Peter L. McCandless • Public Relations

TO: Fran Steinbauer CC: Dan Watt Mike Was

FROM: Peter McCandless Tom Grubisich Bill Steiner

January 14, 1985 DATE:

RESTON AT TWENTY FRONTISPIECE SUBJ:

As promised in our phone visit today, here is an outline for the Reston History and a sample of the first chapter , "Reston Today", which should give you a pretty good feeling for the direction of the book.

The Book will be a nine by twelve inch, 120 page, hard bound history with 32 pages of color and a color jacket. Layout and look of the book will have all the bright, clean, open "feel" of the National Geographic books, with lots of white space and a deliberate concentration on outstanding photography with a nice balance of people and facilities, and, naturally, history.

Like TIME Magazine's wonderful "Images" section in every "Man of the Year" Issue, we will have a special section entitled "Reston Weavers" with a head and shoulders of Reston's most influential pioneers and community builders:

Bob Simon

Bill Conklin & Jim Rossant

Glenn Saunders 11. Martha Pennino 12 Karl Ingebritsen

13. E. A. Prichard

4. Fran Steinbauer 14. Mike Was 5. Jim Todd

15. Jim & Fran Grady 6. Bob Ryan 16. Vernon Walker

7. Bill Magness 17. Pat Kane

8. Carol Lubin 18. Joe Stowers 9 Jane Wilhelm

19. Priscilla Ames & Embry 10. Chuck Veatch

20. Mike Healy

Beneath each photo will be a single quote that best captures the person and their contribution.

If all goes according to plan, the Book will be published in time for the May Symposium by the Urban Land Institute: much of the up-front monies coming from Reston industrial private sector like Centennial Developers.

Thanks for writing this, Fran. There is no one better qualified. Let us know how we can help. We are aiming for an end of January close on the first draft.

HEADINGS:

ESTIMATED WORD COUNT:

DREAM THAT STARTED IT ALL: (1914-1961)

from RESjr. background and legacy of 6,750 acres 2,500 (10 pgs.) to purchase of property in March, 1961

III. THE PIONEER YEARS: (1961-1964)

formation of Palindrome, Inc., opening of Fairfax Office, through June, 1962 passage of RPC Zoning Ordinance, to first move-ins December, 1964

3,500 (14 pgs.)

STORM CLOUDS: (1965-1967) IV.

from opening of LAVC, through publicity salad days and glow, bright days of 1966, especially May 21 Formal Dedication, to increased lack of funding and sputtering of great machine to formation of GRI, September, 1967

3,000 (12 pages)

V. A TOWN IS BUILT: (1967-1978)

essentially the Gulf years, through the rough and tumble Ryan days, the rejuvenation of residential marketing and product design, departure of RESjr., Reston Commuter Bus success, takeover by Bill Magness, merger of FHOA & SHOA into RHOA, financial corner turned in 48 months, through sewer moratoria and Arab oil embargos, to the 1976 GOC Board decision to get out of all businesses that did not relate to energy, to Mobil sale

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12,000 words

1 pag. VII RESTON & TOWN POMORNOW

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what do you know of this book?

what are your hopes for this book? 12.

what should this book "do" that Netherton's did not? 8.

how do you want this book to remember you?

of all the major contributions you made over the years, what was your most important decision (changed the course of events?)

what are the (half dozen?) key messages this book MUST tell?

Before Jim Cleveland, Reston has had five presidents ...

1. RESjr 2. Bob Ryan 3. Bill Magness 4. Jim Todd 5. F. Steinbaue

would you try and categorize/list the contributions of each

SOFTEM)-D what was Simon's fatal flaw? what caused his demise?

what major impact has Reston had on changing the course of urban/ suburban planning & design in America?

10. what have you and B.J. liked best about living in Reston? how has Reston effected/influenced the raising of your boys?

what is your hope for Reston's Town Center? What must it include?

12(5) were you responsible for hiring Ed Prichard? his major contribution?

what was it like in those early days in the white frame house across the Fairfax City Courthouse?

in those last days of 1961, why was Harlan Bartholomew fired and the total job given to W/C?

what role did you play in getting the M/P approved in July 1962?

could Reston have been built had there been no Dulles Interceptor Sewer 1 so bug

Describe what it was like in those early days with DiSalle, Goddard, Clow & Maloon...why did DiSalle stay only eight months?...what were his major contributions?...why could he not get access to Dulles?..

did RESjr. misuse/mismanage DiSalle?

18/ what was it like moving over to the Patriarcha Farmhouse in Sept. 1963? why was the move necessary? what was the mood? what was your role during those days?

why did Simon bring Selonick down? why was RES so unsuccessful in attracting capital?

A.

X

1d.

13

25.

why did RESjr. never commission a comprehensive marketing study long after Arthur D. Little Study was obsolete?

did you have any role to play with the community development/ Carol Lubin side? did you get involved with residential marketing?

. Should the Reston Virginia Foundation for Community Programs be revived?

Simon had to spend \$1.5 million on sewer lines alone to HWVC...was it necessary to start in HW at the same time?

when did you first meet Magness? why was he brought in?

what was your role during the last days of Reston, VA. Inc.? what was it like the day Ryan took over? (Sept. 7, 1967)

characterize the Ryan days...how did you work with Ryan? what were your duties? reaction to Ryan's plans? did he do the right things?

Magness took over as COO in April, 1969...how did your duties change?

28. what was Bill Henry doing all this time? his contribution?

)29. how were you able to turn Reston around in only 48 months?

30. why was it important to merge SHOA & FHOA in April, 1970

1. who was responsible for bringing cable television to Reston?

32. Cedar Ridge opened Sept. 1969...should this be included? important?

33. tell us the facts about Reston governance? your own feelings?

. why was the Booz-Allen Study commissioned for GRI in 1973?

35. what were the effects of the Arab Oil Embargo on progress?

36. did Jean Packard and her "no growth" Board hurt GRI momentum and cashflo

why was RICOB built where it is and not in the Town Center? why wasn't Town Center started during GRI days?

you obviously felt GOREDCO held promise and future? what happened?

when did you leave GOC? whs it a letdown? relief?

40. what is Mobil doing right?

Saturday afternoon, January 26, 1985...TOM:

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1,000

GOALS.

History of New yours

Looking forward to our 'historic?' meeting with Reston's favorite dentist on Thursday, January 31 @ 3:00 in the Visitors Center conference room, let us plan to have the following:

1. RESTON AT TWENTY: the entire 'ediface' - so he and Kirby can start the lengthy process of matching type length and size to matched photography

- RESTON AT TWENTY: complete outline of the Book's contents:
 - o Jacket: will there be one? preview of book and authors on jacket's inner folds?
 - Title Page: what goes on it?
- o Back of Title Page: publishing company, dates, copywright? Foreword
 - Preface: is this what Dan has asked Steinbauer to

write?

1200

o Acknowledgements: do we need a page of these?

Index: (can we present actual chapter titles by then?) Box 1,000. ULTRAVAL 1985 2,800 CHAPTER ONE: Reston Today 1914-1961 2250 1,500 CHAPTER TWO: The Dream That Started It All 1962-1964 4250 4.600 CHAPTER THREE: (Building) The New Town 1964-1965 CHAPTER FOUR: The Pronder Years 2000 200 1966-1967 PIONUEERS CHAPTER FIVE: Storm Clouds 1967-1978 STORM CLOUDS 1,600 CHAPTER SIX: Weaving The Fabric 1,600 1978-1984 WEAVERS CHAPTER SEVEN: Reston Grows Up 1985-Beyond RESTON GROWS Up, 1,100 CHAPTER EIGHT: Reston And The Future Dedication: with should there be one 1,000

- o Introduction: will/should there be one?
- o Chapter Notes: will/should there be a section?
- o Appendices: will/should there be a section?
- 3. What special sections/sidebars must Watt & Kirby allow for:
 - History of New Town Planning
 - o Reston's Master Weavers: pix & captions
 - o Reston's Financial History Ladder
 - o A Q&A (or, Dialogue) With Each of Reston's Presidents:
 - o Robert E. Simon, Jr.
 - o Robert H. Ryan
 - o William H. Magness
 - o James W. Todd
 - o Francis C. Steinbauer
 - James C. Cleveland
 - o Reston's Seven Master Plan Goals
 - Reston Population & Facilities Highlights
 - o March 1961: Palindrome Corporation purchased the former Bowman tract from Lefcourt Realty
 - July 18, 1962: The Fairfax County Board of Supervisors adopted the 'Residential Planned Community' (RPC) zoning ordinance
 - October, 1962: construction begins on the Lake Anne Dam, and, at the same time, the 7,000 yard championship, Eddie Ault-designed Reston North Golf Course
 - o May, 1963: 'The Roundhouse'- Reston's first visitors center opens to the public
 - o March, 1964: The Gulf Oil Corporation loans Robert E. Simon, Jr. \$15 million dollars
 - November, 1964: Reston's first resident moves in The Air Survey Corporation two days before Thanksgiving, and two weeks before the first homeowner
 - o December, 1964: Mrs. and Mrs. Samuel Furction, the first official homeowners, move into their Chloethiel Smith townhouse on the shores of Lake Anne
 - o July 30, 1965: The first baby was born to Reston parents, Jennifer Leigh Regan, daughter of the Rev. and Mrs. J. Robert Regan of Redeemer Methodist Church Reston's first church and minister

etc....etc....etc...

- o December 4, 1965: by the time Lake Anne Village
 Center was officially opened on this day, Reston had:
 two community swimming pools, four tennis courts, a
 volleyball court, four playgrounds, a pedestrian
 underpass, several miles of walkways, the first
 18-hole golfcourse, a riding center, a fifteen story
 highrise, 227 townhouses, 113 apartments and approximately100 single family detached homes. Seven
 industries had signed up and four were in operation
 employing over 250. Residential population was
 approximately 500.
 - o September, 1966: the residential population is only at 2,500, and there are only 370 townhouses, 400 apartments and 325 single family homesites
- o September 27, 1967: Gulf Reston, Inc. is formed and formally takes of the planning, construction, financing and sales of the new community. Gulf takes over full financial and operational responsibility. (it would be interesting here if we could get an exact scorecard of what was in place).
- o December, 1969: Residential population has tripled to 7,500. Thirty industries are in place and operational with a working population of 2,000.

 A graduate extension of Virginia Polytechnic Institute (VPI), a branch bank, a 300 seat cafeteria and an advanced group of the USGS are in place. There are now five swimming pools, eight tennis courts, ten miles of paved walkways, seven underpasses. Reston's second elementary school, Hunters Woods is open, construction on the second 18-hole golf course is underway.

etc...tells an important nuts & bolts story, I believe, Tom....

it is now 3:30, and I have to get home..good luck on the Weaver's Chapter...Hope the above is useful. I'll call Monday to discuss schedule....peter...

I. Reston Today (Town)

A quickly moving, flash-card-style look at the community as it celebrates its 20th anniversary. Through words and pictures, the reader will be taken down the streets and roads of Reston. There will be an emphasis on the benefits of mixed-use planning, the blending of homes, businesses, recreation and open space -- the new town's hallmarks. The word/picture tour will proceed across Sunrise Valley Drive, where, in just a few minutes' travel, you can encounter all the pieces of the Reston mosaic: houses in all price ranges and styles, businesses as small as a dry cleaners and as big as a computer manufacturing plant, a community swimming pool in the shadow of a corporate park, jogging trails running along arterial roads. We will show people going about their business, whether its to offices, shops or tennis courts. The tour will continue around Reston--past housing for young families, for the settled, for the empty nesters, for the elderly, over the Dulles Toll Road that is so responsible for Reston's changing character, to Lake Anne, the new town's first village and on to North Point, the last village. There will be an emphasis on business because it's business, which has brought more jobs than households, that is giving Reston its new zest. The tour will close in a quiet refuge in Reston's open space, which, despite all the growth, remains whole, a promise delivered.

II. The Dream That Started It All (PETER) up to 1961

It begins with a philosophical New York businessman who wondered at the paradox of his suburban life. The country was suppose to bring soothing peace, but instead it meant a disagreeable hour-long train trip into the city and then back five days a week. Leisure had to be crammed into the weekend, making it more of an ordeal than a pleasure, and besides there were no nearby tennis courts or swimming pools. Something was wrong with such living arrangements, Simon thought. He had read about better ways of living--carefully planned new towns that put all the activities of life--where people lived, worked and recreated -- in one place. But it was not until he was given the chance to buy 6,750 acres of almost pristine countryside in Fairfax County that Simon began to dream his dream. Reston, as his town would be called, would be no cloistered utopia. It was only 18 miles from Washington, along a planned corridor of development, and just miles from new Dulles International Airport. A new outer beltway would run along the new town's western edge.

The Pioneer Years (PETEN) 64-65

With a spreading disenchantment over sprawling suburban living, which was eating up the landscape and creating what critics called sterile bedroom communities, Robert Simon's revival of the new town concept draws national attention even before Reston has one resident. There is a bright, if naive, hope that Reston will set a standard that will become national. On this red carpet of publicity, the first residents move in-after it gets cold enough for the moving vans to make their way over the new town's still muddy roads. There are no stores, schools or even trash service, but there is a lot of hope--and faith. (Here there will be quotes from and pictures of the pioneers, like Henry and Julia Rogers. There will also be pictures of Reston being built, with anecdotes from the early members of Simon's team (e.g., Chuck Veatch, Glenn Saunders, Fran Steinbauer).)

TV. Storm Clouds (PETEN) 66-67

Building a new town that will do it right at the start is costly. The first townhouses to be seen in Northern Virginia bring stares but few buyers, even though they come in what Simon called "vanilla, chocolate and strawberry" varieties. To play it safe, Simon built more conventional suburban housing at the other end of town (Hunters "oods), but the cost of the sewer line proves as costly to him as did Napoleon's supply line to Moscow. Through some frantic hopping among banks from New York to Richmond, Simon raises more money, and Gulf Oil comes through to. But it's not enough, and about five years after the first bulldozer cleared the first trees, Simon is forced out and Gulf takes over. There is, at first, a painful transition. The pioneer residents had identified with Simon, whose master plan was as much philosophy as business. The new managers from Gulf embraced the master plan, but they put more emphasis on business than philosophy.

VE WEAVING THE FARRICE S 67-78

The fabric of a community is woven in hundreds of ways, and so it was in Reston. (This chapter will have many photographs of the weavers, most of them, we hope, taken at the time. There will, for example, be photographs of Janet Hays and Carolyn Lindberg producing the first community telephone directory, of Karl Ingebritsen, who organized the Reston Commuter Bus service, of Vernon J. Walker, who personified the environmental ethic upheld by all Reston's developers.) How a new town develops as a community, building its delicate but complicated structure was an early, important consideration, and we will show how those concerns were realized: through the churches, through civic organizations, through RHOA, through

sports, in literally hundreds of ways. All this, of course, will be supported with a wealth of photos.

THE Reston Grows Up (Tom) 78-84

For years, Reston was always the promise of the future. But now the new town is becoming reality, there is a fleshing out of the sometimes misty dream. A key element of this change is the transition in developers -- from Gulf Oil, an energy company that was refocusing on its original business, to Mobil Oil, an energy company that was confidently committed to diversification into land development. Mobil puts a new emphasis on marketing. Land sales, sluggish for years, begin to pick up, especially in the Dulles Highway corridor. Finally, the expensive amenities which wiped out Simon start to pay off. They are cited by the new, big, prestigious businesses in Reston as a major reason why they came. The reality of the Dulles Toll Road proves to be the biggest amenity of all. Its approval hastens the arrival of businesses. There is a literal land rush. A couple of sales totaling 70 acres grosses more money than Simon paid for his first 6,750 acres -- almost \$15 million.

8 VIII Reston and the Future (10m) 85 -> .

The master plan is safely and happily intact, but the character of the new town is changing. The emphasis on jobs--almost 16,000 by the end of 1984--makes Reston a leader is computers and telecommunications. Not far from the town will be the state-build center for innovative technology. Not even the far-reaching master plan and its authors could have anticipated this surging, future-oriented growth. Then there is the Town Center. At first, its delay was seen as a mistake, even a failure that would forever haunt the town. But, as it turns out, the delay may have been a blessing in disguise. Because the Town Center land is so much more valuable today, that is likely to dictate the highest and best use of the land, a fitting culmination of the Reston dream realized. The chapter, and the book, will close with some comments by observers on the Reston of tomorrow, after 30...or 50 years.

-- Tom Grubisich/Peter McCandless

Aug. 9, 1984

RESTON HISTORY RESTON WEAVERS page one.

ROBERT E. SIMON, JR.

Modern man with leisure is restless within the confines of conformity. With time to do what he chooses, and to live where he wishes, he will search out a setting which gives him the freedom to expand his capacities.

Our present zoning ordinances are largely responsible for the diffusion of our communities into separate, unrelated hunks without focus, identity, or community life... They are to blame for the whole neon-lighted wasteland that exists because of the subdivision's separation from commercial and recreational facilities.

WILLIAM J. CONKLIN, FAIA

JAMES ROSSANT

The things that make Reston special are the concepts of mixed uses in the villages that have office, commercial, various kinds of residential units, schools, and wonderful ideas like nurseries over supermarkets, and office buildings next to houses...we even wanted to mix industry in with the village centers.

GLENN W. SAUNDERS, JR.

I think probably the most important decision, and, my most important contribution, was getting the approval for Reston in the very beginning...no one knew Bob Simon...as we went around and talked to civic groups all around the County, he (Simon) was given a one-in-ten chance of getting this type of approval in Fairfax County.

We decided that the best thing to do was to plan Reston exactly the way we wanted it to be, as if there were no zoning ordinances existing at all...and then, once we all agreed (Simon's and the County staff) that this is what we wanted, we would then rewrite the ordinances to permit it, giving us the flexibility we needed, and, at the same time, giving the County the controls they needed.

That's what we did. And that's really how the RPC Ordinance was born. That's really what permitted Reston to develop, to be what it is today.

RESTON HISTORY RESTON WEAVERS page two.

JAMES C. CLEVELAND

There is a permancy to Reston...we have created a town here, whether it's incorporated or not; it is a community with most of the services of a small town...fifty years from now there will be things that will be recycled and renewed just like any urban area...but Reston is going to go on , and, I suspect that the visionary planning that went into this is still going to be very much a force fifty years from now.

CAROL LUBIN

One of the basic goals of Reston planning is the creation of a balanced community where people of varied age, family composition, occupation and income can find suitable residential, recreation and work opportunities.

In positive terms, Reston's planners from the outset look forward to an urban community in a rural setting, where individuals of widely diverse interestes and income levels can find homes...

In negative terms, Reston's planners hope to avoid the sterility of community life based on single age groups, single occupational backgrounds or single income levels, and of individuals whose only interests are those of spectators and not of active participants.

Reston's first inhabitants should be able to count on the familiar institutional framework which sustains any effective community...they should be available schools, churches, libraries, community meeting places and medical facilities as part of the basic New Town structure.

JANE GILMER WILHELM

Carol Lubin can best be described as "total drive". She hired me in February, 1964 as director of community relations. She was totally committed to make Simon's dreams become realities. My first job was to get schools, churches, nursery schools and day care centers to come in early, before the first residents. Carol and Bob had a passion to have these services in early.

Bob Simon was absolutely right. His vision for village centers, small neighborhoods, a pedestrian orientation, convenience to shopping and recreation, income mix, beauty, the saving of trees. all of this is felt today.

A friend of mine, whom I hadn't seen in years, came to see me the other day from Columbia (MD). She had never been to Reston. She couldn't get over what she called "the feeling" here. It was so much better than Columbia. I asked her to describe "the feeling," (see next page.)

WILHELM (cont'd)

She said it was a place where you can find roots...a place filled with beauty and trees...a place where there was neighborliness, dignity, security and convenience. Then she summed it all up by defining Reston as:

"THE SIMPLIFICATION OF THE MECHANICS OF LIVING..."

I am living in the Lake Anne Fellowship House now. Right in line with the Master Plan goals, there are a number of early residents living here. I have not met one person here who doesn't love Reston. And there are people from all over the world; there's a great international outlook; some are not even American citizens; they are here because their kids live in Reston...Simon was right about roots and living a lifetime in one community...it's all here - for an incredible \$156 a month. I can walk across the street to do my shopping. There is RIBS across the street if I need to get around town, plus a Metrobus shelter there too, if I ever wanted to get into Washington. Everything I need is right at hand.

Few people know that the seven Master Plan goals were really Bob Simon's. And, he was really interested in the elderly. And he started working with HUD as early as Spring, 1964.

I'll never forget September 7, 1967. It was at 9:30 a.m. We were all assembled in the farmhouse conference room. It was the day for the trans@rence of power. Bob Ryan had become CEO and chairman of the board. The whole thing lasted 15 minutes. It was sad. Ryan was tough, but nice. He said who could stay and who was to go. He said I could stay, but I had already made up my mind to go (actually, I was persuaded to stay on until September, 1969). Bob was afraid that Ryan was going to throw oup the community relations program and Reston Foundation.

That morning, Nan Simon was clearing their belongings out of the Bowman House. As she was clearing out their master bedroom (soon to become Bob Ryan's), she went to the living room library and pulled down a copy of Truman Capote's IN COLD BLOOD and left it on the bedside table for Bob Ryan.

That same morning, Mother Magella, president of MaryMount College dropped by to see and say goodbye to Bob Simon. He had gone to her to explore the possibilities of opening a branch in Reston. There was instant rapport when they met. She came over to the Bowman House on the morning of Ank September 7 and was met by Nan Simon. 8 Mother Magella told Nan that she loved Bob very much and would pray for him.

KARL J. INGEBRITSEN

Reston is a better way to organize growth. Restonx is a return to past values. Reston restores the conveniences of life. Reston is like a return to the 19th C.: it puts all the aspects of life that have value (like being able to walk to school and shopping) within easy reach. Reston is a way of life. It is a community in which you can life your entire adult life - not a Yuppie ghetto and not a Sun City.

Reston reminds Shirley of her hometown: she grew up in Phoenix when there were only 80,000 residents. Reston has this rich mix of ages...an incredible broad range of housing...

we came to Reston on May 15, 1966. I was working with the CIA and living in Cleveland Park. We saw the LOOK Magazine article in the Fall of 1965, and after a visit, concluded that this is where we wanted to live. It was a way to capture the "old life". To take Christine to nursery school above the Safeway...to walk to do our shopping..

I am proud and humbled by the many opportunities I have had to work for Our Town. I guess I would like to be best remembered for my work on helping bring a hospital to Reston, helping to give birth to the Reston Commuter Bus System, playing an important role in the shaping of RHOA (lobbying for some real professional management to preserve the valuable assets), and, the excitement of restoring the integrity of the grocery store space in Washington Plaza with the signing of Fresh Value.

Reston has, and will continue to play an important role in changing the face of urban America: look at the growth in popularity of the connecting pathway systems in Fairfax Co. for leisure and recreation - this is a direct Reston fallout. Long range planning was not fashionable in the 1950s, nor was mixed land use. Look at Tysons II, Centennial Gateway, Fairlakes and Henry Long's new project - all results of Reston's successful pioneering of these concepts. I even predict that large-scale development will once again be in vogue ten to twenty years from now. And certainly, one has to look at the proliferation of PUDs and smaller scale mixed use during the 1970s - a direct result of Reston's influence.

Bob Simon's vision and planning are alive, well and hard at work today in Reston. (Just as GWSjr. said) His real tragic flaw was that he was underfinanced. As so often happens, the first person out of the block fails. He was too far out and too kearly in the growth cycle of Fairfax County.

RESTON WEAVERS page five.

KARL J. INGEBRITSEN (cont'd)

I feel strongly about the way Reston has knd impacted on my family life. Our daughter Christine (recently graduated from %kidmoxe)Hobart). has a greater sense of independence than had she grown up in a conventional subsdivision - where she would have had to be chauffered around to her different activities. In Reston, she was able to hike or bike safely everywhere on her own. She was able to take advantage of Reston's abundant sports advantages. Reston literally turned her into a soccer player and she later became captain of her collage soccer team for two straight years. She has been nominated as a Rhoades Scholar from Virginia. She has worked in Governor Robb's office. And today, she is on a scholarship at Columbia's graduate school for International and Public Affairs.

Physically, Shirley and I are better off than had we continued to live in my home town of Montclaire, N.J. We have always had the availability of recreation right at our front door. I can say honestly that Reston has radically helped shape our lives. When the weather permits, we both religiously hit the W&OD path with our bikes after work and zoom down to Vienna and back - a trip of 15 miles.

I started my life as an historian at the University of Pennsylvania where I had gotten my MA. Then I got an offer from the CIA which meant a lot more dollars and excitement. I was there nine years in the intelligence collection division. My work in starting the *** Restom Communiter Bus gave me a lot of visibility min the community. Glenn Saunders saw that I had a lot of respect and trust from folks on both sides of the Dulles Road and thought this would be useful in those troubled days frem of 1969 and 70 - in bringing together the two homeowners associations