Neighbors
The Monthly Newsletter of the Lake Claire Neighborhood Association
Written and distributed by volunteers since 1991

Neighborhood Meeting
Thursday, June 15, 7:30 p.m.
Frazer Center - 1815 S. Ponce de Leon
(or use back entrance at the end of Ridgewood Road)
Auditorium in front of building

Agenda
* Denotes issues which may be voted upon at meeting; please read accompanying articles within newsletter for details.

• Announcements
- Tour of Homes Update

• Planning Committee Report - Geoffrey Dunne
- Support for Mulch and Compost Distribution Center at Land Trust *

• NPU Report - Bob Schreiber
- Comprehensive Development Plan Amendments *

• Treasurer’s Report - Dennis McCarthy

• Public Safety Report - Elizabeth Hamilton
- Officer’s Report

• New Business
- Half for the ‘Hood*
- Web Site Appropriations*

From the Executive Board
by Robbie Collins, VP Communications

Well, call me a trouble-maker, but I do enjoy stirring things up. My article in last month’s Neighbor, "No Man is an Island," seems to have done just that. This was indeed my intent when I wrote the article, but the Neighbor wasn't my intended medium. Truth be told, I originally wrote it as an Op-Ed piece for the Constitution, but we had an early deadline last month and no lead article, so I let Marci run it. In answer to the question asked at the May meeting, the article presented my opinion and was not technically "From the Executive Board." Sorry…but remember, we do this for free.

Why, you may ask, would I want to stir things up in lovely Lake Claire? I believe that public discourse about issues that divide us is necessary to build community. We must find and emphasize what we have in common and acknowledge our differences without prejudice. Lake Claire is going through serious changes with even bigger changes on the horizon. Nothing will stop this change, but we may be able to guide it if we talk reasonably about the issues involved and reach consensus. To this end, the Editor has decided to print several letters received in response to my article and has directed me to respond to each in turn. I hope that this discussion continues and neighbors continue to write.

Several issues will come up for a vote this meeting and I hope that you'll consider attending. Meetings have occasionally run a bit long in the past but we are now running them with an eye on the clock. Meetings are usually over by 9:00 pm and controversial issues are placed first on the agenda. Nevertheless, we have had only 10 to 12 people at the last few meetings. I'm sure you'll agree with me that two handfuls of people cannot possibly represent the several thousand residents of Lake Claire. More importantly, when we only have a dozen in attendance, the possibility always exists for a small group of like-minded neighbors to effectively stack the deck. I've heard several friends say that they don't attend because the LCN is a clique, a closed circle. Nothing could be further from the truth. Everyone is free to bring a motion to the table, to present their point of view, and to vote on any and all issues. Please attend…it's your civic duty!

The issues we will vote upon at this next meeting are marked on the Agenda with an asterisk. Richard Powers has asked for neighborhood input on establishing a mulch and compost distribution point at the Land Trust. Robert Reed will ask us to direct the newsletter to only accept ads from realtors who participant in the "half for the ‘hood" program. Bob Schreiber will bring this year's proposed CDP Amendments for our approval or disapproval. Each will explain their motions in further detail in this newsletter so I will concentrate on a motion of my own.

I will ask for you to appropriate $200 for our web site. Our current website is furnished courtesy of Access Atlanta. While we are thankful for this rudimentary site, we are unable to freely design the website using our artwork and web tools to make it really useful. We have obtained the domain name www.lakeclaire.org. but now need to hire a web hosting firm. The company I recommend is www.hostway.com which was referred to me by Roger Johnson, the Candler Park webmaster. I will bring more info to the meeting as well as design mock-ups done by our local graphic artist extraordinaire, Trevor Irvin.
Frazer Center Update - The Frazer center receives mulch from a private company for use in the Cator Woolford Gardens. Currently, there is more than enough to attend to their needs, so any Lake Claire Neighbor wishing to help themselves may go to the end of the “middle” parking lot and take as “mulch” as you need. ~ Robert Reed...Land Trust Update - Tuesday, July 4th the Lake Claire Community Land Trust will hold a Potato Salad Cook-off. A donation ticket will get you barbeque and voting rights to help decide which potato salad is “outta this world.” For information contact Patti at 404.377.9743. F.A.I.R. Update - Come to a class on how to make your best, most persuasive presentation to the Board of Equalization. We will cover all rights to help decide which potato salad is “outta this world.” For information contact Patti at 404.377.9743. For more information, call Greg Smith 404-681-9945 or GsmithMD1@aol.com... Tour of Homes Update - The Funky Tour is approaching - Sept. 10. Neighbors interested in joining the Tour Committee may contact Peg Zeigler at 404.373.2913.

Candler Park/Lake Claire Festival Update - Greetings from Donna Van Gogh's Artist Market, Beth here...I need to let everyone know that this year's festival has been cancelled. It has been a lot of fun and a great deal of work to organize the festival. I am unable to assume the responsibility for the event any longer. With the help of several of my friends we put on a great neighborhood event and I would like to thank all the neighborhood volunteers and all the businesses who helped make this event possible. Special thanks to the following who without their time and effort the festival would not have been possible...Beth Wheeler, Andrea White, Kenny Cook, Dan Dalton, John Brand, Angela Ward, Jeanie Holland, Karen Kennedy, Lisa Goswick, Demoyne Culpepper, Jane Wood, Rod Sefton, Alice Sloan, Ken Murray, Officer Bud Watson, Paula Grainger, Mayor's office, Southern Recycling/Eco Events (Donated Service Every Year)...Thanks to all our sponsors...Daemon Records, Frock of Ages, The Flying Biscuit Café, Maya Hahn, Bond Credit Union, Powertel, Mindspring, Shea & Carol, Moon Brothers, Atlanta Press, Atlanta Sideshow, Intown Hardware, Dish, Savage Pizza, Opulent Creations, Salon Red, Epworth Methodist Church, Preston & Associates, Idleman & Associates, Candler Park Neighborhood Organization, Lake Claire Neighbors. ~ Beth Martin

Are you taking a free ride?

Lake Claire Neighbors
Voluntary Contributions:
$20/year dues, $50/year Security Patrol.
Include name, address, email and remit to:
LCN Treasurer, PO Box 5942, Atlanta GA 31307

THANK YOU!

Quick News from the Neighborhood

Letters to the Editor

RE: NO MAN IS AN ISLAND
Genise Spenli, VP-Finance, Emeritus and Originator of Lake Claire Tour of Funky Homes and Gardens

(1) While I quite agree that neighborly behavior should not do harm to your neighbors, I believe that trying to impose one's values on one's neighbors DOES harm to the neighbors and to the harmonious spirit one would like to feel while in their home. I believe that if you are unhappy about the the condition of your neighbor's yard, you could offer to cut their grass, rake their leaves, or pick up their debris while you're out doing yours. While I have no grass in my yard, (just garden beds and walks), I do this re: leaves and weeds, and it works quite well. I've also seen it work for neighbors who do mow.

(2) I've lived in my house in Lake Claire for 22 years and the value of my house HAS gone up about the %'s talked about, but I can assure you that ALL the houses have gone up at similar %'s, the dependent variable being what was done to THEIR houses, and regardless of what was next door.

(3) The people who put the greatest emphasis on capitalizing their investments move the moment the mandatory two years ownership/residency the IRS requires for capital gain exclusion is reached. The people who remain for the 30 years used in the article's table value their homes for the quality of lifestyle it affords them, and therefore do not share the author's concern. They know they have a nice nest egg, without the need of ruffling their neighbors' feathers, therefore adding to the value they receive from their home (pleasant neighbor interaction). While I admire the author's enthusiasm and work in the neighborhood, I had to express my differing perspective. Thank you

Robbie Collins responds:

Thanks for taking the time to write. As for point (1), nothing causes more ill will between neighbors than a neglected property. My point about the 30-year appreciation rates is that the potentially vast differences in outcomes can lead to large animosities (think about 1839 McLendon, aka "the dump"). In other words, to promote neighborhood harmony, everyone should at least maintain a neutral stance. Refusing to validate this point doesn't refute it.

As I write in my response to Mr. Powers' letter, my method of ascertaining blame is "value neutral" and hence not a matter of "trying to impose one's values on one's neighbors." Further, empirical studies on the determinants of housing prices (hedonic regression, etc.) support my thesis that adjacent properties can have large effects on selling price and appreciation rates. Granted, these effects are very local. A neglected property will have large effects on selling price and appreciation rates. Nevertheless, housing prices are determined by the desires of the average home buyer. The average person wants more square feet, more bathrooms, a good school, a certain tax/services ratio, a quiet street, and neighbors that are not problematic.

As for (2), sure, all houses are going up, but that's not the point. The point is whether one's rate of increase is minimized because of another's disrespect. We all want to maximize appreciation. After all, a house is an investment and only poor appreciation. After all, a house is an investment and only poor retirement planning doesn't consider it as such. Certainly, we shouldn't merely consider our appreciation rates when coming to

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Yard season is upon us, and yard tools have already been disappearing around the neighborhood, even from sheds in the back of yards. Don't make it too easy for these crooks. Always lock your tool sheds and keep your garage doors shut. Things can walk off in a matter of seconds. Be alert about people asking to do yard work. Ask for a picture ID (with address) up front, and let them know that you do not have a restroom available for workers. Some of these people may be legitimate; others may be casing your house.

And again, if you have a stereo/CD player in your car with a removable faceplate, REMOVE the faceplate. And lock your car and don't leave anything that looks remotely interesting showing.

~ Elizabeth Hamilton

LCN Crime Report for April, May 2000

Vehicle Crimes
4/16 after 10pm - 500 block Harold; window broken, stereo/CD stolen
4/20 after 11pm - 2000 block Palifox; cell phone stolen
4/21 before 7am - 1800 block McLendon; window broken & stereo stolen
4/27 between 9pm & 11:30pm - 200 block Oxford; vehicle stolen
5/09 after 8:30pm - 500 block Clifton; window broken & cell phone, briefcase stolen
5/09 after 7pm - 600 block Harold; 4 videotapes stolen from unlocked car
5/14 between 6 & 7pm - corner Arizona & DeKalb; vehicle stolen
5/16 after 10pm - 200 block Southerland; vehicle burglary
5/29 1:30pm - Dogwood Circle; vehicle window broken

House & Individual Crimes
4/07 after 3pm (discovered 4/11) - 2000 block McLendon; mower, seed spreader stolen from back shed
4/14 after 7:30am - 2100 block Palifox - broke into basement; mower, tools, bike, golf clubs stolen
4/24 between 5:30pm & 7pm - Hampton Ter.; Nintendo & games stolen
5/02 between 6:45a & 4:30p - 2000 block Palifox; broke into basement, jewelry & cigars stolen
5/19 3:30p - 200 block Southerland; bookbag stolen from student
5/22 - 300 block Oxford; bikes table saw stolen
5/24 1:45p - 300 block Connecticut; woman swindled out of $20 for fictitious cause
5/29 1:30p - Dogwood Circle; vehicle window broken
The May meeting of Lake Claire Neighbors had been slated to be chaired by Robbie Collins, however, last-minute family issues prevented Robbie from attending. In his place, Bob Schreiber chaired the meeting. Several people in attendance asked that Robbie Collins clarify in the next newsletter whether his “From the Executive Board” article in the May newsletter was an opinion of the Executive Board or his personal opinion.

ANNOUNCEMENTS - The Lake Claire Community Land Trust will hold a July 4th Potato Salad Cook-Off (see page 2). The Land Trust holds several events throughout the year. Generally, the events are family oriented, fun, and, on some occasions, are fund raisers which help contribute to the capital and operating expenses of the Trust. The events are open to Lake Claire residents and their friends. For more information please call Patti at 377-9743.

PLANNING COMMITTEE REPORT - The application for a side yard setback variance to allow for an addition to the existing structure at 303 Nelms Ave received unanimous support. The applicant and Lake Claire agreed that the support was conditional upon the applicant incorporating Lake Claire Community Watershed Guidelines into the plans in order to mitigate the adverse impacts of increased stormwater runoff from the addition.

NPU REPORT - Recommendations for any modifications to the proposed NPU-N By-Laws will be presented by all member organizations at the May 25th meeting. The most significant recommendation from the Lake Claire By-Laws Review Committee is that "recommendations from a member organization receive support from the NPU at-large. The support is automatic unless an organization which is unaffected by the recommendation moves to 'recall' the recommendation and that the motion carries by a 3/4 vote of the representatives. In the event that a recommendation is recalled, the position of the NPU will be to solicit the applicant's agreement to defer the application for 30 days in order to allow for more detailed clarification of the issues in the hope that a more acceptable resolution will be created."

TREASURER'S REPORT - No report was available.

PUBLIC SAFETY REPORT - The Security Patrol budget is minimal and it is likely that a special solicitation for additional funds will be included in the next newsletter.

NEW BUSINESS - Website Appropriation - in the absence of complete information regarding the amount of funds requested and the availability of such funds, the matter was not discussed and no action was taken.

Concern about the "gentrification" of Lake Claire was raised and culminated in the following motion - "Accept real estate advertisements for the newsletter only from agents who participate in the “Half for the 'Hood” program and expand the program to allow for community service from the agent in lieu of monetary donations to Lake Claire." The motion was defeated, will be explained in greater detail to the neighborhood (see article on page 6), and placed on the agenda for the June meeting.

Having no more new business, the meeting adjourned.

Respectfully submitted by Bob Schreiber
In light of recent activity in the real estate market, I would like to re-introduce the neighborhood to the "Half for the 'Hood" program. Issues surrounding this program will be discussed and possibly voted upon at the June neighborhood meeting.

Lake Claire is a unique neighborhood with a blend of character and diversity that has allowed its residents to enjoy a wonderful quality of life and above average property value appreciation. Unfortunately, City government neglect and development pressures have created a need for some neighborhood based improvements. In recognition of this need the Lake Claire Neighbors organization established the "Half for the 'Hood" program. Our goal is for homeowners to recognize that a good portion of their appreciation is due to our unique neighborhood and that preservation of quality of life is directly linked to neighborhood improvements.

We encourage Real Estate Broker participation as well. A yard sign is provided to acknowledge all pledges. This will encourage buyers to choose participating Lake Claire homes over others and encourage Real Estate Agents to "give back" to the neighborhood they represent. Upon initial implementation of the program in 1997, participating agents and their contact information were listed in the newsletter. Contributing agents were: Niki Paris, ReMax Buckhead; Bill Golden and Marilyn Davey, ReMax Midtown; and Maya Hahn, ReMax Metro.

Lake Claire Neighbors requests that home sellers pledge ½% (or more) of the sales price of their home to a non-profit for capital improvements within the Lake Claire Neighborhood. Neighbors have control of the donation by their choice of non-profit. They can even choose a specific project or create one of their own. Recommended non-profits and projects are:

- Park Pride, Inc.: Lake Claire Park improvements;
- Frazer Center: woodland, garden and greenway improvements within Cator Woolford Gardens;
- PATH Foundation: multi-use trails and rest stops within the neighborhood;
- Peavine Watershed Alliance/Preservation Fund, Inc.: watershed improvements;
- Trees Atlanta: tree canopy preservation and restoration; and
- Hands On Atlanta: Clean up and sidewalk projects within the neighborhood.

Interested homeowners or agents may contact Robert Reed at 404.371.8487.

The variance request at 303 Nelms Ave. that received unanimous support at the May meeting was also supported by the NPU. This includes the added condition that the Lake Claire Community Watershed Guidelines be applied to the proposed addition.

The May NPU meeting was supposed to be the one at which all representatives brought forward the concerns of their respective neighborhoods regarding the proposed first draft of By-Laws changes. Generally, all current organizations agree that a representative form of governance be continued rather than have a purely democratic form as is described in the new Ordinance. Lake Claire's subcommittee had reviewed the Draft By-Laws and identified a primary concern which establishes higher value on recommendations which emerge from any neighborhood in the NPU. Generally, while there is agreement among the other NPU board members that the recommendation of a neighborhood carries significant importance, there is opposition to placing higher value on all recommendations coming from a neighborhood.

Details of the issues from other organizations in the NPU are too complex to encapsulate in this article and I will attempt to convey them at the meeting.

An opportunity to amend the Lake Claire contribution to the proposed City of Atlanta Comprehensive Development Plan for 2001 will occur in July. Amendments which will be presented for discussion at the June meeting include:

- Natural Resources - Recognize and work with community based watershed groups to develop and implement comprehensive watershed management plans.
- Land Use - Establish funding and implement the redesign of the McLendon Ave. corridor to include traffic calming devices, multi-use bikeways, and innovative stormwater management facilities.
  - Prevail upon the MARTA Board of Directors to convert its surplus property in the vicinity of Dekalb Ave. and Casson/Matthews to PD-MU or NC zoning, before the property is released for sale to the public.
  - Permits for all new houses and major renovations should conform to the style of the existing housing stock on immediately surrounding streets.
  - Permits for all new houses and major renovations should comply with Lake Claire Community Watershed Guidelines.

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grips with a neighbor's upkeep problem. The question is simply whether the house in question has "crossed the line" and whether the other attributes of the owner (community participation, helpfulness, friendliness, their age, disabilities, etc.) outweighs their home's blight. In other words, we should all do a cost-benefit analysis before we decide to act.

Lastly, (3) is without merit. The idea that people move into Lake Claire for a couple of years to take advantage of the appreciation rates is a myth perpetuated by those upset about the gentrification of the neighborhood. I've never met or heard about anyone behaving in such a manner. After all, where would they move after 2 years? All property in the metro region is going through the roof! (See my response to Mr. Powers).

RE: NO MAN IS AN ISLAND
Susan Beeching, Mary Lin Liaison, Sean, Max & Lucy Beeching

This letter is in response to the lead article in the May 2000 newsletter entitled "No Man is an Island".

To do no harm may be construed in many ways. In the editorial it was put purely into terms that revolved around increasing property values vs. my "uncut grass" causing said values to stagnate, yea decline over time.

There are many other ways to consider this situation. Let's examine a few of them.

The issue of lawn upkeep is not always a question of money or time. Some folks like a low maintenance lawn because it is more environmentally friendly, requires less wasteful watering, and provides a haven for the vanishing wildlife in our neighborhood. When I see the signs on the manicured lawns warning children to stay off due to chemical spraying, I wonder what the birds, squirrels and neighborhood cats are supposed to do since they can't read! Not to mention the effect on our stream, filling with chemical runoff.

Some folks moved into this neighborhood a long time ago, when it was a haven for artists, musicians, students and eccentrics of all stripes. We used to be known as "funky" and were proud to be labeled as such.

In the same vein, part of the charm and appeal of this neighborhood has always been the diversity of the residents and their tolerance of one another's quirks. We never had to worry about someone looking over the fence and calling the city.

Does actual harm occur if the value of your property only rises by 15% per year rather than 100%? It's still a rather healthy rate of return.

Does not harm actually occur to the long-time residents, some of them retired and on fixed incomes who must now grapple with very large property tax bills caused by sky-rocketing property values?

Is not additional harm caused by our having to conform all of a sudden to the standards of folks who are moving in from the suburbs? Where were they when we were pinning our hopes on a "transitional" neighborhood, working with the merchants, the schools and our neighbors to make this a nice place to live? This neighborhood has always been inhabited by folks traditionally pro-environment, pro-diversity and pro-people.

Is harm not caused by the break up of our neighborhood-when, before you even get to know someone, the FOR SALE sign goes up because they think they can make $50,000 after living here six months?

That's enough to think about for now. I suggest that before the LCN newsletter transforms itself into a cul-de-sac, gated community-type newsletter, that the entire spirit of the neighborhood be taken into consideration.

As a last point, unrelated to the "harm" issue, I would suggest that the executive board quit yelling at us at meetings to get involved. One reason attendance is going down is because people don't like to get yelled at. They want to participate of their own free will and there are ways to get that to happen that don't involve making us feel coerced.

Robbie Collins Responds:

I agree with you on many points. Low maintenance gardening or xeriscaping is a good thing. Water issues will reach the boiling point in not too many years and we should all think about conserving water now. I also agree that the variety of life in Lake Claire is a joy to behold.

However, I do think that some of the "old-timers" take a "holier than thou" attitude towards newcomers or espouse a "we were here first" argument. I've heard it said with my own ears that the original neighborhood pioneers should have the right to set the tone for future development. My opinion is that those who shouldered the initial risk of repopulating this neighborhood deserve our respect, and that we should seek their counsel should it be wise, but that their vote counts no more than any other's.

It is a fact that all neighborhoods are in a continual state of flux. They are developed, blossom, decline, rediscovered, and gentrified in an endless cycle. I think that some long-term residents need to understand this endless reincarnation. They bought in when the neighborhood was in decline, political cohesion was lacking, and an "anything goes" attitude prevailed. They may have once represented the average resident's opinion, but no more. The neighborhood has changed. It will never again be the laid-back hippy/libertarian community it once was. This may not be fair, but that's life. The question for those unhappy with this trend is whether to embrace the new Lake Claire and help it retain its inclusive and creative values or move on to another emerging neighborhood where laissez-faire still exists. I know this sounds cold, but I think people should move until they feel comfortable. In any case, we should all ask ourselves, like Camus, whether "there is more to love about people than there is to despise?"

RE: "NO MAN IS AN ISLAND"
Richard Powers, 303 Nelms Avenue

This article about greed is provocative and extremist to reasonable neighbors of 20 years (or even less). In fact, "home investors" of like ilk seem to strive for an exclusive "island" where property values rule over all other diverse community and neighborly values. Then after a minimum of 2 years of speculative improvements and divisive attitudes, they demand optimum sales profits, move out of the neighborhood and leave

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behind another profiteer and ill feelings. This does harm to others beyond the physical and financial; a community is much more. "From the Executive Board" should seek issues that bond, not divide. Perhaps Lake Claire Neighbors needs a mission statement/credo rather than assuming it is serving all of the neighbors with such arrogance.

We take reasonable care of our house and yard, but other matters can take priority, such as our three young children. I've never heard a complaint or request from a neighbor. But last year we received a citation for peeling paint. Am I supposed to paint before it peels? The same "code fascist" issued citations for unpainted doghouses, cluttered (not trashed) porches, unmowed meadows, exposed building materials and refuse that do-it-yourselfers can't use in as short a time as a contractor. The established neighborhood never had such unreasonable disruption until the exploitive profiteers arrived. Property values were escalating before heavy-handed methods. Before my "peeling" citation I had begun prepping the old clapboard for priming and painting using the Inman Park method: "one-side-a-year." If this isn't fast enough today, take your complaining with you to one of those "haughty-taughty" subdivisions.

Let's address issues that bond rather than divide. At least keep the word "funky" in our tour of homes.

Robbie Collins Responds:

My article was not about greed. It was about dispassionately understanding the determination of housing prices and how one neighbor's lack of concern for another neighbor's financial well-being can lead to hard feelings. What I wrote about is the economic theory of externalities. This is not a controversial theory except to Libertarians who emphasize the freedom to "do their own thing" regardless of how it affects others.

I am so tired of hearing the myth repeated about "speculators" who move into Lake Claire for 2 years and then move on to capture capital gains. Who has the time and money to move into our 'hood and speculate? No one I know! Why do people move into Lake Claire and why do they move out? People move in because they (1) like old houses, (2) consider it a safe investment because Lake Claire has not "topped out," (3) like the in-town lifestyle, and (4) do not want to commute. When I say lifestyle, I mean access to restaurants, bars, symphonies in the park, music venues, walkable neighborhoods, and the like. I don't mean that they won't be expected to cut their grass or repair their house.

Of all the people I know that have moved from Lake Claire (and believe me, I ask them) the answers are (1) a better school district, (2) a job transfer, (3) because they were tired of looking at an eyesore every time they walked out their front door, (4) their disgust with the level of crime and lack of services in the City of Atlanta, or (5) the neighborhood is getting too upscale.

I agree that a neighborhood is much more than property values. My reduction of housing code problems to the admittedly simplistic issue of property values was done to avoid value judgments and concentrate on matters of fact. It's easy to dismiss someone who disdains one's neglect of house or yard as being "obsessive compulsive" or a "speculator," and hence, just as easily dismiss their concerns relativistically: "different strokes for different folks." But to do so is to reduce your opponent's argument to a straw man so that it's more easily defeated. I suggest that unless one validates another's concerns that they will not validate yours.
As an aside to the above, increased development in in-town neighborhoods continues. Reynoldstown is a neighborhood where there are drug and prostitution problems. Still, there are at least two new developments with attached units emerging, each one having approximately 100 units. The projected sales price of the living space in one is $150 per sq. ft. Two new duplexes have been completed also, each with four bedrooms and two baths - rents are $1400/month. Entertainment development continues along Highland Ave. - south of Ponce de Leon, and there is a likelihood that the Little 5 Points area will have some more entertainment development pressure.

Issues which have been raised elsewhere in the city such as social justice for the elderly and impoverished, concerns about the adverse impacts of gentrification, conflicts resulting from the desires of residential or commercial development, and lack of a coordinated development plan with established and prioritized values are beginning to have relevance for all areas of NPU-N.

~ Bob Schreiber