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The City and Its Need for Technology

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THE CITY AND ITS NEED FOR TECHNOLOGY

by

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THE CITY AND ITS NEEDS FOR TECHNOLOGY

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ABSTRACT

There are a number of ways in which a large modern U. S. city must become involved with technology. An experimental program has been undertaken jointly by the City of Baltimore and the NASA/Goddard Space Flight Center to explore the process of identifying and transferring newer technology for the benefit of the City. This paper describes the nature of the problems involved in the experiment, some of the areas of supposed commonality with other cities and some of the prerequisites for any city to become involved with technological innovation.
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City Problems and the Response Thereto

Baltimore City, like most older central cities in the country, faces a host of complex and interrelated problems. The litany is all too familiar—a high unemployment rate, particularly among blacks and youth; a large dependent population of poor, elderly and young; crime and other social problems; obsolescence; middle class flight to the suburbs (hopefully being slowed and reversed); slow growth in the tax base; a higher tax rate than the surrounding suburbs; budgetary strain on municipal services; etc.

Despite the seriousness of these problems, there is a sense of optimism in Baltimore based on the response of City Government, working in cooperation with the private business sector and the communities of the City. Over the past two decades, our downtown renewal program has transformed the Charles Center and Inner Harbor areas and has created one of the most attractive and exciting urban environments in the country. In the City's neighborhoods, an array of local programs, such as urban homesteading and low-interest City financing for rehabilitation of houses and retail facilities, has been combined with federal resources to bring about extensive rehabilitation and conservation. A system of over a dozen neighborhood multi-service centers has been created through a $4 million bond issue supplemented by federal resources. Major transportation improvements are under way, including the construction of a subway. A vigorous economic development program has been initiated. The crime rate has been declining and school performance measures have been improving. The net result of these and other positive changes is a growing confidence that Baltimore City will "make it."

Municipal Problems, Municipal Activism and User "Pull"

My purpose in enumerating some of the positive developments in Baltimore along with our problems is not boosterism. It is rather essential to the understanding of the origin and setting of the Baltimore Applications Project which we are discussing today. Certainly, the existence of problems that could be solved or mitigated by technology transfer underlay
the initial request for assistance from NASA. However, it is unlikely that the request would have been made, or even thought about, if there hadn't been an atmosphere of activism and entrepreneurship, and the confidence that goes with it, in the City Government.

In seeking NASA's help in achieving useful technology transfer in Baltimore, we in City Government recognized the limitations of technology. By itself, technology can not affect the serious social and economic problems afflicting a large City like Baltimore, but it can result in more economical and efficient provision of services to citizens or in the improved quality of services and it can result in reduced operating costs--e.g., for energy usage in buildings. Thus, it can make a contribution to maintaining the financial viability of the City and, through better services, to improving the quality of life. This was our objective in initiating the Baltimore Applications Project.

The recognition that the nearby NASA/Goddard Space Flight Center might be receptive to providing a technology transfer agent to Baltimore is a reflection of a kind of municipal activism or entrepreneurship which fortunately is characteristics of Baltimore City Government. There is a constant seeking out of new ways to deal with problems and an alertness to innovation elsewhere in the country. It is this activism which transformed the need for technology to deal with problems into the request, or the user pull.

Baltimore's Experience with Technology Innovation

The receptivity of the Baltimore City Administration and key agencies to the Baltimore Applications Project experiment is in part related to the experience with technology in Baltimore.

There are a number of technological firsts which occurred in Baltimore and which are well known to many citizens and officials. Baltimore was the scene of the first gaslight in the U.S. that was used to light a room or a street corner. The first trip in a steam car was made in 1830 by Peter Cooper from Baltimore to Ellicott City, 13 miles away. The first regular steam vessel to cross the Atlantic left Baltimore in 1838. The first submarine was built in 1903. The list is quite long.

More to the point is the interest in technology within City Government. Proximity to the Johns Hopkins School of Public Health and the engineering school of Johns Hopkins has encouraged a high level of professionalism and innovation in the City Health and Public Works Departments. Graduates of the
City's Housing and Community Development Department have included the current Assistant Secretary of Housing and Urban Development for Community Development and his counterpart during the Eisenhower Administration.

The high level of interest in innovation is reflected in a number of recent projects in Baltimore. Under a demonstration grant from the Environmental Protection Agency (EPA) and with even larger City and State funding, the first large scale pyrolysis plant has been built in Baltimore for solid waste disposal. Although this planned 1,000 tons per day facility has not performed as expected, particularly as regards air quality, the City has taken the project over from the Monsanto Corporation and is installing electrostatic precipitators to meet air quality requirements. Other examples include the construction of separate sanitary and storm sewer systems early in this century and the first centralized computer-based system for traffic control in 1957.

The interest and experience in technology within the City bureaucracy was a facilitating factor in the successful interface between the technology agent assigned by NASA and City officials.

Need for More Systematic Approach to New Technology

With all of the interest in technological applications in Baltimore City, the question might well be asked as to why there was need for outside help. The answer quite simply is that the City officials involved in new technology have ongoing operational functions that are their primary responsibilities. Examination of new technological possibilities might emerge from a particular project or program needs, but no City staff have a continuing assignment to look for new technology.

To the City Administration, the City's efforts in technological applications, though impressive, did not appear to be systematic and comprehensive. This is the void that was filled by the Baltimore Applications Project.

Politics and Technology

When the Baltimore Applications Project was started, there was concern that the project might become a political football. It was recognized that a high profile in the media could arouse unrealistic expectations on the part of the public and other local elected officials. If those expectations were disappointed, the result would be embarrassment for the City Administration. In any case, it was felt that the sort of
careful, deliberate investigations required under this project
could not be achieved in the atmosphere of a fishbowl. Thus,
a deliberate effort was made to maintain a low profile for
the project and to insulate it from local politics.

As the City's Physical Development Coordinator, I was designated
by the Mayor to be the primary liaison with the Baltimore Appli-
cations Project. It was my responsibility to protect the
project from political interference, to avoid political problems
and to facilitate the interface between the NASA technology
agent and the City Officials.

Turf and Innovation

The location of the technology agent in the Mayor's Office,
his relationship to the Physical Development Coordinator and
his presence at cabinet meetings, all signaled the chief
executive's interest and commitment to the Baltimore Applications
Project. This undoubtedly facilitated the interface with the
agency officials. However, I believe that the professionalism
and diplomacy of the technology agent are even more important
reasons for the successful relationships that developed between
the agent and the agency officials.

While defensive attitudes aimed at turf protection in the
agencies might have been expected, they did not generally occur.
The mode of operation of the technology agent was not threat-
ening and the professionalism of the City officials was reflected
in a positive rather than defensive attitude. In fact, agency
staff have often sought the advice of the technology agent
regarding technical problems, some not directly related to
technology.

The Baltimore Applications Project has been helpful in miti-
gating turf problems among the agencies in a few cases. In
matters involving two or more agencies, the technology agent
has occasionally served to reduce tensions and avoid conflict.
For example, a recent investigation of the need to modernize
the Fire Department's communication system was fraught with
potential conflict among those involved--the Fire Department,
Bureau of Purchases, Telecommunications Office, Planning
Department, etc. The presence of a respected outside authority
in the person of the NASA agent was a prime factor in being
able to undertake this analysis in a cooperative atmosphere.

Summary

In summary, it is important to reemphasize the key factors
behind the City's honest desire for help in technology transfer--
viz., the existence of problems that could be alleviated by
technology, what I have characterized as municipal activism
or entrepreneurship and the self-confidence of a City Government
with experience in innovation.
There are a number of ways in which a large modern U.S. city must become involved with technology. An experimental program has been undertaken jointly by the City of Baltimore and the NASA/Goddard Space Flight Center to explore the process of identifying and transferring newer technology for the benefit of the City. This paper describes the nature of the problems involved in the experiment, some of the areas of supposed commonality with other cities and some of the prerequisites for any city to become involved with technological innovation.