EDITOR'S DESK

The face of America is changing. So is the face of business. Blacks, Hispanics, Asians and other minorities are rising in the ranks, making their way off the boardwalks and into the boardrooms. American business is truly becoming “Everybody’s Business.”

Responding to these changes, Dollars and Sense has turned its attention to race, ethnicity and business. We’ve expanded from the single cover story to a cover “well”—an entire section of six stories devoted to the subject.

Our cover well, introduced by visiting journalism professor and Baltimore Sun columnist Garland L. Thompson, includes articles on the economic and political challenges facing Mayor Dinkins, a look at the Supreme Court’s rulings on discrimination, a probe into hiring practices on Wall Street, a survey of the ethnic press, an in-depth piece on the changing Lower East Side, and a behind-the-counter feature on Greek diners.

Last year, after more than a decade of publishing, the student staff of Dollars and Sense revamped the magazine editorially and artistically. Short feature sections were added and the publication was given a completely new design. The issue received The Golden Crown Award from The Columbia Scholastic Press Association. In our continued effort to be innovative, this year we have added a new section, Inside Out, incorporating first-person journalism on the theme of race and ethnicity. This year’s photo essay offers visual proof that New Yorkers of all races can and do live together and that doing so is everybody’s business.

Our Book Review section includes a critique of The Ethnic Myth by sociologist Stephen Steinberg. You will also find a review of Getting Down to Business by Baruch History Professor Selma Berro. It chronicles the 140-year history of the College, showing how it has adapted to the changing student population.

Dollars and Sense departments bring variety to the cover package with the forward-looking Cutting Edge, quirky Off The Beat, entrepreneurial Spotlight and Update follow-up stories. Also to be found in this issue are features on the professionalization of paralegals, the boom in the temps industry, the efforts of subway activists, the challenges facing the new New York Public Library president, and the miraculous work of a non-profit that feeds people with AIDS—its success a sure sign of the humanity of New Yorkers.

We hope we have succeeded in making this issue truly everybody’s business.

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Cover: concept by Dollar and Sense designers, illustration by John K. Tan, photos by Joannie Chen
Urban Jitneys

Remsen!
“Utica!”
“Two for Remsen!”
“Utica! Utical!”

A discordant chorus of men hawker their availability to the constant flow of passengers who patiently emerge from the Utica Avenue train station on the number three and four lines. Those advertising Remsen drive down Remsen Street dropping off passengers along the way; those yelling Utica drive down Utica. When the last passenger of the load is gone, the drivers head back to the train station, picking up more people along the way.

People of color face a host of problems when looking for work. Language barriers, lack of skills and discrimination are but a few of the obstacles that must be overcome and applicants often rely on their creativity to gain employment. For a few, finding work is as simple as basic business—find a need and fill it. Such is the case of the many “Urban Jitneys” that have sprung up in the city’s minority neighborhoods. Found primarily in West Indian neighborhoods and dominated by newly-migrated West Indians, these privately-owned cars, sort of “taxi-bus hybrids,” are popular because they are always available and they don’t cost more than buses. Jitney passengers are driven in a car, in close contact with people they don’t know. Drivers stop at corners along a pre-determined route, usually a bus route. “They get me to where I am going faster than the bus and I can always get a seat,” says one passenger. “There are no pickpockets and the driver is flexible,” raves another. Most passengers seem to disregard the fact that they have no assurance that the car is insured, that the driver is licensed, or the fact that they are in a car with people they don’t know. “You take your chances no matter how you travel,” says one woman who uses the service almost every day.

Less tangible, but just as influential to the success of these Jitneys, is the sense of unity that derives from supporting the endeavors of a countryman. Because the drivers, passengers and general neighborhood populace are of similar ethnic backgrounds, it becomes more than a business, it is a way of helping one of your own survive. “I don’t want to work for white people. It makes you poorer. I want to work for my own people,” says H. Louis, a Jitney driver and native of Haiti. Louis works 12-15 hours a day driving his burgundy Chevrolet Impala up and down Church Avenue in Brooklyn, from East 18th Street to 96th Street. His only source of income is the $80 a day that he has left after he fills up his car with gas and he uses this to support his three children. Most drivers rent their cars from friends or relatives for $25 a day, but Louis is one of the lucky few who owns his. Along with criminals, the police and the Taxi and Limousine Commission are the biggest problems facing the drivers. Louis gets 10-12 tickets a week from the police. “Sometimes I ask them why they are giving me a ticket and they say because they feel like it. I tell you, it’s a white man’s world. But the TLC is worse. They give you more problems.”

The Taxi and Limousine Commission is the city agency that controls and keeps track of all the chauffeured vehicles in the city. A lengthy and costly process must first be completed before a driver can receive a license from them and drivers cannot drive independently; they must be affiliated with a radio base. Upon receipt of a license, drivers are given a decal along with special plates for identification. If caught by the police, any driver found driving independently will be given a multitude of tickets, one for each of the qualifications required by the TLC and presumably not met. If caught by the TLC, drivers are given a ticket for $150 and their car may be towed.

The thought of not driving and, instead, finding some sort of low paying job is far more frightening than tickets and harassment from the powers that be. A moving violation is a small thing when you’re worried about food and shelter. Many Jitney drivers seem to take real pride in beating the system.

— Sadia Graham

The Sole Proprietor Shines Grand Central

Perhaps Grand Central would not be your choice as a business site. High-priced real estate you say? Larry Robinson doesn’t think so. A few months ago, Larry moved from La Guardia Airport to a space next to the Grand Hyatt. At work as early as 8 a.m., Larry’s Shoe Shining ‘Shop’ shares a 100-foot stretch of pavement with four other highly competitive ‘sole’ proprietors.

Larry, who commutes from Brooklyn, chose the Hyatt over his higher-paying spot at La Guardia not only to save time but as he said, “Work is more steady here.”

A lady dressed in a beige, woolen suit and matching pumps comes by. Larry turns away from organizing his tools of the trade to take the brown paper bag she hands him. It is a pair of men’s black leather shoes. Straightening his cap, he takes his chair and goes to work. Brushing first harshly and vigorously and then lightly and with an airy touch, he brings the leather to a mirror black sheen. The lady watches and waits. “These here would be $3. But those beige pumps she has on would be about $6. You pay more at a shoe repair shop, though. It can cos
about $8. Alligator is more expensive too; a dollar or two more.

Larry should know, having been in the business for eight years. When he was laid off from his job as a key punch operator, he combed the town looking for work. The only offer was with a shoe repair shop. Larry laughs as he remembers his first break in his present profession, “How good are you at shining shoes?” he asked me. I thought he was joking. So I said, ‘Not too good but I’ll try.’

Larry’s competition is stiff. If he wants to make his daily average of $80 a day, he has to start early and work fast. “Be the best at whatever you do,” he says. At Grand Central Larry encounters people from all walks of life. The homeless, the unemployed, the employed. “They don’t bother me,” he said, shrugging his shoulders. “I’m more interested in the shoes, not the face.”

A young man about Larry’s age, in his late twenties, rushes by and silently drops off a copy of the day’s Times and scampers through the crowd of other nine-to-fivers on their way from work. “Sometimes guys come here and just pay to sit for ten minutes in this chair,” Larry shook his head. “I hear lots of stories—wives, girlfriends—without even asking, you know. Wish they would pay me as their psychiatrist, though.”

— Bibi S. Thompson

**Brewing a Family**

On Saturday mornings, Peter Longo’s mother would send him downstairs to the bakery his grandparents owned to get fresh milk and bread. Attached to the bakery was a coffee shop, also owned by Longo’s grandparents. They had come to Greenwich Village on their honeymoon, and decided to stay. They started both a family and a business here. The family has all but left except for Peter, who preserves and now owns the heritage of his family’s business. “It’s something I grew up in. My parents raised their family here, I have a huge emotional investment in it,” says Longo.

“My grandfather came over from Italy in the early 1900’s looking for a trade. He learned to be a baker, had six kids, and raised them in this building.” Since the store opened in 1907, The Porto Rico Importing Co., also known as Longo’s Coffees and Teas, has become a well-known institution among the most serious caffeine enthusiasts. As times have changed, so has the clientele. “My father got out of the bakery in the 1950’s, and devoted himself to the coffee store. At that time, the Village residents were mostly Italian immigrants. Soon there was this great invasion of the beat generation. They changed things.”

The influx of academics and bohemians, brought Village businesses a new market; one that had interests in cultural experiences and travelling. The tight ethnic background of the neighborhood began to dissolve, but not disappear without having an influence. “The cultural activity of drinking espresso was converted by the beat generation into a social activity. NYU was attracting students from all over, and coffee culture caught on.”

Although downtown is now home to the co-op and condo set, Longo still views the Village “as an area of sentiment. The people who live in it love it, and try not to change it.” Longo ascribes to that theory wholeheartedly, resisting the temptation to give in to modern technology. “Although we’re a small business, our operations are the same as corporations, except I don’t take advantage of financing. I really don’t embrace modernization,” says Longo. “My grandfather started this business in the times of craftsmen, bakers and shoemakers. I like to keep things authentic to that time.”

The store retains most of its original features: the patterned aluminum ceiling, wooden ceiling fans, and balance scales which date back to the store’s beginnings. Longo feels compelled to preserve things as such because they represent “my heritage, I’m entrenched in it.”

“What thrills me the most is that the money is secondary. The business evolves and grows with a life of its own.” With hundreds of wholesale accounts throughout the country and a retail clientele as diverse in age as it is in ethnic background, the Porto Rico Importing Co. has established itself as a big business with a small business attitude. “My mother supplied the drive, and my father supplied the personality. I’ve maintained their intimate relationship with the people in the neighborhood, by making it my own. I can’t sit at a cafe without someone calling ‘Hey, Peter,’” says Longo.

“I run a service business here, something that’s rare in Manhattan. It may be old fashioned, but people like it, they remember it, and they come back. I wouldn’t have it any other way.”

— Scott Grabell
The New Vikings of Retail

On a bright spring Friday, in Plymouth Meeting, Pennsylvania, near Philadelphia, thousands of people pass through the doors of a giant 165,000 square-foot store, painted in the blue and yellow colors of the Swedish flag. At the same time, thousands of people in 20 other countries enter more than 82 stores that belong to the same privately held retail chain.

The company is IKEA (eye-key-ah), the world’s largest furniture and houseware retailer with $3 billion in worldwide sales for the fiscal year that ended August 31, 1989. In the year 1988 alone, more than 65 million people visited IKEA stores throughout the world.

IKEA, which began in Sweden in 1943, the dream of a then-17-year-old farmboy named Ingvar Kamprad, features inexpensive Scandinavian design furniture aimed at “middle-income, young married couples with small children,” according to Pamela Diacoris, a spokesperson for IKEA.

Upon entering an IKEA store customers find a supervised ballroom filled with colored plastic balls where kids can play while their parents shop. There is also a baby care room complete with changing table and free disposable diapers. Instead of losing hungry customers to restaurants, an IKEA Restaurant and Cafe in each store offers Swedish specialties such as smoked salmon and Swedish meatballs with lingonberries. The name IKEA is an acronym taken from the name, Ingvar Kamprad, his home farm, Elmtaryd, and the village Agunnaryd.

The stores stock 12,000 different articles, ranging from kitchen cabinets to leather sofas to picture frames. Today, IKEA sells household goods for 30% to 50% less than comparable items offered by its competitors.

The key to IKEA’s low prices is their innovative method of merchandising. “We started the ready-to-assemble furniture concept,” Diacinis says. Most of the IKEA furniture is sold unassembled in easily transportable flat boxes, a system that saves money on shipping, storage, and assembly.

Further, IKEA stores are located outside of city limits where land prices are lower. As a result, according to Diaconis, “there will probably never be an IKEA store in Manhattan because rent and space are too expensive to keep the prices down.” The nearest that New Yorkers will be able to get to IKEA is Elizabeth, N.J., where a store is scheduled to open this spring. Besides the flagship store in Plymouth Meeting there are also stores in Woodbridge, Virginia; Baltimore, and Pittsburgh.

IKEA also reduces costs by keeping its employees to a minimum. Customers are given an IKEA catalogue, tape measure and booklet explaining how to shop at IKEA. Then they stroll down aisles and through display rooms, selecting merchandise from self-service areas.

IKEA has been a major player in domestic retail Europe since 1954. Now, after the success of four stores here, the company is looking for additional locations—perhaps two or three new stores yearly—all over the United States.

—Thuridur Gudmundsdottir

Rhythm & Records

Kenneth G. Fuchs has collected records since he was 11 years old. Now, at the age of 46, he has finally made the career move he dreamed of. Rhythm Records, co-owned with partner Joseph J. Giattino, has recently opened for business in Bensonhurst, Brooklyn.

An avid collector of 50’s and 60’s music, his personal collection consists of about six thousand 45’s, one hundred and fifty 78’s and one thousand albums. Born and raised in Forest Hills, Queens he established contacts with other local collectors. He believes record collecting has become as stylist as coin and stamp collecting.

Fuchs’ involvement in the Fordham University WFUV radio show was crucial.

WFUV sponsors Rhythm & Blues Review, in which guest collectors play records from their collections and provide insights for listeners. The former construction worker also belongs to an association called United and Group Harmony. This group has shows once a month in New Jersey, and sponsors guest appearances by musicians such as The Dell Vikings.

“Auctions through the mail provide some publicity and the opportunity to sell a lot of records,” says Fuchs. In addition, he makes trips to radio stations throughout the United States to check their “dead stock” or records no longer played. Fuchs has purchased recordings of groups such as Norman Fox & the Rob Roys.

Rare and original 45’s from his personal collection can go for thousands of dollars. The Flamingos’ “Golden Teardrops” would sell for about $2,000. It was made on red wax, and very few of these were made. They are basically disc jockey copies. The label on the records makes it more valuable. The Five Satins’ “In the Still of the Night” was originally produced on Standard, and shortly after went to Amber Records. If you can obtain an original copy on Standard it can go for $6,000.

Through selling from his personal collection to lawyers, doctors and other die-hard collectors, Fuchs has been able to raise enough capital to purchase records for his store. His music store will deal with 50’s, 60’s, 70’s and virtually anything that is out of print. He also carries some Top 40 and compact discs.

This type of business requires dealings with other stores and really does strive to please the customer. Fuchs promises, “If someone comes in and asks for their wedding song by Frank Sinatra, for example, I have to have it. Or, I get it for them.”

—Frances Aparicio

DOLLARS AND SENSE
A radical change is overtaking American business. It has little to do with the innovative products sweeping into the country from overseas factories and everything to do with how U.S. companies will survive the continuing market invasion.

An entire generation of American workers, from janitors all the way up to top executives, is about to retire in this decade. That will force open doors of opportunity for young workers and young managers in many industries, but it will create challenges never before faced in the United States.

Economists surveying the future for the American Association of Retired Persons estimate that by the end of this decade, Americans aged 20-29 will decline from 41 million to 34.5 million. A big component of that decline stems from a decrease in white, male births over the least two decades. Thus, “Workforce 2000,” a federal study, projects that women will account for nearly two-thirds of all new entrants to the labor force. Ethnic shifts are also prominent: Hispanics will provide 29 percent of these new workers and blacks will account for another 18 percent. Another 11 percent will be Asians. That's nearly 60 percent of the workforce, drawn from groups traditionally shut out from the better jobs and the upper echelons of business.

Another study, “Forgotten Half,” the landmark report on non-college youth by the W.T. Grant Foundation, shows that many of these new labor-market entrants will not be ready for the jobs available. Educators' neglect of the “vocational” and “general” curricula followed

*Continued on page 28*
In a volatile political climate, David Dinkins will find few places of shelter.

By Fred Eno

As the wave of political change that characterized David Dinkins' ascension to power recedes, the debris along the shores of City Hall becomes more apparent. According to sources within the city government and business, the most obvious development is the unusually high expectation for women and minority-owned businesses.
“These expectations in themselves may constitute a healthy development for the city if they generate more creativity,” says Herminia Ramos-Donovan, assistant commissioner at the Office of Business Development (OBD). Appointed in 1987 by Ed Koch, Ramos-Donovan heads the Division of Economic Opportunity that oversees the development of small and minority businesses. She confirmed that minority businesses had been unfairly left out of city contracts because of outdated legislation and often stringent requirements that were impossible to meet. The bulk of such contracts are in the construction and related services, with a $57-billion, 10-year program already under way. With Dinkins as mayor, Ramos-Donovan says the situation may change.

“We hope to reach out to every community in an equitable and balanced manner this time around.”

There is little doubt that Dinkins is on record as a critic of city policies that excluded women and minority owned businesses while he was Manhattan Borough president. He called for changes and demanded increased government spending in this sector. “Minority and women contractors have historically been excluded from obtaining construction projects because they may lack prior relevant experience or are unable to secure the financing to handle such sizable jobs,” Dinkins said in a press release. He argued that such businesses must be given the necessary support to enable them to compete with mainstream metropolitan businesses.

**EXTERNAL FACTORS**

A sizable number of ethnic minority-owned businesses in New York City are owned by residents who still maintain strong ties with their countries of origin. Korean, Jamaican or Nigerian businessmen operating in minority or economically disadvantaged areas of the city create a vital link in the attraction of small scale foreign investments, according to Balzoir Harvey, executive director of the Harlem Third World Trade Institute. Harvey said the average level of trade is a factor of countries of origin. “There is a slow but steady growth in trade relations between New York City and the African, Caribbean and Pacific, ACP countries,” he added. Harvey emphasized the significance of such growth, insisting that the city government should increase its support for firms because of their healthy long-term implications.

However, Edmund Yu, Director of Minority and Women Owned Business Enterprises (MWBE), contended that politicians and government officials have so far failed to realize the importance of long-term investment in minority businesses. “Until 1987, the Koch administration was more interested in short term economic programs in these communities mainly for political gains,” he said. Yu said the reasons for such a short sighted approach is because politicians want immediate results, rather than long term benefits that may occur after they have left office. “They all say they support minority business development, but they never commit themselves to its success,” he adds.

**BUREAUCRATIC REDTAPE**

The creation of the Division of Economic Opportunity in 1987 as an independent agency within OBD, was to be the beginning of long term programs to encourage growth in this sector. With an annual budget of $3-4 million, the agency has the responsibility to facilitate access to various city agencies for minority businesses. It conducts seminars, provides information translated into Spanish, Korean, Chinese and French Creole, explaining in detail what specific policies apply to their kind of businesses. They also lobby officials to change laws that are unfavorable to minority business. “While Mayor Koch and his deputy were always very helpful, the bureaucratic machinery behind the City Council, the Board of Estimates and the Comptroller’s Office slowed the implementation of certain policies,” says Ramos-Donovan.

**FISCAL REALITY**

The city is already facing serious financial constraints, with a possible deficit of over $1 billion in fiscal year 1991. Beyond campaign promises, the fiscal reality stare him in the face. He may have to walk a political tightrope to successfully turn around minority and women owned businesses in the city, many of which depend on governmental loans or subsidies. To do this without alienating the established business community or dragging the city into further financial chaos may not be very easy.

In his outgoing speech to members of the City Council, Mayor Koch warned that the city cannot become a welfare state on its own, but would need state and federal support. The federal government has a deficit of its own to worry about. Speaking directly to Dinkins, Koch said, “We have to...”
care about the homeless and less opportune segments of our society, but we also have to avoid the problem of running our city into bankruptcy.”

Shortage of funds is something we all have to live with, according to Edmund Yu, and minority businesses have to become more innovative in order to compete successfully. They may have to move away from their traditional setting as they exhaust the available resources. Convincing minority and small business owners that the government and publicly-funded projects are not the only sources of sustenance may be difficult.

But the idea of going for private financing to engage in programs that were initially considered as the sole responsibility of the government is beginning to gain ground in the minority business community. “We have to start demonstrating that if some of the techniques and methods used on Wall Street are applied to solving special problems, dramatic results can be achieved,” says Bentley Whitfield of Connection Global Properties, Inc. (CGP). Whitfield, a 33-year old graduate of Colgate, lost his job as a vice president at Merrill Lynch in 1987. Soon after, he joined Cyril Boynes, a Harlem entrepreneur and they founded CGP. “The company is a real estate development partnership focusing on the housing needs of the homeless and lower income people in New York City,” says Boynes.

Although ventures like CGP represent a tiny percentage of the minority business sector, it may be good news for Mayor Dinkins. According to Joseph Ayum, a special assistant at the Human Resources Administration (HRA), a lot of good will and less money is what to expect of the new Mayor. “Dinkins will have to demonstrate to minority business that the city acts more as a good collateral and less as a loan agency. Set reasonable standards for small businesses and be more responsive to their needs,” Ayum said.

Whether such responses would satisfy the needs and expectations of Dinkins supporters is yet to be seen. This will surface when union members in the city labor force, most of whom supported Dinkins during the elections, make new demands from the city when the present contract expires June 30.

**POLITICAL IMPLICATIONS**

Having a broad and diverse political base during the campaign is a necessity, but placating them after the elections is an unending task. First of all they must see a reflection of their support in the administration. As a result, the selection process for members of the Dinkins cabinet has been the slowest in 30 years. While Dinkins officials say the reason is the scrutiny of getting the right people for the top jobs, political observers believe there is more. A source close to Dinkins who wishes to remain anonymous said reflecting the diversity of the city in his cabinet has considerably slowed down the pace of appointments. “African-Americans say it’s their turn, and want to feel in control beyond the office of the mayor. Latinos say their vote was crucial to their victory. Asians say they gave him their trust, and David has a lot of white and Jewish friends,” the source added.

In an interview with the New York Times, Meyer Frucher, a former state official who served in one of the selection panels said, “David has a much broader constituency that needs to feel involved in the process-people who have never been involved in the process before-and that’s a good thing for the new mayor.”

These views seem to have been reflected in the first appointments Dinkins made to top positions as deputy mayors. Of the four appointments there were two females, a black, a Latino, and a Jew, all former close associates while he was borough president. Bill Lynch was his chief of staff and later campaign manager. Barbara Fye, Jewish and long-time political supporter, was his special assistant, and Sally B. Pinero was deputy borough president under Dinkins. Pinero, a Latino, was reappointed chairman of the Financial Services Corporation by Mayor Koch, and is now returning as deputy mayor for finance and economic affairs under Mayor Dinkins.

There is concerned talk in the suave restaurants in downtown Manhattan and jazz clubs in Harlem. The same topics are discussed in the Chinese restaurants in Flushing and in the bodegas in the Bronx. How will Dinkins, an outwardly nice guy, make those tough decisions? Yet there is no surprise at the characteristically cautious style of David Dinkins. “The administration’s success depends on how best it can bring the city together politically and economically,” says Bentley Whitfield of CGP. “Minority businesses reflect the aspirations of their communities, and once they are brought into the mainstream, the entire city will benefit,” Whitfield adds. However, immediate and short term reactions are yet to be seen on the composition of the full Dinkins cabinet and how it handles new and challenging contract negotiations with its labor force in June.
The hope is that the new mayor can provide the impetus for minority businesses to leap ahead into the twenty-first century.

by David Anthony Angeron

What happens to a dream deferred?
Does it dry up
Like a raisin in the sun?
Or fester like a sore —
And then run?
Does it stink like rotten meat?
Or crust and sugar over —
Like a syrupy sweet

Maybe it just sags
Like a heavy load.

Or does it explode?

Langston Hughes, "Dream Deferred," 1951

In New York City, the traditional gateway to America, for the first time in its 363-year history, an African-American man has mounted the steps of City Hall. He is David Dinkins, the City's 106th mayor.

The 62-year-old former Manhattan Borough President was given the keys not only to Gracie Mansion but to a sprawling metropolis of eight million souls representing an estimated 84 ethnic groups. He will be responsible over the next four years for spending an estimated $125 billion. That's enough to buy Rockefeller Center 10 times over, or fund the space program for a decade, or purchase all the plastic manufactured in the United States for a year. Will it be enough to effect a turnaround in the Big Apple?

For the son of a barber, this ascent to the "second toughest job" in America represents the culmination of a dream. For millions of others, it is the realization of hopes kept alive for five and a half centuries, since the first Africans were forcibly taken from their home continent to build capitalism's castle in the new world.

The task ahead is daunting. The five boroughs are plagued by inner-city rot. Vast areas in Brooklyn and the Bronx are blighted. Parts of Manhattan appear nuked by poverty.

Nothing epitomizes the deprivation more than Harlem. It was once the mecca of black and Hispanic culture in North America. It is the new mayor's home turf. A survey done by Kenneth B. Clark and Associates for the Harlem Urban Development Corporation (HUDC) in December of 1987 disclosed some sobering facts about what was once the soul of the city. The area above 96th Street, which has given the world James Baldwin and Langston Hughes, Reverend Adam Clayton Powell, Jr. and Arturo Alfonso Schomburg; and Kareem Abdul Jabbar, desperately needs a renaissance.

Statistics tell a part of the story. The 1986 rate of unemployment for the 500,000 residents of Harlem reached 18.1 percent, exceeding the national average for blacks (about 15 percent) and trebling the official overall rate for the nation (which hovers between 5 and 6 percent).

The average income is about $15,000. Available housing in the area has declined by some 16,000 units per year in the 13 years leading up to 1983.

These factors are reflected in the HUDC's opinion poll. In 1973, 93 percent of Harlemites were seriously concerned about their quality of life and community services, housing and educational facility. Today, four in ten residents are optimistic about the future. It may signal a spiritual turn-around for the area.

ECONOMIC DEVELOPMENT IS A PRIORITY

Harlem's indomitable character is reflected in the Harlem Urban Development Council. It was created by Governor Nelson Rockefeller in 1971 in response to community pressure. Its Board of Directors presently includes the mayor. The HUDC is attempting to slow Harlem's decline with a $400 million cultural, shopping and residential mecca to rise along the Hudson River waterfront.

When completed, the project will stretch for 10 city blocks
and bring major redevelopment above the 59th Street paral-
lel in Manhattan. Even more importantly, the Harlem-on-
the-Hudson edifice, and a proposed $200 million, 44-story
International Trade Center for 125th Street and Lenox Ave-
uue, will bring pride to African Americans and Hispanics
across the nation.

These projects represent a northern lighthouse for Man-
hattan, complementing the World Trade Center and Empire
State Building to the south. Dinkins could put these proj-
ects on the front burner, and initiate similar ones in Brooklyn,
the Bronx, and Queens. More than $2 billion is earmarked
for downtown Brooklyn to build millions of square feet of
high-tech manufacturing, office, residential and retail space.
The proposed additions begin with the Atlantic Center at
the junction of Flatbush Avenue, Fulton Street and
Hanson Place. A second phase will go up at Ashland Place
and Lafayette Avenue. There is also a plan for the Brooklyn
Renaissance Plaza opposite the State Supreme Court at Jay
Street. Other blueprints include Livingston Plaza, Metrotech,
One Pierrepoint Plaza, and the Brooklyn Army Terminal.

To expand the focus of these specific ideas, there are plans
for special Economic Development Zones (EDZs) for Ja-
maica (Queens), Port Morris (Bronx), East New York
(Brooklyn), and East Harlem (Manhattan).

HURDLES

The road to this emerald city is not paved with smooth gold
bricks. There are plenty of hurdles for Dinkins to leap. Al-
though he gained 97 percent of the black vote and 68 per-
cent of the Hispanic vote in the November elections, Dink-
ins was forced to distance himself from two powerful Afri-
can American leaders: Jesse Jackson and Louis Farrakhan.
For blacks especially, this may not be a good sign. The City
Sun, the Big Apple’s leading black-owned weekly news-
paper, did not endorse Dinkins. He needs to heed the advice
of another African-American Mayor—Baltimore’s J. Schmoe:
“You don’t ignore your base.”

One of the best ways to incorporate the constituency
which put him in office is through Local Develop-
ment Corporations (LDCs), the foot soldiers of community revitalization. This needs to be beefed up by
the new administration. “LDCs are very much the type of thing that Mr. Dinkins stood for when he was borough president,”

notes Mercedes Rodriguez, Executive Director of the LDC
Del Barrio. “He helped create community boards and lobbied strongly for small businesses. He spoke a lot about balanced
development.”

Rodriguez, whose LDC is responsible for an area on East
Side Harlem which stretches from 96th Street to 131st Street,
speaks with a certain desperation in her voice.

For one thing, her LDC is not given much of an operat-
ing budget: $200,000. The challenge is enormous. It is hard
enough to keep businesses in the area. “Those businesses
that we assist keep the drug trade at bay by not abandoning
buildings. Nevertheless, about 60 percent of buildings are
abandoned,” she points out.

It is tough to keep residents there, as well. “We have been
having a flight over the past 20 years. Well over a third of
the neighborhood population has gone,” she adds.

As a matter of fact, the HUDC’s report discloses a stag-
gering turnover on property in Harlem between 1980 and
1986 totalling $1.466 billion, with $879.4 billion of these sales
being recorded in 1985 and 1986 alone. HUDC’s Director of
Public Affairs, Rufus H. Rivers commented: “This is not an
alarming trend.”

John L. Edmonds, one of New York City’s few minority
property developers, disagrees: “The property sales may not
be a good sign.” Edmonds develops or rehabilitates about
110 units of housing per year. His contracts are presently
worth about $70 million.

 “[New York] City owns about 75 percent of the property
uptown and these sales must be occurring amongst the
remaining 25 percent. It signals speculation.”

At the same time Edmonds was voicing his concern, The
City Sun in its December 6th issue was lamenting the demise
of one of the last black owned businesses on Harlem’s fa-
amous 125th Street: Theresa’s Fashions. John M. Baynes, the
owner, came to the end of a 25 year fight for survival. He
told the City Sun that his landlord, Solid Management Cor-
poration, is now renewing leases to commercial tenants.

It’s a familiar story to Rodriguez, who is pre-occupied with
her own local businesses and their fight for life. She has
a vision of bringing them into the mainstream of business activity. Her two successes so far are Normandie Chocolates and Pro-
ductos el Vita.

“Normandie has grown to a point where they have gained a
contract with Trump Enterprises. Initially they could not gain fi-
nancing. But we were able to seek alternative lending sources through a credit union.”

She is equally proud of Productos. “Productos is a one-woman producer of pasteles, a Puerto Rican specialty. We have been trying to bring her from the kitchen environs to a manufacturing footing.”

Looking down the road, Rodriguez hopes to incorporate Normandie and Productos with an already established middle-sized business so that they can all have manufacturing space.

The part-time lecturer at Columbia University is worried though. “Time is of the essence,” she says. Her LDC though has put its finger on a method for the future: joint ventures.

**JOINT VENTURES**

New York City spends $31 billion annually, despite massive Federal cuts on aid for housing, mass transit and education during the Reagan years. Housing alone was cut from $30 billion to $8 billion.

Dinkins has already visited Washington three times and Albany once in a critical quest for increased funding. More funds available to the 50 states may mean increased economic activity. Can black businesses get a fair share of an increased economic pie?

“No,” says Gatty James. “Not as long as the institutions which normally guide businesses to know what future economic activities are in the pipeline do not exist for blacks.

And in addition, not as long as there are problems with bonding for black and Hispanic businesses. Finally, blacks do not have a competitive old-boy networking system.”

James is a West Indian immigrant from Tobago. He holds a triple Masters in Accounting, Management and Taxation and a Ph.D. in Management. He has published several books and runs his own company, the James Management Consulting, Inc. in Brooklyn.

He laments the lack of black and Hispanic think tanks to guide the business community. “Look at what Rand and Brookings Institute, for instance, do for mainstream American business. They help to define parameters for future action. The colleges and intellectuals are another part of the system. Freud, Pavlov, Taylor, Marx, Maslow were all defining the action of the white world. If we can’t do similar things for ourselves, we won’t get beyond our present problems. Nobody will do that for us,” he concludes. His opinion is not widely approved.

Black businesses do have problems with bonding and

problems with affording the best management. Ronald Benjamin, a partner of Mitchell, Titus, Inc., a black accounting firm on Park Avenue, says, “Many of the firms we advise cannot afford the best minds. They are not yet that competitive.” He looks forward to Dinkins’ reign.

“The Mayor can make a difference to black businesses, but he must make policy in such a manner that it helps. One way around that problem is joint ventures.”

Edmonds, the housing developer, says: “The Mayor must adopt an inclusive and participatory policy for minorities. His policies cannot be exclusive.”

As Benjamin points out, “In the past, government at all levels pumped money into black enterprises. It did not achieve the desired success. Mitchell, Titus, Inc. on the other hand, has benefited from joint ventures. We audited the State government with Peat Marwick and the City government with Ernst, Whinney. Now we are about to launch into a major merger with a Philadelphia based accounting firm some time in 1990.”

What would happen if Dinkins adopted the joint venture policy? This depends on the resistance he meets from within his own party. In the recent past, city contracts were tied up by the interests of the party machine. Anyone reading the expose in *City for Sale* will understand precisely how much. But some of those arrangements were broken by a crusading Rudy Giuliani.

Have the party influences receded sufficiently for Dinkins to be his own man? Jack Newfield, co-author of *City for Sale*, and a reporter for the *Daily News* says, “How much room will the new Mayor be allowed is difficult to say. It is apparent, though, that there is considerable infighting which affected his appointments.”

**FURTHERING THE DREAM**

Dinkins now stands upon a formidable stage. He is the virtual dean and guiding light for the nation’s 300-plus minority mayors. His is the biggest job there is after the Presidency of the United States.

The problems the city faces cannot all be solved by Dinkins. They will not be solved in four or for that matter eight years. In fact, $125 billion will not even solve New York’s AIDS problems in the coming years.

He has been called the Bill Cosby of politics. For when he smiles, African-Americans and Hispanics can also smile. For even to smile in satisfaction is part of a dream deferred.
RACISM ON WALL STREET
Can the glass ceiling be shattered?
by Christopher Garraya and Miguel Nuñez

All over corporate America executives worked from 9-to-5 and blacks worked from 5-to-9 cleaning up.” Harold Doley, president of Doley Securities based in New Orleans, remembers Wall Street when not one black face was seen on the trading floor of the New York Stock Exchange (NYSE). “You just did not have lots of blacks on Wall Street.”

In 1970, after 178 years of exclusive white membership, the NYSE admitted its first black member. Doley takes great pride in being the one to break down the barrier of the “old boy” network. “Nobody just opened the door for you; you opened the door yourself,” he said.

There are those who still believe that racism is alive and well on Wall Street. “Do I think there is racism on Wall Street? Yes! But until I get cases presented to me, there is nothing I can do,” says Norman Siegall, an American Civil Liberties Union (ACLU) lawyer. Although no cases have been presented to Siegall, there are documented incidents of blatant discrimination.

In early 1989, four employment agencies which frequently served investment firms were brought up on charges after a joint investigation by the N.Y.S. Attorney General and N.Y.C. Human Rights Commission for disregarding Title VII of the Civil Rights Act. It stipulates that it is illegal to discriminate in hiring, firing, testing, recruitment and other terms and conditions of employment. The employment agencies were accused of steering away black, Hispanic, female and elderly applicants for jobs reserved for white males. They used codes on the applications to indicate undesirables. When their customers would call and ask for “all-Americans” or “apple pie,” the employment agency would know who to send over.

“The employment agency business is unregulated,” says Nick Penzetta, an associate of the JM Talco executive recruitment and career services firm. “You’re getting a lot of dishonesty, especially in the smaller firms... They, [Dover Employment Agency Inc., Dante Personnel Services Inc., Mahony Placement Service, and Garland Personnel Inc.] are just out for the quick buck. The faster they can place people the more money they’ll make.”

Statistics tell where minorities stand in corporate America. As far as CEOs and presidents are concerned, Clifton R. Wharton Jr., Chief Executive and Chairman of Teachers Insurance & Annuity Association, is the only black to head a FORTUNE 500 company. He heads the U.S.’s sixth largest life insurance company (ranked 390th overall). In the Hispanic community, Roberto C. Guizeta and Brian G. Dyson are CEOs of Coca-Cola and Coca-Cola Enterprises respectively. A shocking study done by Korn/Ferry International found that less than 1 percent of corporate vice presidents were minorities. According to a recent New York Times article, for every black worker making $36,000, 12 make less than $12,000—below the poverty line.

Discrimination is not limited to race. Sexism stills looms large on Wall Street. “Certain times bosses will expect things from you,” explains an assistant trade for a major investment firm, “Can you get me lunch? Buy me some coffee? Sew on a button?” At first she believed she was hired for her qualifications. She is a graduate of Ithaca College and did graduate work at Cornell University. She now believes that she was hired for three reasons: “One, they needed a worker. Two, they needed a woman. And three, they needed a Hispanic.” She now has feelings of hopelessness.
when she contemplates her future in the field of high finance. "Wall Street will always be known as a man’s world. Men ruled it, they opened it, they created it, and they rule it still."

In spite of this, discrimination may not be caused by racial attitudes but rather by an employer’s policies. "They have a right to say, 'I want to recruit from Ivy League schools.' The focus should be on getting more minorities in these schools. It’s also possible that the recruiters feel safer hiring say a white kid from Syracuse instead of a black kid from a CUNY College. This is a business where you are only as good as your last deal. If the recruiter feels that hiring a white would satisfy his superiors then the recruiter would go with the safe bet," explains Penzetta.

**CORPORATE CONTRIBUTIONS**

Companies are trying to meet the need for increasing minority involvement in the corporate world. Shearson Lehman, Merrill Lynch, Kidder Peabody, and others all have Equal Employment Opportunity (EEO) departments. Notwithstanding Supreme Court rulings, polls taken by FORTUNE 500/CNN MONEYLINE show that 42 percent of CEOs remain supportive of affirmative action programs. Making similar observations, Edward Mercado, the national director of the Washington, D.C. based Office of Civil Rights, says, "I don’t see that any of the major employers of this country have relaxed, or changed their way of doing business."

Xerox’s EEO program has been the most successful. Radical tactics have been used to increase minority involvement in upper level positions. First, Xerox did an internal survey and found that all of the 500 first-level sales managers were white. This first-level sales manager job was a stepping stone to upper level positions. They realized there was a need for a new type of affirmative action. Xerox did not try to infiltrate the informal white male professional groups. Instead it encouraged the formation of minority caucus groups and national networks. These groups provided support and advice to black, Hispanic, Asian and female employees. They met resistance from the establishment. "There were people that got fired, transferred, and demoted," says Charles Barlow, Sales Manager and co-founder of the Minorities United Southern Region. "It was like a Civil Rights battle in a corporate environment."

According to the *Wall Street Journal*, these innovative programs yielded a 21 percent overall minority involvement in 1987. This figure is significantly above the average which companies reported to the Equal Opportunity Commission.

Although Xerox has increased minority involvement in the company, they have been criticized for their lack of success in other areas. Gregg Watson, after studying hundreds of black executives for his book, *Black Life in Corporate America: Swimming the Mainstream* found that Xerox did not have as much success in breaking down barriers in their financial services division as they did in other areas. Watson believes that until Xerox is able to increase participation in this field it cannot be considered the “Ultimate Corporate Model.”

**THE EDUCATIONAL PEDIGREE**

Schools can also play a larger role in increasing the number of minorities in the corporate world. Penzetta says that minorities are just starting to get into the business world. They need connections in the business world. He believes that students should be “taken by the hand” and put in contact with as many employers as possible. “Many schools limit their roles to on campus recruiting,” he states. Columbia University has a program in which graduates submit their resumes to the campus recruitment office. The office prints their resumes in a newsletter and gives it to job employment agencies.

Doley is optimistic. He says, “I see blacks filling a lot of positions based on achievement. We can’t depend on those set aside programs.” He cites Bill Hayden (in charge of public finance for Bear Stearns) and Garland Wood (a partner in Goldman Sachs’ division of municipal finance) as prime examples of blacks who have reached their positions based on achievement.

Ten years from now, small-business specialists from the Hudson Institute, a think tank, foresee a work force 88 percent of which will be composed of women, blacks, Hispanics and Asians. The aging yuppies will be retiring, leaving room for upward mobility. As we travel the 90s, amid a changing work force, expanding global markets, fewer trade barriers, and newly emerging democracies, America sees herself lagging behind in the race to build a “better mousetrap.” Progress will require managers of the future to also be able to pool talents from all sectors of our economy, utilize the potential of minorities, and unleash the entrepreneurial dream in each and every American.
THE UNSTEADY SCALES OF JUSTICE

Martin Luther King Jr., whose work laid the foundation for the first Civil Rights Act.
(Courtesy of New York Public Library)

Discrimination and the law enters a new, regressive era

By Anne-Marie Martinez

History has a funny way of rounding back on itself. During his 1960 campaign, John F. Kennedy insisted that a presidential “stroke of the pen” could wipe out racial discrimination in federally-supported housing. It could never be that simple, but once elected he was true to his promise of trying to end discrimination by appointing Thurgood Marshall, a top lawyer at the NAACP, to judgeship on the U.S. Circuit Court. In a nationally-televised presidential address, he called for a federal civil rights law to attack racial injustice.

Sadly, Kennedy did not live to see it. The shock of his assassination coupled with rising tension in the south made the moment ripe for change. Lyndon B. Johnson took advantage of the country’s situation. Only five days after JFK’s death he went before Congress and said that “no oration or eulogy could more eloquently honor JFK than the passage of a civil rights law.” Congress, with a stroke of its legislative pen, passed the Civil Rights Act of 1964—the first effective civil rights bill since the Reconstruction Era. The Civil Rights Act was unprecedented. It created the Fair Employment Practices Committee and prohibited discrimination in public places. The Attorney General was given injunctive powers in cases involving school segregation and voting rights, and it authorized the government to withhold funds from public authorities practicing racial discrimination.

More importantly, Title VII of the act made it illegal to discriminate in the employment process because of race, color, religion, sex, or national origin. It also established the Equal Employment Opportunity Commission (EEOC), to investigate and hear cases concerning Title VII.

THAT WAS THEN, THIS IS NOW

But 25 years later, in June 1989, the Supreme Court, with its own brand of judicial penmanship, practically rewrote all litigative progress made under the Act. “The court has reversed almost 20 years of precedent,” says Ken Kimerling, an attorney with the Puerto Rican Legal Defense and Educational Fund in New York. This appears to be the consensus among civil rights leaders and human rights lawyers.

The high court rulings in two cases, Wards vs. Atonio and Martin vs. Wilks, recast how future discrimination lawsuits will be litigated. The Wards Cove decision dismisses use of statistical proof in lawsuits and Martin vs. Wilks opens the way for whites to challenge affirmative action programs.

Since 1963, the use of the Civil Rights Act, especially Title
VII, has become broader. Enacted as a result of an increase in awareness of southern racial injustices, it is now used by other minorities—including Hispanics and women—as protection against discrimination. The issues have changed. They have gone beyond school segregation and the power to vote, to economic-employment promotion, a necessity for minorities if they are to advance socio-economically.

**TIPPING THE SCALES**

Discrimination lawsuits are analyzed according to two legal theories: disparate treatment and disparate impact. Disparate treatment addresses intentional discrimination. In these cases, the employer has the burden of proving that a refusal to hire or promote was based on legitimate reasons. The May 5, 1989 decision in *Price Waterhouse vs. Hopkins* upheld that responsibility.

Disparate impact addresses those cases where the employer's practices result in discrimination although there was no earlier intent to. In such a case, the plaintiff is required to present statistical proof that the practices resulted in minority underrepresentation. The decision rendered in *Wards vs. Atonio*, requires that the employee additionally identify the discriminatory practice. As Justice Byron A. White asserted in the majority opinion, "The ultimate burden of proving discrimination caused by a specific employment practice, lies with the plaintiff at all times."

In a dissenting opinion, Justice John Paul Stevens admonishes the majority for failing to uphold the principles of fairness requiring "Title VII to be tried like any lawsuit." The changes made were "tipping the scales in favor of employers" and were not faithful to those principles of fairness. As Kimerling sees it, Wards Cove was used as a "vehicle for the conservative end to put into place" its ideals. The conservative end included Justice White, Sandra Day O'Connor, Antonin Scalia, Anthony M. Kennedy, all Reagan appointees, and William H. Rehnquist, who was elevated to judgeship by Reagan.

"This case certainly changes Civil Rights litigation," says Charles E. Carter, Corporate Counsel at NAACP National Headquarters in Baltimore. "It affects the method of proving cases. Before, one could statistically prove (what one) couldn't show through testimony. And those are necessary now because discrimination has become more difficult to prove because it is very subtle."

The statistical proof is usually a comparison of minority (black, Hispanic, women, handicapped) and majority (white, men, not handicapped) representation. But the court wants not only the identification of the practice but a larger pool of comparison, such as minority representation in that labor market. "It's a small universe in terms of comparison," says Edward Mercado, National Director of the Office of Civil Rights in Washington, D.C. And "the higher your position,

Before Congress could step in, the people had to march for justice.

(Courtesy of New York Public Library)
demonstrations. There were marches, sit-ins, and prayer-ins. When arrests thinned their ranks, schoolchildren filled their places. American viewers soon felt revulsion when images showed local authorities using cattle prods, high pressure hoses and dogs on the activists.

On June 12, 1989, Birmingham made civil rights history again when white firefighters brought suit to challenge the department’s affirmative action plan. The case, Martin vs. Wilks, made it to the Supreme Court after several appeals in which judges ruled that they did not have grounds for challenge. But the Supreme Court ruling on June 12 allows non-minority employees to challenge affirmative action settlements on the basis of reverse discrimination.

The plans which can be challenged are those in which the court approved remedies for discrimination lawsuits. They are called consent decrees. The issue at hand is whether those who are not involved in the litigation or consent decree can sue to challenge the validity of the plans even years after they were adopted.

A district judge in Birmingham said whites who claimed they were denied promotion in favor of less qualified blacks because of the program could not sue to overturn the voluntary settlement. He found that the firefighters had been aware of the litigation and had the opportunity to object before plans were adopted. A federal appeals court disagreed.

Chief Justice Rehnquist upheld the appeals court, stating that the district judge ruling “contravenes the general rule that a person cannot be deprived of his legal rights in a proceeding to which he is not party” and that a consent decree “cannot possibly ‘settle’ voluntarily or otherwise, the conflicting claims of another group who do not join in the agreement.” Justices John Paul Stevens, William J. Brennan, Jr., Thurgood Marshall and Harry A. Blackmun dissented, saying the ruling would “serve to open the door to relitigation of a settled judgment.”

Arguing that the district judge’s “eminently sensible view” should be upheld, Justice Stevens said “the City of Birmingham has made a substantial step toward eradication of the long history of pervasive racial discrimination that has plagued its fire department.”

Charles Carter of the Baltimore NAACP recalls the original case “because this office actually tried it years ago.” As he views it: “We got the court order in place, everybody was tried and everything was operating fine. Fifteen years later, the white firefighters come and say they were not a party to the suit; therefore it didn’t apply to them and all that good stuff.” He wholeheartedly agrees with the dissenting judges “What the court completely ignored was that at the time the suit was filed, while they (white firefighters) were not specifically named as party to the suit, certainly they were aware of it, or at least had knowledge of the agreement entered into by the city and the firefighters. So for them to come up now, 15 years later with some kind of spurious argument like that was some kind of joke, but—the Supreme Court let them get away with it.”

As Kimerling observes, in future lawsuits “employers will be more reluctant to enter into consent decrees. And the challenge will be to “provide affirmative with race-conscious relief” for all.

**CAN BALANCE BE RESTORED?**

According to Edward Mercado, when the EEOC opened its doors in 1965, they had a mere 7,000 cases. In 1988 cases totaled 80,000. They ranged from discrimination based on race, sex, age, or religion to discrimination against the physically handicapped. Mercado sees some merit in these numbers because it “educates people that discrimination goes beyond (being) black.”

But the high court rulings may reopen cases long believed closed because the decisions were based on interpretation of procedural rules and not on a particular statute. However, the tipped scales could be balanced once again if Congress passes legislation overturning the ruling and restoring statutory precedence. The two cases are on the agenda for the Congressional session which began in January, says Kimerling.

“All these cases have had an adverse impact on litigation, says NAACP’s Charles Carter. “It is going to be harder and a little more difficult, but,” he adds hopefully, “I don’t think it will turn the clock around.”
When the Pilgrims landed at Plymouth Rock, they brought two essential items: a strong desire to forge a new home in the wilderness, and the King James version of the Holy Bible. The Bible was the link between the old world and the new.

Today, many new pilgrims reach America’s shore and bring with them their identities, their sacred texts and their newspapers, which may have replaced the Bible as a tie to the old world’s living culture.

There are nearly a thousand ethnic newspapers published in the United States annually, with a combined circulation of well over 8.7 million. Their common denominator is the promotion of the cultures they serve. Often written in the native languages of their readers, they attract readers because they promote ethnic pride.

America’s ethnic press reached its zenith in the early 1900s when immigrants from Europe flooded New York’s Ellis Island. At one time New York had an estimated 32 dailies alone, printed in German, Yiddish, Russian, and other European tongues. As most of these groups became assimilated, their papers soon folded due to lack of readership.

New immigrants from Africa, Asia and Latin-America dominate today’s ethnic press.

According to The Ethnic Press in the United States, a directory of ethnic newspapers, there are approximately 40 different ethnic newspapers published in New York alone. For any paper to be successful it needs a readership, a strong voice, and advertising.

Circulation and advertising go hand in hand. Retailers are reluctant to advertise in papers with low circulation rates. Consequently hundreds of papers have come and gone. Some exist day to day, barely turning a profit.

To scratch out an existence, ethnic papers not only have to compete with other papers of the same ethnic background, they have to compete with the mainstream press. To do so, they must offer the reader something new, a specialization which isn’t offered in the other papers.

IRISH ECHO

The Irish Echo, one of the more successful of New York’s ethnic newspapers, has been publishing weekly for over 60 years. Its present financial success is due in part to the ever-changing image of the newspaper.

Started in 1928 by Charles Connolly, the Irish Echo was the voice of the newly-formed Irish Republican because it editorialized against the partitioning of Ireland. The paper was acquired by Patrick J. “Paddy” Grimes in 1955, and has since evolved from a New York local paper into a popular national paper, raising its circulation and advertising.

The Irish Echo runs seven different supplements a year which promote Irish pride and culture. The paper subsists on its large and successful classified section, and is adding a telemarketing department. The Irish Echo, which has an average run of 64 pages a week, has a circulation rate of 56,000.

“We have correspondents from Boston, Chicago, San Francisco, Philadelphia, Florida, and Washington D.C.,” said Jennifer Grimes, the Irish Echo’s General Manager and Vice President. Although the Echo is a national paper, most of its readership is centered in the Tri-State area.

EL DIARIO, THE BIGGEST

Although the Echo is one of the biggest of the weeklies, it’s not the biggest. El Diario La Prensa, New York’s daily Hispanic newspaper, boasts a circulation rate of 60,000 readers. Like the Echo, El Diario is marketed in and around the Tri-State area. El Diario covers national and international news just like the regular press except in Spanish not English.

“We focus heavily on those stories which would be of interest to our readers, about events happening in the Latin American countries and in the Hispanic communities,” said Edwin Jorge, the Assistant to the President of El Diario La Prensa.

El Diario tries to pose questions which are not necessarily asked by the mainstream press. Editorially El Diario supports any policy that makes it easier for Hispanics to immigrate into the U.S. and opposes the English-only debate.

“There are people who are afraid that Hispanics and other immigrants are 17...
years ago, added that in the spirit of Glasnost the political outlook of the paper is extremely “anti-Communist.”

According to Grany, the *New Russian World* is beyond any competition from the other local Russian dailies. It is the oldest and largest Russian paper in the Western Hemisphere. “We have subscribers all around the world, not only in the U.S. but in Western Europe, as well as Australia, Africa, and we even send five copies into the Soviet Union,” Grany said. Like *El Diario*, the *Russian World* has a bilingual classified section.

**LEBANON FROM A DISTANCE**

Unfortunately not all papers are as successful. *Al-Hoda*, the oldest Lebanese newspaper in America, was started in 1898 as a link between the Lebanese immigrants in the United States and their homeland, Lebanon.

Although it has a circulation rate of 11,000, it has little or no advertising, and has not been very successful in collecting the subscription rates. “The publisher has been subsidizing the paper from other sources. He owns a building and he has been putting money from the building into carrying on the paper. For him it’s more of a patriotic endeavor,” Linbergh Goldson, the editor said.

Goldson said that advertisers were turned off when the war in Lebanon started. He blames the American media for portraying the Lebanese in a bad light. *Al-Hoda*, and its sister publication, *The New Lebanese American Journal*, which is printed in English for the second and third generation Lebanese Americans who are unable to read Arabic, reports on the present conflicts inside Lebanon, but more importantly it features articles on the lives of Lebanese-Americans.

“The Lebanese, even in this country, are still a close-knit group to the extent that if you are in New York and you read about someone in Alabama, it’s more likely that there are a number of people who know him. It is in this way that we also serve as a bridge between communities,” Goldson said.

**JERUSALEM REDISCOVERED**

The *New York Jewish Week* is a broad-based newspaper which represents the editor Conrade Berkall points of view from within the Jewish community. Berke boasts that the circulation rate, 115,000, would make it the largest of the ethnic weeklies.

Its objective is to cover Jewish news “We’re the only place to find out in Jewish terms what’s happening at concerts, museums, theater, discussions, and lectures,” Berke said.

The paper is unique because it is a political newspaper, and does not support any political candidates. Conrade Berke defined Jewish news as something more than just being Jewish. “It has to be something that concerns the Jewish Community,” he said.

*The Jewish Week* picks up on the *Jerusalem Post* syndicated columns.
in this town and outside of it have never really been confronted with regard to the decisions they make that end up adversely affecting the black community,” she said. Her definition of power, however, is not just the white community but also the black political leadership and civic leadership also.

Among the problems the black press has had to face are a lack of real identity of purpose and effective leadership. Observers believe that without purpose the black press has failed to lead the community, which in turn has led to a lack of readership. Potential readers have often enough turned to the mainstream press even though it frequently fails to offer any insight into the black perspective.

“I’m concerned with bringing the black press to the point where it used to be—as a strident independent voice that sounds what the issues are that are affecting the black community, and doing so aggressively,” Leid said. She wants to return to the time, “when black papers were in the business of crusading, and the thrust was entirely different, when it was about aggregate progress and communal concern. Today that’s not the case,” she said.

Leid views the Sun more as an educational tool than a newspaper because its top priority is to process information even if it is controversial. “Our paper is noted for being forthright and sometimes brutally honest,” Leid said.

When Jesse Jackson ran for the presidency in 1988, the Sun was probably the only black paper in America not to endorse him because he had made himself a voluntary hostage to the Democratic party, which according to the Sun had treated both Jackson and the black community badly, “We said go to hell, and he didn’t like that but tough cookies,” Leid said.

The City Sun survives mostly on its classified section, though it does have some retail advertising. However, Leid believes the lack of advertising is due to perception not fact. “Advertisers are of the opinion that the black consumer market is a go along market so whatever white America should think is fine then black America should think it’s fine,” she said.

Ultrice Leid believes its the City Sun’s job to educate advertisers about the differences between white and black, and secondly to provide sound leadership which ultimately leads to the resurrection of the black press as a viable alternative to the mainstream dailies of white America.

From Chinatown to Tiananmen

Chinese newspapers for the city’s 300,000-plus Chinese residents, excluding uncounted illegal aliens, have experienced an upheaval in recent months. The largest in New York City is the World Journal, a daily. This pro-Taiwan paper, which started 14 years ago, claims a 100,000 daily circulation. Since the uprising in Tiananmen Square last June, the paper’s circulation has increased by 8 percent or 8,000 papers daily. Its readers, though mostly Taiwanese, are still interested in news about mainland China. Some have family there, some have business interests and some have political interests. It was politics, after all, that drove a vast majority of Chinese to the island originally known as Formosa about 50 years ago.

The second most popular Chinese newspaper in New York City is Sing Tao which used to sell about 36,000 copies daily. Since last June its circulation has increased to 45,000. This newspaper’s major source of news is the numerous Chinese associations in New York City’s Chinatown. An English-speaking editorial assistant at the paper said that the information printed about the student protests in Beijing last June was not much more than what the English language papers. She admitted that some of the news was in fact translated from the American dailies.

An editorial assistant at another Chinese newspaper, The United Journal, also said that American dailies are a prime source of news. He said this middle-of-the-road newspaper (neither pro-Taiwan nor pro-China) did translate some of the New York Times last June because it did not have enough information from the Taiwan and Peking offices. Since last June, daily circulation has increased from 30,000 to about 33,000 papers.

Other Chinese papers have not fared so well. Chung Newspapers was forced to close after the uprising last June in Beijing. Chinese students in the U.S. protested in front of its offices at 128 Lafayette Street after the paper criticized the actions of the Beijing University students. Chung Newspapers was regarded by these students as pro-Communist.

Ta Kung Pao, China Daily and Tsou Keting have also folded. Their closures are not necessarily linked to the dramatic events in China last June.

It was not surprising that the leading Japanese newspaper in New York, Yomiuri Daily, also extensively covered the events in China last June. It is interesting to note that this Japan-based newspaper was named in the Guinness Book of World Records as having the highest circulation in the world, 9.6 million in Japan. Nauzane Utada, general manager of the New York City office, said that the satellite edition of the paper has a daily U.S. circulation of about 17,000.

— MARY JUNG
Much Ado About Newsstands

By Christine Barber

Paid any attention to your local newsstand lately? Well, predictions are the familiar aluminum structures that dot the New York City streetscape may soon disappear. The City is set on clearing clutter from our daily paths, and newsstands are a prime target. Will new and stiffer City regulations drive them out of business?

Opponents argue that newsstands are already an endangered species. The new regulations, vendors warn, could be the final blow. Without the variety of afternoon papers that once supported them, newsstands dwindled from 1,325 in 1950 to just under 300 today.

Under the proposed rules, they would be barred from within 15 feet of a building’s corner line, theoretically clearing intersections for pedestrians. To curb overhanging eaves draped with T-shirts and trinkets, the new code would limit newsstands to 72 square feet, measured at the roof instead of the base. “We want them to be fruitful and multiply,” said Jonathan Lindsay, deputy counsel for the City Planning Commission, “but not in the wrong place.”

ETHNIC STRONGHOLD

The vendors, organized under the New York City Newsstands Operators Association, predict the new code would kill off 80 percent of the remaining stands. Most recognize that it is the 20 ethnic minorities who are keeping the trade alive. “It’s a tough business working out on the street in a little box,” said association lawyer Robert Bookman. “If it weren’t for the influx of Indians and Pakistanis, they would have all disappeared by now.”

The construction and operation of newsstands is tightly regulated by the New York City Art Commission and the Department of Transportation. Some officials say the ubiquitous aluminum huts cause congestion and pose safety hazards. Officials are also concerned about the potentially negative aesthetic impact they have on a neighborhood.

“Often, an object like a newsstand has a more important effect on the look of the city than one isolated building,” said Patricia E. Harris, executive director of the Art Commission.

The typical newsstand operator works anywhere from 12 to 14 hours a day in the cold of winter and the heat of summer. They earn only $0.05 to $0.06 on each paper sold. Current regulations allow them to enhance their profits by selling small items such as earrings, sunglasses and nail-polish, as long as the cost of the item, including sales tax, is not more than two dollars. Earnings vary from corner to corner, but it is reported that operators in key locations can make as much as $100,000 per year.

All vendors must be licensed by the Department of Consumer Affairs. When competing applications for certain locations are received, preference is given to handicapped veterans and handicapped persons, in that order. But only about 10 percent of the stands are operated by members of these groups. Most vendors are East Indian immigrants.

In an effort to improve the design of newsstands, the New York Chapters of the Industrial Designers Society of America (IDSA) and the American Institute of Architects (AIA) collaborated with New York City to sponsor a competition that yielded a new, streamlined newsstand design.

Aptly named Newsstand88, the competition was open to teams of industrial designers and architects from across the United States. The idea came after Donald M. Rorke, executive vice president at Knoll International, and a member of the IDSA, proposed a “first-of-its-kind” collaboration between industrial designers and architects. Architects could cover the aesthetic

DOLLARS AND SENSE
issues while industrial designers tackled the functional problems. “This was the first time that architects and industrial designers worked together to address an important community need,” said Rorke. “We recognized this as an opportunity to make a design contribution of lasting value to the City.”

Mayor Koch announced the winners in a ceremony at the Marriot Marquis in December. Industrial designer Hari Nair and architects Henry Hildebrandt and Whitney Powers from the College of Design, Architecture, Art and Planning at the University of Cincinnati were the winners. The team said that not living in the City was an advantage to coming up with a workable solution. Most of the designs were submitted by New York teams.

Nair and his team designed a newsstand that is streamlined, with several modular displays attached to two central poles. These modules can be adjusted to attract the flow of traffic. For security, the shelves can be folded up when the newsstand closes for the night. Display cases can be positioned harmoniously with the streetscape. The designers believe a newsstand should be as unobtrusive as possible. Nair also claims that the new design may actually sell more magazines since they can be displayed with greater visibility.

As part of the competition, the City promised to build a working prototype of the sleek, new design at the corner of Third Street and Sixth Avenue. Construction of the prototype was scheduled for May 1989, but the original bidder backed out, fearing a loss in revenue. So far, no other more intrepid vendor has been found.

EMOTIONAL ISSUE

Emotions surrounding the preservation of newsstands and what they stand for seem to run high. Geraldine Pontius, a Newsstand 88 finalist, said “New York City’s newspaper stands are essential to the vitality and variety which are the hallmarks of successful urban de-

sign. They help generate activity responsible for transforming the average New York City street into a place of global significance.”

“There are, of course, still some great newsstands in New York,” said James Cohen, executive vice president of Hudson News, “but more and more of them have succumbed to years of neglect so that instead of being an asset to the community they have become an eyesore. Not only do neighborhoods lose out, but newspaper sales have suffered as well.”

Members of the newspaper industry see newsstands as symbolic of its lifeblood. “Those of us who work for big city tabs know that if you build a better newsstand, the reader will beat a path to your newspaper,” said Don Haskin associate editor with the Philadelphia Daily News.

But it’s not only a case of dollars and cents. Maximo Blake Decastro has his own idealistic interest in these small, but significant, structures. As executive director of Urban Solutions, a non-profit general contracting company on the upper west side, Decastro wants to build newsstands for the city in his warehouse on 125th Street. The men employed by Decastro have all been involved in street crime. Urban Solutions gives them a chance to lead legitimate lives. “We train young men to be renovation workers and we try to concentrate on socially responsible projects,” explained Decastro.

And then, of course, there are architects like Howard Sussel. He is quite knowledgeable about the high cost of renovation and preservation of city structures. Sussel has thrown up his hands to these latest efforts to improve urban design. “Those in charge of allocating space to the newsstands do not understand the value that it gives to the city,” he said. Sussel, like many others, feels the news regulations will force vendors out of business.

The new code may even prohibit newsstands from operating on subway platforms. “I’ve never heard anyone complain about a newsstands in the subway,” said Sussel. “As a matter of fact, these vendors provide a certain amount of security in the evening hours.”

It’s too early to notice any impact that the new regulations will have on the City streetscape. Vendors, though, are resisting the change. Some predict that the newsstand may go they way of the dinosaur, becoming a 20th-century urban artifact that we will only be able to see in photographs.

But, then where will we news junkies buy our newspapers and magazines, you may wonder? “Storefronts,” predicts Sussel, “Storefronts.”
The three neighborhoods in Lower Manhattan known as Chinatown, Little Italy and the Lower East Side comprise one of the most remarkable areas in New York City, if not the United States. The history, architecture, ethnic diversity and community spirit are unique. The area is renowned for its bargains. Specialty items such as religious articles, jewelry, clothing and much more attract shoppers and tourists from around the world.

Although the neighborhood remains famous for its idiosyncratic stores, there has been a serious decline in business during the last decade. Its causes are complex. A dramatic rise in rents, the increasing cost of operating businesses in New York and markedly fewer customers have reduced profits and forced many stores out of business. Customers who used to shop downtown have been lured away by big department stores open late and on Sundays, as well as suburban retail outlets and malls offering highly competitive prices.

Public perception has played its part. The image of a high crime rate, filthy streets and inadequate parking facilities have kept away the public. Recent social and historical changes have also affected the area. Population changes in the 1950s and 1960s resulted in poor and middle class families leaving the neighborhood for uptown housing projects and suburban areas. The drug and fiscal crises since the 1960s have left a trail of urban decay. Demographics have shifted. Between 1970 and 1980, the Jewish population decreased from 48 to 30 percent, and the black population decreased from 11 to 9 percent. However, during the same period, the percentage of Hispanic and Asian immigrants increased from 27 to 37 and 14 to 24 respectively.

Businesspeople have struggled for over a century to serve their customers and to support their families. The original merchants in Lower Manhattan were European immigrants who left religious persecution and limited employment opportunities to look for social freedom and upward economic mobility. The 19th century brought thousands of Irish, Germans, European Jews, Italians and Chinese who settled in New York City. The skilled and unskilled immigrants labored as pushcart vendors, factory and construction workers, tailors and at other blue collar jobs that required little or no English language skills.

By the turn of the century, the immigrants had dispersed throughout the City to form ghettos that preserved geographical divisions in their homelands. In the area of Manhattan bounded by Houston Street, West Broadway and the East River a trio of ghettos known as Chinatown, Little Italy and the Lower East Side were formed.
The sobriquets were given due to the many Chinese, Italians and Jews in the area.

**100 YEARS IN BEDSHEETS**

Despite the changes, some businesses have endured for decades. Harris Levy, a retail store, began as a pushcart on Hester Street selling muslin by the yard. Customers bought the material to make sheets because ready-made sheets were not manufactured at the time. Levy, an immigrant from the border between Russia and Poland, built up the business and moved it to its present location on Grand Street over 50 years ago. The linens and domestics store is now owned and operated by the third generation family members Bill Levy, his first cousin and her husband. Bill's son Bob is also active in the business. Bill did not intend to follow the family tradition. He had been serving in the merchant marines when his father asked him to assist with some problems in the family business.

"Being a dutiful son I helped," he said, "but I had not planned on it."

The retail store sells bedroom and bathroom accessories including 90 different styles of bedspreads, shower curtains, quilts, and towels. The price range goes from moderate to expensive. For example, inexpensive cotton sheets are sold as well as Italian silk sheets which sell for $739 each. Some silk sheets cost in the thousands. Customers include celebrities, shoppers whose families have patronized the store for three or four generations, and people from all over the metropolitan area.

Despite the store's enduring popularity, Bill rates its current revenues as "fair." Only 10 years ago, the store was so busy with customers that the front door was locked during the day to prevent overcrowding. Dozens waited outside and as one person left, the door was opened to let a new customer inside. Today the customer traffic barely fills the store. The middle-class people who formed the core of their clientele have moved to the suburbs and shop at factory outlets in their local towns. "I think we've seen our best days in the area," Bill believes.

There have been a number of strategies for weathering changes in the market. They escaped the astronomical increases in rent that have shut down neighborhood businesses by buying the building. They are more flexible in dealing with economic conditions than department stores because they can quickly make decisions about ordering inventory whereas department store middle managers have to get permission to order. The reputation of the store and its loyal customers also have helped save the day.

Community organizations, such as the Lower East Side Businessman's Association, have achieved limited results in reviving troubled businesses. Bill attributes the lack of success to a serious lack of communication between the merchants. "It's amazing how they refuse to band together to improve the situation here," he says. "You're dealing with a lot of older merchants who don't want to give money unless they can control it."

**LITTLE CANTON**

The Lower East Side, traditionally a Jewish neighborhood, is now overflowing with Chinese immigrants. Many have observed that Little Italy has become "half-Chinese" in recent years. The Chinese community has struggled with the challenges of doing business in New York City. According to David Leung, the English secretary for the Chinese Community Center, the original immigrants were laborers from Toishan, a rural area approximately 60 miles southwest of Canton in mainland China, now called Guangzhou.

"Chinatown is a Cantonese community," Leung explains, "at least half of the businessmen are Toishanese."

Immigrants from the other Chinas have settled in various areas of New York City. Flushing has an established Taiwanese community. Leung remarks that jewelers and other professionals from Hong Kong are moving to this country to avoid the Chinese government's takeover of the island in 1997. They open a branch office in America and eventually move their operations and assets here. U.S. Government quotas restricted the number of Hong Kong residents to 600. In 1986, the U.S. Congress reviewed the political situation there and, in light of the planned Communist takeover, increased the number to 5,000. Of course, the number of illegal immigrants who enter the U.S. every year cannot be accurately counted. Approximately 300,000-400,000 Chinese live in the New York Metropolitan area, one-third of whom reside in Chinatown.

It is an established custom to pay the landlord "key money" to secure the lease on a Chinatown office. Leung says an apartment will cost the tenant $10,000 paid under the table in addition to the rent and security fees. A firm called Maria Commercial located in the Chase Manhattan building, at Canal and Mott Streets, paid $140,000 before signing its lease.

The continuing growth in population has caused the Chinese community to expand north and east from its base in Chinatown to areas historically known as Jewish and Italian ghettos. The Chinese have not moved into nearby SoHo...
because of the neighborhood’s high rents and opposition from the local loft board. They buy commercial buildings to house their businesses and avoid the high rents. Often a group of investors will raise the capital. Tenant buildings are avoided because of the expense and complications of obeying the City’s housing laws. Despite the number of successful businesses started by the Chinese, they are still largely isolated from the rest of American society.

The China Daily criticized the government for last year’s suppression of the Tiananmen Square uprising, and went broke in two months. Chinatown is home to many industries besides Chinese-language newspapers, jewelry, tourism, and restaurants employ thousands of people. The garment industry is still one of the neighborhood’s largest businesses. The International Ladies Garment Workers Union has 28,000 members who work in the neighborhood’s factories. Clothing factories have historically been a source of employment for recent immigrants. “This is a business for immigrants,” explains James Lee, manager of the Greater Skirt and Blouse Association, an association of New York-based clothing manufacturers.

Approximately 98 percent of the factory workers are women. The other two percent are men who do the lifting of heavy objects. It is usually necessary for women to work to support their families. Working mothers find low-cost daycare programs scarce. Often a relative or neighbor will babysit the pre-school children. The Garment Industry Center, a local association on Chrystie Street, has a daycare program that accommodates 85 children. Similar programs in the neighborhood exist, but they are not by any means large enough to fill the demand. The issue has been repeatedly discussed with the City government, but nothing has been resolved.

Competition from foreign manufacturers has contributed to the decline of Chinatown’s garment industry. The high costs of doing business in the U.S. mean that domestic manufacturers cannot sell their goods as cheaply as their counterparts abroad. One strategy used to compete is the training of the workers to produce garments of a higher quality. The theory is that higher-quality goods offered at a moderate price will capture a larger share of the market. Lee says that there were 600 factories in 1985. Today there are approximately 450. Besides foreign competition, Lee blames the high cost of rent and labor for the industry’s problems. “How can you compete?” Lee asks. “Everything is up, up, up.”

GOVERNMENT ASSISTANCE

The New York City government has started programs to aid the businesspeople who have stayed in the neighborhood. The South Manhattan Development Corporation (SMDC) collects data on local businesses and assists merchants with loans and strategies to boost sales. A study commissioned by the SMDC mentioned the need for advertising to build the retail market, stressing the need to change the public’s perceptions of the area to attract investors and customers.

The area has continued to draw interest for the past 20 years from the government, the private sector, and the general public. However, this attention has not materialized in sweeping changes to benefit the Lower East Side. High hopes for urban renewal programs were common in the 1970s. But the expectations of the ’70s did not live up to the realities of the 1980s. The press predicted an ’80s real estate boom while denizens complained of the “upification” of a once-affordable area. Condominiums worth six figures were built alongside tenements. Blocks once occupied by immigrants became trendy artist colonies. Today’s real estate market is sagging, and expensive apartments sit vacant while the homeless line the street. Upscale businesses opened on bustling commercial streets while blocks of storefronts remained barren.

The outlook for the 1990s depends upon the changing economic and political climate of the City. It is anyone’s guess how the new administration of Mayor David Dinkins and a predicted national recession will change the area. The only certainty is that the area will survive in some form.
American food in Athenian hands

by Georgia Kontos

Illustrations by Angela Santarsiero

Spiro Troianos started working in his father’s coffee shop at the age of 11, sorting bottles, washing dishes and cleaning tables. Today he is the owner of the Mark Twain Diner in Woodside. Kostas Victoris started working in a diner as a dishwasher. Then he rose to be a waiter, a manager and now the owner of The Buccaneer Diner in Jackson Heights. George Katsihtis worked in his uncle’s restaurant for six years when he came to the United States from Greece. Today he owns the Neptune Diner in Astoria, which grosses over one million dollars annually. Kostas Sergiades started working in a donut shop then bought a pizza store. Now he is the owner of Mike’s Diner in Astoria.

These four men, driven by ambition and the desire to succeed in a foreign country, reminisce about how they made it in the diner business.

THE HAMBURGER EPIC

Diners have been around for nearly a century. Mike’s was founded in 1928, the Neptune in 1963, and the Buccaneers and the Mark Twain have been around for 40 years.

There is a big difference between the diner of 40 years ago and today. “Diners in the beginning used to be lunchonettes with stools. They were open for coffee, danish, eggs and hamburgers,” Katsihtis says. After 1965 they started expanding, adding dining rooms and a larger menu. Working hours have also changed. Today diners are open 24 hours a day.

As the Greeks came to America, friends and family introduced them to a business they knew best. Lacking knowledge of English and education, the young Greeks had to put their skills to work. “For most Greeks like me, it’s the only thing we knew,” said Victoris. “My father didn’t know any better. When he came here his friend said I’ll get you a job as dishwasher. So you graduate from there to a chef, a grillman, whatever. When somebody else comes over, you’re going to find them a job where you know,” adds Troianos.

It’s a long way from washing dishes and sorting bottles to ownership. All four agree that Greeks survived in the diner business because of hard work. It’s a 24-hour, seven-day-a-week business. “We never have a key here. We never close. We don’t know anything about holidays. You have to be here round the clock,” says Katsihtis. Kostas Pavlakos, co-owner of Mike’s Diner, observes, “Greeks are hard workers. We know how to take care of people and we enjoy satisfying the customer.”

GETTING STARTED

Buying a diner is risky. Katsihtis said he was afraid of failure, because the investment was so big. “To save this money you worked as an employee
before and it's very hard to lose your first money when you go into business,” he adds. Victoria said his first two years were the hardest. “It’s a new business, an unknown place. It’s hard to get customers to come,” he says. Troianos agrees that raising capital is the hardest in the beginning. “It takes almost a year to put up a diner. In the meantime you have to pay rent, you have to pay taxes. You have a limited amount of money and you have to pay every week. You start out with a big debt and if you don’t do big in the beginning you’re in trouble. You can’t start slow,” he says.

For a diner to succeed a few factors have to coincide. Katsihtis says the location of the diner is the most important thing, along with good food.

The business is complicated and requires superb management as well as good help to stay alive. All four owners have partners. Katsihtis owns Neptune Diner with his brother. Sergiadis owns Mike’s with his brother-in-law. Victoria has two partners in the Buccaneer. “Each one has his field. I’m in front, one partner is the chef and the other is the buyer,” he says. Troianos also has two partners in the Mark Twain.

**TEAM PLAYERS**

Partners alternate shifts. The boss works anywhere from 60-90 hours a week. Sergiadis says, “A boss always has to be here, even just to look.” Diners get busy, and the employees need supervision. “You have that feeling the moment you walk out, something is going to go wrong,” observes Victoria.

But what happens when the boss is not at work? A manager has to take his place. “A manager is someone you know very well. Someone who is with you a long time. He has to know the way the diner operates. Every diner has a different system,” Katsihtis explains. “When it comes to managers,” Victoria says, “you don’t hire someone off the street. You hire people that have been with you as a waiter for example, for many years, so you build up a relationship. Most of the managers are people who used to be good in the kitchen, because if a guy doesn’t show up he has to take over,” Troianos says. The average salary for a manager is approximately $30,000-$40,000 a year.

Experienced employees are also a very important part of this whole operation. The staff includes dishwashers, busboys, cooks, waiters, waitresses, countermen and hosts. Most workers are from Latin and Central America, but many are also Greeks. Troianos finds it hard to get workers today. “You can’t find experienced help. Nobody wants to do this job anymore,” he says. Sergiadis thinks getting help was never a problem. Summertime is the hardest because people go on vacation. Senior citizens don’t usually find employment in diners. The work is too hard and the hours are too long. “During a busy hour, we need people who can hustle,” says Troianos. An average diner employs between 25 and 30 people.

**“I’M ON A DIET, BUT GIVE ME A CHEESECAKE”**

One big change over the years involves what people are eating. Victoria sells more fish and chicken combined than he does meat. Sergiadis says, “We didn’t have broiled chicken. As soon as we put it on the menu, it became an instant success.” People today are picky. They don’t eat greasy food, adds Pavlakos. Customers stay away from gravy and heavy food, but occasionally, says Troianos, “they say I’m on a diet but give me a cheesecake.”

Prices go up about by five-six percent a year. “Every time you raise prices you lose customers. You get afraid to raise them,” says Troianos. Menus are changed about once a year. New selections are added, and less popular ones are eliminated.

Remodeling also plays an important role in keeping a place up-to-date. Victoria spends anywhere between $10,000-$60,000 every two to three years changing the carpet, chairs and tables and renovating. When Katsihtis first bought the Neptune he took four months to renovate it. Profits doubled.

Do people go out to eat more than they did a few years ago? “People go out more than ever. Nobody cooks steak at home,” says Victoria. All four owners agree that 1987 was the golden year for business. After the stock market crash in 1987, a slight decrease in profits occurred. “In 1987 people made a lot of money. After October, everyone was affected,” says Katsihtis.

The customer mix varies. At the Neptune, 40 percent of the customers are Greek and Italian. There is also a big percentage of Chinese customers. Mike’s attracts mostly Greek customers as well as other ethnic groups. Sergiadis says most of his customers are regulars. Katsihtis claims his diner has attracted distinguished customers like Michael Dukakis and Rudy Giuliani.

Advertising doesn’t play a major role in the business. Most diners survive by word of mouth. Katsihtis advertises in the Greek newspaper and other local papers as well as Greek association yearbooks. He spends about $30,000 a year. Victoria spends about $10,000 $15,000 advertising in local newspapers and magazines. Sergiadis spends about $12,000 a year and advertises on Greek television and local newspapers. Troianos spends less than $5,000 advertising in local organization yearbooks.
All make an annual gross of $1 million dollars and over. The fact is that 85-90 percent of that money goes to operating costs. "You have to make a certain amount to meet the base expenses—rent, insurance, garbage, electricity, salary. Anything above that is food cost. Anything above that is profit," explains Trojanos. "Who wants to have an investment and headaches like this and make 10 percent? If you're lucky you make 10 percent," Victoria says.

"You compete with everybody," says Victoria. "High-class restaurants and fast-food restaurants." The advantage of a diner is that it's a 24-hour place where you can have a bagel and coffee or a lobster dinner. Diners offer different food than fast food places and attract different customers. In a diner you can also take care of a customer differently than in a fast food place.

Competition for employment doesn't really affect diners. "Their help is not skilled. We need skilled workers," says Trojanos. In a diner employees make more money than in a fast food place because they get tipped. They also have more of a chance for promotion. A dishwasher can become a busboy and eventually a counterman and then a waiter.

How would someone go about buying a diner today? "The sale price goes according to the business that it does. For each $1,000 of business per week, according to the leased land, you pay a certain amount. The going rate is approximately $25,000-$30,000 for each $1,000 business, if you have a good lease and good rent," explains Victoria. A diner that makes $50,000 weekly is worth about $1.6 to $1.7 million with a lease of at least 25 years.

To build a diner that seats about 120 people, around $1-million is needed. The advantage of buying an established diner is customers are already familiar with the place and profit is stable.

THE FUTURE

Younger Greeks are not getting into the diner business as much as they did a few years ago. The new generation is now getting an education. "With the money that you need to go into a diner today, you can go into any other business if you have knowledge and make a lot more money with less headaches than you have in a diner," says Victoria. "One or two out of 10 kids will stay in the business," he adds.

So will ownership stay within the Greeks? "Diners don't sell too easy," observes Sergiadis. Diners that sold out of Greek management have failed, adds Pavlakos. Greeks will still dominate ownership in the years to come.

Will diners expand? "Whatever is here will stay, but due to the limited space in the city no more will be built," says Trojanos. In the meantime the Greeks will continue doing what they do best in business. "It's not a secret. I don't know anything better than somebody else. But I work here day and night, and I try always to give the best," says Katsihtis.

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Cheeseburger • Chicken • Salad • Two eggs any style • Grilled cheese • Bagel w/ schmear • Southerned fried chicken • Round steak • Fried fish filet • Roast chicken • gyro

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French toast • egg w/sausage • Turkey club • egg • coffee • tea • donuts • muffin • yogurt (all flavors)
by these young people, 61 percent of all high schoolers, has left them under-prepared for the problem-solving, technology-oriented workplace of the '90s.

That will cost American employers. Still another study, “The Learning Enterprise,” completed under a U.S. Labor Department contract by the American Society for Training Development, demonstrated the value of a highly skilled work force compared to money invested in equipment or other resources:

“Between 1929 and 1982, education prior to work was responsible for 26 percent of the expansion of the nation’s productive capacity. Learning on the job contributed over half, about 55 percent . . . [while] machine capital contributed a respectable but disappointing 20 percent . . .”

“In 1890, resources from the earth, including minerals, energy and food, accounted for 50 percent of the gross national product. Today, those same resources account for less than 10 percent of production and services. In contrast, human resources now account for more than four-fifths of the nation’s total economic output. The acquired skills and abilities of the population have become the pivotal resource.”

Finding that human resource grossly under-capitalized, the training developers called for a tripling of corporate training budgets. Most workplace training is expended on managerial and technical elites, the report says, but those who need it most are the line production, customer-service and clerical workers. Their efficiency, rather than the intelligence of their managers, will ultimately determine the effectiveness of companies as competitors in the international marketplace.

Institutions such as Baruch College have a key role to play in addressing these deficiencies. Not only do its graduates possess the education to assume the managerial and professional jobs opening up, but the large percentage of Baruch students drawn from minority communities is itself an advantage. Minority graduates offer a pool of new corporate managers who share the backgrounds of today’s new workers.

Education in such a multi-cultural, multi-racial environment permits adept students to develop a sensitivity to ethnic perspectives that can be a bridge to employers seeking to build the training programs needed to prepare their next generation of factory workers, technicians and customer-service personnel. Properly nurtured, such managers provide as well a sales force that could play a critical role in dealings with the emergent market powers of the Pacific Rim and elsewhere. That is a resource too long unrecognized, but soon to be in high demand. There lies the opportunity, for the graduates-to-be and the businesses that are far-sighted enough to hire them.

— Garland Thompson, Visiting Professor and Editorial Writer, The Baltimore Sun

(Photo credit: Jim Burger, The Baltimore Sun)
We hear and read so much about major shifts in international, national and urban affairs. Here in New York eyes are focused and ears turned to frightening economic trends, wavering racial tensions, circuitous political maneuverings—all aspects of the city's well-being or ill health. Not so conscientiously considered are the perceptions and doings of the city's ordinary mortals, who, taken together, pump the city's lifeblood through its veins.

Knowing how their upbringing has affected them, seeing through words their daily experiences, the tragedies that have befallen them, the conflicts they face—all those are as important as analyzing the surrounding economic, social and political environment. Ultimately their lives and the city's life feed upon one another.

This meshing is the focus of the articles and photographs that follow. Two writers question the meaning of their mixed racial heritage. A young man from Sheepshead Bay is buried, a young woman riding a lonely subway is molested, a strange person who defies labeling ritually positions bits and pieces of ceramic tile around the Village.

Our photo essay demonstrates that despite the tragedies and conflicts, people of different races are learning to live with themselves and with others. Couples of mixed race are in love despite their differences. A young woman who is part Native American, black and white, finds strength in her unusual background.

These people are among the inside life of New York City, brought outside by reporters and photographers with sharp powers of observation and a sense of awe. These articles are about the unfelt heartbeats of New York which, for better or for worse, are the city.

—Christopher Hallowell
By Yvette Gorman

My father is Irish and German and my mother is Cherokee Indian and black. As a result, I am both black and white and known as a mulatto (with some American Indian blood mixed in). When I tell people this, a lot of them look at me blankly. I haven’t pinned myself down enough for them.

We categorize each other by color. We seem to have a deep need to assign others to one race or another. Because my skin color is very light, people are very confused. I am very confused. I am not alone.

Recent census figures indicate approximately one million interracial people, many of whom, depending on their complexion, probably face a problem of identity either to others or to themselves.

“Race is a preoccupation in this country and it has affected everyone, the victim and the victimizer,” says writer and producer Gil Noble. Noble produces and hosts the African-American talk show “Like It Is.” He says the struggle for identity that many mulattoes face “points to the ugly story of the United States of America.”

The identity crisis many mulattoes face generally starts at home. Families can educate their children about their culture. Others may never discuss it or may even try to avoid the topic. My family chose not to tell me about my heritage. In fact, the topic was so rarely brought up that I had to ask my mother what my exact makeup was. Prior to that I defined my race as “chocolate milk.”

Although my mother never talked about color, other family members made their opinions known. My white grandmother never accepted me as her own. I was sixteen when I last visited her. All I can remember afterward is crying in my mother’s lap after we left. My father died when I was five, so I spent the rest of my life growing up with my half-brother and sister and my mother’s new boyfriend, Shelton. He is a dark-skinned Southerner with a sixth-grade education. He has lived with us for the past 17 years and has made it very clear that he’s not fond of white people. He always talks about being a victim of the “white man’s” system. I’ll never forget the day he asked me about my white boyfriend. “Why don’t you ever date any black fellas? Do you think you’re white?”

I said, “I am! I’m both!”

“No, No, the white man don’t see you as white,” Shelton corrected. “He looks at you and you’re black.”

That was really the first time I had ever been told to make a choice about my race. Until then, I never thought about how I was perceived by others. I guess I always thought that I was special and that people saw me on the inside first, not the outside.

Many mulattoes grow up with an acute awareness that they are different on the outside. Lauren Honore, marketing student at The Fashion Institute of Technology, suffered immensely from her family’s attempts to label her. Raised in Baton Rouge, Louisiana, the home of the Ku Klux Klan, Lauren is well aware of the history of slavery and how the slave owners took black women to bed with them. She says that her father’s side of the family, mixed with black somewhere down the line, is “lily white” in complexion and its members consider themselves to be white.

Lauren has painful memories of segregation within the family. “It has hurt me a lot growing up because I’m definitely not accepted for who I am by the white side. I always thought I was too black for them.” Lauren recalls the blatant favoritism towards her older sister who looks white: “They love her. I felt the division. I felt that I didn’t belong.”

Since racial identification usually comes from the home, it is crucial that sufficient information be given to the child about his cultural heritage. Brigitte McCray, Assistant Director of Advertising for WABC-TV, regrets the lack of information she received about her black culture. “I wish I would have learned about it sooner—for the past two years I’ve been trying to catch up on what I’ve missed.”
OF THE EARTH

Childhood can also be very difficult for mulattoes depending on their immediate environment. The mulatto child’s experience can directly contribute to the race that they ultimately assimilate with. I spent my elementary school years living in the projects of Long Island City, Queens. I was an honor student through high school and there were always very few minorities in those classes. The majority of the black students never liked me. I was much lighter than they, I had long, wavy hair and to top it off, I sat among the school’s highest achivers. No matter how hard I tried, I could never fit in with the black students. I even learned how to use their slang instead of speaking properly like I did with my white friends. It didn’t work; they would still pick on me. Naturally I grew up believing that whites treated people better than blacks. I also had the help of the media which continually magnifies minority crimes.

Sonia Hebrank, a student at Baruch College, is German and black. She remembers the way her black peers felt about her color: “They were just jealous.” When she is asked about her cultural background, she always says she is black. She reasons, “I grew up around black people; I didn’t grow up in Germany.” Since she is light skinned, Sonia says that many people don’t believe that she’s black. They say “Oh, you speak too proper, you must be mixed with something.” Most of Sonia’s friends are black and she prefers to date black men.

Yet, mulattoes also recognize the power and benefits of being in the middle. Being light skinned “makes it easier for whites to like blacks because they don’t look as dark,” says Brigitte McCray.

Jordan McLeod, a student and a T-Shirt designer, says that growing up black and white “has benefited me in being able to relate on a neutral level.” He feels that he’s able to assimilate with both races, but then he realizes, “In my mind, I’ve been neutral, but that’s a lie because I’m prejudiced.” Jordan refers to the tug-of-war that goes on inside the minds of most mulattoes. One day you want to be white and the next you don’t.

Lauren Honore says that people react differently to her in New York, “I do enjoy being accepted in N.Y. but it scares me to think if I were a little bit darker.”

“Sometimes it helps,” says Hebrank. She says the topic always comes up during job interviews. “They like the fact that I’m part German.”

Brigitte McCray is darker-skinned than everyone else I interviewed and says that although she is “moderately attractive, they look at the color of my skin first.” For the past few years Brigitte has done a lot of soul searching. She says that her attitude about blacks has changed a great deal and she now wants to learn more about black history. She now looks at it from her ancestors’ point of view. “No one likes to think about those days, but if I were living twenty years ago, I would have to sit in the back of the bus and wouldn’t be able to vote.”

This is sobering. Mulattoes who live in New York aren’t forced to deal with their black heritage as much as in other parts of the globe. “It’s still like that [segregated] today,” says Lauren about her hometown in Louisiana. She says, “Being black is special to me and when people say you’re not black, don’t say that they’re hurting me.”

As mulattoes, we cannot ignore our diverse cultural background. I feel that we owe it to all of our ancestors to give each of our ethnicities equal representation. All of us must train ourselves to look beyond a person’s skin. We need to stop stereotyping by linking certain attitudes and actions with race and look on the inside.

“We’ve got to see it like God does,” says Jordan, “and realize that we’re all just different shades of the earth.”

MAY 1990
Yvette Gorman

"I don't think I'd ever want to be all black or all white because I have the best of both worlds."

Margaret Sheogobind (mother), Stanton Sheogobind (father), Sharmilla Sheogobind, Kamala Sheogobind, Geeta Sheogobind

"We learned a lot from our parents because they have such diverse backgrounds."
Maura Burnett and Tom Hemintakoon

“People look at us and see our differences. We see the similarities.”

Angela Santarsiero and Danny Lam

“Inter-what? Who us? Nah!”

Michelle Gorsline

“The answer to the most often asked question is, ‘I am American.’”
SHADES

Miguel Núñez

“There’s nothing better than being different.”

Hue Buist (mother), Tee Buist, Thuy Buist, Tony Buist

“Due to our heritage we respect all other cultures.”
Julie Chen and Shakir Saadullah

"The last time we had a fight it was over food. He wanted Chinese, I wanted Bengali. Instead we went for Italian."

Patty Yuen and Danyel Lawson

"Follow your heart. Peace."
Every day, I fight within myself to try to suppress whatever racial feelings I have held since childhood. Ever since I was a child, I was afraid that my mother would not like me anymore if I admitted that I was black.

When I was five, I drank chocolate milk a lot because I didn’t like the smell of regular milk. One day my mother came into the kitchen while I was drinking a glass of it down.

“Don’t drink so much chocolate milk. You’ll get black,” she said.

I never took her statement seriously, yet it made me wonder about people darker than I.

When I started first grade, I soon learned that I wasn’t the only one who was touched by racism. On the first day of school, the teacher gave us assigned seats. When the teacher told a little black girl to sit next to me, she got up and loudly protested.

“My father told me not to sit next to no white man!”

I was the lightest-skinned black child in my class. All of the other children were black black.

Not understanding what the little girl said, I told my great aunt what had happened. She laughed very hard and she told me that some parents teach their children the wrong thing. That did not help my confusion.

When I was seven, I played with my cousin, Tony, who is much darker than I. One day my mother came home from work and saw us together.

“Don’t play with him! You’ll get black!” she said.

Tony told my uncle this and he was so upset that he tried to explain a few things to me.

“Now you listen, Joseph. Don’t pay attention to what your mother said! Tony is your cousin and he is family! You should play with him if you want.”

My great aunt and my grandmother tell me that my mother may have been raped by a black man. To learn that at an early age (I was eight) was very
hurtful and it made me feel that all black men are rapists.

My second cousin, Oliver, (who is black) came to visit for a couple of days. There were not enough beds in the apartment, so Oliver and my mother had to use one bed while my great aunt and grandmother used the other bed (I had my own bed). I didn't like Oliver and my mother staying in the same bed. I was afraid. I thought that because he was black he would rape my mother.

During elementary school, I noticed that some of the other children in the class took pride in holidays such as Black Solidarity Day and Martin Luther King's birthday. (Some of the kids didn't come to school on those days). Every January, we were required to write a report about Dr. Martin Luther King Jr. When it was time to write the report, I didn't care because I thought it was boring; it was only for black people. (My mother never said that Dr. King was anyone important, but my grandmother said Dr. King did a lot for black people).

I started dating at 14. My first girlfriend, Sherry, was black. I was ashamed to introduce her to my mother; I was afraid that my mother would not want me to date a black girl. At that age I was not sure what racial preference I had as far as dating girls was concerned. Now I wonder if the reason that I dated darker-skinned girls in the past was to convince myself that I was not a racist.

My present girlfriend, Sharon, who is black, has encouraged me many times to take black studies courses in order to learn more about my heritage and about blacks who have made great contributions to this country. I have rejected her offers.

"I don't care where I come from, as long as I know where I'm going!" I reply.

I make excuses like these in order to get Sharon off my back. The reason is because when I see somebody who shows pride in being black, I get very angry at myself because I do not share that same pride.

When I see young blacks roaming the streets, I feel ashamed to be black. Although these kids are of my race, some of them are dealing drugs or mugging people. That is why when anyone asks me what my race is, I usually tell them that though there are blacks in my family, I am not black.

Sometimes I think to myself that I should not marry Sharon so that I will not bring any black children into the world. Other times I wonder if I will ever solve the racial turmoil that is inside of me.

JOSEPH BASCOM

MR. CHOW'S TOWN

Ridgefield is a small town of 20,000 located in northern New Jersey. It was settled over 300 years ago by Dutch settlers. After World War II, white middle class families moved in. That basic demographic constituency remains to this day.

In 1978, one of the first minorities arrived; his name was Mr. Chow. He brought the stationery store on Main Street and moved into the apartment above the store. It was no big deal.

The town went on its usual way, except that the stationery store opened at 5:30 in the morning instead of 7:00 and closed at 8:30 in the evening instead of 6:30. Mr. Chow's presence didn't make much of a difference to the town folks; he kept mostly to the store and the apartment above. Once in a while, he would be brave and venture to the local library in order to use the copy machine.

Most people went to the store in the morning to buy newspapers and cigarettes before going to work and later in the afternoon to buy some lottery tickets and another pack of cigarettes before heading home. Midday, retirees came to the store to buy miscellaneous items; generally, they lingered around without purchasing much.

From behind the counter, Mr. Chow would greet every customer with "Hello, how are you?" Then, depending on how busy they were, the customers would reply with some small talk. It was all very friendly and in less than six months Mr. Chow knew most of his customers by name.

And the customers liked Mr. Chow, for he was personable. He greeted everyone with a smile, even the children who came to steal his candy. He spoke in broken English, which he repeated many times until his point was understood or his listeners pretended they understood. He smiled even more when he spoke, as if to make up for his deficiency in speech. Still, some customers felt uncomfortable with his perpetual smile and constant friendliness. Mr. Chow felt that he was the burden. So he kept smiling.

Outside the store his customers rarely greeted him. Few nodded to his rigorous greetings. He was perplexed at first. But soon he stopped acknowledging anyone when he walked outside of his store. His place was defined.

After 10 years, Mr. Chow retired and moved back to New York City to be close to his children. Now, he recalls with fondness the courteous relations he had with his customers. He refers to Ridgefield Park as "My town." But when he speaks of his years in Ridgefield Park, he rarely speaks about the fact that his customers' friendship was confined to the boundary of his small stationery store.

MARK GAW

MAY 1990
INNOCENT VICTIMS

ordered, Adjudged, and Decreed.”
These three words stand out in boldface type at the beginning of Maria P.’s divorce papers. Each “Ordered, Adjudged, and Decreed” introduces an official promise, a legal obligation backed by the Supreme Court of the State of New York.

“They’re pretty shallow promises,” Maria exclaims. “I mean what is there to back them up?”

Maria, a 28-year-old Brooklyn College student, lives with her eight-year-old daughter, Alicia L., in a well-kept rent-subsidized apartment in the Starrett City apartment complex in Brooklyn. In 1986, when Maria left her full time job with American Express to go back to school full time, the rent on her apartment was reduced to an affordable $38 per month.

“Without that low rent I wouldn’t have been able to go back,” she says. “Raising a child on your own, with no help from the father, takes a lot of time and money.”

In Maria’s divorce papers Alicia’s father, Jack L., was “Ordered, Adjudged, and Decreed” to pay $45 per week in child support and $20 per week to pay off over $2,000 owed for child support in arrears.

Child support is not—as many people mistake it for—alimony. Alimony is for the support of the ex-spouse. Child support is for the support of the payor’s own children. Most divorce lawyers will tell you that $45 a week is getting off cheap.

made just 10 of those weekly payments. Maria decided to sue in 1988. Her lawyer advised her to discontinue Jack’s visitation rights until the matter was settled.

“That was the hardest part,” she says. “I didn’t want to do anything to hurt her (Alicia) but he couldn’t keep seeing her whenever he decided it was convenient. I mean he wasn’t even helping to provide for her and a couple of times he never showed.”

Family Court looks like all the other court buildings in downtown Brooklyn. Inside, family members battle it out against other family members in court rooms packed with domestic unrest. Huge oscillating fans push hot air heavy with moisture through the building on this Indian summer day. Tension adds to the heat as ex-wives and ex-husbands glare at one another from across the waiting areas and hallways. Friends, family members, and often lawyers are the only buffers stopping one from striking the other.

Maria is standing in the hallway outside of Special Part IIIB where her hearing is to take place. As she chain smokes cigarettes, her lawyer goes over last minute details.

“I hate this. I hate all this crap,” she says. “Why can’t he just help support his own daughter?”

“For the same reason you had to come here months ago for an order of protection,” her lawyer responds. “Because your ex-husband is an alcoholic, uncaring bastard and this is your only legal recourse.”

“Look around you,” he tells her. “I’ll bet at least half of the women here today are here for the same reason.”

In other cities around the country jail sentences deter fathers from failing to pay child support. In New York City the prisons are so crowded that even if such a law were on the books, deadbeat fathers would go free.

Maria’s case is called by a court officer. Jack and his attorney and Maria and hers exit the waiting area through huge wooden doors leading to the adjacent court room. Thirty minutes later they re-enter the waiting area and Maria has a slight smile on her face.

In the hallway her attorney explains the judgment to her. He tells her that Jack must now pay the $45 per week plus $50 per month to pay off the back child support.

“But what if he doesn’t pay again?” she asks.

“Then we haul him right into court again,” her attorney says. A smile crosses his face at the thought.

“Great,” Maria groans. Her smile has turned to a scowl.

After two more years Maria received a total of five child support payments. Jack remarried. His new wife suffered two miscarriages. Jack wanted another child, but he didn’t want more child support.

In August 1988, Maria received a letter from the State Financial Aid Office. It said she had been denied financial aid for college because she earned too much money.

Maria, who works part time in an ice cream franchise in her neighborhood and as a researcher in the infant study center at Brooklyn College is lucky if she sees $100 a week. The form she is holding says that her ex-husband’s income was $45,000 the prior year.

“He is making $45,000 a year with no kids and he can’t help support his daughter?” she screams. Maria’s face is a mask of hurt and frustration.

A couple of months later Maria was informed by New York City Family Court that it was taking a portion of Jack’s pay to go towards Alicia’s support. Finally some good news. For six weeks she received $146 per week. Then the checks stopped.

Family Court sent Maria a letter informing her that Jack no longer worked at the same job. They have been unable to find his new place of work, the letter also told her. She had moved. He left no forwarding address.

NEIL SLOANE
DOLLARS and SENSE
She had let her hair fall around her face to cover the black eye and swollen cheek. She wore a short, tight, jean skirt and a revealing tank top. She had no shoes on.

Most people in the 8th Avenue, mid-town neighborhood knew the long-legged woman who had come into the pizzeria. Her name was Linda—Linda something. No one knew her last name. They knew that she lived in the alley apartment by the pizzeria.

She walked up to the counter, keeping her head down, and ordered a slice of pizza.

“Did he beat you up again?” the pizza-man asked, shifting his head from left to right, trying to get a better look at her face behind the hair.

“Mm, mm,” she mumbled, continuing to look down. She crossed her arms and rested them on the counter, waiting for her pizza. Small round red marks the size of a cigarette decorated her forearms—burns.

“Her boyfriend beats her up,” the woman at the corner table whispered to her friend whose eyes took the shape of an owl’s at the sound of those telling words.

Linda felt their eyes on her back. She knew by now that everybody in the neighborhood knew about her being abused by her boyfriend.

One night some of the neighbors heard her screaming when she couldn’t bear her boyfriend’s belt-whipping. They called the police. They were just trying to help. Linda had not asked for help. She did not file a complaint that night. Nor did she file a complaint the next two or three times that the police came when they were called by the neighbors. Now, the people in the neighborhood never call the police when they hear Linda screaming.

“Why don’t you leave him?” the pizza-man asked.

“He pays for the apartment,” she said without lifting her head up.

“Why don’t you get a job?” he said.

“Would you hire me?” she asked, lifting her head up slightly, to look at him for the first time during their conversation. He pretended that he did not hear her. Instead, he went back to making his pizzas.

Linda’s boyfriend, a short, sixties-hippy-style man, used her to satisfy his drives, sexual and otherwise. He paid the rent for the apartment she lived in; she repaid him with her body.

“I have a place to live. At least, I’m not out in the street, you know...” Linda said mostly to convince herself. The pizza-man asked her something about the pain. “The pain?” she repeated the question, straightening her black, string-like hair, “becomes a routine. It happens so often that you stop feeling the pain after a while.”

The pizza-man said nothing else. He watched her walk out of his place, took a deep breath, and shook his head hard as if he wanted to erase Linda’s existence from his mind.

She did not pay attention to the customer’s curious looks. She pretended that she did not care. She brushed by people rushing into the pizzeria for lunch, to go lock herself up in that miserable apartment.

Of course, she did not see the pizza-man’s changed face as the people came into his place to order pizza. She did not see his face grow happy as he forgot about her and returned to his business of money making. She sensed it, though. Being in this situation for five years, she had become accustomed to people’s momentary caring.

DESPINA JASONIDOU
DOUBLE BIND

When Janifer looked at the front page of the New York Post, she turned ghost white. She stammered "Oh my god, that's him, that's the guy who tried to attack me on the train last year."

The paper had printed photographs of some of the suspects from the June, 1989 Central Park rape case. The photo she was pointing at was of one of the suspects.

Last year Janifer was taking the number six subway train from 86th Street to 23rd Street on a Sunday morning. She found herself in an empty subway car. When the train started to move, the door at the side of the car slid open and slammed shut. A tall, extremely skinny, young black kid whizzed through and stood in front of her. She immediately noticed the dense coke bottle glasses he wore. His eyes reminded her of Mr. Magoo, the semi-blind cartoon character. He smiled a deranged smile.

She tried not to panic. Stay calm and he won't bother me, she thought. She stood up near the door and stared at the Spanish advertisements as she waited for the train to reach the next stop. The next thing she knew he had moved closer to her. He was wearing white pants with a drawstring closure. She felt her heart start to race. She'd heard of people's legs turning to jelly, but never personally experienced the sensation until this moment. He unfastened his pants and pressed himself 40 against her. She was pinned against the door. Fear would not permit her to scream. After an eternity the train finally screeched to a halt.

Her assailant bolted, and some people entered the car. Jan was shaking and fighting back tears, but relieved at his disappearance. At 23rd Street, she stepped off the train. He did too. He had apparently gotten into the next car and waited to see where Jan would get off. She saw him and flew up the stairs to escape. He kept pace right behind her. At the top of the stairs the light on Park Avenue was green and oncoming traffic buzzed by in both directions. She dodged cars and made her way to the median. She turned and saw him grinning on the corner. She screamed, "Stay the fuck away from me or I'm going to scream bloody murder!" He must have gotten nervous that she would attract too much attention. He fled.

The 13th police precinct was right on 21st Street, so she headed straight there. After cutting through the initial red tape, she sat down with a ruddy officer. He took a few notes as he listened to her explain what happened.

He rolled back in his chair, put his pen down and told her, "I understand that you want us to catch this punk and lock him up, but it just ain't gonna happen. There's a million punks in this city and you don't have any proof. He harangued you but didn't actually rape you. It's really useless for you to file a report. Just be thankful the incident wasn't worse."

"You mean there's nothing you can do to help me?"

"Nope, nothing. Sorry, ma'am."

Jan never took the subway on the weekend again and tried to put the whole thing out of her mind until that morning when she opened the paper and saw the devilishly familiar grin staring at her. It was him. She was positive.

She called the police and got the investigator in charge. He listened to her story. Then he politely thanked her, but said they couldn't use the in-

DOLLARS and SEN
formation since no report had been filed. With no record, her testimony would be worthless.

**RHONDA COHEN**

**PEER PRESSURE**

Well, guys, I'm going to call it a night," I said from the back of the van. "Tom, you can drop me off on the corner, all right?"

It was drizzling out. The kind of light, early summer rain that makes the street lights look like kaleidoscopes. The kind that annoys everyone because you don't know whether or not it is raining hard enough to put your umbrella up. You might look stupid if you do, but if you don't your hairspray turns to cement and your hair frizzles out like Bozo's.

I thought to myself what a nice night it had been. Hanging out with the guys again, having a few beers, a couple of drinks, catching a movie, just like it used to be. To top it all off nothing nasty happened. More and more, when the "guys" got together something happened or someone got seriously hurt.

The bad stuff started out few and far between; you know accidents happen, but the older we got, the more frequent they became—George falling from the bridge, (thank God, he was not killed); Tom crashing his various cars in fits of anger over his girlfriend; Phil going crazy with the ax; and Chris, I still don't know how he dodged that train. But mostly on my mind was the fire I started. I was almost killed with these guys. I said I wouldn't hang with them again. But this had been a good night.

"Tom, I'm getting off here."

You can't describe the sound of a van skidding on a summer rain-slicked pavement into a city lamp post. You have to imagine it. I felt like a die in a high roller's hand. My folding chair and I in the rear bounced off speakers, chairs, arms, and legs.

When the spinning stopped, we had settled in various positions in the back of the van. Big Jim, 6 foot 4, 260 pounds, lay sprawled across the front bucket seats. Tom, 6 foot, 170 pounds, was not anywhere. The windshield was cracked and the driver's door was swinging listlessly, squeaking like a saloon door at high noon.

"Wh-where's Tom?"

"I don't know?"

I ran out, my hand throbbing. Tom was a scary sight. He lay sprawled on a sewer grating, with his legs contorted. They looked like the legs of a cripple who had fallen out of his wheelchair.

"Don't touch him! Tom are you all right? Can you feel your legs? Are you O.K.?"

Uh-uh," he groaned. "Help me up, let's get out of here, what happened?"

He mumbled, the words sliding over his bloody lips.

We got Tom cleaned up; he needed a couple of stitches. Everyone else had aches and pains. The van was totaled.

I didn't see the guys for a while after that. I'll admit it, I was scared. I started hanging out with a girl I really liked from school. But the guys would not leave me alone. I started catching the usual "you don't hang out anymore, too mature or something?" So Diane and I started going to the bar close to my house where they meet on Thursdays.

There they were. Diane did not drink and I took it easy and drank a lot of soda so we were o.k. when it was time to go home one Thursday. Then Tom looked at me with this expression that something great had just happened, but he couldn't tell because he had just taken a swig of beer and his mouth was full.

"Oh yeah, that's right, you didn't see," he blurted out. "'Cmon, I'll show ya, I got a new car; it's right outside."

**PETER FLEMING**

**REST IN PEACE**

Would you be willing to take a bullet for your friend?" one member of the street gang asked Wesley Morales.

"Yeah," Wesley replied.

Another member of the gang put the gun to the back of Wesley's head and pulled the trigger. The bullet entered the back of his head and came out his forehead. Wesley fell to the ground and struggled back to his feet. He dragged himself up the stairs of the Union Square subway station. When he reached the street, he collapsed again. This time he wasn't getting up. This time he was dead.

The news of his death spread quickly. Two days afterwards, most of the people in the Nostrand Houses knew that Wesley had been murdered. He had been living there for most of his 20 years and was very popular with his neighbors.

Wesley's family is very poor. His parents speak very little English. They had to go door-to-door to collect enough money for his funeral. His father brought a newspaper clipping along as proof of his son's death. They got together enough money to rent a small room in a funeral home and to pay for the burial arrangements.
The wake was held in a small church in Sheepshead Bay on a misty night. The ground was wet from the day’s rain. There were a number of people dressed in black standing in front of the funeral home. Most of them were from the nearby projects. They were standing out front because there wasn’t any room inside.

I shook hands with a number of kids from the project as I tried to get in for a peek. I got as far as the entrance to the room but couldn’t get any closer. A few of the people in the crowd were his family. A few others belonged to his father’s Pentecostal church. Most of the people were his friends. I could not see the coffin.

The eulogy was shouted out by a Pentecostal preacher, a woman. She would shout one line in English and then translate it into Spanish. She started most of her phrases with, “Although I did not know Wesley, I...”, and then finished the sentence with a religious statement that had some social meaning. The other Pentecostals in the room would say “Gracias El Señor” (thank you Lord) after each sentence. She said that she knew that we were all scared of ending up like Wesley. She offered us the chance to find God’s peace by standing on the stage with her. Not one person there accepted her offer.

While the service was in progress I noticed a narrow path open through the crowd. A short man with his head down walked out of the room. It was Wesley’s father. He sat on a sofa in a side room and started to cry. A few family members went to his side to comfort him. I felt a lump in my throat. An empty feeling rumbled in my stomach. It wasn’t from a lack of food but from the realization that Wesley was gone. He was so young.

After the service, everyone was allowed to view the body. His body was swollen. He looked like he had gained 20 pounds in death. He was wearing a brown suit and was holding a beaded chain with a cross. He had a healthy complexion because of all the makeup he was wearing. His eyes were closed, his mustache was well groomed and his lips were purple.

His girlfriend was at the foot of his coffin crying hysterically. Two guys were kneeling in front of the coffin saying a prayer. Behind them was a big crowd waiting to say goodbyes.

After five minutes, it was my turn to say my final goodbye. I knelt by the coffin and began to pray. I tried to hold back the tears but I couldn’t. It hurt to see him dead.

When I left the funeral home, a friend of mine told me that some people had done a mural in memory of Wesley. I went to the handball court and viewed the piece of street art. A row of beer bottles, vases and candle holders lined the bottom of the wall. “Wesley” was painted in bold graffiti letters on the wall along with a rendition of a tombstone bearing a simple and stark inscription:

R.I.P
WESLEY MORALES
5/19/69 - 10/1/89

The epitaph read, “In our hearts forever, we love you... The Bay.”

CHRISTOPHER GARRICA

NO HELP FOR THE HOMELESS

You just can’t categorize the homeless,” I heard on a recent TV talk show. When you assume the homeless are mentally ill, you meet one who is as sane as any of us. When you think the homeless are unable to work, you meet a healthy man asking for a quarter. When you think the homeless are not willing to work, a homeless man asks you for a job. And when you think that the homeless have lost hope, you meet a man like Juan Pagan.

I met Juan on Halloween night. I was walking along the Grand Concourse in the Bronx when this disheveled man looked at me and asked, “Do you speak English?”

“Yes,” I responded.

“Look,” he said, “I’m a Christian. I go to church every Sunday. You know that big church on the Concourse—Love Gospel Assembly? That’s where I go. I know God does not want me to beg. The Bible says, if a man doesn’t work, he shouldn’t eat. I understand that. But now I need to eat something. I’ve got no place to live, and I just want to get one dollar by midnight so I can have a doughnut and some coffee. So please, if you can spare anything, I really appreciate it.”

I was surprised at how articulate this man was. His exterior was that of a bum, a part of the refuse of our society. But to hear him speak was like listening to a Harvard graduate.

I took 40 cents out of my pocket as he was speaking. I remained amazed at how this man so quickly shattered the stereotypes and prejudices I had harbored of homeless people. As I handed him the change, I asked him, “Where do you go for help?”

“To be honest,” he said, “Nowhere.” There was a pause, as though he couldn’t understand why I, or anyone, would care to ask. I wondered how many people actually spoke to him, as opposed to just giving him a quarter and walking away.

“Some nights I stay in the shelters. When it’s warm, I just stay at Bergen Park over on Anthony Avenue. And thank God, Love Gospel has what they call a ‘Love Kitchen’ every day at 11:30 for lunch. But that’s not real help. That’s immediate. They don’t help me..."
move on. They just help me survive where I am.”

I asked him if he had ever heard of the Housing Workshop, an organization I had heard of that offered real help to homeless people. “Where is it?” he asked me.

“I heard it was on Kingsbridge Road. Near the Armory.”

“I’m going to look for it,” he said. “Thanks a lot.” He extended his hand.

“What’s your name?” I asked him.

“Juan. Juan Pagan.”

“Good luck, Juan, and God bless you,” I said.

A week passed. I did not think much of my encounter with Juan, except once I wondered how he was. He had taught me that not all the homeless are without hope. Not all of them see themselves as able to get out of their situation. If help was available, Juan Pagan would find it.

He didn’t. A few days ago, I saw Juan again. He was standing on a long line outside of the Love Gospel Assembly. He recognized me.

“I looked for the place you told me about,” he said. “I couldn’t find it. I went into the Armory first, and they didn’t know where it was. They had never heard of it. Then I walked on Jerome Avenue, (near Kingsbridge Road) and I saw the Social Security Office. I asked the security guard if he knew where I could find the Housing Workshop, but, unfortunately, he didn’t know either.

“The security guard called someone over, who told me to check the basement of the school on Kingsbridge and the Concourse, I think it’s called Poe Cottage, but when I went there, they didn’t know either. They’ve got to make these places easier to find. It’s not like we’re not looking for help. I looked. If you find out where it is, tell me, okay?”

“Where can I find you?” I asked.

“I’m here at 11:30 every day.”

You just can not categorize homeless people.

RAFAEL OLMEDA

Here he was, Tile Man. I know him by no other name. He appeared at first to be homeless and I was passing in the usual way, without looking. He was dirty and wore torn-up clothes and he had long, tangled hair and a scrappy beard. This you knew without looking. You knew about it, you didn’t feel like looking at it. But there was something not random about the way he was foraging on the ground next to the heap of garbage and not in it. So, looking then, I saw that he was in fact Tile Man with his bucket full of little ceramic pieces of broken plates and coffee cups; glass triangles from shattered vases, and assorted segments of bathroom tile with tiny colored shapes on some of them; red, green and blue. Tile Man was carefully placing chosen pieces into a cement base he had prepared, set into the ground near the trunk of a thin, city tree which stood next to the heap of garbage. Tile Man is a bit of a celebrity here in the East Village. His works are most appreciated by those who cast their eyes to the ground.

A closer look at Tile Man’s work reveals him to be a master of urban embellishment. His works are balanced, not so much within the perimeters of work space, but in their relationship with the immediate environment, a tree, a lamp post, a park bench, a garbage heap, a homeless person flattened beneath a shower curtain. Like a desert flower growing amid the amorphous city expanse, Tile Man’s works subtly enhance the “city experience.” They are a visual treat—the substance from
which city folklore is born.

But Tile Man's works are not well received by all. I heard him say, "Some people, don't like it, they say it's dangerous cause someone could slip, but it ain't slippery at all even when it's wet." I support Tile Man, or rather, I would if he were homeless. I'd flip him a buck or two; toss it right into his bucket. He makes me feel good about living in the city. I think I'll add that to my guidelines for giving to the homeless — "Does applicant make you feel good about living in the city?"

I don't like playing the myopic pedestrian but the fact is that aiding the homeless has become for me, a process so muddled in moralistic red tape that, with the exception of those few clear cut cases, I'm usually blocks away before I've reached a decision. And everyday the guidelines for giving—change. Too aggressive. Too dirty. Too unhealthy. Too smart. Too many. But something odd happened the other day, and I can't seem to shake the experience. I think my moral bureaucracy finally collapsed. Someone asked me for change and instead of checking the guidelines or defaulting to "No change," my subconscious replied, "Too humid."

TOM DAVIS

THE HOUSE

It may be hard to imagine, but the borough of Queens was once considered the suburbs of New York City. People owned estates and summer houses there. Young couples bought their first homes and raised families there. A backyard, a front yard. A reason to own a lawnmower. Perfect for a young man and his bride and their 2.3 perfect children.

After World War II, the exodus began to the vastly wooded area known as Nassau County and eventually spread to Suffolk and they became the suburbs. Queens became more urban. But not quite. Not quite civilized. Not quite the spacious suburbs Long Island has become either, though it is physically a part of Long Island. Now it is both city and suburbs, and at the same time, it is neither.

Bayside, the part of Queens I've called home for the past nine years, has tried to capitalize on this vagueness. Near the Nassau County line, it doesn't intimidate those looking to move to the suburbs, who don't want to be too far from Manhattan, and it has attracted those who wanted to live in Manhattan, but couldn't afford to.

Store rents were rising when I moved there. Family businesses closed. Cutesy little boutiques and large chain stores opened in their place in anticipation of Manhattan's spillovers.

But the large houses of Bayside weren't selling. People weren't interested in paying hundreds of thousands of dollars for a mini-mansion with a few feet of surrounding land. Homeowners were forced to sell to eagerly awaiting builders who knocked down the beautiful old homes and put up attached houses for ten families.

The Bayside Homeowners Association, furious about what was happening to their community, began to fight the builders. The houses being knocked down were in neighborhoods zoned for two-family dwellings, and the builders were getting away with putting up what the people of Bayside were calling tenements.

It was around this time I noticed a house in my neighborhood. It was a big, brown, wood-shingled house with a never-ending porch. Windows were broken, the roof and porch sagged, and the small yard was overgrown. The house cried out for attention. I would stand on the sidewalk and stare at it, being seduced by its need for care, and the scent of the honeysuckle bush that managed to keep itself untangled from the other bushes. The board across the front door and the washed-out sign attached to it allowed me to foresee its fate. The house was doomed. I hadn't the funds to save it. Our time together was precious.

I bumped into my neighbor, Barbara, one day outside our apartment building. We discussed what was happening in Bayside. "Mrs. Norwich objects because she says all the people moving into the new houses are Oriental," I laughed. Mrs. Norwich is a permanent fixture in Bayside. She can't seem to get used to these changes. She is upset that it is no longer lily white.

"The Orientals don't bother me," Barbara replied. "It's the blacks, Indians and Puerto Ricans that I'm worried about." She was serious. I wasn't surprised. We had had these discussions before. I made a mental note to bring up the fact that my grandfather was from India at a later date, at a time when it would make Barbara feel the most uncomfortable.

"Want to see my house?" I joked. We walked to my big, brown, house and stared at it from the sidewalk. Even at a safe distance its emptiness was obvious. Barbara's presence gave me courage. "Let's walk around the yard," Barbara agreed eagerly. The porch creaked so loudly when I stepped on it that I thought it would swallow my leg.

"Wouldn't it be great if you and Ralph (her husband) could buy it and fix it up?" Barbara asked. I just smiled. Sharing a house with Barbara and her husband was not what I had in mind.

I walked past my honeysuckle-scented house recently. There was a crane in the front yard. The house was a pile of rubble. Within three days a foundation had been laid, showing four distinct basements.

SAMANTHA THACKER
A Revolution in the Making

By Tina Tellis
Illustrations by Vincent Bautista

Nine-to-five, five days a week may be a thing of the past. Today, millions of people work as temporary employees. The temporary services industry has mushroomed into a multi-billion dollar business. In 1989, the temporary help industry grossed over $10 billion and employed approximately 6.5 million workers. Over the past three years, the industry enjoyed an average annual payroll growth of approximately 10 percent and over the past two decades it grew at the rate of 18.9 percent, despite three recessions.

The stigma attached to temporary employees (temps) is changing as more businesses and industries discard their perception of temps as crisis fill-ins. Today temps are considered a modern-day management tool used to supplement a permanent staff and offset the cost of hiring new employees.

The evolution of the temporary help industry started in the mid-1980s, with the recession. The recession spurred certain economic factors that created a void in staffing, which in turn was filled by temporary help. Michael Wallman, President of Winston Temporaries explains, "The recession created layoffs of managers and support staff and the "lean and mean" ideals. People were available for temporary work as a result of these cutbacks. Then, the Reagan Administration came on and the economy picked up, but companies decided to stay with their 'lean and mean' motto," says Wallman.

These cutbacks became known as corporate downsizing. Companies decided to keep their permanent staff at a low level and use temporary help during peak periods, work overload, staff restraining periods, when productivity is low, and special projects. In these times, temporary help enables the firm to minimize costs.

"Companies recognized the opportunity to staff through the temporary services. They needed positions filled by a temporary service with people who had a certain skill level, and permanent productivity and would be employed as long as they were needed, as long as they were flexible. Flexible staffing leaves the company without the cost of staffing," says Vincent Wickes, Vice President of the New York Regional Office of Kelly Services, Inc.

The idea of flexible staffing, the cost-effectiveness of hiring temporaries and the potential to screen temporary employees for permanent employment has led to the widespread acceptance of temporary help.

HIDDEN COSTS

The cost of recruiting, testing, training, turnover, health benefits, insurance, and unemployment benefits is estimated to be in the billions. According to the United States Chamber of Commerce, each permanent employee costs a company almost 40 percent extra in hidden benefit expenses. The National Association of Temporary Services (NATS) estimates another 10 percent is spent on recruitment and hiring. Temporary help offers a positive alternative to paying high expenses. The temporary help company charges the client only for the hours a temporary employee works. The temporary help company, in turn, pays the temp an hourly wage and also takes care of payroll taxes, social security, worker's compensation, etc. Shirley Lauser, Executive Director of The New York Association of Temporary Services, reiterates these facts: "There are hidden savings. Employers have to pay unemployment salaries, benefits, vacation, sick time—all of these costs are absorbed by the temporary services company. Companies don't have to worry about recruiting and advertising. In reality companies are saving."

A working example of the hidden costs of permanent staffing shows that for every $100.00 spent in salary, hidden costs include $8.90 for taxes and insurance, $16.80 for company-paid benefits, $13.60 for time not worked and $10 for hiring. That works out to $49.30 in additional costs, and a $100 employee becomes a $149.30 employee.

As we move into the 21st century, the labor market and subsequently the temporary help industry will be shaped by the following economic factors: (1) a continued increase of hiring costs, which will mean low staffing budgets, (2) a continued chronic shortage of skilled clerical and technical help, while the growth in demand for this sector of the labor market steadily grows and (3) an increase in office automation/technology that will create a need for a more highly-skilled, easily adaptable workforce which means that there will be a void, since the number of technically skilled workers do not match the...
growth rate of the field. This is a result of several supply-side factors. There has been a decline in the traditional secretarial school, which means that companies have to spend time and money cross training staff. Women are no longer a major part of the support staff. They have moved up into managerial/executive positions. The aging of the workforce has caused a lack of sufficient low-level young workers to meet the demands of today's labor market. Finally, there is an increase in labor mobility; people are job hopping more and it has become more acceptable. This forces companies to constantly hire and retrain staff.

The temporary help industry's strong point is its role as labor market intermediary. It will provide employers with highly-skilled, well-educated employees and add labor market flexibility to the growing number of workers seeking flexible work schedules to meet their particular needs.

Temporary employment has become a lucrative and viable option for many individuals. Industry officials cite changing lifestyles, desire for quality control of one's life, and an effective means of seeking permanent employment as reasons most people become office temporaries. "If you want to work Monday, Tuesday, and Friday you can. No other job permits this flexibility. You cannot have any of these options in a permanent job. Contrary to what people think, temporaries work temporarily because they like to. They like the idea that there are no restrictions," explains Lauser.

The secretarial/clerical temporaries, while still the largest sector in the workforce, no longer dominate the temporary help industry. Today's temporaries run the gamut from accounting clerks to chemical engineers. The industry has diversified to include: technical temporaries (engineers, designers, drafters, etc.), medical temporaries (nurses, nurses' aids, doctors, lab technicians, attendants, orderlies, etc.) professional temporaries (accountants, lawyers, scientists, pharmacists, computer specialists, etc.), and industrial temporaries (construction workers, assembly line workers, janitors, housekeepers, etc.). NATS predicts that there will be eight million temporary workers within the next five years.

PROFESSIONALIZING TEMPS

With the surge in demand for a technically skilled workforce and the emergence of the professional/career temporary employee, temporary service companies have had to expand their role in the labor market. Wickes explains, "We had to install intensive/extensive testing to supply a more skilled workforce. The workforce is getting smaller, the aspect of recruiting has become a challenge. Temporary services have added benefits that are comparable to that of major corporations (with some restrictions). If the temporary service does not provide that, then they will not retain their workforce," says Wickes.

Manpower Inc., a major temporary services firm, has invested heavily in its training program "Skillware." This training uses actual equipment rather than simulators and teaches basic, intermediate, and advanced word processing and spreadsheet packages, as well as data base functions and communications. Training may take from half a day to two days to complete. Exercises reflect activities an operator will encounter on the job. "It is a unique system that was developed by Manpower. Manpower foresaw the need to train and cross-train on Wang, IBM and various software components. Once someone works for us they can train on other systems. They are welcome to come into one of our many offices and train at no cost to themselves," says Betty Hausner, Recruiter Coordinator at Manpower, Inc.

The changing role of the temporary help industry includes fostering a partnership status between the temporary service and the client. "The service has to be intimate with that company. It must maintain a level of consolative partnership with the company," says Wickes.

According to NATS' annual update the temporary help industry will continue to expand throughout the remainder of this century in response to businesses coping with a tighter labor market, increasing labor costs, and the constant demand to keep productivity levels up.
"I see growth, more diversification, more specialties, more quality control, more specific employees. It is up to the temporary services to provide this service for their client," says Lauser.

A PERMANENT ROLE

NATS’ annual update also states that an increasing number of companies are including temporary help in their overall staffing strategy, in order to compensate for fluctuating business cycles and to help maintain a more productive, cost-effective operation year-round.

Nine out of ten companies use a temporary at least once a year. In a recent survey, cited by William Lewis and Nancy Shuman in their book, The Temp Worker’s Handbook, 800 companies in 12 major cities reported that they spend an average of $64,000 a year on temporary labor with 10 percent of the companies spending an average of $225,000 a year on temps. These statistics translate into a bright future for the temporary help industry. Sam Sacco, Executive Vice President of The National Association of Temporary Services, sums it up, “As we continue to move away from a production-oriented society towards a service-oriented economy, an increasing number of clerical workers will be needed, as turnover increases and flexible business hours and lifestyles gain popularity, businesses will have to depend more on temporary help.”

Employees with technical know-how, adaptability, and flexibility will be in high demand and will be able to command salaries comparable to that of permanent employees in the same position, if not more. Temporary employees will become a true commodity in every sense of the word.

The Disposable Worker

Studies indicate that over 85 percent of large American companies routinely use temporary services. At United Way of Tri-State, Vincent Beninati, executive vice president, believes that working with temps can be trying: “It’s hard to develop a relationship on such a short-term basis.”

According to Beatrice Nivens, author of The Black Woman’s Career Guide, “Often temps are put into a corporate structure to fill-in for someone on vacation or out sick from one day to indefinitely. But they never feel quite welcome and frequently feel isolated. They must also contend with the negative attitudes of the regular employees.”

As the demand for temps grows, companies are thinking less about costs than about how to manage their “disposable” workers. The general attitude, Nivens says, is “the longer you’re uncertain about your future business needs, the more frustrating it is to have someone from whom you expect a commitment, but whom you’re unwilling to commit a job to.”

Not surprising, approximately two-thirds of all temps are women, minorities, youth, and older workers. Few, if any temps, receive traditional fringe benefits like health insurance, vacations, pensions, 401K savings plans, holidays, sick leave or maternity leave. These “disposable” workers very often trade job security and opportunities for flexible time needed to handle the necessities of their lives. Many of them, however, would be only too willing to hold down a full-time job.

—SHAWNYA SHAMSIDEEN

MAY 1990
Today's Good Samaritans
A unique nonprofit nourishes body and soul
By Thuridur Gudmundsdottir

Celeste is only 11 years old. Her life, though, is different from that of most kids her age. She is fighting for her life in a poor, drug-infested neighborhood in the Bronx. When I visited her, a group of about 15 drug dealers and addicts were hanging around in front of her building. In the hallway, just in front of the apartment Celeste shares with her grandmother, sisters, and aunts, a young woman was doing drugs. This is not unusual in Celeste's neighborhood.

But Celeste is not only living in poverty. She is also struggling for her life. She is one of the estimated 200,000-350,000 people in New York City who are believed to be infected with the HIV virus that causes AIDS. In fact, her whole family has been touched by the AIDS epidemic. It killed her mother, father, and younger brother.

AIDS, once labeled the gay men's disease, is now spreading fastest among people of color, IV drug users, their lovers and children. According to the Gay Men's Health Crisis, it is the leading killer today of men between the ages of 25 and 44, and women between the ages of 25 and 34 in New York City.

The indifference of the government is not indicative of everyone's attitude. Many people in New York City care, and are providing services not found through city and state organizations. One group is God's Love We Deliver, a not-for-profit community-based organization that delivers hot meals each weekday to homebound people with AIDS who do not have the strength to care for themselves or their families. "It is definitely a very well run organization," says James Lee, a hotline counselor at the Gay Men's Health Crisis. "A lot of people with AIDS can't make their own food or get out to restaurants, and for them God's Love We Deliver is invaluable." Many of the people with AIDS can also testify that God's Love We Deliver brings to them not only food, but the often-needed compassion.

Anthony is one of them. He turns on the radio and erupts into giggles when Lynn Odiot enters the tiny apartment that he shares with his father to bring Anthony his daily meal. "I'm glad it's you," his nurse says. "He has been asking about you all morning." As Lynn reaches out and tickles his tummy she observes that he has recently put on some weight.

Anthony has AIDS. He is a client of God's Love We Deliver. His mother was a client until she died.

The purpose of the organization is twofold. "We provide essential services,
such as hot meals to homebound people with AIDS,” Ganga Stone, its founder and executive director, says. “And we provide companionship for many of our clients who live in total isolation.”

**HELPING THE HOMEBOUND**

God’s Love We Deliver was started in May of 1985 when Ganga Stone discovered how desperately people with AIDS needed the service. At that time she was working as a volunteer at Cabrini Hospice, fulfilling a commitment dating back to her mother’s death in 1965 that she wanted to work with dying people. One day she was asked to take groceries to the home of an actor with AIDS. When she got there she saw that he was bedridden as well as home-bound. He was unable to use the soup mix, canned hash and dried macaroni and cheese that she had brought. “I can never forget the sight of him,” Stone says. “He was starving, and he was terrified.” Richard told her that he had contacted every state, city, religious and gay organization that might bring him prepared meals, and found out that there was no one able to help him.

Shocked by Richard’s dilemma, Stone went home and told her friend and roommate, Jane Best, that they would have to start bringing ready-to-eat meals to homebound people with AIDS. They started using their own money to buy take-out food and cook meals at home, which they delivered by bicycle. This soon became impossible as more people began to call for food. After a few months Stone and Best began asking restaurants for donations. “We didn’t want leftovers from the end of the day,” Stone says. “We wanted first class fresh meals.” By early 1987, 40 of New York’s finest restaurants, including the Four Seasons, were giving meals to homebound people with AIDS. Richard was taken care of until he died three months later.

The growth of the organization necessitated the opening of their own kitchen and an office space. The West Park Presbyterian Church, on the corner of Amsterdam Avenue and 86th Street, offered the use of a kitchen, and later a space for an office. The kitchen opened on August 11, 1987. Stone is grateful for the services the church has offered. “It speaks very well of who they are,” she says. “This service is the jewel in the crown of the church.”

**PHILANTHROPIC FUNDING**

Today, 86 percent of the funding for the organization comes from the private sector, including foundation and corporate grants, individual donations and special events. The rest of it is provided by the New York State Supplemental Nutrition Assistance Program.

The organization was started with the help of donations from various sources. The New York Gay Men’s Choir donated a walk-in cooler for food. The office of former Manhattan Borough President David Dinkins donated money for a new delivery van. With Dinkins as Mayor, Stone is optimistic that they will receive more help from the city than during the Koch administration.

God’s Love has a can donation network which brings in between $50,000 and $80,000 a year. All the work surrounding it is done by volunteers, except for the director who receives a salary. “What’s so moving,” Stone says, “is that every quarter, every dollar bill, every nickel or penny represents a person like yourself or myself who said ‘Yes, I really care about this project, let these people be fed.’ So literally thousands and thousands of

*Lawrence Turner Jr. brings back empty food containers after delivering meals in Manhattan, Staten Island, and Jersey City.*
New Yorkers have made a gesture of love toward someone homebound with AIDS.” She feels that a big part of their agenda is to awaken that love in people.

**FEEDING THE NEEDY**

Every workday at God’s Love starts when the soup chefs come to the kitchen, at 7:30 a.m. At around 10 o’clock the meals are packed up and ready to go. Then staff members, usually assisted by volunteers, pack the food in hot and cold containers into five vans. Each van has a special route. Other meals are picked up at the church by volunteers who deliver the meal to nearby clients. There is also a strategic network of drop-off centers, where the vans leave meal containers at community-minded central locations for volunteers or home health care attendants to pick up and deliver.

Lynn drives the van that goes to Harlem and the Bronx. The first stop is a drop-off center, the Addicts Rehabilitation Center on 128th Street in Harlem. Eager volunteers are waiting for the meals when Lynn arrives. They are former addicts in a rehabilitation program who deliver meals to clients in the neighborhood. Another stop on Lynn’s route is at Celeste’s. Before we arrive Lynn says, “She has to live her last few months in poverty, the least we can do is taking care of that she isn’t hungry as well.”

Carla Green, who has been working as a driver since February 21, 1989, makes the West Side run. She heard about God’s Love through her husband, who delivers groceries to the kitchen. Originally she volunteered in the kitchen but they needed a driver. Carla’s brother died of AIDS, and she experienced, as many others, the disappearance of most of his friends and family when he got sick. “His big concern in the last days was ‘why doesn’t somebody care?’ Carla says, “It means a lot to me to let my clients know that I care. That’s my mission.” She enjoys her job, but says it is sometimes hard to deal with. There is a staff meeting every Thursday night. “That’s my cry day,” Carla says. They get a chance to talk about problems that may have arisen, read the names of all of the clients, hear about new ones, and those who have died.

The organization has a permanent staff of 26 and about 350 active volunteers. The volunteers, who work from three hours a day to a few days a week, do everything from working in the office to doing the dishes in the kitchen to delivering meals. The staff members and volunteers include people from all races, religions, and age groups.
The founder of God’s Love, Ganga Stone, follows Siddha Yoga, an Indian form of meditation. She met the Indian teacher Muktananda in 1975. “I wasn’t looking for an Indian teacher I can assure you,” she says laughing. “It is a very embarrassing thing to have a guru, you know.” After spending two years in Muktananda’s community in India, 1977-79, and integrating what she had learned to her real life in the West, she felt prepared to do the humanitarian work she is doing today.

God’s Love We Deliver began by feeding six homebound people. Since then they have served over 60,000 meals to over 1,400 clients. The increase in the first year was 1,700 percent. Today, they deliver an average of about 200 meals a day to a roster of about 350 clients in Manhattan, Brooklyn, Queens, the Bronx, Staten Island and New Jersey.

The name, God’s Love We Deliver, puzzles some people. Stone says she heard a voice say it one morning while preparing to meditate. “I was brushing my teeth and I heard God’s Love We Deliver as clearly as I hear your voice,” Stone recalls. “And I began to laugh because the name itself is so humorous. In New York you’ve seen every restaurant is ‘we deliver,’ and ‘God’s Love’ is for everyone.”

THEIR MISSION

The goal of God’s Love We Deliver is to extend its services to all in need. “We have the ambition to make sure that no person with AIDS or their family goes hungry,” Stone says. “My personal preference would have been, and it still is, to have conversation about what death really is for someone; to prepare people for dying. But you don’t have a conversation about death with somebody who hasn’t had any lunch today or yesterday. It is insulting to the person.” She feels it is a very good assignment to feed people in this particular situation. “To feed people is a very holy act, and it feels that way also.”

God’s Love We Deliver will soon need a new larger facility, and in the future their own building, with a big kitchen on the ground floor and space for offices and storage room. They gladly offer advice to consultants who have come in from Chicago, Boston, Baltimore and many different places. One problem she is particularly interested in doing something about, which has not been given much thought yet, is children who are orphaned by the AIDS crisis but not infected. There are not many now, but there will be and Stone believes they need to be educated and supported.

God’s Love We Deliver provides the means to meet some of the needs of people with AIDS. “People care about the condition of people with AIDS,” Stone says. “It has been a myth that no one cares. Everyone cares. When nothing happens it’s because there is no channel through which something can happen, and what our work has done is create a way for that love to flow to our clients.”

Despite the hard work of volunteers, more help is needed for people with AIDS. Many of them live in poverty on the streets with no access to housing and a long wait in emergency rooms for a hospital bed.

Jim Konetsky (r.) discusses the program with Bill, a client of God’s Love.

Volunteers and donors can reach God’s Love We Deliver at P.O. Box 1776 Old Chelsea Station, New York, N.Y. 10011 (212) 874-1193.
STRAPHANGERS CAMPAIGN

Keeping New York's subways on track

By Steven Kennedy
This spring marks another milestone in the often-heralded improvement of the city’s subway system. Unlike some other events, however—such as the removal of graffiti from subway cars—this one is likely to go unnoticed by the Metropolitan Transit Authority, the government agency in charge of the region’s complex mass transit system.

1990 ushered in the second decade of the Straphangers Campaign, an organization that is among the most influential of the watchdog groups monitoring the city’s subways. The group and its leader—Brooklyn native and Harvard Law School graduate Gene Russianoff—are cited in virtually every story in the New York media connected with mass transit issues.

The Straphangers Campaign is perhaps best known for its semi-annual subway “report card.” It uses a complex formula to rate what a ride on each subway line is really worth. In its most recent report, for example, the group found that the IRT 1, 2, and 3 lines were worth the most—95, 70, and 90 cents, respectively. This does not take into account the new $1.15 fare, though.

The number 7 line is worth 95 cents according to the study. The lowest rated lines were the C, worth 20 cents and the R, which the group rated as being worth just a dime.

A subsidiary of the not-for-profit New York Public Interest Research Group, the Straphangers Campaign issued its first report in 1980. According to Russianoff, about 1,000 people gathered in the wake of the issuance of that report at a “transit speakout” with then-MTA head and recent Democratic mayoral primary candidate Richard Ravitch.

“One of the people there had a fiddle,” recalled Russianoff, “and they handed it to Ravitch, saying ‘the subways are burning.” Another person, a Bronx commuter, called her line the ‘never two.’ Each time Ravitch gave an answer, a sixth grader would mark his response on a bulletin board: yes, no, or runaround,” Russianoff said.

The MTA and the New York City Transit Authority, the subsidiary agency directly responsible for the city’s mass transit system, dispute the Straphangers reports, calling the methodology “flawed.” But Termaine Garden, TA spokesperson, did acknowledge that “the Straphangers Campaign is beneficial to subway users—they know there’s someone looking out for them.”

A veteran reporter at one of the city’s major dailies agreed with this assessment. The reporter, who requested anonymity because he often calls upon the group for comment on mass transit stories, said, “The public is better served by an independent watchdog…I feel they do have an impact.”

Other members of the press concur. Jack Newfield, former Village Voice reporter and now a columnist with The New York Daily News, has called the Straphangers Campaign “the citizen action organization that fights for decent and affordable subways” and has included Russianoff and other members of the group on his annual Thanksgiving honor roll. Jim Dwyer, New York Newsday columnist, said several years ago that the Straphangers Campaign continued to be “the leading private group monitoring the subways.”

The organization claims its studies have forced the Transit Authority to set and meet goals for correct signs, readable maps, and working lights, and exposed inflated claims of improved service. And it points to letters from MTA officials that testify to its effectiveness.

For example, John S. Pritchard III, MTA Inspector General, said, “The Straphangers Campaign reports are well-respected and we read them with great interest.” Even Robert Kiley, MTA Chairman, praised the organization’s members: “They are a group of activists who are dedicated transit users and who are serious and knowledgeable about the system and its problems.”

Tensions between the group and the government agencies running the city’s mass transit system do exist. In Russianoff’s own words, “We’re seen as a big thorn,” an assessment with which Kiley and other MTA and TA officials would agree.

The problem with the Straphangers, says Tito Davila, MTA spokesperson, is, “They don’t have an overall picture of what’s going on. They pick on a particular point.”

Russianoff disagrees with such views. “People want to believe that the subway system has been turned around. It’s not true—it’s still a problem.” The Straphangers Campaign leader cites the growing fears of subway crime, rundown subway stations, and the TA’s attempt to ban performers from the subways as examples of the need for his group’s continued presence.

As the MTA enters the third phase of its multi-billion dollar subway renovation program, it’s likely that the Brooklyn College alumnus and the organization he heads will continue to find fault with the city’s subway system. After a decade of involvement in mass transit issues, Russianoff’s interest in the subways has not yet waned. He’s already formulating plans regarding the MTA’s request for over $5 billion in funds from the state legislature for the last phase of its capital improvement plan.

Perhaps the best indication of what the MTA might expect from the group in the future lies in his response to what job he would take if any government position were available to him: “I’d like to be on the Board of Directors of the MTA.”

Such an appointment seems unlikely. But that’s also what millions of “real” straphangers probably used to think about their chances of riding to work in a clean subway car.
GET YOUR OWN COFFEE!
The paralegal, more in demand than ever, is now treated like a pro

By Kenneth E. Brown
Illustrations by Oan Tyeballay

S
how a little respect, boys. No longer thought of as a glorified legal secretary or an interim job for the law school-bound college grad, the paralegal career has come into its own. Touted as the hot-growth category of the 1980s, it will remain the fastest-growing job category well into the 21st century. Paralegals have become specialists, and their training is far better. With professional certification a possibility for the future, paralegals have become integral players in the legal world.

According to the Bureau of Labor Statistics (BLS), the paralegal/legal assistant job category will experience the highest growth in jobs, 104 percent, of any job by the year 2000. This jibes with an expected one-third increase in lawyers for the same time period. In 1983, BLS counted 128,000 legal assistants employed in the United States. That number almost doubled to 203,000 by 1988.

“I don’t see a slow-down in growth,” says Ken Husserl, the founder of TBI Enterprises, a company which runs continuing education seminars for paralegals. Husserl believes the field will grow as more people become familiar with the job and the tasks which paralegals can perform that were formerly the sole province of licensed attorneys.

NEW HEADS FOR THE HUNTERS

Such is the demand for paralegals that head hunters, once exclusively devoted to lawyers, now place paralegals as well. Nina Neurwirth is the head of the paralegal division of Fergus Inc. called Fergus II. She says that 10-year-old Fergus handled only lawyers until the company sent out a questionnaire to all of its clients two years ago. “There was an overwhelming response asking for placements on the support-staff or paralegal level,” says Neurwirth. Fergus II was born to handle the load.

Paralegals, or legal assistants as they are sometimes called, are para-professionals in the legal field who basically serve as assistants to attorneys without being licensed lawyers themselves. Paralegals can perform any number of tasks ranging from the mundane job of filing depositions and exhibits lists, to drafting pleadings and documents, doing legal research or conducting interviews with clients for background information. Real estate paralegals prepare closing documents, attend closings and assist in finding mortgages. Salaries range from $25,000 into the $30,000s.

“Paralegals today are getting the responsibility of associates years ago,” says Neurwirth. Others will go farther. “The paralegals free up the associates to do more work that the partners usually did, the partners are free to go out and get more business for the firm,” says Laurie Roselle, a legal assistant at the New York offices of Rogers & Wells.

Paralegals are needed in every field of law, and there is growing demand for paralegals with specialized experience. Gina Pirozzi wrote for the Paralegal’s Guide To Manhattan Law Firms in 1988, with a new edition due out this year. She says that paralegals are desperately needed in the areas of corporate finance and litigation, as well as in ERISA, and trust and estates departments of major firms. “Paralegals with experience in these fields are worth their weight in gold because they are so rare and specialized,” says Pirozzi.

Two new areas that may prove to be golden for paralegals in the 1990s are environmental law and the public sector. Taking their cue from the legal profession, paralegals will be needed in burgeoning environmental departments at many
law firms as concern over the environment, solid waste disposal and recycling grows. Neurwirth says Fergus II is already getting many requests for environment paralegals from their law firm clients.

In the public sector, both private non-profit and government attorneys are severely overburdened due to a lack of resources and increasing work loads. Roselle, president of the Manhattan Paralegal Association, says the "public sector is ripe for growth." Already Washington D.C.'s paralegal association has held a conference on the topic of public sector paralegal growth and training. Husserl says, "There are many more opportunities in the public sector as public defenders, legal aid societies and prosecutors use paralegals."

Beyond these areas, pensions and tax departments will still need qualified legal assistants, especially those career changers with backgrounds in accounting. But Neurwirth warns, "The real estate area is very quiet right now although they still need people to do closings on houses."

**TRAINING IS AN ISSUE**

The two hottest topics in the paralegal profession today are paralegal education and training, and paralegal professional certification, according to Roselle.

Paralegal training programs and schools have cropped up in response to demands for better trained and certified paralegals. Many are good quality programs that provide solid training to prospective paralegals, such as the Institute for Paralegal Training in Philadelphia which is considered the "Harvard" of paralegal training programs. Right now, programs are offered through primary systems either public colleges and universities which grant degree upon completion or proprietary schools which grant a certificate.

The American Bar Association has a standing committee to standardize the paralegal training programs. Roselle says, "Consider this approval the equivalent of the Good Housekeeping Seal of Approval." Although non-ABA approved paralegal programs may be fine, many employers, especially outside of New York in the Midwest and California, look for graduates of the approved programs. In New York, the big law firms prefer paralegals with four-year degrees from Ivy-League schools to graduates of a paralegal training program whether it is ABA-approved or not.

"In the Midwest they are much more cognizant of ABA approval because they want to know that they are getting the brightest paralegals in their region," says Roselle.

A weeding-out process is occurring in the field of training. "Some people wanted to cash in on this hot profession," says Husserl. These "educational" speculators look to make money quickly, according to Husserl, but are unwilling to put capital into the programs for library books, a placement office and the like. "They said let's start a program and make quick money," he says.

Roselle agrees saying that the *The New York Times* and the rest of the media did her profession a great disservice when they pronounced in the early eighties the paralegal profession was the hottest and fastest growing career around.

"From one side you had people saying, "The paralegal profession is the fastest growing so let's start a program and make money," says Roselle. "And on the other side you had students believing they must have certificates to become a paralegal so they go rushing to these schools."

Efforts by the ABA and the paralegal associations themselves have been directed toward bringing some order to the whole training process. The National Federation of Paralegal Associations (NFPA) publishes lists of all paralegal training programs in the country, marking those that have ABA approval. Also the NFPA has drawn up a "model curriculum" that might serve as a framework for establishing a program. The curriculum would require that candidates for these programs have some type of Bachelor's or Associate degree, that an advisory committee of educators, attorneys and practicing paralegals be established to provide advice about the curriculum and the current needs of the profession, and that 30 semester credits or 450 classroom hours be the minimum time the programs requires.

The ABA's legal assistants' committee has established their own requirements for approval which takes two years to attain and must be renewed every five years. This ABA approval also costs $750 for the application fee, $250 in annual fees and $750 in reapproval fees every five years according to the Committee's 1989 book of guidelines.
WHO’S IN IT

The paralegal field through the eighties has been populated mainly by white women, a large number of whom have been legal secretaries. BLS statistics show that women consistently comprised over 76 percent of those employed as legal assistants from 1983 through 1988. “On average I speak to about five men as opposed to 40 women a day,” says Neuwirth describing the demographics of the paralegals recruited by her firm.

But as the profession expands, men will probably become more common especially as the perception of the paralegal field as a legitimate career alternative to being an attorney takes hold. Hussel says that men comprise over one-half of his continuing education classes now “as they have seen that paralegals are not glorified secretaries.”

Although the percentage of blacks and Hispanics represented in the paralegal field is double the percentage of blacks and Hispanics that are attorneys, the numbers are still low. In 1983, 4.3 and 3.6 percent of legal assistants were black and Hispanic, respectively, according to the BLS. By 1988, blacks comprised 8.2 percent of the field and Hispanics 6.0 percent.

College graduates who plan to attend law school still comprise a large number of paralegals. “Paralegal experience gives an edge to the law-school applicant because he or she has shown a commitment to the legal field,” says Hussel. “Once in law school, the experience helps because former paralegals are familiar with the law and legal research.” Hussel estimates that over half of his students plan to go to law school in the future.

Another growing segment includes career changers or women returning to work after years at home. They are particularly valuable if they have experience in another field such as accounting or finance.

“Many people see a parallel between their field and the law that they might like, but they don’t want to go to law school,” says Neuwirth.

Roselle finds that women returning to work are some of the best paralegals that she has hired at Rogers & Wells. They are very well-read, informed and well-rounded. Roselle finds that this “older” group is dedicated, as evidenced by the fact that leaders of the profession are all in the 40s and early 50s, judging by the officers of associations.

LICENSING IS IMMINENT

On the horizon is the possibility of professional licensing. In California a state government committee has been given a year to develop a proposal for limited licensing in the state. “And you know that after California, Texas, Illinois and New York will follow because the practice of law in these states is so similar,” says Roselle. Limited licensing, as defined by the NFPA, would include granting non-lawyers, paralegals, the authority to assume roles which were customarily performed by attorneys. Most who favor licensing and professional status for paralegals see parallels in the medical profession where registered nurses, who serve as the “right-hand men” to doctors, are licensed.

The NFPA holds that paralegals themselves should retain control over the regulation of their profession. Paralegals are not sure they want the ABA, which regulates attorneys and the field of law, or state legislators, who probably have limited experience with paralegals, making the rules for their profession. Instead, Roselle says that the paralegal associations favor the establishment of an independent body, which would include some lawyers and paralegal educators, that would self-regulate the paralegal field and paralegal training. Roselle also hopes there will be another independent body that would accredit paralegal education programs. Already the paralegal associations have a voluntary certification program of their own.

With high growth predicted and the possibility of professional licensing, the paralegal field is truly shaping up as an alternative path for those people who enjoy the law but do not want to become lawyers. Despite the media hoopla about the field’s explosive growth and how it is the “hot” career of the future, it is important to remember that training is a must and skilled professionals are wanted.

“When I hire a paralegal, I don’t care if they only plan to stay in the field for two years,” says Roselle. “I just want them to be the best paralegal they can be.”
Toys Are His Trademark

Gerard Dunne likes to play with toys. So what's wrong with that? Dunne, 42, is a partner at a Manhattan law firm that specializes in patent and trademark law. Although he has an undergraduate degree in mechanical engineering and handles a lot of cases involving high technology, the fun-loving attorney prefers the toy and giftware industry.

"When The California Raisins were hot, bogus Raisins were showing up everywhere," says Dunne, who handles infringement cases for the Raisins and other toys such as the Cabbage Patch Kids. Successful toys and novelties are usually fad items with a short life span, thereby requiring immediate legal response to what are known as "knock-off" products.

Dunne's desk is a monument to his toy-filled passion. Juxtaposed between the mountains of files, patent search reports and casebooks, his desk is littered with quirky renditions of plastic Raisin figurines, as well as dancing flowers. Spuds McKenzie dogs and animal nose masks. Client files, legal documents, furry stuffed animals and Raisins are strewn across the floor. The only sign of order is a meticulous row of pictures of Dunne's daughter, Heather. They are lined up with a drill sergeant's military precision.

The bulk of Dunne's cases involve fast-paced litigation, very often prompting his staff to work under extreme time constraints. "It doesn't help my clients if we start all these lawsuits that take two or three years to resolve. By the time the court issues an injunction, the infringers are usually stopped by the low market conditions anyway. The item dies a natural death."

"We often find ourselves in scramble situations, working at warp speed just to make sure the stuff gets out."

For Dunne, quick cases are preferable to the prolonged, drawn-out legal proceedings of his firm's other clients. "We represent General Electric for patent infringement. There is presently a patent dispute between GE and United Technologies involving a whole series of patents on jet engine technology. This cat fight may drag on for five or six years. Some people enjoy that, but I don't," says Dunne.

Patent law firms such as Dunne's are intentionally structured to assure a wide margin of technical expertise among their lawyers. In addition to law degrees, members of Wyatt, Gerber, Burke & Badie have accumulated advanced degrees in general medicine, engineering and other scientific or technical areas.

Dunne says, however, that toys and novelties will remain the predominant source of his patent work. "I like toys and technology. But toys do not necessarily mean low-tech. Battery-operated waterguns and dancing flowers can involve esoteric engineering analysis."

"Besides, what I do is fun."

— Deborah Richman
Hunting for Lawyers

Job frustration leads some people to job burnout. It led Elaine P. Dine to start her own business. “I had worked for other people and didn’t enjoy it. I guess I felt like I was in prison,” says Elaine P. Dine, founder of Elaine P. Dine, Inc., a legal recruiting firm located in Manhattan. “I worked for a gentleman who encouraged me to start my own recruiting firm. I loved the idea of being independent.”

After working full-time for three years recruiting and placing investment bankers, Dine came to New York from San Francisco, and followed up on her idea. She started working for Wells Legal Search, a head-hunting firm that places lawyers. Unfortunately, her new job didn’t quite live up to her expectations. “After eight months at the firm, I felt I was getting very little training. I decided I could learn the business on my own.”

In 1975, Dine started her own legal recruiting firm from a studio apartment. Her partner in the beginning was her telephone. Dine was constantly on the phone getting leads. “I have never really taken a vacation from work. Everywhere I went I was always on the phone making contacts with potential clients.”

Hard work certainly has its rewards. Three years after starting her own business, Dine has built a national reputation for placing highly-qualified attorneys from the country’s finest law schools into nationally prominent law firms and corporations. “The first three years of starting my own business were difficult. It was a business becoming a business. I also met resistance because at the time lawyers weren’t as mobile.”

Dine’s work day begins at about 9 a.m. with a long list of networking phone calls. In addition to the calls, Dine schedules meetings with recruiters to discuss special questions or unique situations. Her work day ends at about 7 p.m., if she is lucky.

Dine recalls one recruiter who placed a lawyer at a particular law firm, even though the applicant was taking a $17,000 pay cut. “The recruiter and I worked together by trying to renegotiate the applicant’s salary and we got the law firm to give the applicant a sign-on bonus. I even cut my fee, so the applicant wouldn’t take such a substantial pay cut.”

Some of Dine’s clients include such prestigious law firms as Cravath, Swaine & Moore, Davis, Polk & Wardell and Elaine P. Dine, Inc. places attorneys in all fields of law. Each recruiter concentrates in one practice area. Many of her recruiters are attorneys who previously practiced law with major New York firms.

Dine received her B.A. degree in sociology from Tufts University. Upon graduation, she taught for a year, then moved out of the teaching business and into recruiting.

Dine confesses that being an entrepreneur, however rewarding, can also have its downside. “Dealing with difficult people and partners at law firms is the hardest part of my job,” says Dine. “Sometimes lawyers and applicants don’t do things your way. It’s not easy getting people to do things the way you want them to.”

— Ernesto López Jr.

DOLLS AND SENS

Getting ahead: Elaine Dine knows how to find a good lawyer.
Expansive Tastes

At a recent computer show in Manhattan, Byron Rupp, 33, was besieged by hardware developers offering Solomon-like sums of money for him to write software supporting their products. But the Brooklyn-born son of German immigrants said no to everyone, including Big Blue. His reason? He had made a smaller, six-figure handshake deal with a developer hours before. “I don’t care if they offer a million. I would never screw a friend.”

That quote best describes the man who likes to be referred to as B.R. This quiet, self-effacing man whom colleagues refer to as a “genius,” is the founder of the Rupp Corporation. With 1988 sales of $17 million and profits up over 40 percent annually since its 1985 founding, it was ranked by a 1989 issue of InfoWorld as the third fastest growing software house in America.

Rupp’s first job was as a computer keypuncher for E.F. Hutton. As deals were made on the floor of the stock exchange, a trader would hand a slip of paper to Rupp who would enter the trade in a terminal.

After two years, Rupp was promoted to the company’s computer resource department. While there, Rupp helped design, configure and test a new operating system for the company mainframe. It was during the production phase of the operating system that Rupp honed the programming skills that would enable him to start the Rupp Organization.

His altruism would stand in contrast to other officers of E.F. Hutton who had already started a fraudulent check scheme that would ruin the company.

Despite a 1984 salary of $85,000 Rupp could not stomach Hutton’s illegal actions so in 1985 he left. He began his empire with stationery, a typewriter and “just enough cash to pay me a salary of nothing.” Rupp marketed Fastwire, the fastest file transfer program on the market. With enough capital to grow, he hired three programmers and six office people in May of 1986. Armed with a tiny staff, he attacked his problems of distribution and a limited product line and by 1987 had three original in-house products recommended as Editor’s Choice by P.C. Magazine.

Rupp sees the industry consolidating over the next few years. He believes NEXT, a new computer company started by Apple Computer’s co-founder Steve Jobs, will fail due to the many technological improvements and lower MIPS/dollar ratio among IBM and compatible machines. He plans to continue writing and marketing software for small niches in the software market.

Rupp does not view himself as an industry giant but as a simple programmer. Despite employing over 40 people he lists being a good person as his most important achievement. He is prouder of his three children, adopted through Save-the-Children, than of any of his programs.

Athletic as a boy, Rupp’s 14-hour workdays do not leave much time for tennis and bowling, his favorite sports. His inactivity has left his waistline growing in proportion to his bottom line. If the trend continues, he could weigh 600 pounds by year end.

— Carl Aridas

The programmer-turned-potentate: Byron Rupp, youthful head of the Rupp Corporation. (Courtesy of Rupp Corporation)
Alchemist of the '90s

Can you transform a piece of garbage into a piece of jewelry? Harvey Bernstein can.

"Don't throw that out," says the Manhattan-based graphic and interior designer, "I'll put a pin on the back and make it into a brooch." This display of artistic alchemy is typical of the 48-year-old Bernstein. As founder of Bernstein Design Associates, Bernstein has worked his magic on a variety of subjects: retail outlets such as Hallmark Cards and Sam Flax, Inc.; corporations from IBM to Citicorp; and such "ordinary" or mundane items as combination pad locks in the shape of basket balls and footballs and a window frame displaying an indoor/outdoor thermometer set.

Bernstein's design philosophy is not pretty but the end result should always be beautifully right. "Models should most often be made of paper and they should be ugly," he exclaims. "I've learned not to do the 'right' thing immediately because it short changes the process."

Bernstein studied at Pratt Institute in Brooklyn. In the early 1970's, he founded Genesis, Inc., a design and marketing consulting firm. Later, he formed The Penney & Bernstein Corporation. He is presently the chairman of the New York chapter of the Industrial Designers Society of America. Bernstein's designs have won him many awards from his peers: the American Institute of Graphic Arts award for graphics and packaging; the Lumen Award for interior lighting; and three Interior Magazine awards.

Teaching others the intricacies of design is another passion of Bernstein's. He has taught for many years at Parsons School of Design and became in the fall of 1989 a visiting associate professor at his alma mater. Typically, he signs memos, "Good luck, Chuck" instead of handing out the usual dull assignment sheets.

As if all this wasn't enough for the urbane artist, Bernstein opened a store along with several partners. Entitled Dot Zero, the retail outlet features a collection of the newest products from around the world.

When asked why he chose to work in New York City, Bernstein says, "there is a little bit of culture from all over the world right here in this city and that's what makes it exciting for me."

But Bernstein doesn't just sit passively around waiting for that culture; he goes out to actively look for it. He recently gave a presentation in Japan called "Design... For One World."

While preparing for this trip he went to a local bookstore to browse for books on Japanese etiquette. "Did you know that the Japanese find it very offensive to blow your nose in public?"

Now if he only could design an invisible handkerchief. — Christine Lok

DOLLARS AND SENSE
Finding a name for your company should be relatively easy—but that depends on your clientele. David Imber and Mika Yoshida spent nearly a year and a half developing the name for their Japanese/American translation firm before settling on Maniform. "Finding a name is just one tiny facet of the whole complex of difficulties in dealing with Japanese companies and Japanese society," says Imber.

Not quite two years old, Maniform is already one of the top translation companies in New York and Tokyo. I'm constantly getting calls from new clients and they are telling me, 'We have this list of translators and your name is on the top with a space in between,'" says Imber.

Literally, Maniform means 'in the shape of a hand.' Says Imber, "I wanted something that said "hand" because of what we do with translation. We take things and work on them, not just simply putting it through the mill. Everything that we do, we each put our hands on it. We shape it; we mold it to fit a certain sensibility. There's a great deal of imagination involved in translation. So, in a sense, everything that we send out bears our handprint."

Imber and Yoshida feel that most translation companies fail to recognize the significance of cultural differences. To them, these companies are nothing more than factories that "just want to pump out as many words as possible." They don't try to enunciate the subtleties of the text. Says Yoshida, "We do more than simply translate. We don't say 'this into that.' We bring this into contact with that, find their common denominator and build upon it."

Ironically, their initial lack of experience in the field accounts for part of their success. "The process of translation, for us, is very unique. Copy will come in, either in Japanese or in English, and we'll both look it over. We'll both give our interpretation of it, and things that are tricky—certain terminology or expressions or phrasing. We'll try to ascertain what they mean in the original language and find an equivalent in the other language. We started doing it that way because we really didn't know any other way, only that it had to be done properly," says Imber.

Imber met Yoshida in Tokyo when he was living there for few years in the mid-eighties. They later married and decided to live in New York. Both primarily consider themselves writers: Yoshida writes for Japanese magazines while Imber writes for non-profit organizations and public relations firms and occasionally does commercial copy.

Late risers who dislike answering the phone before noon, they usually don't go to sleep before 4:00 a.m. Being married and working out of their home enables them to keep this flexible schedule—a schedule that gives them an edge over other translation companies. Japanese business hours coincide well with Maniform's schedule because Japan is 14 hours ahead of New York. The Japanese day begins around 7:00 p.m. eastern standard time just when most New York companies are closing. This advantage also extends to local clients who can receive a quick turnaround on last-minute requests. If a job is not too big or very complex, copy received at 3:00 p.m. can be worked on through out the night and faxed to the client by 9:00 a.m. the following day.

Maniform strives to establish a place where Japanese and American cultures can interact properly. Looking forward to the nineties, Yoshida says, "Now, it is crucial to get at the underlying feelings, motivations and intentions that shape different societies. I hope, through our work, that we can be seen as the ones who helped deliver an essential element that was previously missing from the world of translation."

— Joseph Burnett

For translators
Mika Yoshida and David Imber, prosperity begins at home.
Celestial Shopping for the Space Shuttle

Imagine yourself aboard the Space Shuttle Discovery. You're spending a grueling day launching weather satellites and chatting with Mission Control. You need a quick energy snack. What do you do? Grab a Snickers bar! Sound like a futuristic version of a well-known TV commercial? The scenario is actually much closer to reality than you might think.

Since the early days of space flight, when TANG orange breakfast drink was launched with the Apollo astronauts, NASA decision-makers have gravitated toward outfitting mission crews with off-the-shelf technology and products. According to Clay McCullough, manager of the Flight Support Equipment Office for the Shuttle Program at NASA's Johnson Space Center, a variety of items used by shuttle crews are purchased "off-the-shelf" (OTS). Among them: calculators, vacuum cleaners, cameras, t-shirts, and, much to the astronauts' delight, chocolate bars.

Ordinary goods, repackaged for use in space, make up about half the non-essential on-board supplies. Crew systems engineers, interested in the long-term effects of space habitation, aim to make conditions as livable as possible. The presence of familiar goods from microwave ovens to Coca-Cola is psychologically appealing when astronauts are far from home.

The cost benefits of not having to originally design and develop these items is considerable. Government funders like the economics of off-the-shelf acquisition. Time savings is also a boon. Procurement duration can last for several months as an item goes from the planning stage to being actually produced.

Boeing Aerospace, a contractor to NASA since January 1986, selects many of these products. Boeing buys cameras directly from Nikon, Hasselblad, and Linhof and prepares them for use by shuttle crews. "They make sure that the cameras are loaded with film and rewound so that crew members can pick them up and not be bothered in orbit," explains McCullough. This practice has its roots in the early 1970's, when Apollo missions used Nikon still picture cameras. Kodak supplies the consumer-quality film required by the shuttle program.

It was far simpler for NASA to buy a Sony 8-millimeter camcorder, carried aboard the Space Shuttle Atlantis in May 1989, than for them to reinvent the wheel and come up with their own model.

Don't think that this off-the-shelf technology is simply taken out of the box and placed into a shuttle cargo bay. NASA engineers insist that products are subjected to rigorous testing before they can be included as standard equipment. McCullough stresses that crew safety is of prime importance. "We make our own on-site modifications for electromagnetic compatibility with shuttle circuitry," notes McCullough.

Off-the-shelf food is a staple of the space shuttle shopping list as well. Boeing processes and freeze-dries lunch and dinner entrees. Mission crews reconstitute the meals by injecting them with hot water in the galley. The ingredients are often purchased at a local market for convenience but bacteriological and toxicity tests are nevertheless performed.

Ninety percent of in-flight maintenance tools are bought OTS from government contractors. The same screwdrivers and wrenches used by the earthbound handyman are needed to keep things "ship-shape" aboard the shuttle.

Unlike tools, most of the clothing available in the U.S. is not rugged enough or suitable for orbital work. Pressurized space suits and flight jackets must be specially designed. However, personal items such as socks, underwear, t-shirts and hygiene products are the exception. Crews make their own preferred style and color selections from mail order catalogs.

The consumer electronics market has nothing that meets the complexity of the orbiter's main computers. But this does not apply to the special experiment-support computers needed on almost every mission. Dubbed GRID computers, these machines are bought directly from retailers. The system supplies observation information used by cameras taking atmospheric pictures from Earth orbit and supplementary experimental data to astronauts.

All this off-the-shelf technology notwithstanding, chances are NASA won't be buying assemble-your-own operating shuttle kits at the local Radio Shack in the near future. However, the trend toward using these products during spaceflight is growing and likely to continue during the next spanning years to come.

— Nathaniel Kana
Animal Patents Breed
War of Position

Genetic engineering was once reserved for grade-B Japanese mutant monster movies and sinisterly plotted science fiction fantasy books. Now, the 1987 decision of the U.S. Patent Office considering “living organisms patentable” has innovators hastening to file patent applications on genetically-altered animals.

The notion to patent life is not something new. Nearly a century ago, Louis Pasteur obtained the first U.S. patent on an organically cultivated strain of yeast. In the Diamond v. Chakrabarty decision of 1980, the Supreme Court ruled in favor of a previously denied patent for a genetically engineered bacterium capable of degrading crude oil. “Anything under the sun that is made by man is patentable,” declared the Court. Still, opponents feel the law has changed too quickly in the last twenty years.

Since the Chakrabarty decision, the biotechnology field has burgeoned. Private corporations have provided grants to universities for genetic engineering research in exchange for patent rights. But, these conglomerate biotechnology firms are “[facing] major opposition,” says Andrew Kimbrell of the Foundation on Economic Trends.

Attorney and policymaker for the Foundation, Kimbrell explains that transgenic technology used for improving livestock could drive small farmers out of business. Since transgenic animals carry foreign genes, traits including disease resistance, faster growth rates and higher quality marketable meat might leave the family farm at an economic disadvantage. “The large farms can afford royalties on the offspring,” Kimbrell says. “But, the small farms cannot.”

Legal experts contend, however, that biotechnological innovations will not preclude homestead profits since farmers have always suffered through foreign competition and low commodity prices. “Nothing has changed,” says Thomas O’Rourke, a Manhattan patent lawyer with Wyatt, Gerber, Burke & Badie. “The large corporations have always had an advantage over the small family farmers.” While they are obligated to pay royalties for offspring of patented animals, O’Rourke explained that dollar-conscious farmers will not purchase a patented breed unless it will increase profits.

Many feel biotechnology might, in fact, help the small farmer. According to a report on patenting animals, published by the American Farm Bureau Federation, “Improved breeds that produce meat and milk with a lower cost of production or that resist common diseases should help the small farmer stay competitive.” Animal biotechnology could prove to be a big boon for the conventional farmer by minimizing farm costs and producing healthier foods.

Kimbrell notes that advocates are still ambiguous about the long-term affects that transgenic animals could have on the environment. He points to the deleterious implications of cross-breeding. Changing genetic compositions may render weaker breeds and pollute the gene pools. Kimbrell calls this a form of “mixing and matching for corporate profit.”

Ethical opponents feel the real crux of the issue remains within the legal definition of patentability requirements. To qualify for a patent, an invention must be “novel, non-obvious and useful.” This means that the invention must be the first of its kind, it must comprise more than a minute extension of its prior art and it must have a functional purpose. “It’s like reducing animals to the level of toasters and tennis rackets.”

Moralists claim a second ethical dilemma which arises concerns the possibility of unjust animal suffering. Last April, Harvard University obtained the first patent on a man-made mouse used for cancer research. Adversaries protest that hypersensitivity to injected cancerous agents will have injurious effects on the animals. However, the Harvard patent claims that the mouse’s “sensitivity will permit suspect materials to be tested in much smaller amounts than the amounts used in current animal carcinogenicity studies.”

Proponents agree that transgenic technology might have some harmful consequences for animals, but assert that science cannot wait for ethics to catch up. “These people are modern-day Luddites,” says patent lawyer, Gerard Dunne, referring to Industrial Revolution protestors. He notes that society cannot justify rewarding any innovation with intellectual property rights if it will not honor biotechnological animals with similar patents.

How far will this go? Supporters agree that banning animal patents would undeniably sharply curtail research grants from the business sector. The consensus remains, however, that the lack of private and federal monetary sources will only present a minor stumbling-block for genetic engineering research. In the words of Dr. Mary J. Holland, associate professor of natural science at Baruch College, “You can slow it down, but you can’t stop it.”

— Deborah Richman
Marketing Takes Off on the Environmental Crisis

Saving the planet from the abuses of mankind will continue to be the "hottest" issue facing us as we enter the 1990s. The January 1989 issue of Time magazine chose the Earth as Planet of the Year, instead of choosing their usual Man or Woman of the Year. As of last year, April 22nd will be celebrated as Earth Day.

The buzz word is a "greening market." Retailers are entering into a "green revolution," where they are responding to the garbage crisis by designing or redesigning packaging that will be environmentally sound. Retailers are now using recycled materials for their packaging, reducing product packages in size so that they take up less space in landfills or developing degradable packaging. Note that there is no clear cut definition of what products are, as marketers claim, "biodegradable."

For example, in October 1989, Colgate-Palmolive Company began to test package designs that could be labeled environmentally-friendly. Colgate-Palmolive is currently testing SoftSoap, Palmolive and Crystal White Octagon dishwashing liquid in soft plastic refill packages. Refill packaging reduces the amount of waste going into the waste stream.

In November 1989, Proctor & Gamble began to test market Downy fabric softener refills in Washington, D.C. Downy refills come in concentrated form in a small, crushable, paper package—eliminating 75 percent less packaging to throw away. "Downy's new packaging will not only give Washington, D.C., consumers the chance to play a part in the solid waste solution, but this new, more efficient packaging is less expensive and easier to carry and store," said Dr. Deborah Anderson, director of environmental coordination for Proctor & Gamble. In Canada, P & G's Liquid Tide, Ivory Dishwashing Liquid and Mr. Clean cleanser are being test marketed under the Enviro-Pak name.

Earth Care Paper, Inc. is a member of Co-op America, a non-profit organization that is working towards promoting a healthier environment. Earth Care puts out a catalog which gives consumers the opportunity to purchase recycled paper products such as stationery, wrapping paper, postcards, as well as t-shirts and posters advocating environmental protection.

The question remains: Is the environmental sensitivity of marketers going to last or is this just a fad? Two leading environmentalists share a cautious optimism. Russell Riggs, Environmental Policy Analyst for the Council of State Governments, says he hopes this isn't a temporary phenomenon, but he believes it might be. "Marketers are changing the packaging not the product itself... ideally marketers should take greater degree of responsibility over what they market," says Riggs.

John Ruston, Economic Analyst for the Environmental Defense Fund, comments that from market research surveys he has seen, "40 percent or more consumers will make choices to protect the environment given the choice."

Digitizing the Canons of Law

Law libraries. Big, dark rooms filled with books and books and books.

Not for much longer. Riding the wave of computerization and just plain common sense, the field of law, along with other professions, has discovered the CD-ROM. This latest advance in database technology makes it conceivable that someday whole law libraries could be condensed into rooms no bigger than a large closet.

Compact disk, read-only memory or CD-ROM technology uses disks similar to the audio compact disks to store volumes of information. For example, a set of disks could theoretically hold all U.S. Supreme Court decisions since 1800.

There are already well-known on-line legal research services, such as Lexis, but these services are expensive—a one-hour session on Lexis can cost $100 or more per hour, and most searches last several hours.

The strongest selling point of the new CD-ROM technology is that it is so much cheaper. Most services charge a one-time annual fee. West Publishing Company charges a $1,000 to $1,500 subscriber fee plus monthly cost of $150 to $175. By buying an expensive law book, law firms will be able to pay one charge for unlimited use.

Another significant cost-saving feature that will result: smaller law libraries. In New York law firms which are paying an average $24 to $40 per square foot of office space, space definitely equals money. "The demand for this technology is just starting to pick now," says Jeanne Blair, a sales representative for Westlaw. "A variety of firms from large ones to small ones, plus many corporate law departments are just starting to look into the CD-ROM."

CD-ROM equipment, which includes an IBM AT or PS/2 computer, disk reader and a dedicated phone line plus modem, can cost over $1,000 for each work station. Most firms, except the very large ones and those with the most cash, are holding off purchasing this technology.

So, while CD-ROM technology is likely to be the wave of the future, rapidly declining prices are sure to bring the tide rushing in even sooner.

— Kenneth E. Brown
The New Lord of the Library

by Bibi S. Thompson

You're supposed to see the horizon from the top, but there's a lot of fog out there right now," says Timothy Healy, five months after he has taken the president's office at the New York Public Library and a year since the announcement of his controversial appointment.

The celebrated battle over the books—Gay Talese and Joseph Heller rallying against Andrew Greeley and Gary Willis—gave the 94-year-old library system its lion's share of attention. In the center of it all was the name that often decorated the banner headlines of the New York Times editorial page—Reverend Timothy Stafford Healy, former president of Georgetown University and one time vice president of the City University of New York.

Now comfortably nestled in a highly varnished, green brocaded office on the third floor of the New York Library at 42nd Street, the president is ready to sweep all of the remnants of his controversial appointment through the door. "That's all old hat," he says as he flips his hand emphatically through the air.

In late 1988, after Mayor Koch had snipped a cool $3 million from the library budget, and after Vartan Gregorian announced his resignation as NYPL president, many wondered about the institution's future. Glorious Greg, whose exceptional fund raising "skills" had revived the system's flickering fiscal life, was leaving to become president of Brown University. After considering 100 likely candidates, the Board of Trustees, headed by former Time, Inc. president Andrew Heiskell, announced the appointment of Dr. Timothy Stafford Healy.

"Don't look at me," responds Healy when asked why he...
thinks he got the job. Reaching for the pack of Merits that he regularly “quits” he continues, “Oh, I don’t know...a long academic career, experience as a president, experience in both private and public institutions. I do know a number of reasons they shouldn’t have chosen me—but I’m not going to tell them,” he winks mischievously.

Healy is a native New Yorker and has been a member of the Society of Jesus since he was 18. The 66-year-old priest now faces the responsibility of continuing the revitalization of one of the country’s largest networks of information. Its archives include such treasures as the first copy of the Gutenberg Bible brought to the United States, Columbus’s letter announcing his discovery of the new world, and the first published U.S. book, The Bay Psalm Book. With these assets, the research libraries are considered healthy.

“This is because we get very good support from the business community,” explains Healy. Fifteen of the 38 members sitting on the esteemed Board of Trustees are from the business community. Corporate gifts in the last campaign grossed $30 million and about 25 percent of the $300 million that appeared on the reading of the balance sheet when Gregorian left office was from business contributions.

But what happens when the fund raising drive shifts gears to the city’s widespread 82 branch libraries which may have to absorb a substantial part of the $1.4 million in cuts from the library’s budget projected for fiscal year 1990? One consequence is that 27 library branches will only be open four days (or less) this year. “It’s very difficult to raise money for the branches because if you put private money in on one end the city takes it out at the other,” says Healy. For the past three years the city’s budget has ignored any revision of the branch libraries’ allotment of $70 million. In 1988 when Mayor Koch made the $3 million cut, opening hours were reduced, programs were cut back and acquisitions had to be postponed.

“When the city cuts its budget, you don’t throw books away; you throw people away. You restrict services.” Healy says. With library branch hours severely cut, the president realizes he has his work cut out for him.

“We’re opening a way for individual corporations to ‘adopt’ libraries,” says Healy regarding private funding.
On the eve of Healy’s appointment, Heiskell announced that the new president of the libraries should concentrate on the branches and on the 25 oversubscribed Literacy and English as a Second Language programs. “It’s one of the areas where private money can be garnered without forcing the withdrawal of city money,” explains Healy, who is very reluctant to reveal his “trump cards.”

“What the present mayor wants will be shown by the budget,” Healy says, summing up his expectations of City Hall and its new mayor.

With an enrollment of 3,000 and a shortage of professional staff, further complicated by the 25 or so different languages that are encountered in class-

“We’re not looking for clients. We’ve got plenty of clients.”

rooms, the ESL program, primarily targeted at the city’s newest of immigrants, is severely impeded. “We can do a lot. We can help enormously,” claims Healy. “Trying to serve education is the purpose of the library. We’re not looking for clients. We’ve got plenty of clients.”

Last year the library grossed $8 million in annual giving from clients, most of this coming from corporations who used its services. Healy explained that a small part of the sum was billed as payments for services rendered by the library but most of it came in as voluntary contributions.

Immaculately dressed, in a white-cuffed shirt, Tim Healy emanates a kind of intellectual charm. He doesn’t look like an academic, but in that sphere he has inscribed his name in the hall of fame. His controversial open admissions policy at CUNY produced a 25 percent increase in minority enrollment back in 1976. During his 13-year presidency at Georgetown, applications almost doubled and endowments climbed from a modest $38 million to an impressive $225 million.

His goals for the future: “Some administration, fund raising, representing the library, going where the library should be seen. This is New York—nice.” But he later sighs, “Very little time for scholarship,” he says, adding that he plans to start teaching next year.

“I don’t know where; I do know what,” and he volunteers a clue, “There are not too many good teachers of English poetry to be found.”

Asked whether he would consider teaching at a CUNY college, Tim Healy shakes his head. “I’ve paid my dues,” says the Reverend. “I got out of it because I felt that I had been there long enough. When I feel that way about this,” he raps his desk, “I’ll get out of here, too.”
THE ETHNIC MYTH
By Stephen Steinberg
302 pp. Boston,
Beacon Press $12.95

A growing number of Korean fruit stores, Pakistani newstands and Jewish retail chains flood the marketplace. Various national groups are making their presence felt in corporate, legal and medical professions. Is this trend toward economic ethnocentricity a result of abiding cultural values or inherent sociological factors?

In his second edition of The Ethnic Myth, Stephen Steinberg provides the answer through an in-depth analysis of race, ethnicity and class in America. He challenges traditional views that ethnic and racial monetary mobility is based on superior cultural breeding. He strongly criticizes familiar melting pot theorists and ethnic pluralists for missing the point. By contrast, Steinberg suggests that social class factors explain the elementary rudiments of the financial status of foreign groups in the United States.

Steinberg explores the historical and structural foundations of ethnicity and race in a well-researched and heavily footnoted examination of the ethnic experience in America. He describes the “negative basis on which pluralism developed,” and contends that preservation of ethnicity is contrary to American democratic ideals. According to his thesis, the origin of ethnic pluralism in the United States has its roots in the conquest of Native Americans, slavery and the perpetual exploitation of foreign labor. Steinberg says that while our founding fathers sought to retain homogeneity after winning independence, economic necessity forced them to increase racial and ethnic immigration.

Steinberg takes aim predominantly at myriad popular ethnic myths: the Jewish Horatio Alger theory of success, the cultural basis of black poverty and Catholic anti-intellectualism.

While he deals with a wide array of ethnic and minority groups, he focuses disproportionately on the Jews. The “right” values were not responsible for Jewish economic prosperity and academic accomplishment. According to his theory, Jewish immigrants arrived with a class advantage since they possessed an array of industrial skills and a high literacy rate. “If Jews set high goals, it is because they had a realistic chance of achieving them,” purports Steinberg. As Jewish immigrants surmounted their economic barriers, they achieved upward social and monetary mobility.

On Jewish myths of intellectualism, he posits that it was the acquisition of financial security, not a passion for learning, that sent Jews into the world of higher academia.

The Ethnic Myth proposes that while the “right” values do not promote Jewish success, the “wrong” values do not cause black cycles of poverty. Steinberg refutes conventional cultural theorists such as Oscar Lewis and Daniel Patrick Moynihan. He explains that their hypotheses obscure the social causes of poverty. The book defines the culture-of-poverty thesis as “nothing more than an intellectual smoke screen” covering our society’s refusal or inability to eliminate unemployment and poverty among blacks. Contrary to common dogma, Steinberg says that Catholicism is not inherently adverse to intellectual achievement. The book provides a detailed description of the greater disadvantages besetting Catholic immigrant factions. Once economic parity is attained, Catholic groups strive for educational goals.

The Ethnic Myth is a history text with sociological connotations. Steinberg traces the conflict between blacks and working class whites to the North and South struggle subsequent to the Civil War. He tells how Northern capitalists, Southern plantation owners and working class immigrants wangled blacks to remain second-class citizens during the post-emancipation period.

In this case, ethnicity acted as a veil before economic and social class factors.

An updated epilogue includes references to Asians, West Indians and Hispanics. For example, since Asians are commonly compared to Jews, Steinberg uses the same reasoning employed in explaining Jewish success.

The most impressive aspect of the book is Steinberg’s mellifluous style. He demonstrates a keen awareness of current ethnic misconceptions along with acute sensitivity to pervasive race problems. While he re-states some hackneyed ethnic legends, his explanation of why Irish women worked as domestics as opposed to Italians and Jews is the only myth that does not seem trite. Nevertheless, Steinberg masterfully approaches them from a new perspective. In most cases, he logically buttresses his positions with historical background and supported statistical data. Whatever its limitation, The Ethnic Myth is a laudable sociological analysis and a worthwhile read for all—whatever their ethnicity.

— Deborah Richman

DOLLARS AND SENSE
Q & A

DEBORAH RICHMAN INTERVIEWS
AUTHOR STEPHEN STEINBERG

Stephen Steinberg, associate professor of sociology at Queens College and author of The Ethnic Myth says his professional and personal experiences have helped to shape his work. In the following interview, Steinberg describes key influences on his study of race and ethnicity in America.

Q: What initially prompted you to write about ethnicity?

A: It began a long time ago with my attempt to figure out my own ethnic background. I have worked for many years in this field and many ideas in The Ethnic Myth were germinated through teaching and exchanges I had with students in the classroom. It's a growing realization that much of the orthodoxy in the field is wrong and needs to be challenged.

Q: Did being a member of an ethnic group help your analysis?

A: I suppose coming from a Jewish background made me somewhat sensitive or attuned to the whole issue of ethnicity. But what was a liability, as well as an asset, is that one had to overcome self-serving assumptions that Jews sometimes make of their own success. I think the challenge that my students presented me with was to try to see things from the perspective of the minorities on the bottom.

Q: Has your professorship at CUNY helped in your analysis of the orthodoxies of ethnicity?

A: One thing that was very salubrious in terms of getting a critical perspective on orthodoxies in the field was just to have an audience of racial minorities. So when I left graduate school my first teaching assignment was at the City College of New York. Many of the students came from black, Hispanic, and other backgrounds. One realized that some of the things in the discipline, to say the least, were problematic or offensive to the sensibilities and understandings of minorities. One began, even as a white professional from a middle class background, to look at the discipline through the eyes of people who are not white, not middle class and not professionals. I think it helped me to reassess the legitimacy and wisdom of things that I had previously taken for granted.

Q: How did you accomplish this reassessment?

A: One of the early books that I assigned was Nathan Glazer and Daniel Patrick Moynihan's Beyond the Melting Pot. This was attractive because it was widely respected, and it dealt with five groups in New York City. So, this was an obvious choice for a course in racial and ethnic relations to a class of students in New York City. Some of what they said has been subsequently challenged, but really wasn't challenged in 1970 when I began teaching it. For example, they write that many of the problems blacks confront can be traced to the home, neighborhood and community. Saying that to a group of black students and implicitly impugning their homes, families and communities made one take a second look as to whether or not this was true or whether it reflected prevailing white and middle class stereotypes of minorities. I was forced to reassess this in the light of my audience.

Q: You focused very heavily on ethnic groups, especially the Jews. Why didn't you dedicate more attention to racial myths?

A: I think there is a great deal about Afro-Americans in the book. There is far less about Hispanics. The preoccupation with Jews is partly reflective of my own background and interest. But, more than that, Jews were really important because they were seen as a minority who confronted persecution and discrimination and seemed to prove that minority groups could succeed if only they had the right cultural virtues.

Q: Do you regard yourself as a conventional Marxist since you claim 69
that social class is the determining factor of success?

A: I do not think it's necessarily Marxist to argue the overriding impact of social class factors especially with respect to the problems under examination here. We are looking at social class and why some groups had advanced further than others. To find that social class assets were decisive becomes almost obvious. But, certainly the book does take the position that the times come close to economic determinism in that it argues the central, but not overriding portions of economic factors which are often ignored with the preoccupation on racial and ethnic factors. That's what I meant by the ethnic myth. It's a tendency to rivet all attention on the conspicuous features of racial and ethnic backgrounds. Perhaps because Marxism has so low a stature we are not conditioned to seeing class factors.

Q: In the book you said that we should forge ahead with affirmative action. Can you elaborate on this?

A: I think the most important defense for affirmative action is to realize that groups have been so encumbered by generations of prejudice and class disadvantage that unless we do something beyond lowering racial barriers and do something to compensate for past disadvantage that we are going to replicate the trends that prevail today. So, affirmative action is an instrument for assuring rapid progress in increasing the representation of minorities who have suffered generations of discrimination and have historical and moral claim to getting some kind of preferential treatment.

Q: Now that David Dinkins has been elected to the mayor's office, do you think there will be an increase in affirmative action plans?

A: I hope so. Much of the black middle class that exists today owes itself to the existence of affirmative action plans and a surprisingly high number of blacks who have middle class status work in the public sector. That again points to the fact that affirmative action was more easily implemented in the public sector than in the private sector. It's possible that a black mayor might help to expand affirmative action, but even more critical is to deal with the problems of administrative lines which have been redefined as a way of raising new barriers at higher places in government of limiting access within government to minority employees. This has been a common grievance of blacks who work in the public sector. So, if he did that it would certainly be significant.

Q: Why did you say there is no such thing as reverse racism?

A: We have to ask what racism is. Racism is an organized and systematic program excluding whole groups from whole sectors of the occupational world. It involves a stigma of inferiority which is the basis of exclusion. When a white person applying for a job is bumped because of some preferential treatment towards a minority person, no one has told that white person that he or she is inferior. There is no stigma of inferiority placed on that person. It's not part of a systematic program of exclusion. In fact, it does exactly the opposite. To reverse patterns of racial hierarchy and to achieve some equity or parity in the representation of groups in coveted sectors of the occupational world. In that sense, I think the claim of reverse discrimination is based on a totally fallacious premise of what the real meaning of discrimination is.

Q: Why did you produce a second edition of The Ethnic Myth?

A: Since the book was undergoing a new printing, the new edition was an attempt to extend and update the analysis, as well as to address controversies that had surfaced since the publication of the original volume. For the most part I looked at new ethnic heroes and racial villains. This is America's great morality tale of groups coming to the United States and overcoming all impediments and roads to success. There seem to be new versions and spins of this old story and they lend themselves to the same kind of critique and analysis. That's what I tried to do in the epilogue of the new edition.

Q: You indicated in the prologue that you do not think the first edition was successful in destroying ensuing myths. Do you think the second edition will dispel these myths?

A: That was partly tongue-in-cheek and partly a matter of false modesty. The book was successful in reaching tens of thousands of college students who were force-fed The Ethnic Myth. That has been the enduring audience for the book. I don't think any book can reverse the powerful currents of ideology and self-interest that exist in society. If you believe that, it would be not only vain but giving credence to the ideas that the boom, The Ethnic Myth, is arguing against.

— Deborah Richmond

Dollars and Sense
Selma Berrol's *Getting Down to Business* takes her readers on an informative and sometimes puzzling ride through the history of Bernard M. Baruch College.

Berrol successfully traces Baruch's beginnings as The Free Academy in 1847. It was a secondary education institution which even admitted 12-year-old students to courses. The Academy was initially founded to further educate the sons of artisans and laborers. But the children of the laboring class struggled to keep up with the first-year course of study, and the school ended up educating the sons of merchants and professionals.

The curriculum required the students to "study Mathematics, History, Composition and Declamation, Moral Science, Moral Philosophy, the Constitution of the United States, Latin (Virgil, Caesar, and Xenophon), French and Spanish, as well as Mechanical Drawing, Phonography (Stenography) and Bookkeeping." Another reason for students' difficulty in handling the program may have been related to the military discipline meted out in the school, which included demerits and other forms of punishment. The atmosphere reflected the fact that the first President, Horace Webster, was a graduate of West Point. He did not yet have the title of President but was called the school's Principal, and the entire school was called an Academy. It was finally named the College of the City of New York in 1866 and the foundation was laid for the school of business.

Women were excluded from this institution until 1872 when Hunter was founded for women only. Then, in the twentieth century, Berrol tells of discrimination against women. To be admitted to the school, female students had to have a higher high school average than the men—85 percent to their 82 percent. They gained some leeway during World War II, lost it after the veterans returned, and only regained it during the 1970s when feminism moved to the forefront.

The book moves through the administrations of each of the school's presidents and ends with Joel Segall, the current holder of the position. Its connecting thread is the search for a campus. Baruch's main building has always been 17 Lexington Avenue. Proposals were made and discarded to move the school, first to Brooklyn, then to Harlem and then back to the midtown area where it is presently located. Currently, plans are underway to have a campus by the "early nineties."

Berrol discusses anti-semitism in the job market during the pre- and post-war era and she tells of efforts made to help combat this problem. However, she should have given more space to the issue of discrimination against blacks in and out of the school—an issue which is still in the media and one which certainly shouldn't be glossed over.

Berrol's book reveals that she's done her homework. A history professor at Baruch since 1968, her extensive research aids in making the book a fascinating read.

Following the history of a 141-year old academic institution can leave any reader a bit confused, but Berrol makes a strong attempt to provide a clear focus for her audience. Despite minor quibbles, the book would be an excellent text for a course devoted to the non-ivy history of Baruch College.

—Jacqueline Smartt

MAY 1990
UPDATE

Homelessness hasn't changed much since the last issue of Dollars and Sense. Beginning is now a Constitutional right and, some might say, even a profession in New York City, but for a homeless man life is pretty much the same.

He comes in the train with his head bowed. He smells as though he hasn't bathed in years. The commuters avert their eyes. He doesn't leave. Instead he goes to the center of the car and starts his spiel.

“My wife left me with our five children who are hungry.” Here he holds up a photograph of two children. “I was a Vietnam vet, and currently we have no place to live and even a penny would help me get food for my kids.” He goes through the car but instead of people gravitating towards him with change, most recoil and hold their breath.

At the next stop a tidy man gets on. He has a sense of purpose and an air of confidence. He waits until the doors close and he goes into his spiel. People look at him and seem to be interested in what he has to say. He is neatly dressed and over his clothing he has an apron which proclaims “Street News: A Street Aid Publication.” He's also wearing a cap with the same logo which he bought for $3.50 from the publishers. He tells about the publication.

“Street News is a magazine designed to help the homeless help themselves, so buy a copy today and help keep a homeless person off of the streets. The articles are written by celebrities and homeless people and are very interesting.” Then he says, “I know a few of you recognize me from the Time Magazine article about Street News, but unfortunately I won't be able to sign any autographs today.”

Like a comedian warming up the crowd, he uses his wit to grab their attention and in a few short minutes he has sold almost all of his copies and the commuters are actually smiling.

Street News is the brainchild of Hutchinson Persons, a 33-year-old former rock musician who, with the help of his 31-year-old partner Wendy Koltun and corporate sponsors like Citibank, Mastercard, Ben and Jerry’s and the New York Times, was able to make the paper a reality. Thus far, more than 1,000 homeless people have sold between 500,000 to 1,000,000 copies of the monthly publication and 200 of the 1,000 have since saved enough to secure apartments or rooms for themselves.

The monthly milk's the appeal of celebrity contributions from the likes of Liza Minnelli, Gloria Estefan, Paul Newman and Trent Tucker. The success of the program has drawn coverage and suspicion from Time magazine, the New York Times, the Post and The Wall Street Journal.

— Jacqueline Smartt

NEW YORK WATERFRONT

New York City's 578 miles of waterfront have always been a great attraction. Unfortunately, the only views which may be had for a while are going to be of the gallons of oil that have been spilled in five recent accidents three of which involved the Exxon Corporation. Exxon was indicted on criminal felony and misdemeanor charges stemming from the March 1989 oil spill off the coast of Alaska.

Since then five oil spills in the Arthur Kill and Bayonne areas have been added to that. In early March a Citgo barge exploded and its cargo was dumped in the Arthur Kill. On the morning of February 28th more than 24,000 gallons of heating oil leaked from a hole in a barge at the Constable Hook terminal of the Exxon Company. The leak spread gobs of oil into Upper New York Bay as far as Liberty Island, forcing officials to close the Kill Van Kull, between New York City and Staten Island, to marine traffic.

This was less than two months after a ruptured pipeline at Exxon's Bayway Refinery spilled more than 667,000 gallons of oil into the adjoining Arthur Kill. The latest oil spills prompted New Jersey and New York officials to urge tighter control of the oil industry, which should have been done after the first couple of spills.

— Ernesto López

AIDS

The AIDS crisis continues to be a priority in New York City. Federal health officials project that by 1992 as many as 365,000 people could develop full-blown AIDS.

Research is still going strong in an effort to combat this disease and the newest breakthrough has been in the form of a vaccine. Jonas Salk, who developed the polio vaccine in the 1950's, has developed a vaccine for the killed AIDS virus. It shows for the first time that animals can produce a strong immune response to ward off subsequent infection from AIDS.

Further results have suggested that people will respond favorably as well. The problem has been in finding a segment of the population least likely to have been exposed to the virus. Nuns and priests in the Los Angeles area have been asked by Archbishop Roger Mahoney to volunteer to test the vaccine.

If the tests are satisfactory these drugs are expected to be widely available in 1991.

A few months ago Walter Herlihy, a vice president of Repligen Corp. of Cambridge, Massachusetts, which is also working to develop an AIDS vaccine, said that more people were optimistic about the development of the AIDS vaccine. "You won’t find many informed people who believe that a AIDS vaccine will never be developed," Herlihy said.

— Marina Krivyakin

OVER 735,000 GALLONS OF FUEL SPILLED IN THE 1990'S

Over 735,000 gallons of fuel spilled in the Harbor within the first three months of 1990, as opposed to 250,000 gallons in 1989 and 165,936 gallons in 1988.

The situation has become grave—the amount of oil spilled in 1990 is already triple and a half times the dangerous level of 1989.
Writers and Artists look at the Year 2000: A Competition

Vast changes in world order, such as the current upheavals in Eastern Europe, shape both national and personal realities. Dollars and Sense invites artists and writers to look to their futures—to share where they see themselves by the year 2000.

You are encouraged to be as creative as possible. Humor, wit, and whimsy are welcome.

Writers: Submissions should be approximately 750 to 2000 words.

Artists: Art submissions must be 2-dimensional and can include illustration, photography, or collage.

All entries will be reviewed by the editorial and design board and the winning entries will be featured in the May 1991 issue. Winners will also receive mystery prizes.

Please send all manuscripts and art to the address listed below.

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