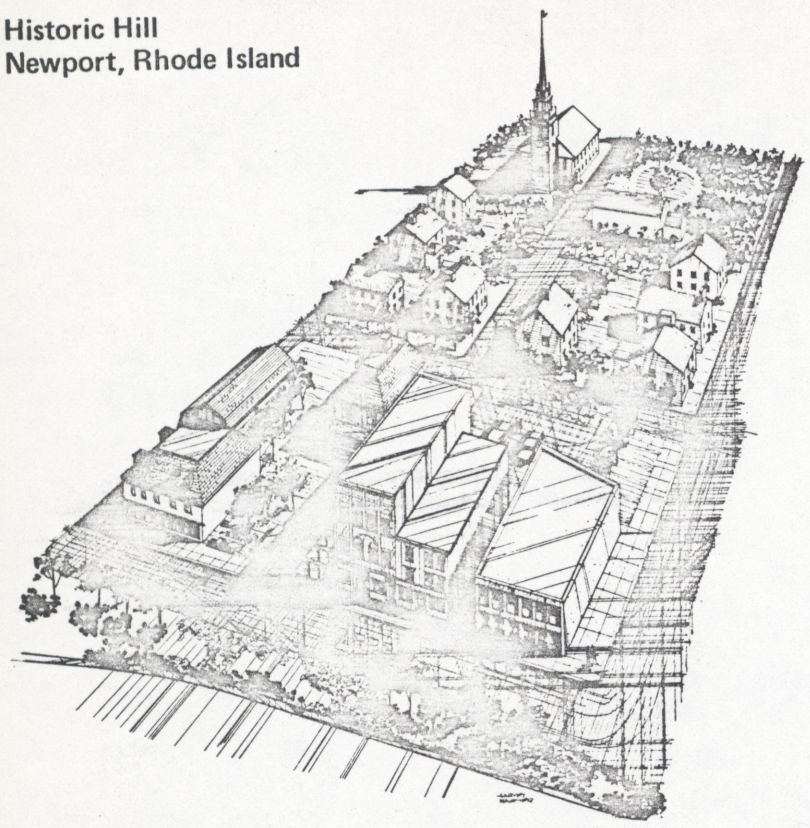
A series of detailed surveys including land use, structural conditions of the buildings, blighting influences, condition of housing units, and environmental conditions were made. The surveys showed that 273 of the total 422 buildings in the project area have structural deficiencies. As a result of the surveys, a 2.8 acre area is to be cleared. The balance of the 69-acre area is to be rehabilitated and contains structures whose retention and improvement are compatible with project objectives and presently exist as an integral part of Newport's historic fibre. Candeub, Fleissig and Associates performed rehabilitation feasibility analyses of typical structures and completed detailed work write-ups and costing for restoring these structures to standard condition in keeping with the historic character of the area.

The rehabilitation plan and programming of this project provides for the preservation and enhancement of the heritage of Newport by preserving historic and architecturally valuable buildings and sites and by retaining the environment of early Newport. The basic design goal of the plan is to preserve and protect Historic Hill as an active, living historic district of national importance, worthy of its present status as a Registered National Historic Landmark.

The plan also provides for the improvement of a section of the Central Business District by continuing the renewal effort of the Long Wharf-Market Square project. The City's arterial circulation system will be improved by extending the America's Cup Avenue. Design objectives for development in the Historic Hill Urban Renewal Project Area have been developed as guidelines to insure that an attractive, viable and authentic environment is retained, strenthened and restored to the area.

Perspective View of Historic Hill

Historic Hill
Newport, Rhode Island



Trinity Church Development, Perspective View

Illustrative Site Plan

Architects: The Providence Partnership - Providence, Rhode Island

STATE OF CONNECTICUT

PROJECT: A State Housing Strategy
CLIENT: Department of Community Affairs
DATE: February, 1969

LOCATION AND BACKGROUND

At the time of the establishment of the Department of Community Affairs in Connecticut the need for low-and moderate-income housing was critical. The Department requested that Candeub, Fleissig and Associates assist them in formulating and in executing a pilot housing strategy. In addition to facilitating housing development, it was intended that the execution of the strategy provide a mechanism for the training of Department of Community Affairs staff in their housing responsibilities. The strategy was implemented in the cities of Bridgeport, Hartford, New Britain, New Haven, Norwalk, Stanford and Waterbury.

PROGRAM

The strategy developed involved a relatively quick broadbrush review of the housing market in each of the target cities to determine current low- and moderate-income needs. Based on this review a preliminary housing concept was formulated for each of the cities. The program concept encompassed a basic method and specific actions that the community should consider for improving or increasing its supply of low- and moderate-income housing. The concept was discussed with local groups, agencies and officials; inadequacies of the original concept were identified and the program concept revised to reflect local objectives and needs. Implementation activities were then begun and an analysis made of future tenants, and suitable programs (social, recreational, etc.) were identified to meet the supplementary needs of the tenants. All of the activities required to complete the program were identified and scheduled using the Program Evaluation Review Technique (PERT) to coordinate all program activities. By the end of the program, 1,700 dwelling units had been started and planning was under way on an additional 7,800 units.

"Housing Program"

Candeub, Fleissig and Associates

PROJECT: Housing Strategy
CLIENT: Bridgeport Housing Authority
DATE: April, 1970

LOCATION AND BACKGROUND

In common with many of America's older inner cities, Bridgeport has a housing problem. The development of a housing research program to provide a foundation for a housing program resulted from discussions between CF&A and local officials and various individuals and groups with special interests in housing. The idea of coming to grips with a housing strategy for the City - - contained in a document that could be used by all concerned with the problem - - emerged as a matter of primary concern.

PROGRAM

To develop the strategy, CF&A assembled a team of specialists in management, economics, social services, municipal financing, site and land use planning and project execution. They worked with the Community Development Action Plan (CDAP) Agency, Housing Authority, City Planning Commission, Redevelopment Agency, Regional Planning Agency and the Federal Housing Administration's regional office. The firm was under contract to the Housing Authority, through the Connecticut Department of Community Affairs.

The team studied Bridgeport's housing needs in conjunction with a review of alternatives available to the City for achieving its housing objectives. Special reports from the Greater Bridgeport Regional Planning Agency and many other sources were utilized. Coordination with the CDAP and land use plan study processes was achieved to assume maximum use of separate studies and participation by as wide a spectrum of local interests as possible.

The strategy which was developed estimated Bridgeport's housing needs and outlined alternatives for improving the housing situation.

"Housing"

Candeub, Fleissig and Associates

BALTIMORE, MARYLAND

PROJECT: Vacant House Rehabilitation Program
CLIENT: Department of Housing and Community Development
DATE: July, 1970

LOCATION AND BACKGROUND

The City of Baltimore, like many other cities, has many vacant and abandoned houses. In an effort to increase the housing stock of the City, and to improve the neighborhoods and streets containing vacant houses, the City of Baltimore initiated a housing rehabilitation program with a turnkey provision to turn over 1,400 units to the Housing Authority.

Since the proposed program involved new concepts for Baltimore both in quality and in scope, the Department of Housing and Community Development asked Candeub, Fleissig and Associates to assist them in implementing the program. Candeub, Fleissig and Associates' efforts were directed primarily at the development of the organizational tools and procedural machinery for getting the program under way as soon as possible.

The Management Division designed a manual to be used by the staff of the Department of Hosuing and Community Development in carrying out the acquisition process. The manual set forth the events and steps involved from the time the Department is made aware of a vacant house until that house is purchased by a developer who will rehabilitate it. It describes the activities to be performed in carrying out the various procedural steps, identifies the individuals or the section responsible for carrying out the activities, prescribes the forms to be used and the filing system to be used in maintaining information on the program. It includes, in addition, a paperwork flow diagram encompassing all of the paperwork of the acquisition process.

PROGRAM

Candeub, Fleissig and Associates in collaboration with the Baltimore staff identified all of the events and activities that had to be completed in order to carry out the acquisition process. Alternative methods of carrying out the essential activities were identified and evaluated in terms of effectiveness and efficiency. The preferred methods were identified and included in the program. An effective sequence for carrying out the activities was defined. Responsibility for the activities was then assigned to appropriate groups in the city and the forms and procedures developed for the proper execution of each of the activities. A filing and record keeping system was then developed for the program to permit maintenance of all activities at the appropriate level and for effective continuing evaluation of program results. An appropriate organizational structure and staffing pattern for administration and coordination of the program was developed. A manual was prepared embodying all of the procedures, paperwork flow and organization structure.

"Rehabilitation Program"

Candeub, Fleissig and Associates

NORTH MIAMI BEACH, FLORIDA

PROJECT: Century 21
CLIENT: Private Investor
DATE: August 11, 1970

One of South Florida's most prominent developers acquired a site in North Miami Beach. The site was well located and offered various development alternatives. As part of the site planning program, CF&A conducted research into the marketability and potential of various uses on the site. The research included analyses of the housing, hotel and commercial space markets. Recommendations were made to intensely develop the site with 7,200 condominium units, a shopping center, a hotel and recreation facilities. After the recommendations were accepted, CF&A prepared a work program and development schedule. The $200 million development is under construction.

"Market Study and Design"

Candeub, Fleissig and Associates

WALTHAM, MASSACHUSETTS

PROJECT: Application for New Branch
CLIENT: Waltham Federal Savings and Loan Association
DATE: March, 1970

LOCATION AND BACKGROUND

Waltham, a community about seven miles west of downtown Boston, has experienced only moderate growth but incomes and savings have increased rapidly, creating demands for increased banking services. In preparing an application for the establishment of a branch office of the Waltham Federal Savings and Loan Association, CF&A carried out a study to meet all Federal requirements for such applications. The study examined the question of injury to existing financial institutions and detailed operating revenues and expenses of the proposed branch. The Federal Home Loan Bank Board in Boston and in Washington approved the application and permitted establishment of the branch.

"Bank Location"

Candeub, Fleissig and Associates

U.S. STEEL REALTY

PROJECT: New Town Marketability
CLIENT: U.S. Steel Realty
DATE: 1970

U.S. Steel Realty, a subsidiary of the steel corporation, owned a 2,000 acre site in northern New Jersey and expressed an interest in developing a new town there.

As part of a large planning program, CF&A carried out a study to determine the economic feasibility and market potential for a new town in this location. This involved economic-demographic-market analysis, land banking, development options and strategies and a preliminary cash flow analysis.

"Market Study"

Candeub, Fleissig and Associates

STATE OF CONNECTICUT

PROJECT: Public Information and Citizen Participation, Connecticut
CLIENT: Department of Community Affairs
DATE:

The Department of Community Affairs launched an attach on housing problems in the state introducing 11 new assistance programs to help local communities deal with problems resulting from rapid urban growth and urbanization.

In conjunction with other assistance given to the DCA in formulating policies, procedures, regulations and strategy for the 11 programs, CF&A prepared a manual on public information for distribution to local municipalities. The manual was designed to assist local officials in identifying the targets and methods they could use in achieving community understanding and support for the assistance programs underway in their locality.

"Public Information Manual"

Candeub, Fleissig and Associates

STATE OF CONNECTICUT

PROJECT: Housing Improvement Demonstration Project for Public Assistance Recipient
CLIENT: Connecticut State Welfare Department
DATE: August, 1969

LOCATION AND BACKGROUND

Recipients of public assistance find it particularly difficult to meet their housing needs. The Connecticut State Welfare Department wished to develop an experiment with new methods of reducing the number of welfare recipients living in units with code violations or overcrowding, reduce the number of evictions of welfare recipients and increase the range of housing opportunities available to them. The Department of Welfare engaged Candeub, Fleissig and Associates to assist them in formulating project objectives, functions and general methodology for their housing improvement program and to develop a format for program evaluation.

PROGRAM

Candeub, Fleissig and Associates identified seven types of action that could be carried out to meet the objectives of the housing improvement. These categories are:

1. Encouragement of repairs by landlord.
2. Home management training for tenants.
3. Relocation to better housing within Hartford (location of the demonstration project).
4. Relocation to better housing outside of Hartford.
5. Emergency relocation.
6. Resolution of landlord-tenant conflicts.
7. Correction of Welfare Department system failures.

Candeub, Fleissig and Associates defined a process whereby housing problems would be brought to the attention of the Welfare Department for an appropriate response to the identified problem. An organizational structure for carrying out the program activities was defined and a format for continuing evaluation of the results of the program developed.

"Housing Improvement"

Candeub, Fleissig and Associates

NEW BRITAIN, CONNECTICUT

PROJECT: Housing Survey and Research Program
CLIENT: Housing Authority of the City of New Britain, Connecticut
DATE: November, 1969

LOCATION AND BACKGROUND

New Britain, Connecticut, is located approximately 15 miles from Hartford, the State Capital. New Britain, with a current population of 86,000 persons, has undergone major changes. The City has changed from a suburban manufacturing center to an urban complex with all of the social and economic problems of a major city.

The elected City officials and the City's Housing Authority were interested in developing programs to meet the City's housing needs. The major problems were the quantification of needs, the programs to be used to meet needs, and the strategy the City should employ to meet its obligations.

PROGRAM

Candeub, Fleissig and Associates designed and completed a household survey covering over 2,500 families. The survey covered important social, employment, commutation and other problems as well as housing.

Using this factual base, Candeub, Fleissig and Associates prepared projections of housing need by type of unit and probable family characteristics. The "gap" between needs and supply was determined. Candeub, Fleissig and Associates then developed a short-range program to be immediately implemented by the City to meet needs. Also, a long-range program was developed to assist the City meet probable future needs. Finally, Candeub, Fleissig and Associates developed a housing information system with which the City could maintain data and monitor its progress.

"Housing Study"

Candeub, Fleissig and Associates

HERNANDO COUNTY, FLORIDA

PROJECT: The Home Rule County Character Study
CLIENT: Hernando County Home Rule Study Commmission
DATE: June, 1970

LOCATION AND BACKGROUND

Hernando County is located just south of the geographical center of the State of Florida. It is a rural county whose county seat, Brooksville, is situated about 35 miles north of Tampa. Current population projections and development trends indicate pressures for erratic change in the character of the county.

In anticipation of these pressures, leaders of Hernando County were concerned about whether the existing structures of local government are adequate to effectively plan for and accommodate the anticipated growth. In 1969, the legislature of the State of Florida established the Home Rule Study Commission to study the structures, functions and operations of governmental units and boards within Hernando County and to draft a plan or plans, including a charter, if desirable, for the solution of any problems disclosed as a result of the research and study. Candeub, Fleissig and Associates was engaged by the Commission to provide guidance and assist in carrying out the study.

PROGRAM

The study began with the identification of the units of county and city government to be studied and the identification of the governmental functions performed by each of these units. Organization charts illustrating existing government in the county and cities were prepared and the areas in which duplication of function exists within the county and between the cities and county were identified. Preliminary organizational recommendations to achieve increased governmental efficiency and effectiveness were then formulated. These recommendations were then evaluated and revised to better reflect the needs and objectives of the county. A charter was then drafted for Hernando County embodying the organizational recommendations of the Commission. The basic concept of the charter is that of a unified county government to supply all county and municipal services. A report was prepared summarizing the findings, conclusions and recommendations of the study and presenting the proposed charter.

"Charter Study"

Candeub, Fleissig and Associates

Solid Waste Management Study
Tocks Island Region
(Pennsylvania, New York, New Jersey)

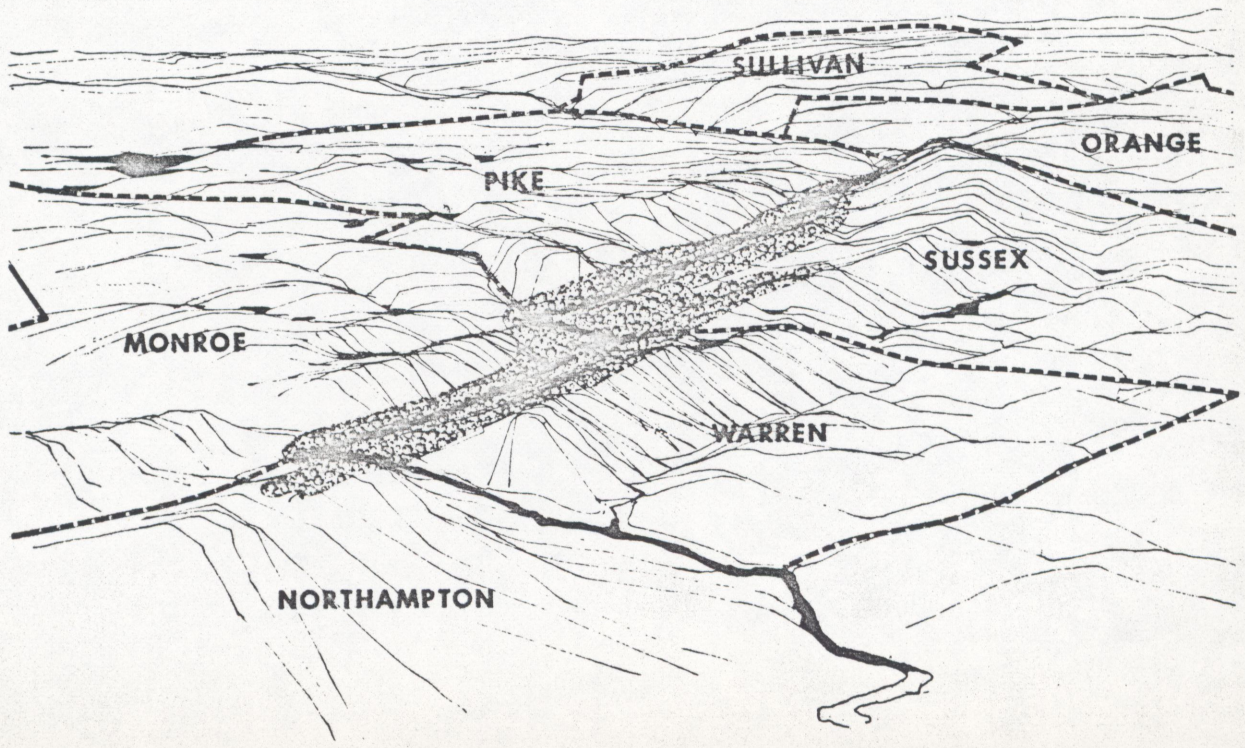
Located less than 100 miles from both New York City and Philadelphia, the Tocks Island Region is a land area of approximately 4,100 square miles which, politically, embraces seven counties in the States of Pennsylvania, New York and New Jersey.

Long a major "playground" for residents of the great Eastern cities (it includes most of the famous Catskill and Pocono resort areas), and a major supplier of water to these cities, the region will grow dramatically as the Federal government develops the one great resource the counties of the region share in common: the Delaware River.

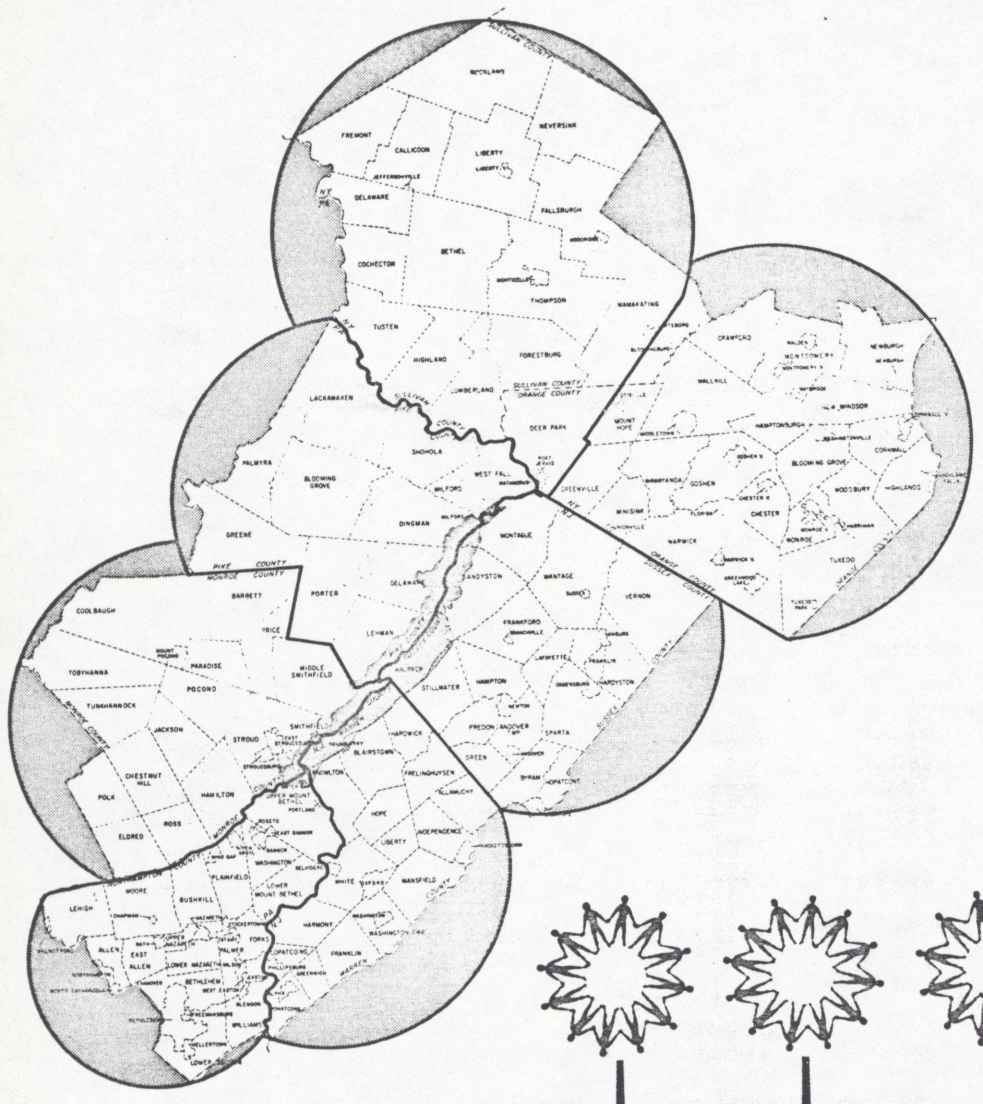
The Regional Advisory Council representing the municipalities of the region, was concerned about problems of disposing of solid wastes, particularly as the anticipated growth occurs.

Candeub, Fleissig and Associates was commissioned to prepare a study design which used the systems planning approach to delineate the tasks and their sequence which were necessary in preparing solid waste management plans and implementation programs.

The firm then carried out the study, which involved estimating the source and quantity of solid waste on a year-by-year basis to 1990, measuring the adequacy of the existing systems to handle the anticipated increase in waste volumes, examining alternative methods for managing and disposing of these wastes and recommending an implementation plan and program.



Solid Waste Management Study
Tocks Island Region
(Pennsylvania, New York, New Jersey)



The preceding concept of joint solid waste systems might be diagrammed like this. Several communities could join together, each with its own separate collection system to form a joint solid waste system at the county level.

All of the communities within a county would be served by one disposal site which may or may not include a process operation. The total area served by this central facility would be the refuse shed.

If this concept were followed, the volume of solid waste to be managed would increase with additional communities and time.

Lake County Comprehensive Law Enforcement Plan
Lake County, Illinois

Lake County is located north of and adjoining Cook County, Illinois. The population of 400,000 includes suburban areas oriented toward Chicago, resort areas oriented toward the lakes and an industrial area centered in Waukegan, the county seat.

In 1969, Lake County initiated a comprehensive planning program for the improvement of law enforcement and the administration of criminal justice. It established the Lake County Law Enforcement Planning Assistance Committee to coordinate the planning activities of local agencies involved in law enforcement and to prepare an annual comprehensive law enforcement plan for the county. The Committee contracted Candeub, Fleissig and Associates to assist in designing the first planning program and in the development of the initial plan.

The planning work began with an effort to identify the major problems confronting Lake County in relation to crime prevention and control. The effort was directed at two types of problems:

- - The nature, extent and distribution of different types of crime in the county.

- - The difficulties of the criminal justice system in responding to crime.

The planning work encompassed the police, pretrial detention, adjudication, disposition, corrections and crime and delinquency prevention. Areas that could not be explored during the initial planning period were also identified and scheduled for inclusion in the continuing planning program for future years.

Based on the survey of problems and of the needs of agencies involved in the prevention and control of crime, a consultant, in collaboration with the Committee and staff, formulated programs to meet the problems and needs. A report was prepared reviewing the planning effort and presenting the recommendations and program proposals of the Committee.

Strengthening local police forces, improving relations between the police and the community, providing modern equipment and facilities, improving the system of justice in the courts, and upgrading correctional facilities are the goals of the Comprehensive Law Enforcement Plan.

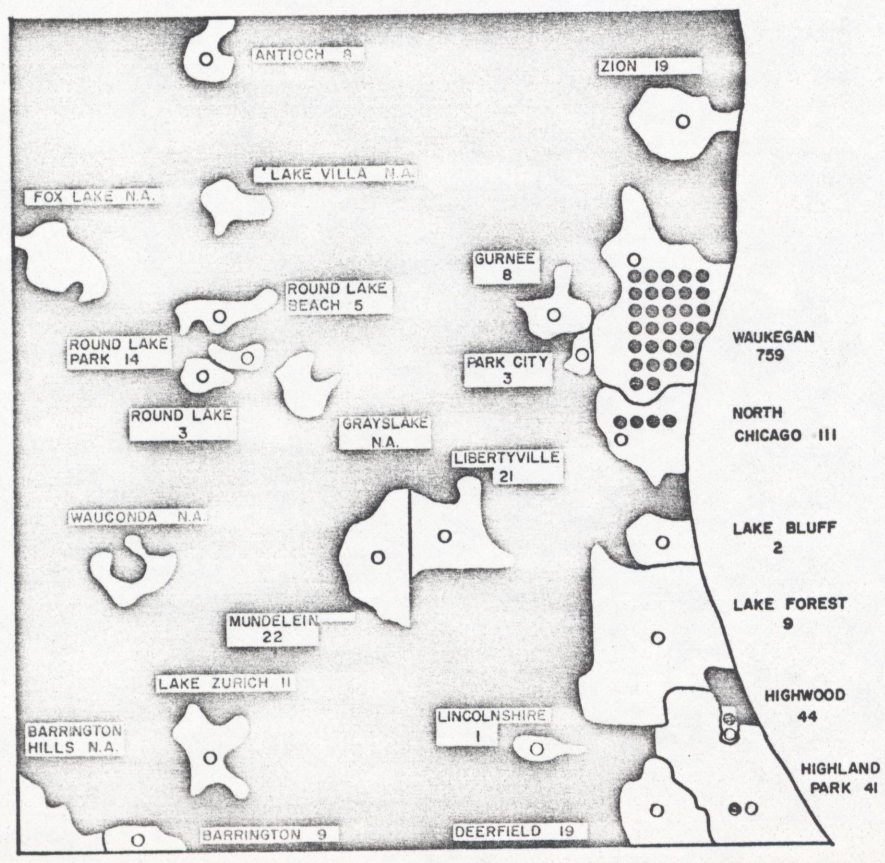


FIGURE 1A

FIGURE 1A

CRIMES AGAINST PERSONS IN LAKE COUNTY MUNICIPALITIES IN 1968

NUMBER OF CRIMES
- ○ LESS THAN 25
- ● MORE THAN 25

FIGURE 1B

CRIMES AGAINST PERSONS HANDLED BY LAKE COUNTY'S SHERIFF'S OFFICE IN 1968
TOTAL 121

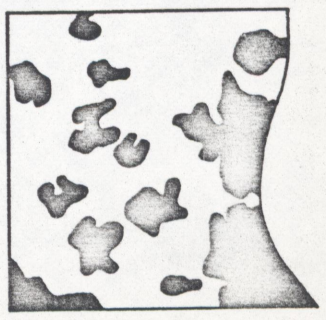


FIGURE 1B

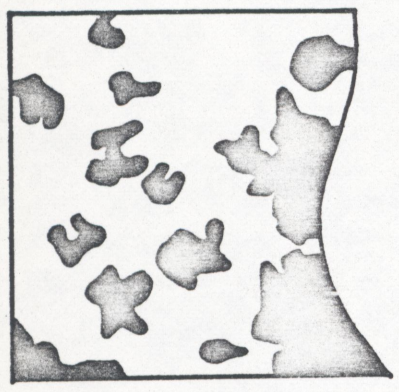


FIGURE 2B

CRIMES AGAINST PROPERTY HANDLED BY LAKE COUNTY'S SHERIFF'S OFFICE IN 1968
TOTAL 911

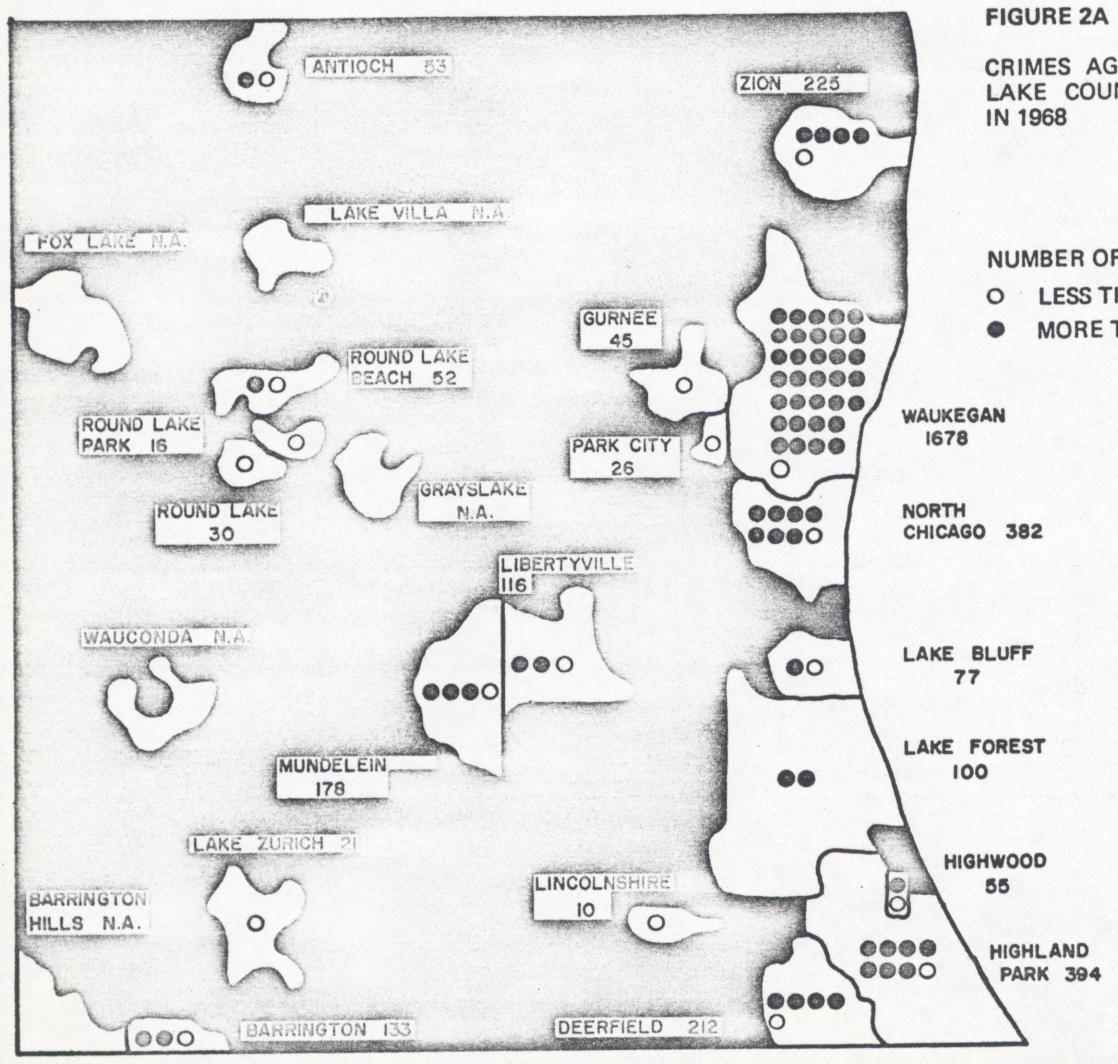


FIGURE 2A

CRIMES AGAINST PROPERTY IN LAKE COUNTY MUNICIPALITIES IN 1968

NUMBER OF CRIMES
- ○ LESS THAN 50
- ● MORE THAN 50

TOCKS ISLAND REGIONAL

PROJECT: Regional Environmental Strategy
CLIENT: Tocks Island Regional Advisory Council, Pennsylvania, New Jersey and New York
DATE: March, 1969

LOCATION AND BACKGROUND

Located less than 100 miles from both New York City and Philadelphia, the Tocks Island Region is a land area of approximately 4,100 square miles which, politically, embraces seven counties in the States of Pennsylvania, New York and New Jersey. Long a major "playground" for residents of the great Eastern cities (it includes most of the famous Catskills' and Poconos' resort areas), and a major supplier of water to these cities, these roles of the region will grow dramatically as the Federal Government develops the one great resource the counties of the region share in common: the Delaware River.

The amenity-rich Tocks Island Region is feeling the impact of many change-producing factors. These include the rapid development of the interstate highway system, which places major portions of the region within one hour's driving time of New York City; the booming market for seasonal homes; the continuing urbanizing-suburbanizing influence of the Eastern megalopolis and the potential inclusion of the Hancock, New York-Matamoras, Pennsylvania section of the Deleware River in the National Wild and Scenic Rivers System.

PROGRAM

This program's immediate concern centered on determining what steps should be taken immediately to protect and enhance the region's superb environment through the period of rapid change. A manual graphically illustrating techniques of enhancing the environment was prepared. This was one of the aids utilized in organizing rural residents who were committed to home rule and opposed to National Park Service plans. Other techniques used were film presentations and public discussions of issues most meaningful to local residents.

STARK COUNTY, OHIO

PROJECT: Area Transportation Study
CLIENT: Stark County Regional Planning Commission, Canton, Ohio
DATE: January, 1970

LOCATION AND BACKGROUND

Since the end of World War II, Stark County, located in mid-Ohio, has undergone major changes in its way of life. For most residents, rural life patterns are quickly receding. The shift to highly industrial, technological, urban and suburban modes of living has been accompanied by new opportunities, as well as many urgent problems. For instance, rapid population growth, from 283,000 in 1950 to 368,000 in 1965, has multiplied demands on education, welfare, recreational and transportation facilities. Shifts in the age-composition of the population, migration from rural areas to the cities and an exodus to the suburbs because of poor environmental conditions in the cities, are all contributing to the area's problems.

The Stark County Regional Planning Commission undertook an area transportation study for a 596-square mile area containing five cities, 14 villages and 18 townships, in order to develop a plan for an integrated network of roads and streets to improve present conditions and provide for future growth.

PROGRAM

The growth of population and the use of land are important factors in considering future transportation facilities. CF&A's task was to provide a detailed estimate of future conditions in the area, so that travel requirements could be determined and the appropriate transportation networks devised.

This required the preparation of inventories of existing land use patterns and a study of economic activity. Goals and objectives were developed with the Commission to determine the basic direction for more detailed planning. Social, economic and other related cultural needs were taken into account, even though the land use and transportation planning process was mainly concerned with physical development. Forecasts were then made of economic activity and population on a small area basis in order to project future land use requirements.

Alternative land use concept plans were prepared from these data and other plans in the area. A final land use plan was developed in a series of meetings with local communities and this was used in other study work connected with the preparation of the transportation plan.

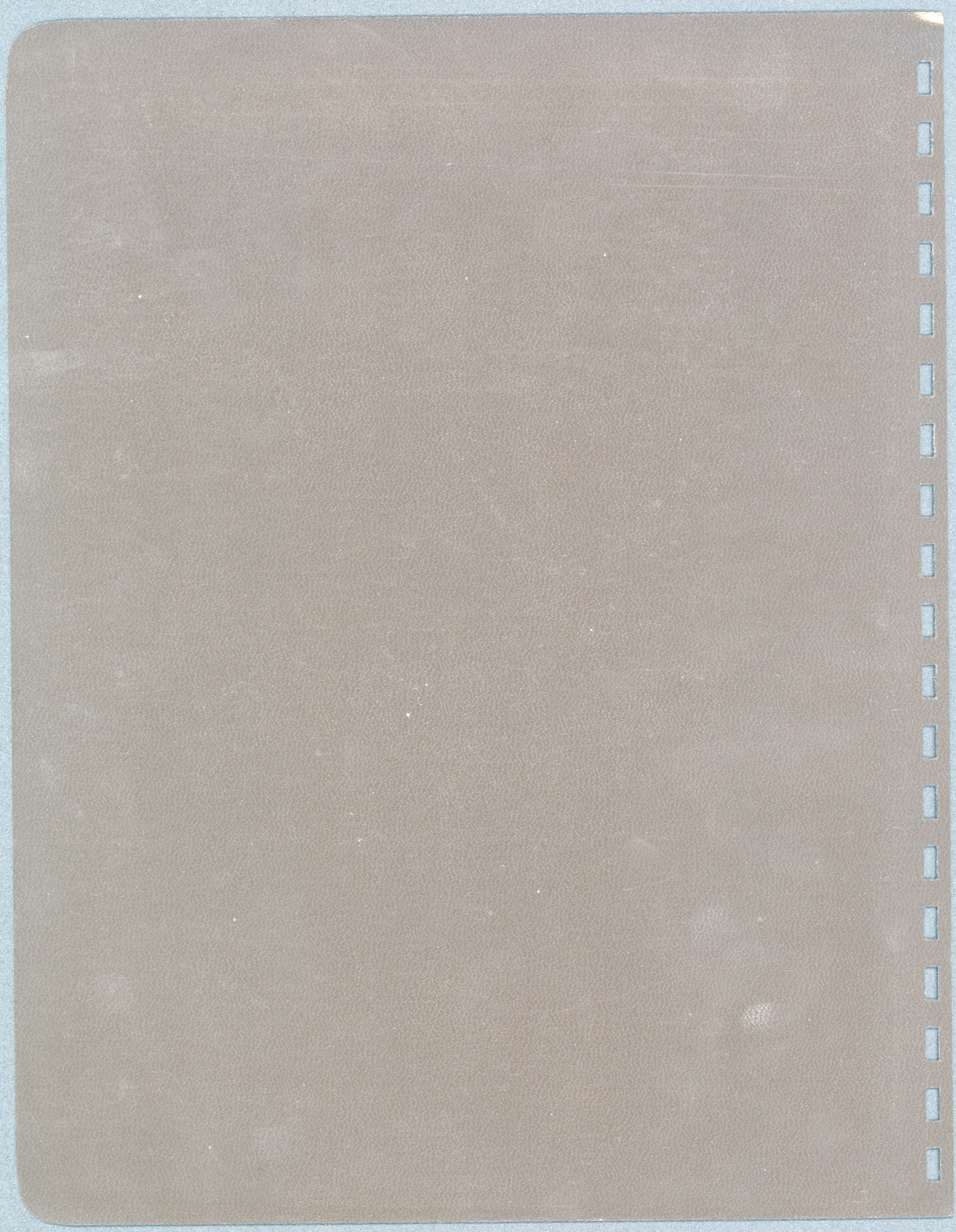
"Regional Plan"

Candeub, Fleissig and Associates

ALBANY, NEW YORK

PROJECT: Social Resources
CLIENT: Department of Urban Redevelopment, Albany, New York
DATE:

As part of the Community Renewal Program (CRP) for Albany, CF&A carried out a social resource analysis which consisted of an examination of the city's changing social and economic characteristics; analysis of varied socio-economic characteristics, community attitudes and behavior among different neighborhoods; review of available social service resources in relation to needs; and a recommended program of municipal action in social services. In addition, an information system was developed to enable social service needs to be monitored.

"Social Resources"

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