

A Note of Appreciation

Although some of the information from the early years of the Greater Indianapolis Progress Committee came from the recollections of the author, everything else in this story resulted from interviews with participants and observers.

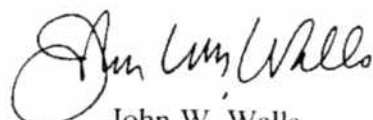
Readers will recognize these sources as they are identified in the text. I am grateful to each individual, including Mayors Stephen Goldsmith, William H. Hudnut III, Richard G. Lugar, and John J. Barton, for vital contributions to my effort.

The members of the Progress Committee staff, including the two executives with whom I worked, Deborah Daniels and David Coats, have been especially friendly and encouraging. Lori A. Tish deserves special recognition for the book layout, the GIPC timeline, the index and the pictures.

My wife, Phyllis Hardin Walls, who also experienced the birth of the Progress Committee and kept scrapbooks, was my primary editor. As in all my endeavors, she helped immensely!

I am grateful also to the "editorial committee" which reviewed each chapter and gave me some reassurance that I was headed in the right direction. This group included Thomas A. Binford, Gene E. Sease, David W. Givens, Glenn Irwin, Bruce A. Polizotto, and Margo Lyon-Townsend, in addition to GIPC Chairman Lawrence O'Connor and Executive Director David Coats.

For all of these and for the citizens of Indianapolis who welcomed the opportunity to cheer for their city, I am truly thankful!


John W. Walls

The life of an institution is best defined by the individuals who create it and maintain it and the historic causes which surround it.

In the case of the Greater Indianapolis Progress Committee (GIPC), its leaders and the issues they faced are especially important in understanding the recent history of Indiana's capital and most prominent city.

In his section of the analytical book, The Hudnut Years In Indianapolis, 1976-1991, I.U. Press, former Mayor William H. Hudnut III wrote about the city's improved reputation:

"A description of Indianapolis' transition [from the 1960s through the 1980s] has to begin with two important events that occurred in the 1960s and early 1970s: the formation of the Greater Indianapolis Progress Committee under Mayor John J. Barton (1964-1967) and the establishment of UniGov [unified government] under Mayor Richard Lugar (1968-1975).

".....the Indianapolis renaissance...had its roots in these two initiatives. They laid the transforming foundations on these two initiatives. They laid the transforming foundations on which the modern city has been built."

Others agreed. In its November 6, 1991 editorial commending Bill Hudnut at the end of his four terms as Mayor, The Indianapolis Star referred to the breathtaking activities of the Hudnut years and commented that "The fast move forward began in 1965 with [the] formation of the Greater Indianapolis Progress Committee comprised of many experts who were willing to share their knowledge and talents to help the city."

This is the story of that committee. My purpose is to share the significance of the people and events which created and nurtured it. It is also my hope to illuminate what happened for the citizens of Indianapolis and, hopefully, for the citizens of other cities as they struggle with comparable issues.

The story will be a look at what occurred to cause the Progress Committee's birth in the urban turbulence of the 1960s and reference to some of the happenings since, including the Committee's most defining years during the four

terms of William Hudnut, as well as the decisions of Mayors Richard Lugar and Stephen Goldsmith to continue it.

In reviewing the minutes, I concluded that there has been almost no substantial community issue which has not been discussed in the Progress Committee executive or board meetings during its three-plus decades of existence.

Most important, these discussions have had the approval and, in most cases, the participation of the Mayors of Indianapolis, whose actions, of course, created and have maintained the organization.

The Mayor's involvement with the volunteer leaders and participants of GIPC has led to significant achievements. One of these—peaceful school desegregation in Indianapolis—would, by itself, provide sufficient justification for the committee's presence, as would its role as secretariat for the UniGov campaign.

I was the first staff executive of the Greater Indianapolis Progress Committee in 1965. It was a privilege to share early acquaintance with the founders of the organization including Frank E. McKinney Sr., its first president, and Claude M. Spilman Jr., whose legal and intellectual strengths supported the early rationale for the Progress Committee.

It is to these men, Frank E. McKinney Sr. and Claude M. Spilman Jr., and to Mayors John J. Barton, Richard G. Lugar, William H. Hudnut III, and Stephen Goldsmith, who have permitted Indianapolis to have an unusual development advantage, that I dedicate this story.

John W. Walls

Editorial Note: This book contains three separate references to the name of the organization — "The Greater Indianapolis Progress Committee," a shortened "Progress Committee," and the title more popularly used in recent years, "GIPC," (or, affectionately, "Gypsy.")

The Greater Indianapolis Progress Committee (GIPC), created in 1965, was an old Indianapolis idea in a new setting.

Voluntary service in Indiana's capital city has been a fact of life throughout the twentieth century (probably much longer since the earliest settlers had to help each other survive).

Every facet of the social, civic, and political life of the city has been planned, endorsed, and supported by volunteer citizens for as long as anyone can remember. This is not an exclusive phenomenon. Other communities do it, too. But Indianapolis has developed the pattern to such an extent that local officials are criticized if they fail to involve pertinent citizens in planning and carrying out development programs and other efforts.

In Indianapolis, judges and school boards have been elected with volunteer citizen organization backing; funds have been raised to build hospitals; hundreds of new agencies and organizations have been created by citizen volunteers; thousands of people of all ages participate in athletics and other activities started by volunteers; the original convention center (before the RCA Dome) was created because civic volunteers raised the money needed to trigger construction bonds; public television is a reality in Indianapolis because hundreds of volunteers went door-to-door raising the money required to start it; political parties depend on volunteers at all levels.

It is suggested, with only slight tongue-in-cheek, that when two or three people are gathered together in Indianapolis their first thought is about drafting a constitution and by-laws for their new organization.

The Greater Indianapolis Progress Committee falls neatly into this tradition.

IN THE BEGINNING

The Progress Committee, like most organizations, had several "creators."

First, and very important, in 1964 John J. Barton, a former state police superintendent, became Mayor of Indianapolis. In an interview on December 17, 1996, Barton reported that "when I

took office as Mayor I had no experience in city government or politics. In view of the fact that I wanted to do a good job, I consulted many of the city's outstanding citizens for advice. One of these was Frank McKinney Sr.

"McKinney counseled that the city was at a crossroad. Although a good city, times were quickly changing. If we were to keep up with other great cities, changes had to be made or we would die on the vine."

Frank E. McKinney Sr. was Chairman of the American Fletcher National Bank, Indiana's largest bank. He and John Barton were friends, both personally and politically. At McKinney's suggestion, a group of business and civic leaders was invited to a meeting on June 30, 1964 at the Riley Towers, in which McKinney had invested. This condominium project, with three high rise towers, had recently been completed by Alcoa Properties, Inc., of Pittsburgh, Pennsylvania. At this meeting, Alcoa vice president Leon Hickman spoke about the success of the Pittsburgh Allegheny Conference on Community Development. He suggested that Indianapolis could benefit from a similar leadership group to help with development initiatives.

Barton recalled, in 1996, that the private sector leaders present at Riley Towers "desired a vibrant city with attractions to draw people here and to create the 'greatest city in the country.'"

The outgrowth of the Riley Towers meeting, according to Barton, was the 1964 creation of the Greater Indianapolis Progress Committee, with Frank McKinney as its chairman.

All funds to support the committee were privately raised although Mayor Barton agreed to provide office space in the City-County Building without charge. The Indianapolis Foundation made a matching three-year commitment of \$15,000 annually. By June, 1965, 139 businesses and individuals had contributed more than enough to qualify for the foundation payment for the first year.

During the fund raising period, former committee executive John Walls remembers,

gratefully, that Frank McKinney personally financed the work of the committee, including the salary and expenses of the executive director.

THE SPILMAN CONTRIBUTION

In reviewing its "creators," any report about the Greater Indianapolis Progress Committee must include the significant contribution of Indianapolis attorney Claude M. Spilman Jr. who provided much of the intellectual foundation for the committee and served as a primary mentor for its first executive director, John W. Walls.

Spilman had studied the work of the New Haven Citizens Committee, a group of volunteers who inspired and supported the nationally known renewal efforts in that Connecticut city.

He was a personal friend of Wendell L. Phillippi, Managing Editor of the Indianapolis News, with whom he frequently discussed civic issues. In a January, 1997, interview, Phillippi described his good friend as "sort of a liberal gad fly who became civically interested through reading, visiting, and conversations with others."

It is interesting to note that Phillippi's friendship with both Spilman and McKinney influenced his deliberate editorial decision to promote the Progress Committee in the News. He recalled, in 1997, that he had been highly inspired by McKinney's kick off address to members on June 4, 1965, and became even more enthusiastic about the organization. He assigned News columnist Fremont Power and reporter Hugh Rutledge, specifically, to cover the activities of the Progress Committee.

Claude Spilman also served as legal counsel to the committee and was responsible for completing the articles of incorporation and by-laws, filed with the Indiana Secretary of State on February 12, 1965.

The signatories on the filed documents included Frank E. McKinney Sr., James A. Gloin (President, L.S. Ayres), Roy C. Echols (President, Indiana Bell), Claude M. Spilman Jr., and Beulah F. Maners. Ms. Maners was Spilman's secretary and provided the necessary fifth signature. Former executive John Walls recalls her as the kindly person to contact when all the organizational

principals were unavailable.

In 1964 Spilman was named as one of the Progress Committee's vice presidents and chaired the committee responsible for bringing Pittsburgh city planner John W. Walls back home to Indianapolis to do the committee's staff work. In addition to Spilman, the executive search committee included Frank McKinney, Roy Echols, and Howard Gustafson, executive of the Community Service Council, who was Walls' employer before his move to Pittsburgh.

Walls' arrival was heralded by an Indianapolis News article which described him as "a young man with the Herculean task of helping get Indianapolis off dead center, as some have expressed it." Earlier, The Indianapolis Star had reported that "an expert in city planning from outside Indianapolis has been interviewed for the 'lucrative' executive director position." In bold print the Star then commented that the annual salary would be more than that paid the Mayor of Indianapolis. This comment, repeated several times in news articles, bothered Spilman greatly. Eventually he drafted a recommendation adopted by the GIPC board that salaries of key public officials be reviewed and raised appropriately.

Claude Spilman's work with seasoned city leaders like Robert Efroymsen as well as younger participants such as Nancy Woollen brought depth to the organization. He continued his involvement enthusiastically during the early years despite serious health problems and the illness and premature death of his wife, Jane.

Spilman was an excellent lawyer who served his varied clients well. However, he was not a "traditional" leader and his previous involvement in the civic life of the community had been limited. Therefore, his legacy includes the important concept that leadership can sometimes come from unexpected sources.

FRANK E. MCKINNEY SR./ INSTANT CREDIBILITY

By 1965, Frank E. McKinney Sr., had little else to achieve. His career had produced the largest banking organization in the state. He had won the prominent (and lucrative) local political office of county treasurer. He had, literally, reached the top of his political party as Democratic

National Chairman. He was highly regarded in his home community and state. His family, including Olympic champion son, Frank E. McKinney Jr., was an example of successful home life. He had been honored by a variety of significant organizations and his personal wealth gave abundant testimony to his successes.

A request or invitation from Frank McKinney usually brought an affirmative response, even from Republicans.

And when new Mayor John Barton, a long time friend, asked for help, McKinney's response was equally affirmative. By this time in his life, Frank McKinney felt considerable loyalty to his friends and also to the city which had nurtured him throughout his life.

Speaking for himself and his Indianapolis business colleagues at the June, 1964, Riley Towers meeting, McKinney referred to the debt all of them owed to the city and their responsibility to help it grow and prosper.

His closing remarks at the June, 1965, Greater Indianapolis Progress Committee kick off dinner, with 170 committee members in attendance, were addressed to his friend, John Barton: "We must cram twenty years of lethargy into five years of action. We must have the most from each and every [GIPC] member if we are to succeed - and I know we shall. Mr. Mayor, you can count on us!"

The kick off speech, already mentioned by Wendell Phillippi as very inspiring, began with a suggestion that "Indianapolis has fallen far behind in the parade of progress. It has not kept pace with the economic growth and civic expansion enjoyed by cities our size."

This expression of concern was the opposite of the boosterism prevalent at that time and before. It was perhaps the first time a respected Indianapolis leader had spoken publicly about deficiencies and the needs and challenges faced by the city. It was a vitally important contribution, setting the stage for decades of work by the Progress Committee.

McKinney's speech made it acceptable to criticize the status quo and to suggest improvements.

He also spoke of many potential development improvements, including the future of the state university development in Indianapolis, the Eagle Creek reservoir and park, creation of a civic convention center, and the interstate highways being planned through the city.

The highway issue was controversial due to its impact on African American and lower economic neighborhoods and a belief by some that a partially elevated roadway through the downtown would be aesthetically objectionable.

McKinney strongly favored the highway development. (Privately he said he didn't care if the highway was elevated, depressed, or hung on a string as long as it was built). In the kick off speech, he hit the issue head on: "It is essential that this program go ahead as quickly as possible. I know you are as sorry as I am to hear that there has recently been later-than-last-minute opposition to this needed improvement."

After acknowledging appropriate concerns about effect on neighborhoods and appearance, McKinney concluded: "I fear, however, that much of the [opposition] comment borders on demagoguery and is raised by the voices of a few obstructionists who have been in opposition to every local improvement for the past thirty-five years."

By his words, the new President/Chairman of the Progress Committee threw down the gauntlet and gave much support to those who favored the highway. He also solidified the opposition which included many of the younger Democratic leaders in Indianapolis. Some of them were in McKinney's audience that night.

The battle of words and opinions raged for several years. It was mostly sound and fury since the state highway department, with a benign nod from Mayor John Barton, quietly continued its lengthy design work on the interstate loop system through the downtown. Richard Lugar was elected mayor in 1967. Lukewarm support of John Barton by highway opponents in his own party may have been a factor in his defeat. Lugar's approval of the I-65 bridge over White River ended the discussion and construction on the inner loop expressway system was assured.

McKinney's role in the highway controversy was also part of his legacy to development in Indianapolis. A pattern had developed in which those promoting economic and other development projects usually backed down when confronted by opponents. When the leader of the new Progress Committee, whose other credentials were at least equally important, spoke out in defiance of the opponents to the highways the stage was actually set for countering traditional negative attitudes which so often had frustrated development efforts.

The history of the city since that time gives abundant testimony to the effectiveness of positive attitudes.

Frank McKinney Sr. probably did not fully understand the extent of his influence. He proceeded in the case of the Progress Committee just as he participated in his other endeavors. As other successful people often do, he simply took approval for granted. His lack of concern for opponents in several matters, including the highway issue, may have contributed to John Barton's defeat in the 1967 mayoral election but, for perhaps the first time in the modern era, a significant city leader had said, "This is going to be done and that's the way it's going to be done."

And it was done!

Frank McKinney lived long enough to receive the city's thanks and appreciation during the Progress Committee's tenth anniversary celebration in 1975.

The kudos were well deserved.

1965-67

News about the new organization was well received by the media in Indianapolis and in other parts of the state. Strong editorial support was given in both *The Indianapolis News* and *The Indianapolis Star*. Television and radio support reflected a Channel 6 editorial which said, in part: "With public support, the Greater Indianapolis Progress Committee can make Indianapolis a modern, attractive, and exciting place in which to live."

Brave words for a fledging organization which needed a lot of help if this was to be accomplished.

Around the state the effort was noted and generally applauded. The South Bend Tribune commented that the Progress Committee was a worthy effort to improve the city "that belongs to all Hoosiers."

THE FIRST YEAR

The first project of the GIPC was the development of the Eagle Creek reservoir and park, mentioned by Frank McKinney in his kick off address as the type of "big thinking" needed to promote city greatness.

Dr. Karl Ruddell, a locally noted naturalist, led the early effort to create the reservoir. In 1965, businessman Alfred H. Edelson was named chairman of the GIPC Committee on Sports and Recreation. Edelson's committee spearheaded the drive for signatures to support the bond issue for buying the property surrounding Eagle Creek from Purdue University. The university had received the property from the estate of Josiah K. Lilly.

In addition to the Eagle Creek project, former Mayor John Barton specifically recalled other early projects such as the reactivation of the Indianapolis (public) Housing Authority, chaired by Robert Efroymsen, the purchase of the Spink Arms Hotel for use by senior citizens and the start of construction of the Barton Apartments, also for seniors.

Barton also remembered that the Committee on Sports and Recreation, through a subcommittee including Mike Morrissey, Frank McKinney, and Ownie Bush, arranged for the bargain price purchase of the old Victory Field by the city. The stadium was then named Bush Stadium for the renowned Ownie, who lived in Indianapolis.

One of the earliest acknowledgments of the GIPC's possibilities was written by News columnist Fremont Power who reported on August 18, 1965, that the Progress Committee had secured, with Mayor Barton, four guaranteed \$5,000 nights at Victory Field to help bail out the financially strapped Indianapolis Indians. In a likely reflection of the commitment of editor Phillippi to the GIPC, Power wrote: "To those of faint heart who have wondered if the Greater Indianapolis Progress Committee can really make any dreams

come true, let the example of the Indians' campaign stand as an answer."

FIRST BOARD OF DIRECTORS

The first Progress Committee board of directors included the committee's president/chairman, three vice presidents, the treasurer, and the chairman of the eleven study/action subcommittees. The mayor, of course, was a prominent participant with the board and the Progress Committee executive director also served as the secretary.

The original officers named by Mayor John Barton were Frank E. McKinney Sr., president/chairman, Roy C. Echols, vice president, James E. Gloin, vice president, Claude M. Spilman Jr., vice president, and Homer P. Huesing, treasurer.

The eleven subcommittees were chaired by board members C.O. Alig Jr. (Finance and Tax Policy), Thomas W. Binford (Health, Education, and Welfare), William A. Brennan Jr. (Downtown Development), Harry O. Dougherty (Traffic, Thoroughfares, and Transportation), Alfred H. Edelson (Sports and Recreation), Robert A. Efroymsen (Urban Renewal), Frank P. Lloyd, M.D. (Legislation), J. Kurt Mahrdr Sr. (Industrial Development and Job Opportunities), Bruce Savage (Housing), Louis C. Wolf (Government Organization), and Nancy Woollen (Arts and Culture).

In the first year, as reported by Executive Director John W. Walls in June, 1966, the eleven subcommittees and the board had held over 130 meetings involving over 2,500 hours of study and discussion.

Out of these meetings came thirty-one recommendations to the mayor and the community. They ranged from support for ongoing programs to encouragement for new "big thinking" projects.

Some of these were prophetic in light of later actions:

1. Support for the Capital Improvement Board [created through GIPC inspired legislative action] in its efforts to achieve the downtown exhibition convention center.
2. Encouragement for the Indiana -

Purdue regional campus development.

3. Completion of the federal interstate highway system within Indianapolis and encouragement for the development of adequate thoroughfares.
4. Encouragement for housing programs to assist relocatees from highway, university, and other public actions. Support for housing and renewal financing grants-in-aid [a controversial issue throughout the 1950s and 60s].
5. Completion of the Eagle Creek reservoir and park.
6. Development of the concept of metropolitan government, including a county wide legislative authority, and replacement of present county, city, town, and township authority. This recommendation also emphasized consolidation of city and county police functions and county wide transportation governance.
7. Encouragement for racial integration and improvement of race relations [GIPC supported the creation of the Indianapolis Urban League].
8. Achievement of optimum metropolitan coordination of public education, including administrative, financial, and research initiatives.
9. Support for the creation of public educational television in Indianapolis.
10. Encouragement for professional sports opportunities, including city purchase of [old] Victory Field, and follow up on the Capital Improvement Board feasibility study of major league sports opportunities [recommended major league basketball, football, and hockey. Not baseball].

Executive Director John W. Walls reviewed the total list of thirty-one recommendations at the board meeting in June of 1966. He closed his report, saying that the study and discussion had been completed and now it was time to "put up or shut up." The headline in the resulting story by Star reporter Mike Quinn which greeted President Frank

McKinney, who was absent from the meeting, said: "Walls: 'Put Up or Shut Up!'"

McKinney told a very nervous executive director that he "loved" the headline, that it was exactly what he would say!

1965-66 Trips

In addition to committee meetings, members of the first Progress Committee journeyed to Pittsburgh, Philadelphia, and Atlanta to learn about development initiatives in those cities.

These trips were broadly publicized in the local print and electronic media. The Star and TV Channel 6 sent reporters and photographers on the trip to Pennsylvania. The News traveled to Atlanta with the group.

Channel 6 editorialized, saying: "Indianapolis is ripe for change. A new, progressive climate has lifted the city from its doldrums.

"We have the means: the Greater Indianapolis Progress Committee. They have seen what other cities have accomplished. They know what can be done here in the heart of Indiana. Now is the time to make those ideas crystal clear and get on with the rejuvenation of Indianapolis!"

1965-66 Results

In the first formal report to members in June, 1966, John Walls referred to several projects under way including those with some ties to the GIPC as well as others proceeding on their own with only a supportive nod by the Progress Committee. The temptation to jump on the bandwagon in development has always been present. "Shared" credit usually means wider support and knowledgeable development participation never resents this kind of support from others.

Walls' speech to the Indianapolis Real Estate Board in January of 1966, quoted verbatim in the News, reinforces the role of the Progress Committee as the community's "booster engine." He said, in part: "Perhaps the greatest contribution to be made by the Progress Committee is community encouragement for positive attitudes which will permit the development of projects and buildings and ideas to bring the stature of greatness to our city."

This emphasis was repeated in the clos-

ing thrust contained in the June, 1966, report which said: "While many persons and groups are contributing toward achieving these benefits [several projects were named], a major part of the [Progress] Committee's job is working closely with the Mayor of Indianapolis to add both leadership and enthusiasm in these and other development efforts."

POTPOURRI FROM THE BARTON YEARS

*Late in 1965, the Committee on Downtown Development supported a decision by the Metropolitan Planning Department to recommend a site for the new convention-exposition center at Kentucky and Maryland Streets in the southwest quarter of the downtown. The Indianapolis Star preferred a site east of the new city-county building and campaigned for its site with daily headlines for over three weeks.

In a demonstration with landmark implications, leaders of the Progress Committee and city officials stuck to their guns and overcame the disruption caused by the newspaper campaign. The center was built at the site originally recommended.

* "Civic Center Donors, Inc." was an organization created through the efforts of the Greater Indianapolis Progress Committee at the request of the Capital Improvement Board of Managers (responsible for building and managing the center). Progress Committee Vice President Roy C. Echols chaired the donors project, an effort to raise the \$2 million in private dollars required by the state legislature before bonds could be issued for construction. The Echols group accepted the difficult assignment and succeeded in raising over \$2 1/2 million.

In addition to Echols, the other members of the Civic Center Donors included Daniel F. Evans Sr., vice chairman, H. Prentice Browning, treasurer, John W. Walls, secretary, Mark W. Gray, George A. Kuhn Jr., Robert A. Meyers, Jack Reich, Maurel Rothbaum, F. Joseph Viehman, and Michael A. Walker. These task force members represented the GIPC, the Indianapolis Merchants Association, the Indianapolis Chamber of Commerce, the Indianapolis Civic Progress

Association, the Indianapolis Hotel and Motel Association, the Indianapolis Real Estate Board, and the Indianapolis Junior Chamber of Commerce.

The convention center effort became the early model for public-private cooperation and the campaign of the "civic center donors," described below, provided the prototype for later Progress Committee task forces.

The Capital Improvement Board, which built the center, was chaired by William A. Brennan, Jr., who also chaired the GIPC Committee on Downtown Development.

WATERSHED SUCCESS

In 1966, the legislative requirement that civic leaders in the capital city privately raise two million dollars before bonds could be issued to build the center appeared to doom any further efforts to achieve a needed facility. The frustrations of past years haunted the plans to get the job done at last.

Actually, the requirement was a blessing in disguise. It provided a well defined challenge. It was achievable. [The money was raised!] And it gave the Indianapolis leaders the opportunity to prove that challenges could be met – that, unlike previous failures, this time the city would move ahead.

As mentioned earlier, the donors group embodied the essence of the GIPC task force concept which has provided the structure for most Progress Committee efforts since then. In June, 1967, the GIPC board adopted a resolution "that the GIPC revise its structure to provide more effective promotion of specific projects defined within the scope of the recommendations adopted during the study phase of the committee's work."

This resolution provided further that the standing subcommittees be discontinued, that the board of directors be increased to thirty-five members appointed by the mayor, that the new board review goals with the mayor and, with his approval, authorize "task forces" to work toward accomplishment of the goals. Task Force chairs would become board members and report progress at each meeting.

*In 1966 the Committee on Arts and

Culture proposed a series of summer concerts in the public parks by the Indianapolis Symphony Orchestra. Funding for this program was estimated at about \$50,000 and the Indianapolis Foundation offered a matching grant of \$10,000 to get the series started. The city park department offered to build a \$15,000 movable shell for use by the orchestra and the prospects looked good for a successful project. Unfortunately, a strike by the orchestra musicians derailed the effort and the city had to wait several years for the summer concerts in the parks.

Those who enjoyed these concerts in later years as well as their more recent Conner Prairie sequels can be grateful for the perseverance of the early Progress Committee arts enthusiasts who stuck with their task.

* At the suggestion of the Committee on Government Organization, Mayor Barton invited other city, town, and county officials to join with him in a "metropolitan affairs council." This group, which met periodically through mid-1967, produced several cooperative programs, including a coordination of purchasing for street maintenance and other infrastructure needs. The construction of the new College Avenue bridge over White River can be traced to an agreement between Mayor Barton and the county commissioners, originally discussed at one of the meetings.

In an editorial on May 30, 1966, The Indianapolis Star commended the formation of the Metropolitan Affairs Council and said, in part: "The Greater Indianapolis Progress Committee can be thanked for the idea of doing this. If full use is made of the new council it will be a good forward step."

* Following John Barton's renomination as the Democratic Party's candidate for Mayor in 1967, Frank McKinney stepped down as GIPC president in order to be able to campaign openly for the re-election of his friend. Jack Reich, a personal and business friend of McKinney, was named as the new (second) GIPC president. McKinney continued as vice-president.

* On March 27, 1980, fifteen years after the creation of the Progress Committee, News reporter Hugh Rutledge may have finally com-

pleted his long assignment as its benevolent chronicler with an article entitled "Fifteen years as 'right arm,' to the mayor." In this article covering the significant activities during the Barton, Lugar, and Hudnut years, Rutledge credits McKinney, Spilman, Barton, and Walls as the "driving forces" in the GIPC early success.

* One of John Barton's final assignments was an indirect one to the Progress Committee and its executive director. John Walls was asked to be the presiding co-chair of a new "community relations task force." Attorney Henry B. Richardson, a leader in the creation of the Indianapolis Urban League, was the other co-chair. The "task" assigned, although not stated publicly, was to preserve racial peace and whatever harmony was possible during the 1967 mayoral election year and its "long, hot summer."

This task force, assisted by luck, the Indianapolis Police Department, and the patience and good sense of most African American citizens of Indianapolis, contributed to a peaceful election year.

Unfortunately for Mayor Barton and his supporters, the electorate, including a significant number of African American voters (many of whom stayed home), decided they wanted a change and elected Richard Lugar as mayor.

Survival of the Greater Indianapolis Progress Committee (GIPC) beyond Democratic Mayor John Barton was by no means certain.

Victorious Republicans were intent on change and not interested in holdover activities from the previous administration. Although the new Mayor, Richard G. Lugar, had been very active in the GIPC Committee on Health, Education, and Welfare, chaired by Thomas W. Binford, his priorities were necessarily related to satisfying the desires of his political allies who had not held the Mayor's office for twelve years.

Progress Committee leaders, including Frank E. McKinney Sr., counseled Executive Director John Walls to be prepared to let the organization die.

But the gloom and doom were premature. Mayor-elect Lugar, in an unexpected action, appointed Walls to be his top aide in the new administration. Since a part of Walls' assignment was to oversee the Progress Committee and help Lugar make changes incorporating the new task force structure and enlarging the board, survival seemed apparent.

FIRST LUGAR PROJECT

Actually, the first project of the GIPC in the Lugar years had nothing to do with task force activities. It had to do with the repair of a glass door in a restaurant on Indiana Avenue. The restaurant was run by Rev. Mozel Sanders, now remembered with admiration as the African American minister who fed thousands of poor people at Thanksgiving and Christmas.

Rev. Sanders and the Indianapolis Police Department were not on friendly terms. Sanders' location was a gathering place for young men who enjoyed harassing the police. The police were convinced Rev. Sanders encouraged the harassment.

Shortly after the Lugar inauguration, police officers were visiting in the restaurant and a fight started. The minister was arrested but resisted by lying rigidly on the floor. His forced removal from the restaurant shattered the glass in the doorway.

It was a "lose-lose" situation for the police

and for the new mayor. Sanders had been active in the Democratic Party and his political friends, in addition to his African American ministerial friends, were publicly incensed at the police action, regardless of the considerable confusion about who was to blame.

Mayor Lugar asked his new administrative assistant, John Walls, who was still staffing the Progress Committee, if the GIPC could pay to fix the door.

It was an unusual request but it gave an opportunity to demonstrate the Progress Committee's flexibility.

After some groaning by the GIPC treasurer, Homer P. Huesing, the check was drawn to pay for the repair, the door was fixed, and more peaceful circumstances returned to Indiana Avenue.

LUGAR ENTHUSIASM

Lugar recalled in an interview on December 10, 1996, that his feelings about the Greater Indianapolis Progress Committee were very enthusiastic. He viewed the committee as an important way to expand involvement in his administration to people outside his political party.

According to the former Mayor, whose distinguished career includes his service in the United States Senate, the election of a mayor in 1967 was considered the "big casino" (Lugar's words) by the Republican Party in Marion County. Party leaders were exuberant and political enthusiasm threatened to create negative reactions by the general public and the press.

Mayor Lugar believed that the Progress Committee offered a hopeful balance in the public and private pressures of his office.

Indeed, as an expanded forum of community leaders, the GIPC board served as an effective and supportive sounding board for Richard Lugar throughout his years as Mayor. Generally, Republican Party leaders did not participate in the Progress Committee, with occasional exceptions such as P.E. MacAllister, who chaired the Task Force on Recreation. GIPC's ranks were mostly filled with business and civic leaders who were less involved in the direct political process.

Lugar selected Robert B. McConnell,

Manager of television Channel 8 and active in many business organizations, as his first chosen GIPC president/chairman. According to Lugar, McConnell was "super supportive."

Actually, it was not until the presidency of Dr. Gene E. Sease, President of Indiana Central University (now the University of Indianapolis), some years later that the Progress Committee hit its full stride during the Lugar years.

Lugar had been impressed and pleased that Sease invited him to serve as vice president of the board at Indiana Central. For his part, Sease recalled, in an April 8, 1997 interview, his belief that the Progress Committee was the best place he could have found as an Indianapolis newcomer to get involved and acquainted with community wide leadership, especially north side leadership.

Although Lugar's other GIPC Presidents, including McConnell, S. Edgar Lauther (AFNB Chairman), and David K. Easlick (Indiana Bell President) provided excellent leadership, Sease's close friendship with Lugar, which later resulted in a university teaching assignment, created his greatest comfort zone with the Progress Committee and eased the transition from Lugar to Hudnut, also a friend of Sease, in 1976.

Sease, incidentally, recalled that his acceptance of the GIPC presidency was conditioned on Lugar's willingness to attend all Progress Committee board meetings. Lugar agreed.

LUGAR ERA TASK FORCE INITIATIVES

In 1968, cities around the country were turning their attention more toward social problem areas.

Richard Lugar's first year as Mayor of Indianapolis followed this pattern. The GIPC task force structure, begun the year before, reflected this concern. 1968 committee task forces included Employment, Recreation, Housing and Relocation, Communications, Flanner House (an historic settlement program), and Consumer Practices.

The only two with physical development emphasis were the Roads and Streets Task Force, and the Hygrade Task Force involving the use of industrial property at the confluence of Fall Creek and White River.

At Mayor Lugar's request, later task forces

were also added to combat drug abuse and to assist African business opportunities. This Black Capitalist Task Force later became the Employment Task Force.

The Recreation Task Force was chaired by P.E. MacAllister and staffed by James T. Morris, the Mayor's Special Projects Director. This effort created "Upswing," a series of programs providing recreational and entertainment opportunities for youth, especially during the summer months. Several professional basketball players from the Indiana Pacers participated in sports clinics for children and teens. On one of the entertainment occasions, over 10,000 young people gathered on the front mall of the City-County Building and danced to the music of several rock bands. Despite the warnings of a very nervous Indianapolis Police Department, no serious racial incidents occurred in this large audience which included a very diverse group of teenagers.

During this period of tense race relations here and elsewhere, there were no major incidents in Indianapolis. It is likely Upswing contributed to this good result by creating "safety valve" recreational outlets for youth.

"Get With It," sponsored by the Communications Task Force, was directed toward encouraging volunteer involvement by Indianapolis residents in community projects.

UNIGOV

Following several informal meetings led by County Council President Beurt SerVaas, the decision was made by Mayor Lugar to create a task force on government reorganization within the GIPC to be co-chaired by SerVaas and Indianapolis City Council President Thomas Hasbrook.

Invitations to participate in this task force were mailed to twenty-six people on November 21, 1968. One of them went to Rev. William H. Hudnut III, Pastor, Second Presbyterian Church.

Lugar viewed the Progress Committee as an appropriate tool for the promotion of governmental reform. A "lawyers task force," he recalled in 1966, fit the GIPC format perfectly.

Michael Quinn, a former reporter for The Indianapolis Star, had joined the Progress Committee as Executive Secretary in 1968.

Although John Walls remained as GIPC Executive Director, in addition to his duties as Deputy Mayor, Quinn handled the day-to-day operations.

Quinn recalled in a February 11, 1997 interview that the Task Force on Improved Government Structure, chaired by SerVaas and Hasbrook, did not meet often. After the basic decision was made that consolidation of city and county governments should occur, a Lawyers' Task Force, with "pro bono" services by five local law firms, took over the task of creating state legislation to accomplish the consolidation. This Task Force was co-chaired by Lewis Bose and Charles Whistler.

Quinn worked closely with both the Marion County Legislators and the Mayor's office in setting up meetings, coordinating legislative efforts, scheduling speeches by Mayor Lugar, Deputy Mayor Walls, and Council Presidents Hasbrook and SerVaas, and distributing brochures to the public and the media.

Quinn wrote a brochure entitled "Unigov- A Proposal to Improve Our Outdated Government Structure" which covered the historic growth of local government and the need to change 19th century structure to accommodate the modern city's expanded responsibilities. It then reviewed the proposal for unified government which had resulted from the task force recommendations. The brochure closed by suggesting that "For further information about unified government for Marion County and Indianapolis, contact the Greater Indianapolis Progress Committee, Inc., Room 2141, City-County Building, 633-3065." This telephone number, incidentally, was given to the Progress Committee by Indiana Bell in recognition of the committee's inaugural year, 1965.

The Progress Committee served as a convenient "secretariat" for the UniGov promotion. Its ready and willing attitude was helpful in the successful effort at governmental reform.

Although the committee, itself, was not heavily involved in the legislative effort, its staff was used whenever needed as a coordinating tool in the initiative.

The Lawyers' Task Force continued for a

time after the passage of the Unigov legislation and later prepared some clarifying amendments to the legislation.

OTHER TASK FORCE EFFORTS

In addition to the activities already reviewed, Progress Committee task forces in the later Lugar years included Employment, Communications and Civic Promotion ("Indianapolis Is"), Business Opportunities, Waterways, Stadium, Downtown Development, and Educational Television:

CHANNEL 20

It is probable that the advent of public television in Indianapolis would have been postponed several years without the work of the GIPC's Educational Television Task Force. Money needed to launch an inaugural ETV program period was not available. Civic leader Ardath Burkhart agreed to organize a group of women ("Ardath's Army") whose door-to-door calls raised nearly \$300,000.

The start up was accomplished, Channel 20 programming began and, as they say, the rest is history!

ALL AMERICAN CITY AWARD, 1971

In 1971, the Progress Committee nominated Indianapolis for a Look Magazine All American City award, citing the Unigov reform, the educational television campaign, and the "Get With It" voluntary action initiative, each an important activity of the GIPC program.

After the city won the All American City designation, the special "bean luncheon" at the State Fairgrounds in recognition of the award offered an opportunity for wise cracks about the "beans entree." Suggesting that Indianapolis was truly "puffed up" by the award, President and master of ceremonies David Easlick ate a "commemorative" spoonful of beans to mark the occasion!

HELP FROM LILLY

At an early Lugar board meeting, the Mayor stressed his concern about lack of employment opportunities, especially for youth, and the lack of recreational programs.

Soon after this, the Eli Lilly Company loaned executive Juan Soloman to the Progress

Committee to coordinate assistance from both the Lilly company and the Lilly Endowment. He worked effectively for several years helping to manage the Lilly funded employment and recreation programs.

Solomon, an African American for whom the north side "Juan Soloman Park" is named, also gave wise counsel to the Mayor's staff in matters related to race and neighborhood relations in Indianapolis.

OPERATION BREAKTHROUGH

The Progress Committee also served as the incorporating organization for "Operation Breakthrough," an early 1970s federally funded housing experiment near the Indianapolis Motor Speedway. The chairman of the Housing Task Force, attorney Wayne Ponader, created the Indianapolis Housing Development Corporation to handle the local details of this program which produced more than a hundred housing units with innovative interior and exterior design and accessories.

LATER LUGAR YEARS - SPIN-OFFS

At the GIPC's tenth anniversary dinner in the summer of 1975 the speaker, General Motors Chairman Thomas Murphy commented on one of the Progress Committee actions which evolved during that period. Murphy praised the committee for "spinning off" the volunteer task force operations into more formally organized civic and social agencies.

He mentioned four of these: 1) Manpower, Inc. (resulting from the Task Force on Employment); 2) Greater Indianapolis Housing Development Corporation (succeeding the Task Force on Housing and Relocation); 3) Indianapolis Business Development Foundation (resulting from the Task Force on Minority Enterprises); 4) CASA - Citizens Against Substance Abuse (coming from the work of the Drug Abuse Task Force).

The Greater Indianapolis Progress Committee has always recognized the "preliminary" nature of its studies, recommendations, and even temporary action programs.

Since the beginning much thought has been given by GIPC leaders and the Mayor about what kind of permanent programs, if any, should evolve

from the committee and task force actions.

The committee has been most effective as a factor in the life of the community when its tasks are closed out within a limited time period. If permanent or longer range programs are needed, the committee leadership has wisely determined that management structures outside the GIPC are usually best suited for this purpose.

One of the Progress Committee spin-offs, CASA, the effort against drug abuse, took GIPC executive Mike Quinn as its executive director in 1972. He was replaced for a time by Robert Beckmann Jr., Mayor Lugar's media relations director and, later, by John L. Krauss, an associate in the Mayor's office who had joined Beckmann on the Lugar staff following service in the Indiana Governor's office.

Krauss overlapped Mayors Lugar and Hudnut.

In an interview on February 10, 1997, Krauss recalled some lighter moments during 1975, Lugar's final year, related to the work of the Indianapolis Bicentennial Commission. The Indianapolis effort was chaired first by Indiana Bell President James Olsen and later by Dr. Max Norris.

In planning events for the nation's 200th anniversary, the task force hosted a visit by U.S. Interior Secretary Rogers C. P. Morton.

Krauss recalled his embarrassment during Morton's visit as the limousine carrying Morton and him passed by several X-rated movies and bookstores on West Washington Street in addition to some beckoning prostitutes.

A later embarrassment was avoided when Krauss was able to find donors for liquor in Morton's hotel room—a "no-no" for Progress Committee purchasing requirements. In Krauss' words, "some 'civic minded' businesses contributed the booze and saved the city's reputation for 'Hoosier Hospitality.'"

Included in the Bicentennial observance was another GIPC activity, the Lockerbie Area Task Force, which worked for the renovation of the Lockerbie area. This activity encouraged the work of the Historic Landmarks Foundation of

Indiana, created earlier through the interests of Eli Lilly.

MORE RECOGNITION AND ENCOURAGEMENT

In 1973, the Council on Municipal Performance recognized Indianapolis and Houston as the two most economically healthy cities in the United States.

This study, funded by the Rockefeller Foundation, credited the Greater Indianapolis Progress Committee as a major contributor to Indianapolis' leading rank.

And the speaker at the GIPC tenth anniversary, Thomas Murphy, closed his remarks about the Progress Committee with these beneficent words:

"Most encouraging is the high degree of cooperation between the Greater Indianapolis Progress Committee and the city, state, and federal governments.

"The two [basic] sectors of American society—private and public—get along here [in Indianapolis], have confidence in each other, and are getting things done!"

Fine words for an organization which had now survived two mayors and a change in political party leadership.

In 1979, the Indiana University Department of Sociology completed a study on "linkages" among Indianapolis organizations. This study reported that the Greater Indianapolis Progress Committee (GIPC) had an 86% recognition factor among community leaders. Almost nine out of ten of the leaders involved in the civic business life of Indianapolis were aware of the Progress Committee and its work.

Through fourteen years and three mayors, the committee had come of age and gained significant leadership status among its peers in Indiana's capital city.

William H. Hudnut III became Mayor of Indianapolis in 1976. In the introduction to this story, Hudnut is quoted as crediting the Progress Committee, in part, for the city's dramatic improvement. In truth, Mayor Hudnut's appreciation for the support of the GIPC was an important reason for the committee's growth in stature from 1976 through 1991.

However, Hudnut experienced some quandary about the organization at the start of his administration. Former GIPC executive (and former Deputy Mayor) John L. Krauss, in an interview on February 10, 1997, recalled that Mayor Hudnut did not seem really sure what to do with the GIPC. Seeing the Progress Committee executive at frequent meetings involving city business, the Mayor finally asked him why he was there. Krauss answered, in effect, "It's what I do!"

Krauss quickly became an accepted participant and Hudnut soon named Indianapolis contractor Richard B. DeMars as his first GIPC President/Chairman. DeMars admitted later that he didn't fully understand the Greater Indianapolis Progress Committee although he credits it for creating the Corporate Community Council in which he was also involved.

In an interview on January 7, 1997, Hudnut recalled his determination to make the Progress Committee more inclusive, involving neighborhood leaders, labor leaders, and both major political parties. He remembered his staunch refusal to let the GIPC be politicized in any way.

During Mayor Hudnut's tenure, the staff

executive was selected by committee leaders and, for the first time, served as a member of the Mayor's Cabinet, a practice still in effect.

"FUTURES" STUDY

One of the first GIPC actions during the Hudnut years was mentioned by former Chairman Thomas W. Binford in an interview on January 20, 1997. Following the broadening of committee representation in 1976, Binford was asked to chair a GIPC "Futures" committee. This committee recommended initiatives for emphasis by the Progress Committee and the city during the last half of the decade of the 1970's.

An important result of this review was the creation of the Indianapolis Corporate Community Council.

Since the Progress Committee now included a broad segment of leaders beyond the business community, the Binford group believed that it was necessary to create a group specifically for corporate/business/financial leaders to use in decisions related to the funding of community projects recommended by the Progress Committee and other organizations.

Binford presented his committee's "Blueprint for Excellence" to the new board of the GIPC. He said, in part: "We have taken pride in what we are and have; let's [now] take pride in what we should and can be." His desire as the GIPC Chairman included a program balanced between physical and social initiatives, also reflecting Mayor Hudnut's preferences.

EARLY HUDNUT TASK FORCES

Former executive John Krauss recalled several of the early Hudnut era task forces. The Waterways Task Force sought ways to use the Indianapolis Water Company canal. Although reuse of the water company's pumping station as a bar/restaurant was vetoed by this task force, its early work ultimately led to the dramatic 1990's beautification efforts.

The Intergovernment Task Force sought more funding options for the city. Major motivation for this activity occurred when the Center Township Trustee's property tax funding for poor relief diminished. While no permanent solutions were found, the problem was illuminated

through task force discussion and later efforts eased the situation.

The Task Force on Jail Overcrowding, appointed at the request of the Marion County Prosecutor Stephen Goldsmith, was co-chaired by former Indiana University Law School Dean Cleon Foust and Indianapolis attorney Karl Stipher. Federal Judge Hugh Dillon, who had ruled that the jail overcrowding be eliminated, appointed the task force co-chairs and GIPC executive Krauss as commissioners to enforce his order. This led to a bond issue to enlarge the county jail facilities.

Other task forces during the early Hudnut years included Urban Growth and Revitalization, Transportation, Economic Development, Citizen Responsibility, Human Relations, Human Services, Energy, and Public Safety/Criminal Justice.

LAW ENFORCEMENT PROBLEMS

Public safety issues have often baffled those attempting to solve them, especially when they involve civil rights and responsibilities. Early in Mayor Hudnut's first term in office a police shooting of the fleeing African American suspect created much resentment in the Black community. The Mayor asked the Progress Committee to study the situation and make recommendations aimed at satisfying all sides in the controversy.

The chairman originally picked to lead this review had to back out of his commitment. Donald W. Tanselle, President of Merchants National Bank (now National City Bank), was asked by the Mayor to take over the chairmanship. Tanselle accepted, subject to the appointment of an African American co-chairman. The Mayor named Dr. Lehman Adams, a prominent Indianapolis Dentist, and the "Tanselle-Adams" task force began its work. Several modifications related to police actions regarding "fleeing suspects" resulted.

According to an interview with Tanselle on August 7, 1997, during this era police department regulations on use of firearms for fleeing suspects suggested that an officer "may" shoot at the suspect. However, strong pressure within the ranks of police officers during this time period, according to Tanselle, was more in the "must shoot" category. This defined the problem well.

At neighborhood public hearings, the task

force discovered that, unlike expectations, citizens in "at risk" neighborhoods very much favored a strong police presence near their homes to protect them from criminal actions. Better defined rules about when and when not to shoot in addition to racial sensitivity education brought improvements in the enforcement of the law in this difficult area.

This was the first GIPC action concerning racial incidents since the early request by Mayor Lugar that the Progress Committee repair the door at Rev. Mozel Sanders' restaurant on Indiana Avenue.

It is interesting to note, however, that the very first resolution adopted by the GIPC board in 1965 was from the sub-committee on Health, Education, and Welfare, presented by its chairman, Thomas W. Binford, calling for full racial integration of the greater Indianapolis community and, in particular, elimination of racially segregated schools.

I-69 ACTION

Former GIPC Chairman Tanselle also recalled Mayor Hudnut's use of the Progress Committee as a "sounding board" and as an objective group for recommending action which might not be well received from the Mayor himself.

In the interview in January, 1997, the former Mayor agreed that he used the committee board for discussion of public issues, stating his belief that issue "discussion is often more important than action."

In an obvious use of the Progress Committee as a "trial balloon/lightning rod" vehicle, both Hudnut and Tanselle referred to the GIPC review of the disputed extension of interstate Highway I-69 through the downtown area.

The routing through northeast Indianapolis and the funding had already been approved by federal and state highway officials. Objections by neighborhood groups in the proposed route of the highway caused Hudnut to ask for a review by the Progress Committee board, serving as a "committee of the whole."

Former Chairman Tanselle recalls a public hearing in the Indiana Convention Center attended

by over a thousand people. Dozens of opponents spoke against the I-69 extension but only one speaker, representing road contractors, spoke in favor.

The board voted to kill the project and Mayor Hudnut accepted its recommendation.

Whether this decision was right or wrong the action established the GIPC as a useful tool for the Mayor in taking heat on controversial issues.

ON THE OTHER HAND...

Hudnut also remembered one occasion when the committee was not used to test public reaction. In the early 1980's a proposal to build a domed stadium for football was not an issue discussed by the GIPC. Its leadership at the time was not enthusiastic about the idea.

ECONOMIC DEVELOPMENT—WHOSE TURF?

According to Donald W. Tanselle, the Progress Committee assisted Mayor Hudnut in resolving a difficult relationship issue with the Indianapolis Chamber of Commerce.

For several years, the Lilly Endowment had funded economic development initiatives at the Indianapolis Chamber. After receiving a legal opinion indicating that this was not a proper use of its funds the Endowment had to withdraw from funding the Chamber's program. The Chamber asked the city to pick up support for its economic development activity.

Mayor Hudnut, preferring a city managed alternative, asked the Progress Committee to review the issue and recommend action.

Chairman Tanselle suggested that one of the co-chairmen for the review be the Chairman of the Indianapolis Chamber. This appointment was made, the task force reviewed the alternatives and voted overwhelmingly for a proposal to create a new city agency to handle economic development.

The Chamber and its chairman graciously accepted the decision and the Indianapolis Economic Development Corporation began its operation as the growth promotion agency for the capital city.

REGIONAL CENTER PLANS I AND II

In 1980, the Progress Committee initiated the first "Regional Center General Plan" in cooperation with the Department of Development

and the private Commission for Downtown. The Development Department staffed the project which created plans for the downtown area of the city. James L. Kittle and Charles L. Whistler, for whom the GIPC "Whistler Award" is named, co-chaired this cooperative effort. Along with a follow up review a decade later, chaired by Dr. Frank Lloyd and John W. Walls, the Regional Center Plan has guided the city's decisions in the creation of major developments like the RCA Dome, the Circle Centre mall, and the canal improvements in the downtown area.

1980'S TASK FORCES

GIPC task forces in the early 1980's included Urban Growth and Revitalization, Public Transportation, Economic Development, Intergovernmental Relations, Human Relations, Human Services, Energy, Ride Sharing, Public Safety/Criminal Justice, Citizen Responsibility, and PRIDE, or Peaceful Response in Indianapolis for Desegregation Efforts.

PRIDE

The early 1980's brought a decision by the Federal Court that Indianapolis must desegregate its public schools.

Former GIPC executive Margo Lyon-Townsend, in a January, 1997 interview, remembered that, at the request of Mayor Hudnut, the Progress Committee led a massive community endeavor to confront the tough issues related to court ordered school desegregation. These included the busing of African American students to schools outside the Indianapolis system.

The effort was called "PRIDE", as identified above, and included active Progress Committee leaders such as PRIDE Chairmen Henry Ryder, Eldon Campbell, Thomas Binford, and Dr. Frank Lloyd.

Activities involved a major communications effort, including a "desegregation hot line" telephone program. Binford, Lloyd, and others visited with suburban school superintendents and, with significant help from Wayne Township Superintendent Edward (Bud) Bose, were successful in calming fears and correcting rumor-fed suspicions.

Police agencies were very cooperative.

Marion County Sheriff's helicopters were used to observe the initial desegregation busing program and to act on any potential disturbances caused by the delivery of students to new school assignments.

The original movement of over five thousand African American students to mostly all white suburban schools was accomplished smoothly, almost without incident.

As a tool for community issue resolution, GIPC's PRIDE task force lived up to its acronym. Its accomplishment was, indeed, a proud moment for Indianapolis. The Greater Indianapolis Progress Committee had truly come of age. The public and civic leadership of the city had fully cooperated to solve a major urban problem and Indianapolis was able to avoid the disaster which many other cities experienced because of racial desegregation of public schools.

In a speech by Mayor William Hudnut to the Swiss National Committee on October 22, 1982, in Zurich, the Mayor referred to the public-private cooperation in Indianapolis and the role of the Progress Committee with these words:

"The best example [of cooperation] is the Greater Indianapolis Progress Committee."

Then, after explaining the role of the GIPC, Hudnut continued: "[the GIPC] mobilized literally thousands of volunteers to break down the fears and defuse the anxiety that came as a result of court-ordered desegregation for our schools.

"The Greater Indianapolis Progress Committee is a premier example of what true community partnership is all about."

LOCKEFIELD GARDENS

Another significant contribution in the early 1980's was the work of a task force to recommend and promote reuse of the historic Lockefield Gardens Apartments, one of the nation's first public housing developments.

Once again, Charles Whistler was pressed into action as chairman of this activity.

The renovated Lockefield area, now a beautiful multi-family housing park, was thoroughly deteriorated in 1985. It now stands as another reminder of the community benefits fostered by an organization like the Greater Indianapolis Progress Committee which can bring ef-

fective leadership to bear in solving critical community problems.

MID 1980's

Self analysis and planning during Board retreats in 1984 and 1985 created new enthusiasm for the Progress Committee directors.

Dr. Glenn Irwin, then Chancellor of Indiana University-Purdue University at Indianapolis (IUPUI), was GIPC Chairman during this time and led the introspective look at the organization.

An earlier survey of board members (1983) listed the following items in identifying the role of the Progress Committee:

1. Develop and promote legislation to help Indianapolis.
2. Help in developing leadership commitment to human social services.
3. Continue role as catalyst for problem solving.
4. Communicate local government needs and financing requirements.
5. Broaden the base of GIPC leadership.
6. Act as a convener on issue resolution.
7. Provide a leadership role in issue resolution.
8. Support existing programs which are effective.
9. Help to clarify roles and responsibilities of existing institutions.
10. Follow up and promote Regional Center Plan.
11. Seek creative solutions beyond traditional efforts.

These concerns by board members and discussions with Mayor Hudnut translated into a proliferation of task forces: Arts Promotion, Employment, Detoxification, Urban Reinvestment, Education, Juvenile Center, Job Net (youth employment action), Whistler Award, Urban Growth, Desegregation Advisory Council, Public Housing, Human (race) Relations, Human Services, Intergovernmental Relations, Transportation, Downtown Revitalization, Economic Development, Neighborhood Revitalization, Energy, and Entrepreneurship.

The GIPC also served as the fiscal agent

for two prominent national conferences in Indianapolis during this time: The National League of Cities and the City Assets Conference.

RESULTS

Some examples of the results coming from these task force efforts included the decision to rebuild the Juvenile Center at its existing location, the reactivation of the Indianapolis Arts Council, the renewed emphasis on the Regional Center Plan, a strong city emphasis on neighborhood renewal action, support for racial desegregation, creation of "Partners 200," a youth summer employment program, promotion of the downtown canal development, the earlier mentioned Lockfield Gardens solution, and support for the development of IUPUI which had over 28,000 students by 1995.

WOULD YOU BELIEVE—IMPEDIMENTS?

A list of "impediments" to progress was included in board discussions during this time. As reported in Board minutes, GIPC directors thought the following items could prove troublesome:

1. An inadequate tax base for funding projects.
2. Unwillingness of State Legislators to help the capital city.
3. Displacement of central city residents due to public actions.
4. Lack of jobs.
5. Competitive disadvantage with "Sunbelt" cities.
6. Lack of commitment from business.
7. Refusal to deal directly and realistically with problems and over dependence on political and economic rationale.
8. Over dependence on established leadership in the community.

This kind of list, developed by those involved in community life, adds a critical reminder that much work remains—in any era—to achieve development goals.

LATE 1980'S

As the decade progressed under the mayoral leadership of William H. Hudnut III, new issues brought new efforts from the Progress Committee. A discouraging Indianapolis record

in infant mortality resulted in a task force review which led to local action to improve this serious problem.

Local interest in the environment, plus an Environmental Protection Agency report critical of Indianapolis, led to the creation of the Task Force on Air Quality.

The Community Desegregation Advisory Council, sparked by GIPC study and action, continued its role as the primary parent-school catalyst.

An earlier effort to promote the start of educational television in Indianapolis was revisited with a task force to support public television financing.

A new movement to encourage minority business enterprises came from task force action. This effort provided a good example of the GIPC's ability to bring practical and effective leadership to bear on a problem. Co-chairing this task force were two successful business leaders, African American businessman William Mays and financier Robert McKinney.

STAFF LEADERSHIP

Mayor Hudnut worked well with GIPC staff executives (having learned early what it was that John Krauss did!).

During Hudnut's sixteen years as Mayor, Krauss, Margo Lyon-Townsend, and Carson Soule served as executive directors of the Progress Committee.

During the Hudnut years, the GIPC executives were invited to participate in the Mayor's staff meetings, a practice continued during Mayor Stephen Goldsmith's administration.

In 1987, at the time of Margo Lyon Townsend's departure, then Deputy Mayor John Krauss reported to the GIPC board that over fifty applications for the position had been received, further evidence that the Progress Committee had achieved considerable recognition in Indianapolis.

A STATED MISSION FOR THE PROGRESS COMMITTEE

After twenty-three years of considerable informality, board discussion led to the adoption of a mission statement on March 23, 1988. This is what it says:

"The Greater Indianapolis Progress

Committee exists to provide a forum in which leaders of the public and private sectors of the City of Indianapolis can work as partners to study, discuss, and address issues of concern and areas of opportunity which affect the progress of the city."

The mission statement is silent on the role of the Mayor of Indianapolis. Obviously, the Mayor needs to be involved for the Progress Committee to be the effective organization originally intended. Without the Mayor, the GIPC is just another volunteer organization with a worthy cause.

MORE POLICE/COMMUNITY PROBLEMS

In 1987, another shooting of a young African American who was fleeing police efforts to catch him, created community unrest among Black citizens and led to the appointment of a GIPC task force to review police procedures. During the ensuing three years, several prominent Indianapolis leaders, including Rev. T. Garrett Benjamin, Ray Humke, Michael Browning, and Rev. Tanya Beck served as co-chairs of this effort.

Several task force reports were submitted. One of the results was the Citizen Police Complaint Board whose powers were enhanced in 1997-98 for more effective review of the citizen complaints.

This effort, led by the GIPC, helped calm the community at a critical time in racial relations.

HAZARDOUS WASTE

The confusing jurisdictional problems involving the movement of hazardous waste materials through the city led to the creation of a Task Force on Hazardous Materials, chaired by environmental specialist William Beranek. The problems were finally resolved by cooperation among several agencies, prodded by task force discussions.

CONFUSED ASSIGNMENTS

Sometimes task forces bump into each other in their quest for solutions.

This happened in the late 1980's between the Task Force on Human Relations, chaired by David Givens, and the Task Force on Human Services, chaired by Rev. Tanya Beck.

A solution did not require the appointment of a new task force. The two task force leaders agreed, informally, that "human relations" was concerned with communications and understanding and that "human services" involved emerging social service programs.

The blessings of informality have frequently assisted GIPC efforts.

FINAL HUDNUT YEARS

As the record incumbency of Mayor William Hudnut III drew to a close, the Greater Indianapolis Progress Committee remained active.

The idea of a long range planning effort for the city was conceived, later to be initiated by Mayor Stephen Goldsmith.

Additional work toward economic development at the neighborhood level was fostered by the Task Force on Neighborhood Growth and Revitalization, which created the Community Development Corporation.

The final GIPC chairman in the Hudnut years, David W. Givens, recalls significant activity in reviewing child care needs through a task force headed by African American attorney Fay H. Williams, long active in social causes. Another task force on funding non-United Way social causes was co-chaired by knowledgeable leaders Kenneth I. Chapman, Indianapolis Foundation executive, and Irving Katz, United Way President.

Givens also remembers the helpfulness of Indianapolis Police Chief Paul Annee, who spent many hours with GIPC representatives in discussing police-community relations prior to the action creating the Citizens Police Complaint Board.

THE HUDNUT YEARS—A PERSPECTIVE

At the time the Indiana General Assembly removed the two term limitation for the Mayor of Indianapolis, the legislation was dubbed "Hudnut Forever."

In retrospect, of course, nothing lasts forever and William Hudnut III decided, after four terms as mayor, that it was time to turn the job over to another leader.

Actually, the long service of William Hudnut as mayor benefited the Greater

Indianapolis Progress Committee immensely.

He was present at almost all of the meetings of the GIPC board of directors. (Former Chairman Henry Ryder recalled changing the meeting date if Hudnut was not available on the scheduled date.)

He participated actively and listened intently to reports and discussions.

He led the initiatives subtly without dominating the agenda and he gave recognition and expressed frequent appreciation, individually and collectively, to those involved in Progress Committee activities.

These actions by the Mayor of Indianapolis are the essential rewards, in a very real sense the "pay and benefits" received by the volunteer leaders who participate in the Greater Indianapolis Progress Committee. Hudnut's "presence, participation, and appreciation" stand as a prime example of a chief reason volunteer leaders have been willing to give their talents and service to the Progress Committee.

Author's Note

Current history is almost always harder to report than more remote periods. There is a certain comfort level in writing about what happened much earlier. There are fewer potential critics still involved and their memories are likely shaken somewhat by intervening years and activities.

At the time of this writing, many of the current (1990's) participants, including the Mayor, were still on hand and the media reported their activities regularly.

So it is with some trepidation that this chapter is included. However I believe it is important to bring the story up to date as much as possible to achieve an understanding of GIPC's relationships with its first four Mayors and its community.

Mayor Stephen Goldsmith, GIPC's fourth Mayor, has been criticized by some past and present Progress Committee participants for appearing to have less interest in the committee's work. There are several factors mentioned in the following text to touch on this criticism. One of the factors may be traceable to committee leaders themselves who have frequently urged a GIPC role more independent of the Mayor.

More on this later.

J.W.W.

Stephen Goldsmith became Mayor of Indianapolis on January 1, 1992, after serving as Marion County Prosecutor for many of William Hudnut's years as Mayor.

His interest in the Greater Indianapolis Progress Committee, contrary to some opinions, was apparently high on his list of "things to do." Joseph D. Barnette Jr., Chairman of Bank One Indiana and Goldsmith's first Progress Committee Chairman, reported in an interview on May 15, 1997, that on Goldsmith's first day on the job the new Mayor had called him about assuming the GIPC chairmanship.

Barnette recalled chuckling and asking: "Don't you have anything better to do on your first day in office than to call me?!"

Obviously, Steve Goldsmith, demonstrating his typical thoroughness, had given the Progress Committee and its possible leadership considerable

thought.

In fact, of the three Mayors succeeding GIPC's founding Mayor, John Barton, Goldsmith demonstrated more interest in the organization early in his first term (the very first day!) than either Lugar or Hudnut.

Joe Barnette, as well as others involved with the GIPC during the Goldsmith years, point to the Mayor's personal management style as a reason for the perception that Goldsmith has created "some distance" between him and the Progress Committee.

In addition to early selection of the new Chairman, Goldsmith also encouraged the hiring of his close associate, Anne Shane, to lead the staff efforts. This action may have been misunderstood by some but it assured the kind of communication between the Mayor and the Progress Committee that was not always present in previous administrations.

Goldsmith also continued the Hudnut practice of including the GIPC executive regularly in the Mayor's weekly staff meetings.

By 1992, the Progress Committee budget had reached a significant \$201,802 with over \$150,000 targeted for staff and related expenses. Most of the money came from private contributions.

PROGRAM EMPHASIS

Mayor Goldsmith brought the GIPC into the process of achieving several of his announced objectives. One of the first of these assignments related to downtown development—a long standing Progress Committee interest.

The Mayor asked the committee to review the work of the Commission for Downtown, a private promotional group spun off earlier from the GIPC's efforts. This group and several other organizations, including the Indianapolis Economic Development Corporation, the Indianapolis Project, and the Indianapolis Convention and Visitors' Association, were operating, in part at least, with city contributed funds.

This study resulted in the creation of "Indianapolis Downtown, Inc.," which assumed the basic economic development role for the city's central business district.

Other interests resulting in some action during 1992 included housing, neighborhood

improvement beyond the downtown, and the Campaign for Healthy Babies, later taken over by the Marion County Health and Hospital Corporation.

A neighborhood development fund, the "Community Enhancement Fund," was created within the Greater Indianapolis Progress Committee in 1993 and received \$50,000 from city funds to get started. Long term financing of this activity has been supported by tax abatement filing fees in addition to other sources.

This fund, under a board chaired since its inception by attorney H. Patrick Callahan, was authorized to grant from \$500 to \$5,000 for individual neighborhood projects. By October, 1993, the fund had granted \$37,000 for projects selected from thirty-seven applications.

Another request from Mayor Goldsmith was for counsel by the GIPC on ways to achieve broader regional interest and support for governmental services restricted to smaller jurisdictions. A task force was named to study this problem but had limited success. This study, however, was an important predecessor to the creation of MAGIC (Metropolitan Association of Greater Indianapolis Communities) by the Indianapolis Chamber of Commerce and other regional public and private participants.

A Public Safety Task Force, chaired by former GIPC Chairman Gene Sease, tried to get the Indianapolis Police Department, the Marion County Sheriff, and the town marshals to cooperate more with each other. One result of this effort is a combined property room now used by all police units in the county.

The Mayor's interest in the subject of better, more efficient public safety services has kept the Progress Committee involved in this area throughout the Goldsmith years.

Another subject which has interested this and most previous Mayors is the increase in revenue other than property taxes to support city services. Goldsmith recommended that a 1993 GIPC board committee be assigned the job of studying the possibilities for increased income to the city.

In the fall of 1993, following a Walker Survey report which indicated that 20% of the people living in Indianapolis wanted to move elsewhere in

central Indiana, the Mayor asked that the Progress Committee focus on this issue in its mid-1990's work.

VISION INDIANAPOLIS TOMORROW

Mayor Goldsmith indicated early in his first term that "the focus of GIPC will extend beyond downtown and into neighborhoods. . . establish a community visioning process. . . improve the quality of life in our neighborhoods."

Goldsmith's interest inspired four private organizations and his own city administration to think in terms of strategic planning for the city. The private groups were the Indianapolis Chamber of Commerce, the Indianapolis Corporate Community Council, the United Way/Community Council of Central Indiana, and the Greater Indianapolis Progress Committee.

After discussion among these participants, "Vision Indianapolis Tomorrow" was created in 1992.

The sponsors intended that the "community as a whole" manage the visioning effort. A group of citizen "stakeholders" was selected by a steering committee representing the sponsors to reflect the diversity of the Indianapolis community. This steering committee then chose the leadership of the project. Indianapolis businessman Dan Efroymsen was asked and agreed to chair the effort.

CHOICE OF CONSULTANT DISAPPOINTS MAYOR

Early on, the leaders of the Vision project and the Greater Indianapolis Progress Committee's Executive Committee chose the National Civic League to consult in designing and carrying out the effort.

This was not the consultant preferred by the Mayor and his staff although a possible lack of communication may have been responsible for the perceived disregard of his preference. The mayor's Chief of Staff, Anne Shane, also a former GIPC executive director, said in an interview on March 17, 1997, that the consultant chosen aimed the study toward "more expensive" solutions than the Mayor was willing to support and that a more imaginative consultant might have done a better job in the Indianapolis assignment.

Mayor Stephen Goldsmith also commented in a March 20, 1997, interview that he was "a little disappointed in the selection of the consultant."

While a communication gap may have contributed to the selection of the consultant, the appearance of disregarding the Mayor's preference was unfortunate. The message sent to the Mayor, even if unintended, may not have been the best one in terms of results in this and other initiatives.

NEW EXECUTIVE

At the end of 1992, Anne Shane resigned as GIPC Executive Director to join the Goldsmith staff. She was replaced by Andrea Marshall who served the Progress Committee through much of the Vision study period. Shane remained active with the GIPC as the primary representative of the Mayor.

VISION STATEMENT

During the year in which the study and discussion on the Vision project occurred, many Indianapolis citizens were involved. The first goal in the discussions was to identify an overall vision statement. Since this statement is the key to strategic efforts by the Progress Committee and other organizations, it is appropriate that it be quoted as adopted:

"The City of Indianapolis is a people who are accountable for themselves and for each other through a sharing of goals, hopes, needs, and power.

"This is our vision for the desired future of Indianapolis for the 21st Century.

"We will be an open, welcoming, harmonious, nurturing, and generous community.

"We will be a city of hope and opportunity for all, with strong links and no barriers among individuals of our diverse population.

"We will be a city of access to opportunity where all people can reach their full potential with justice and dignity and grow to become strong threads in the fabric of the community.

"We will foster a community ethic of compassion, voluntarism participation, cooperation, and neighborliness based upon our values, principles, morals, and respect of all our citizens.

"We will draw strength from the many heritages and faiths of our people and interact dynamically with our neighboring communities and states to build a prosperous future as an integral part of the world economy."

Anyone who has been through the process of finding consensus agreement on the wording of an important document can understand the difficulty faced by the Vision discussants. The achievement of this statement was no small task, especially considering the diversity of the participants many of whom had never before been in the same room together.

This effort was completed during the last half of 1992 and by early 1993 the Vision Committee had identified four key performance areas considered most vital to the achievement of the vision statement.

KEY PERFORMANCE AREAS

The areas with issues most critical to the achievement of the vision are: Education, Race Relations, Neighborhoods, and City-County Governance. These four areas were subjected to study by Key Performance committees during the following months, and related recommendations were presented to the sponsoring organizations, the Mayor, and the total community.

GIPC'S ROLE

Although each of the sponsors contributed to the creation and overview of the visioning process, staff work by the Progress Committee was significant. During the study phase Debra Norman, working under the supervision of the GIPC Executive Director, was the key staff participant and worked with the sponsoring organizations and the stakeholders group. In the implementation stage, the GIPC was asked to assume the major coordinating role. Tracy Swatts Whitfield, also working from the Progress Committee's office, was named as the project manager for Vision, with Toby L. C. Miller serving as Race Relations Coordinator. In 1995, Whitfield was succeeded by Sharon K. Bowland, with Miller continuing in his staff leadership role in race relations. By 1996, The Vision staff was merged fully with the Progress Committee.

Through 1994, Vision committees in each key performance area reviewed and adopted goals and strategies toward their objectives. The Greater Indianapolis Progress Committee, as mentioned, assumed the primary responsibility in coordinating community efforts to accomplish the goals of the vision.

In an interview on October 2, 1997, Kenneth I. Chapman, who became chair of the follow-up "Vision Coordinating Committee" after the study phase was completed, agreed that the Progress Committee should have the primary job in leading the vision initiatives. He also said that the Mayor and the City should be more supportive (his words were "put up or shut up") in backing the GIPC and other community efforts toward achievement of the vision.

In addition, Chapman suggested that in the years after 1997 a key to achieving dynamic follow up on the vision will be the selection of new leadership for the program—leadership with undisputed influence in community affairs.

VISION RESULTS

Ken Chapman believes that Vision Indianapolis Tomorrow has produced some tangible results. These have been primarily in neighborhood initiatives, which have had high interest from Mayor Goldsmith, and in actions regarding race relations such as the "Race Relations Leadership Network" operating out of the GIPC. Education initiatives, Chapman says, have been confused by multiple, uncoordinated efforts by several organizations.

It is interesting to note, in light of Chapman's desire for the City to be more interested and involved, that he agreed to chair the Vision project only if the Mayor's office did not interfere in the activity.

Dan Efroymsen, the first chairman of the Vision effort, commented in a September 8, 1997, interview that, in his opinion, the project has had two major impacts:

1. It brought the "true" city stakeholders into the planning process and they became the "owners" of their future. The results were an "every person" vision.

2. These stakeholders then "permeated" other organizations and activities and have influenced decisions based on their participation in the Vision project.

Efroymsen argues that "Vision was a good step—an important part of an ongoing process." He chaired the sessions of "no holds barred" discussions held at the Indiana State Fairgrounds and attended regularly by fifty or more participants. Many of them

were "non-traditional" leaders from neighborhoods and less known organizations.

He also believes that the Greater Indianapolis Progress Committee is better equipped to coordinate follow up action than a newly created organization would be.

Both Vision chairmen, Efroymsen and Chapman, are agreed, then, that the Vision and its plan should be part of the GIPC's commitment.

SOME QUESTIONS

Others, while agreeing that Vision Indianapolis Tomorrow is a positive activity and well worth the effort involved, are not so sure that the Progress Committee has benefited.

Attorney Bruce Polizotto, a long-time GIPC director, in an interview on April 7, 1997, expressed the opinion that "the Vision report is so broad and so comprehensive that it is difficult to implement. The action steps listed are too often vague, disjointed, and redundant."

Polizotto said that "the GIPC was probably not the right group for strategic planning," that "action" is more in keeping with the committee's task force approach. This thought, of course, argues for the current "follow-up" role now assumed by the GIPC, as related to its Vision involvement. However, Polizotto further observed that "the follow-up role is so large and amorphous as to potentially consume and debilitate the GIPC staff, diverting it from more doable projects."

Polizotto also suggested that the enlargement of the Progress Committee board, one of the results of the Vision goals, had not been helpful to the committee's functions.

University of Indianapolis President G. Benjamin Lantz, who chaired the Progress Committee in 1994 and 1995, agreed with Polizotto about the size of the board.

In an August 1, 1997, interview Dr. Lantz said he believes the larger board dilutes the close relationships felt by directors in earlier years.

Lantz also questions the GIPC's follow-up involvement in the key performance area of City-County Governance, especially as it pertains to regional, multi-county governmental reform. He believes achievement in this area might be difficult

unless the Progress Committee is related to a geographic constituency larger than Indianapolis and Marion County.

VISION SUMMARY

All those interviewed about Vision Indianapolis Tomorrow and the GIPC's role agreed that the effort was one which brought many "non-traditional" leaders into the discussion and effectively broke down former barriers to dialogue in Indianapolis. Ben Lantz said that "walls [which separate us in this city] are everywhere. It [Vision Indianapolis Tomorrow] was all about breaking down walls."

OTHER INITIATIVES DURING THE 90'S

According to Deborah Daniels, GIPC executive from 1994 to 1996 (September 12, 1997 interview), people and policy issues were in the forefront of the Progress Committee agenda during her tenure.

This 2 1/2 year period still included actions related to the Vision project but also featured two other major efforts.

The first was the CORE Task Force (Center Opportunities and Regional Education). This was a study of the problems of Center Township and how property taxes, including those related to the Indianapolis Public Schools and poor relief might be made more equitable.

The second emphasis was on public safety issues, one of Mayor Goldsmith's primary concerns. A Progress Committee task force studied efficiencies and economies related to fire and police services in Marion County, seeking better ways at less cost.

Daniels commented that the public safety task force presented a difficult challenge but after the election of Sheriff Jack Cottey, the Sheriff and Mayor Goldsmith worked together and achieved a "coordination atmosphere," including cooperative property room operations, dispatch, and citizens' services.

In the June 17, 1993 minutes of the GIPC board of directors meeting, a program initiative survey of board members gave top priority to education, followed by property taxes, public transportation, and Unigov improvement.

SOME STATED CONCERNS

Former Chairman Benjamin Lantz was a very active leader for the Progress Committee and believes the organization faces an identity crisis in the Goldsmith era.

He suggests this situation has been created by the Mayor's absence from GIPC board meetings. The Mayor, he says, has attended less than half the meetings and on those occasions has left after making brief opening remarks.

Some of the 1996-97 activities in the area of police-community relations, Lantz fears, have created confusion regarding the GIPC's task force role in problem solving.

Dr. Lantz believes the current board size is cumbersome, inhibiting decisive action, and that the GIPC has become merely a forum.

Actually, each mayor has used the Progress Committee board of directors in different ways. The forum concept, for example, was Mayor Richard Lugar's chief use of the assembled directors.

Lantz also fears that Mayor Goldsmith's concerns stress immediate problems and are not long range enough.

Actually, Goldsmith's "long range" initiatives appear to many observers to be more pronounced in his administration than was the case with most of his predecessors in the Mayor's office. All Mayors have struggled with the difficult need to balance the "crisis of the hour/day" with overall program goals. As the saying goes: "When you are up to your ass in alligators, it is sometimes difficult to remember that your original purpose was to drain the swamp!"

SOME PERSPECTIVE

Actually, Mayor Stephen Goldsmith agrees that the Progress Committee requires some self analysis and direction.

In an interview on March 20, 1997, the Mayor expressed enthusiasm about the organization but suggested that it must do some of the work in defining its role.

Early in 1996, after banker Lawrence A. O'Connor Jr. replaced Ben Lantz as the GIPC Chairman, he and Goldsmith met to discuss "what to do with the GIPC." (Interview with O'Connor, September 9, 1997)

Regarding attendance at meetings, both

Mayor Goldsmith and his then Chief of Staff, former Progress Committee Executive Director Anne Shane, argue that the Mayor's attendance has little to do with his interest and that the overlapping presence of many community leaders at multiple local meetings, some of which are GIPC spin-off groups, means that the Mayor sees these leaders frequently, anyway.

It is understandable that citizens who have not been directly involved in the Mayor's scheduling problems find it difficult to understand the pressures faced with as many as five or six conflicts for each accepted appointment during the day and evenings, seven days a week.

THE MAYOR'S CONFIDENCE IN GIPC

Chairman Larry O'Connor believes that Mayor Goldsmith's confidence in the Progress Committee was re-emphasized at the time of the 1996 summer police incident which led to the resignation of the police chief.

The Mayor asked that the GIPC provide staff services for a working group to review police-community relations procedures, specifically the handling of citizens' complaints. The majority and minority leaders of the City-County Council, W. Tobin McClamroch and Rozelle Boyd, were named as members of the task force, assuring legislative participation in any recommendations made. In early 1998, this effort resulted in the passage of an ordinance by the City-County Council modifying citizen complaint procedures, eliminating official police representation on the reviewing body, and adding additional citizen involvement.

Goldsmith also asked the Progress Committee to create a group to help select the new police chief. This, O'Connor says, is because the "GIPC covers the waterfront in representing all of the city."

Out of Vision Indianapolis Tomorrow, O'Connor believes, the Progress Committee's role in improving community race relations, including police-community issues, has given the committee a primary leadership position in these "key" performance areas.

FINANCES

A look at a mid-1990's expenditures and income report is helpful in understanding the contemporary role of the Greater Indianapolis

Progress Committee. In 1995-96, the expenditures were categorized as follows:

Program/Project costs	\$118,833 (50%)
Salaries	68,955 (29%)
Benefits and Taxes	33,437 (14%)
Office Operations	9,459 (4%)
Communications/Development	6,928 (3%)
<i>Total</i>	<i>\$237,612</i>

In 1995-96 income came from the following sources:

Community Contributions	\$187,384 (77%)
Fiscal Services	13,678 (6%)
Grants	17,250 (7%)
Interest	25,150 (10%)
<i>Total</i>	<i>\$243,462</i>

These figures do not include the funds for Vision Indianapolis Tomorrow which, for the year covered above, totaled about \$130,000. This amount came mostly from the Lilly Endowment, the Indianapolis Foundation, and the Moriah Fund.

At least one indicator of program success and public acceptance for volunteer organizations is the extent of community financial support.

In the case of the Greater Indianapolis Progress Committee, this support from those interested in civic improvement has been significant and is greatly responsible for the durability of the organization. GIPC must be doing something right.

EXECUTIVE LEADERSHIP

Early in 1997, David Coats replaced Deborah Daniels as the GIPC Executive Director, becoming the fourth executive during the Goldsmith years.

Coats' background in the administration of the Catholic Archdiocese of Indianapolis gave him considerable insight into community issues. During this time he also served, with both Mayors Hudnut and Goldsmith, on the Progress Committee board of directors.

He has the confidence of Mayor Goldsmith and is well fitted to handle the diverse challenges facing the Greater Indianapolis Progress Committee in the coming months and years.

In the movie, "Field of Dreams," the farmer-baseball enthusiast, portrayed by actor Kevin Costner, is consumed by the thought, "if you build it, they will come."

And come they did--baseball legends from years gone by--literally out of the bushes (actually, corn rows) and onto the playing field created in the middle of a rural countryside.

In 1965, the thoughts of those who founded the Greater Indianapolis Progress Committee were akin to those of the hero in "Field of Dreams." With hard work and inspirational leadership an appealing city could be created which would bring legendary successes and accomplishments to Indianapolis and its citizens.

A SLAM DUNK

On December 2, 1997, Indianapolis News sportswriter Bill Benner wrote a newspaper article entitled "Indy Scores a Slam Dunk." It covered the city's successful effort to host the World Championship of Basketball in 2002. As might be expected, the style of the article reflects sports mentality and rhetoric. But it also reflects, with powerful emphasis, what has happened to Indianapolis since 1965, the year the GIPC was organized.

Benner wrote, in part, "It may take a while. . .for many. . .to grasp the significance of Indianapolis hosting the 2002 World Championship of Basketball.

"But take it from one who has covered this event [in the past], recognizes basketball's burgeoning popularity. . .who has lived in Indy all his life and still can't quite comprehend the metamorphosis that has taken place in our once sleepy little town. . .This is one big-time score!"
[Author's underlining]

"It's an extraordinary achievement any day when cities such as Tokyo and Berlin walk away losing to Indianapolis in a high stakes competition with a potential impact of \$50 million—or more—on the table. . .[and]. . .Indy already had beaten our Orlando, Portland, Atlanta, and Seattle just to become the U.S. representative in the bidding."

NO PLACE LIKE INDY

In an August 8, 1997, editorial entitled

"There's No Place Like Indy," The Indianapolis News quoted from an article in Nations' Cities Weekly which said, "Indianapolis has fashioned a downtown that not only entices business investors and visitors but also the locals."

The editorial writer continues with a comment about several downtown achievements and lists eight future developments with significant economic and city enhancement benefits.

The key message in the editorial, however, states "Don't get the idea that Downtown has peaked, however. Look for a lot more new construction sites over the next couple. . . [of] . . . years."

The positive atmosphere in Indianapolis, reflected in the above editorial, may seem routine for city residents who have inherited post-1965 attitudes in Indiana's capital city. But for those who lived here before the downtown achievements, the amateur and professional sports initiatives, UniGov, economic development successes, leadership efforts almost always supported by the public, and the Greater Indianapolis Progress Committee, Bill Benner's assertion that he "still can't quite comprehend the metamorphosis" is a very realistic description of feelings.

At the very least, the founders of the Progress Committee contributed to a watershed of attitude change which underlies a newspaper editorial saying "there's a lot more to come!"

A CITY OF VISION, A MODEL OF ACHIEVEMENT

Returning again to the November 6, 1991 editorial in The Indianapolis Star, on the occasion of the GIPC's twenty-sixth anniversary, the writer said, in part, "In 1965, Indianapolis dreamed of escaping from the long slump. . .

"Something happened then, and along came UniGov, beautification of Monument Circle, Market Square Arena, the Bi-Centennial Committee, the Convention Center, and other programs and projects for better living. . ."

After describing many projects completed and under way since 1965, the editorial writer suggested that "the fast move forward began in 1965 with the formation of the Greater

Indianapolis Progress Committee..."

SOMETHING HAS HAPPENED

Without question, something changed in Indianapolis. While many people and institutions can share credit for the accomplishments in the past thirty-some years, The Greater Indianapolis Progress Committee has been in the center of the happenings and, to a great extent, has epitomized the profound change occurring in the years since its founding.

WHAT HAVE WE LEARNED?

WHAT HAS WORKED?

THE "MAYOR FACTOR"

There are many factors contributing to the success of the Greater Indianapolis Progress Committee.

Let's look at the most important one starting with the "Mayor Factor."

Prior to writing the concluding chapter, the author had the pleasant privilege of attending a meeting which included seven of the ten men and women who have served as executive directors of the Progress Committee.

In addition to the author, John Walls, the group included the current executive, David Coats, and Michael Quinn, Robert Beckmann Jr., Margo Lyon-Townsend, Carson Soule, and Andrea Marshall.

Three other former executives, John Krauss, Anne Shane, and Deborah Daniels had been previously interviewed.

These staff executives lived every day with this unique organization and spent long hours working to fulfill the civic assignments given GIPC by the Mayor and others.

Each person confirmed a lasting enthusiasm for the Progress Committee and for the efforts made during his/her era.

All of these staff leaders strongly believe that the imperative factor in any success achieved by GIPC is the involvement of the Mayor of Indianapolis.

Without the interest and action of the mayor there is little reason for the existence of the Greater Indianapolis Progress Committee.

While the GIPC gives support and

encouragement to the Mayor in countless ways, its community role has no special meaning without the appointing authority of the Mayor, participation by the Mayor in its meetings, and support by the Mayor for proposals and projects which merit mayoral endorsement. Mutual benefits abound for both the Mayor and the Progress Committee and these benefits accrue to the City of Indianapolis.

It is apparent that GIPC has little vitality or significance without the Mayor. Equally, however, his presence at GIPC meetings and active participation in committee events and promotions enhances the civic stature of the Mayor.

OTHER SUCCESS FACTORS

In no particular order, other factors leading to the successful operation of the Greater Indianapolis Progress Committee appear to include the following:

- Although less difficult tasks (i.e., the naming of Market Square Arena) can add to the positive reputation of GIPC, more vital and more difficult efforts in areas such as unified government, peaceful school desegregation, police/community relations, municipal finances, public school improvement, and other critical issues best define both the reason for and the success of the organization.

At the outset of the committee in 1965, City Corporation Counsel James Beatty, who was also Marion County Democratic Chairman, told GIPC's first executive director, John Walls, that the city could handle the "easy problems" by itself and that the Progress Committee should aim its efforts at solutions to help the Mayor and the city with "the hard stuff." Beatty was right.

- Location—location—location. Related to the "Mayor Factor," the proximity of the GIPC office to the Mayor and other city agencies in the City-County Building has added an "official" endorsement for the committee's credibility. Meetings of the Progress Committee board of directors were perceived as more vital when held in the Mayor's Conference Room. Meetings away from the

City-County Building can diminish this perceived vitality and make attendance by the Mayor much more difficult.

- The Progress Committee's best results occur when operating under an assignment by the Mayor.

A 1998 city ordinance creating a new citizen complaint system for disputed police actions resulted from Mayor Stephen Goldsmith's task force assignment following an incident in 1996 involving several police officers.

Other memorable tasks from the Mayor have related to school desegregation, local government reform and financing, interstate highway extensions, racial relations, planning for specific areas such as the Water Company Canal and Lockfield Gardens, and additional police/community relations issues.

- The Progress Committee has served well as a "trial balloon" vehicle for the Mayor. If public reaction is unknown, discussion of a possible project or activity (i.e., a new sports facility or an extension of an interstate highway) by GIPC can insulate the Mayor from major responsibility for raising the proposal.
- Short term tasks are usually more productive. Former Board member Bruce Polizotto expressed the belief that the Progress Committee is at its best with task assignments which can be concluded in short time periods. He and others are skeptical of assignments, including strategic planning, which are long term in nature and have no measurable benchmarks to signal completion. It is probable that volunteer civic leaders can identify better with jobs that can be completed quickly. An idea of the value of this conclusion is contained in the suggestion that the GIPC offers the opportunity to "get in, make progress, and get out."
- The success of the GIPC has been abetted by media coverage of committee activities and discussions. During the early years the encouraging interest of news and television executives, including Wendell Phillippi, Managing Editor of The Indianapolis News and Eldon Campbell, Manager of television station

WRTV, provided considerable image producing coverage. This helped build a positive reputation for the Progress Committee in its early years.

- The GIPC offers participation in the affairs of the city to civic leaders who are not members of the Mayor's political party or to those not interested in partisan involvement of any kind. This factor gives the Indianapolis Mayor an acceptable civic relationship, in a non-political setting, with a large number of persons not otherwise available. In addition, it also gives the Mayor the opportunity to recognize and involve deserving acquaintances and political allies for whom there are no available openings in governmental positions.
- The Greater Indianapolis Progress Committee is a very convenient tool for problem solving. With its thirty-plus years of activity, GIPC's presence is known and accepted by civic leaders and, to a considerable extent, by the general public. Using the Progress Committee for discussion and task efforts creates fewer questions than would be the case for a completely new committee named by the Mayor. Such a committee would need funding and staffing, not to mention time to define its own work assignment. With the availability of GIPC, a new "wheel" need not be "invented" for every function.
- "Non-traditional" leadership can be recruited to help spread the community's foundation of civic involvement, easing the load on those "traditional" leaders who are constantly asked to assist with city problems. The example of "Vision Indianapolis Tomorrow" is a recent demonstration of the productive use of less prominent leaders who were invited to join with well known leaders in seeking goals and objectives for Indianapolis. This dynamic relationship produced an interesting comment about the Progress Committee as a place where "movers and shakers" can come in contact with the "moved and shaken."
- As a community forum for new issue development and discussion, the Progress

Committee is an appropriate and effective tool. All of its four Mayors, as of 1998, have used the committee many times for this purpose. GIPC's leadership is broadly representative of varied community sectors. As a result, its discussions are less suspect regarding established and well known vested interests. Task force action flows more easily from discussions which are less impacted by the "same old" participants.

- Soon after its creation, GIPC became a symbol of a new cooperative relationship between public/political leadership and private sector representatives. This public/private concept is one which "sets well" with community and media observers.

HELPFUL TIMES

The Greater Indianapolis Progress Committee has also benefited from some influences outside its control, including coincidence and timing.

In 1965, Indianapolis appeared ready to move toward more active development efforts. The early leaders of the Progress Committee, as well as later leaders, took advantage of more positive public attitudes about the involvement of local government and the use of public funds, including previously rejected Federal assistance.

The extent of involvement by the Lilly Endowment in the development of Indianapolis was unforeseen in 1965 although actions by the Progress Committee and Mayor Richard Lugar in the late 1960's may have encouraged the Endowment's increased interest. The magnitude of endowment help during the succeeding two decades was a remarkable boost to development success.

The successful public/private partnership, for which the GIPC has received considerable credit, had already begun through the efforts of the Indianapolis Chamber of Commerce and other civic groups.

The achievement of UniGov was assisted by strong local and state political support, as well as generally positive public reaction.

These thoughts are not meant to diminish the GIPC's successes. To the contrary, the

willingness and ability of Progress Committee leaders to build on luck, timing, and the efforts of other forces is more proof of a successful endeavor.

WHAT OF THE FUTURE?

Each Mayor of Indianapolis, since founding Mayor John Barton, has come into office with some ambivalence about the Greater Indianapolis Progress Committee.

However, each of these leaders has quickly recognized the committee's potential for assistance and has found productive uses for GIPC within the parameters of individual personalities and philosophies of governance and management.

It seems likely that future mayors will also find the concept useful, whether for less constrained issue discussion, raising "trial balloons," or for task oriented assignments.

It is also likely that future issues, despite dramatic changes in technology and culture, will reflect those which were present at the outset of the committee's existence. All of the issues of 1965 continue to impact the people of Indianapolis.

However, a shift in geographic emphasis, already noted in the growth of the metropolitan area outside of Marion County, may bring a need to regionalize the Progress Committee's focus.

If so, there would be a need for the Mayor of Indianapolis to share some of the appointive authority with nearby governing executives. Shared urban problems and their cost in taxes and charitable funding will likely diminish the tendency to defend city and county boundaries. The search for initiatives to resolve common metropolitan dilemmas may best be served by a regional version of the Progress Committee.

A ROSE IS A ROSE . . .

By whatever name, the concept of the Greater Indianapolis Progress Committee, founded by a Mayor who was seeking help for himself and for the city, has proven its worth time after time.

The "five years of action," promised in 1965 by GIPC's first board president, Frank E. McKinney Sr. to replace "twenty years of lethargy" had, by 1998, extended to thirty-three years of action...action which has helped redefine an American city and point it and its regional allies toward an illustrious and workable 21st Century.