

The original documents are located in Box 20, folder “Southern Conference of Black Mayors, 1973-1975 (2)” of the Stanley Scott Papers at the Gerald R. Ford Presidential Library.

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299A

MAYORS 1-5

BY KAY BROWN

ATLANTA (UPI)--JOHN FORD, THE BLACK MAYOR OF TUSKEGEE, ALA., SAID SATURDAY BLACK LEADERS MUST LEARN TO PLAY THE GAME OF POLITICS WITH WHATEVER ADMINISTRATION IS IN POWER, IN ORDER TO COMPETE WITH OTHER CITIES FOR FEDERAL FUNDS.

"THE SYSTEM CAN WORK AND BE MADE TO WORK, IT'S JUST A MATTER OF PENETRATING IT," FORD TOLD A NEWS CONFERENCE AT THE SOUTHERN BLACK MAYORS CONFERENCE HERE.

"THE NAME OF THIS GAME IS PROVIDING RESOURCES FOR OUR CITIES, AND I FRANKLY DON'T CARE A DAMN WHETHER THE MONEY COMES FROM DEMOCRATS OR REPUBLICANS," HE SAID.

~~40 OTHER BLACK SOUTHERN MAYORS MET~~ *w/top* ~~WHITE HOUSE AND CONGRESSIONAL AIDES AT SESSIONS WHICH~~ *Adm*
~~DISCUSSED FEDERAL AID FOR HOUSING, EDUCATION, AND OTHER CITY PROBLEMS.~~

Chm ~~MAJOR H.B. COOPER OF RICHMOND, ALA., CHAIRMAN OF THE STEERING COMMITTEE, SAID BLACK OFFICIALS, PARTICULARLY FROM SMALL TOWNS, HAD TROUBLE CUTTING THROUGH GOVERNMENT RED TAPE TO GET NEW FUNDS.~~ *was to help*

"OUR PURPOSE IN ORGANIZING THIS MEETING WAS TO BRING TOGETHER WHATEVER POLITICAL POWER WE HAVE TO PROVIDE SERVICES FOR OUR PEOPLE," COOPER SAID. "THE FACT THAT THESE PEOPLE AGREED TO COME INDICATES THE FAULTS ARE BEING ADMITTED," *said Mayor Cooper.*

"A PLEDGE HAS BEEN MADE TO REDOUBLE EFFORTS TO WORK BLACK MAYORS IN THE SOUTH, AND WE FEEL POSITIVE EFFORTS WILL BE MADE," *w/*

DURING THE ONE-DAY CLOSED SESSION, THE MAYORS MET WITH A NUMBER OF GOVERNMENT OFFICIALS, INCLUDING STANLEY SCOTT, SPECIAL ASSISTANT TO THE PRESIDENT; JAMES FALK, ASSOCIATE DIRECTOR OF THE DOMESTIC COUNCIL; AND JACK RAVAN, CHAIRMAN OF THE FEDERAL REGIONAL COUNCIL. ASSISTANT SECRETARIES FROM THE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT, THE DEPARTMENT OF LABOR, THE DEPARTMENT OF COMMERCE AND THE DEPARTMENT OF HEALTH, EDUCATION AND WELFARE ALSO PARTICIPATED.

WHEN ASKED WHETHER THE MAYORS PLACED CONFIDENCE IN ASSURANCES FROM ~~THE~~ ADMINISTRATION, COOPER SAID THEY GENERALLY DID, SINCE MANY ~~OF~~ HAVE WORKED *w/Adm* OFFICIALS BEFORE.

"THESE MEN HAVE ALREADY PRODUCED FOR OUR CITIES," ~~COOPER SAID.~~
~~AND WHAT WE WILL HAVE TO JUDGE THEM ON FROM THIS POINT ON~~
PRODUCTION. WE DIDN'T COME HERE EXPECTING ANY FINAL ANSWERS, AND WE DIDN'T GET ANY."

UPI 01 05 09:49 DES



WILLIE R. WHITEHEAD
CHAIRMAN PRO TEMPORE

COUNCILMEN

FRANK H. BENTLEY
A. C. BULLS, JR.
L. M. GREGG
CHARLES C. JOHNSON

CITY OF TUSKEGEE



JOHNNY FORD, MAYOR
TUSKEGEE, ALABAMA 36083

January 11, 1974

J. W. ROSS, CLERK
MILDRED F. MOORE
PURCHASING AGENT
CAL WILSON

ADMINISTRATIVE
ASSISTANT TO MAYOR
CLERK
RECEIVED
DEPT.

REPT.
REPT.
REPT.

WILLIAM J. LAWSON
SUPERVISOR
G. P. MUMFORD
SPT, ET DE

FRED D
CITY

WILLIAM
RECORD
SAMUEL D
BUILD

CLINTON
SPT, SA
GENE CLARK
ECONOMIST

DEAN HUBBARD
CITY ENGINEER
JOHNNIE D
DIRECTOR
PROGRAM

Mr. Stanley Scott
Special Assistant to the President
The White House
Washington, D. C.

Dear Stan:

This is just a note of appreciation for the fine work done by your office in pulling together the meeting of the Domestic Council's Executive Staff with the Southern Conference of Black Mayors. This was another example of the high level of leadership which is continuously being exemplified by you and your staff.

Again, on behalf of the citizens of my City, thank you for a job well done, and the conference was one of the most effective that I have ever attended.

If I can ever be of assistance in any way, please feel free to let me know.

Sincerely,

Johnny Ford
Mayor

JF:rc

cc: The President
The White House



Town Of Fayette, Mississippi

C. EVERS, MAYOR

MRS. A. D. BALLARD, TOWN CLERK

Fayette, Mississippi
39069

ALDERMEN:

H. CHAMBLISS

J. GALES

MRS. D. A. HUMPHREY

R. W. KING

W. T. TURNER

January 22, 1974

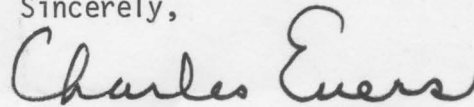
Mr. Stanley S. Scott
Special Assistant
to the President
The White House
Washington, D.C.

Dear Stan:

Thank you for letting me know that you will contact me when you've come to a final decision concerning the conference which was held in Atlanta. Because I certainly do expect your help.

I am continuing with the plan of the meeting.

Sincerely,



Charles Evers, Mayor

CE:bjm



THE WHITE HOUSE

WASHINGTON

February 14, 1974

MEMORANDUM FOR: KEN COLE
JIM FALK

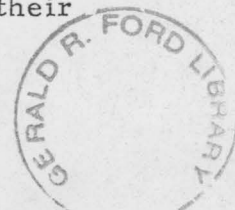
FROM: STAN SCOTT *JS*

SUBJECT: Black Elected Officials

I think we have reached the point of having "to fish or cut bait" in our program to reach black elected officials at the local level. For the past several weeks a major effort has been organized by the black elected officials to ask separately and collectively for help from the Administration. As you may recall a delegation of the Domestic Council went to Atlanta on January 5th in order to strengthen that dialogue. There we emphasized our interest and promised a response, and to date nothing has happened.

In the meanwhile we have continued to fund efforts aimed at interpreting "New Federalism" for blacks with a liberal Democratic overtone. Principal among these have been the seminar programs of the Joint Center for Political Studies and the U.S. Conference of Mayors-League of Cities. I think it is time to support some alternatives likely, to be more sympathetic to the Administration's message. Principal among these new thrusts should be the Southern Conference of Black Mayors, with whom we have successfully worked in the past; and the Match Institution, a Washington based professional organization with black Republican leadership with high technical credentials.

In the past the "supposedly" non-partisan efforts of the Joint Center and the U.S. Conference have been highly critical of Revenue Sharing, the Family Assistance Plan, the new Budget, etc. Although each of them has bi-partisan figures on their



letterhead, both of them are captive organizations, with little or no active participation from the Republican side of the aisle.

Currently there are two or more written proposals before OEO and HUD seeking support for major technical assistance contracts. Here I think it is of the utmost importance that we go with our friends. Therefore I need your active support to set forth clear instructions for OEO and HUD on the way in which they must proceed in this matter.

Our choice now is likely to be with us for at least a whole year, therefore we ought to make it with our eyes open. We should not have to keep looking behind our back at how the resources are going to be spent that we make available. And right now we need more black credibility.



the **match**
institution

May 13, 1974

Dr. James E. Bostic, Jr.
Deputy Assistant Secretary
for Rural Development
U.S. Department of Agriculture
Washington, D.C. 20250

Dear Dr. Bostic:

Please find enclosed our memorandum in support of the City of Prichard's loan application under the Rural Development Act. If you, the Assistant Secretary or your General Counsel have any questions, we would be pleased to address them promptly by phone or in person at your first convenience.

Thank you in advance for your prompt and sensitive attention to this matter.

Sincerely yours,



Timothy L. Jenkins
Chairman

enclosure

cc: Senator James Allen
Congressman Don Edwards
Mayor A. J. Cooper
Councilman Alford Turner



2101 S Street, Northwest . Washington, D. C. 20008 . 232-1414

DATE: May 13, 1974

TO: JAMES E. BOSTIC, Jr., Dep. Asst. Secy. Rural Dev., U.S.D.A.

FROM: TIMOTHY L. JENKINS, Chairman, MATCH Institution

SUBJECT: MEMORANDUM IN SUPPORT OF POSITION THAT THE CITY OF
PRICHARD QUALIFIES AS A RURAL AREA WITHIN THE MEANING
OF THE RURAL DEVELOPMENT ACT.

The City of Prichard, Alabama, is a community of 41,578 inhabitants situated just adjacent to Mobile, Alabama. It has a total area of twenty-two square miles, with approximately seventy-five percent of its population living within a four-square mile area.

Prichard experienced a 12.2 percent decline in population between 1960 and 1970, which is both indicative and typical of the general trend of out-migration from rural areas to urban areas. This decline can be attributed to several factors, not the least of which is the condition of the job market in the City. Of the total number of the City's inhabitants employed in the major business sectors of manufacturing, retailing, selected services, and government, seventy-four percent work outside of the City. This is an indication of Prichard's lack of economic self-sufficiency. This lack of self-sufficiency is confirmed when one considers that in the four job categories mentioned above, Prichard has the second lowest ratio of jobs to labor force -- 17.5 percent -- of fourteen significant Alabama cities.

Moreover, of the four job categories mentioned above, Prichard has the lowest number of manufacturing jobs, the second lowest number of retail jobs, the lowest number of selected services jobs, the second lowest number of City jobs, and the second lowest total jobs of the State's fourteen largest cities.

Still another factor in the out-migration of Prichard's residents is that of the low incomes afforded by such jobs as there are. Prichard's median family income is \$6,310, which is lower than that for the State of Alabama as a whole, lower than that for the United States as a whole, and lowest of Alabama's largest cities. The City also has the lowest

May 13, 1974

per capita income of the State's largest cities, \$1,796, and the second highest rate of families below the poverty level, 25.3 percent. Moreover, the City's rate of income growth between 1960 and 1970, 12.1 percent, is approximately one-fifth that for the State of Alabama as a whole.

This economic condition indicates that the City is severely restricted in the amount of tax revenues available to it, and hence suffers a severe impairment in its ability to provide essential governmental services. Failure to provide such services adequately is still another factor in the out-migration of residents from the City.

It was for the purpose of correcting this pattern that Prichard applied to the Farmers Home Administration for a loan and guarantee for \$3,366,000 in order to finance an industrial park in the City. If approved, the loan would generate 715 new jobs for the City, City taxes in the amount of \$274,000, State taxes in the amount of \$661,750, and Federal taxes in the amount of \$1,141,000. It would, moreover, result in nearly \$5,000,000 in wages paid to the City's residents.

Clearly, then, this loan would have a significant impact on the economic revitalization of Prichard and on the ability of its residents to live and raise their families in a stable environment. Such a result is quite consistent with the intent of the Rural Development Act of 1972. As stated in the House Report on the bill, its basic purpose is:

"... to provide an effective program to enable rural America to offer living conditions and employment opportunities adequate to impede the steady flow of rural Americans to our nation's large population centers. Once this out-migration is checked, this legislation proposes to make it desirable for Americans to actually return to our rural areas, thereby lessening the burdens and problems of the modern big city." U.S. Code Cong. and Admin. News, 1972, Vol. 2, p. 3147.

Among the general problems which the House sought to address in considering this legislation were raising the per capita



income of those in rural areas, and generating new jobs for those living in rural areas. U.S. Code Cong. and Admin. News, supra at 3148. As the President stated in his Rural Development Message to Congress on February 1, 1972, "All Americans have a high stake in rural development." Ibid. The chief means by which Congress sought to achieve this development and generate jobs and income for rural residents was the guaranteed loan authority of the Act. U.S. Code Cong. and Admin. News, supra at 3149, and among the chief objects of the legislation was the "development of business, industry, community centers and services". Id. at 3150.

In commenting on the Administration's program for rural development before the House Committee on Agriculture, on February 2, 1972, the Secretary of Agriculture stated:

"Let me outline the basic principles which should guide our new approach to rural development during the 1970's:

We must treat the problems of rural America as a part of the general strategy of national growth.

We must reverse the flow of power to the Federal Government and return more power to State and local officials.

We must fight the rigidities of narrowly focused grant programs.

We must design our programs so that they will stimulate the private sector to invest and expand jobs in rural America."

U.S. Code Cong. and Admin. News, supra at 3161.

The problems of the City of Prichard in the area of jobs, income, and out-migration are thus typical of the problems of rural America to which Congress sought to address itself in framing the Rural Development Act of 1972. Furthermore, the use to which the City's loan will be applied is squarely within the object of the legislation. The purpose of the loan is to enable Prichard to embark on a forward looking program



to eliminate the problems facing the nation's rural areas. The loan application has been approved at the State level. Great deference should be given to this approval, for as the Secretary of Agriculture stated, the flow of power to the Federal Government must be reversed and more control must be returned to State and local officials.

Prichard, with its population of 41,578, clearly falls within the intended scope of the Act's definition of rural area. It would fly in the teeth of both the letter and the purpose of this legislation if Prichard should be ruled out within the meaning of the Act. The original definition of rural area as stated in the Farmers Home Administration Act of 1961 was restricted to those areas with populations of 5,500 or less. The initial 1972 House amendment to this legislation would have extended the definition to cities of 10,000 or less. Then came the Senate version which included the even broader definition contained in the present legislation. Indeed the House Conference Committee report states that the present definition of rural area "includes all areas not within cities of 50,000". U.S. Code supra at 3180.

Inasmuch as it was the Congress' intent that rural area "includes all areas not within cities of 50,000" or their suburbs, the only interpretation of the exclusion "and its immediately adjacent urbanized and urbanizing areas ..." consistent with the legislative intent would be to apply those words narrowly to those large city environs not separately incorporated and suffering from the small city ills the legislation was designed to relieve.

The final Conference Committee's adoption of the "City of 50,000 and its suburbs" definition was thought to be more conducive to a rational solution to the problem of out-migration from rural areas which Congress sought to eliminate. Without this enlarged definition many areas affected by the serious problems which Congress sought to correct would be unable to avail themselves of the beneficial remedies provided by the loan and guarantee provisions, and the congressional intent would be thwarted, in spite of their circumstances precisely requiring such assistance for survival. It is this advertent and harsh effect which the mechanical interpretation of Prichard as a mere suburb of Mobile because of its physical proximity is likely to have.



May 13, 1974

Although Prichard is an urbanized area adjacent to Mobile, it is definitely not a "suburb" of Mobile within the ordinary meaning of that term. It has its own independent structure, and it does not depend for its existence on the expansion in population and economy of Mobile. Indeed no such positive impact has ever been demonstrated by growth in Mobile. Thus, although technically within the mechanical purview of the Act's phrase "immediately adjacent urbanized and urbanizing areas", Prichard's situation is not within the justification of that exclusionary clause in the Act.

The purpose of the Act, as stated above, was to halt the out-migration of population from smaller cities. Understandably there was a desire to avoid the use of such funds on areas which although technically outside of a larger city were clearly within its path of foreseeable expansion. Hence the compromise was struck to allow the factors of common sense and public policy to shape when and when not an area near to a large city should be eligible. Therefore, it is important to see that this exclusion was not to mechanically nor automatically disqualify areas which happen to be adjacent to larger cities but which have their own separate and independent character and corporate existence as well as a pattern of out-migration and economic need.

In applying the ambiguity of the exclusionary phrase "immediately adjacent urbanized and urbanizing areas", the Secretary has discretion in interpreting in its meaning. That discretion should be used in such a way as to give effect to the overriding purpose of the legislation, which was to relieve the effects of out-migration, and depressed economies of essentially rural areas. In the present case, the only way to give effect to that overriding legislative purpose is for the Secretary to acknowledge Prichard's eligibility to receive the loan and guarantee for which it has applied under the Rural Development Act.

Such an interpretation is entirely keeping with the Secretary's previously stated commitment to resist the unnecessary "rigidities" in categorical funding programs, and to focus on substance rather than form to expand private sector investment in rural America.



the **match**
institution

May 23, 1974

Honorable Stanley Scott
Special Assistant to the President
The White House
Washington, D.C.

Dear Stan:

Enclosed is the letter Dave Meeker sent in response to our proposal for the Southern Conference of Black Mayors technical assistance project.

Obviously HUD still does not intend to take the project seriously in spite of the fact that we now have invitations from the Governors of Alabama, Florida, Louisiana, Mississippi, South Carolina and Tennessee to bring the program into their States with more on the way. Of perhaps greater importance, it should be remembered that this was the single project called for from the Domestic Council and committed in its January 5th session with the Southern Conference of Black Mayors. And as per the letter of Chairman Jack Ravan to Jim Falk of February 14th, the Federal Regional Council of Region IV is in full support of this proposed approach.

Clearly this response of \$50,000 is completely inconsistent with what was promised. There is absolutely no way the project can be implemented in any of the important States with this kind of funding. Obviously, if we have fewer than the fourteen States participating as proposed, the cost can be reduced, but the demonstration requires an honest level funding to be able to succeed anywhere.

Furthermore, the insistence on a cost estimate by tasks fails to recognize that it will be local officials, not MATCH, who must determine which of the task items in the program they need most. All we know is the range of services required and the cost associated with staffing that range; not the detailed breakdown of how the staff will have to spend its time on an itemized basis.

232-1414

Washington, D. C. 20008

2101 S Street, Northwest



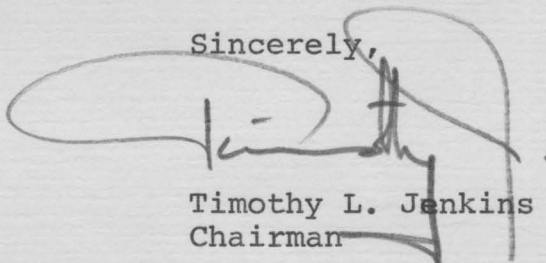
Honorable Stanley Scott
May 23, 1974
Page 2

The principle of a "call contract" indicated in the Proposal is well established. This enables the government to contract up to a ceiling level of dollars, with the task details to be mutually agreed along the way as the specific "calls" come in for technical assistance help.

In order to fully understand the logic of our position, please refer to page #13 of the Proposal to see the State by State budget breakdown along with this over-all Cost Proposal for 12 months.

I think this requires your immediate attention.

Sincerely,

A handwritten signature in dark ink, appearing to read "Timothy L. Jenkins", is written over the typed name and title. The signature is stylized with a large loop at the beginning and a crossbar.

Timothy L. Jenkins
Chairman

enclosure



Mr. Timothy L. Jenkins
Chairman
The MATCH Institute
2101 S Street, N.W.
Washington, D.C. 20008

Dear Mr. Jenkins:

This is to acknowledge receipt of your program package designed to enable States to better relate to the needs of Southern cities and counties with newly elected minority leadership.

A preliminary review of your proposal indicates that cost estimates should be established for each of the tasks to be performed.

I have asked Mr. Malachi Knowles, Program Management Officer, Program Management Division, to assist you so that we might expeditiously get a lead State started at an estimated \$50,000 in this fiscal year.

Sincerely,

David G. Meeker, Jr. FAIA
Assistant Secretary

cc:
CPD Files 8216
M. Meeker 7100
CB Houstoun 7218
J. McLean 7204
CBM Alexander 7228
CME Chron 7228
CBM Knowles 7228

CBM/MKNOWLES/bjc 5/20/74



SUMMARY OF TASKS

1. Secondary Research
 - 1.1 Small and medium sized city needs
 - 1.2 State planning capacity
 - 1.3 State technical assistance capacity resource
2. Structural Resource Definition
 - 2.1 State agencies other than planning
 - 2.2 County agencies and resources
 - 2.3 Regional agencies and resources
 - 2.4 Title V commissions
3. Develop T/A Strategy for the State
 - 3.1 Community development
 - 3.2 Housing
 - 3.3 Management
 - 3.4 Economic development
 - 3.5 Comprehensive planning
 - 3.6 Inter-governmental relations
4. Demonstration of T/A Modules
5. Training of State Personnel in T/A Delivery
6. T/A Evaluation
7. Case Studies
8. Manuals for Replication
9. Information Support.



COST PROPOSAL FOR 12 MONTHS

Staff Salaries

Project Director	
@ \$32,000 per annum	\$ 32,000
3 Senior State Area Coordinators	
(Planning, Community Development, Management)	
@ \$25,000 per annum	75,000
12 Trainers and T/A Officers	
@ \$20,000 per annum	240,000
Administrative Assistance	
@ \$15,000 per annum	15,000
3 Secretaries	
@ \$8,500 per annum	<u>25,500</u>

Total Staff Salaries \$ 387,500

Fringe Benefits @ 17%	65,875
Provisional Overhead Rate @ 50%	<u>226,688</u>

Total Salaries, Fringe & Overhead \$ 680,063

Consultant for 554 days	
@ approximately \$125 per day	
Technical Assistance	
Specialists in Functional Areas	69,225

Travel estimated	
@ 10% of Salary & Consultant	<u>45,673</u>

Subtotal \$ 794,961

Audio-Visual & Production	32,000
Postage & Freight	1,100
Telephone & Telegraph	9,500
Moving Expenses	2,000
Reproduction & Printing	<u>2,200</u>

Total Direct Cost \$ 841,761

General & Administrative @ 10%	<u>84,176</u>
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Subtotal \$ 925,937

Fee @ 8%	<u>74,075</u>
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TOTAL \$1,000,012



DRAFT MEMO

TO: DAVID MEEKER
FROM: STANLEY SCOTT
SUBJECT: T/A PROGRAM FOR MINORITY LOCAL ELECTED OFFICIALS

Needless to say we appreciate the commitment you've made to get the Program off the ground with the seed amount of 50 thousand.

Strong reasons exist however for attempting to more substantially fund the full Project before the fiscal year ends.

1. Politically there are stronger interests on the part of the Governors involved to receive this kind of program before their local elections than there will be afterwards.
2. When the over all funding cuts in the 701 Program start to be felt next fiscal year, it's going to be harder to sell a minority oriented program if it is viewed to be at the expense of the non-minority cities to State planning agencies.
3. If the T/A to be provided is going to be effective in getting more resources and programs into minority communities, it has to be in place as soon as new monies are available in the Federal and State pipelines first thing next fiscal year, rather after the funds have started to disappear into the more sophisticated cities.
4. The good faith of the Administration is going to be called into question if after a half year of intense lobbying effort by the Southern Conference there is such a small beginning with the excuse offered that the fiscal year ran out.
5. The Federal Regional Council of Region IV wants to rely on the existence of a T/A mechanism to make sure that its programs are calculated to reach minority communities from the "get-go" without costly changes in proposals, budgets, phasing, etc.



6. In the absence of any great volume of program dollars flowing for most of the HUD categorical dollars while Congress and the Administration hammer out program by program accommodations next year, we should at least be offering T/A to let the target cities know we are trying to work with them.
7. It will be much easier all around to justify the Federal intervention in putting this program together if it is done to avoid the lapsing of funds. This will also expedite the contract negotiations with the minimum of unnecessary frills.

If as I understand it the States of Alabama, Florida, Georgia, Louisiana, Mississippi, South Carolina and Tennessee are on record as being ready to go now, we should do everything in our power to accommodate their enthusiasm before it changes. Similarly, we should push to hold the good will we have gained with the Southern Conference of Black Mayors since that too will be hard if not impossible to reestablish once it is broken, as the only institutional link we have with elected blacks.



PROPOSAL FOR THE IMPROVEMENT OF
STATE CAPACITY TO AID
LOCAL COMMUNITIES UNDER #701
WITHIN REGION IV,
AND PARTS OF
REGIONS III, VI AND VII



MAY 1974

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May 17, 1974

Hon. David Meeker
Assistant Secretary for
Community Planning and Development
Department of Housing and Urban Development
451 Seventh Street, S.W.
Washington, D.C. 20410

Dear Secretary Meeker:

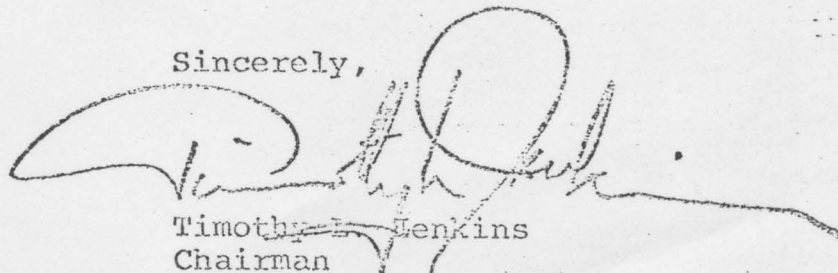
Enclosed herewith is the program package designed to enable States to better relate to the needs of cities and counties with newly elected minority leadership. The basic elements of this program have been reviewed with the staff at the Domestic Council, the Federal Regions, the Southern Conference of Black Mayors, the Southern Conference of Republican Governors, and the Southern Conference of Governors.

Although it relates to States and cities on a regional basis, we would strongly advise the appointment of an over-all liaison person at the level of HUD headquarters to facilitate the transference of learning as a national demonstration as well.

Throughout the process of this new refinement, we have maintained close working relations with Mr. Malachi Knowles in your Comprehensive Planning shop, sufficient to be mutually informed of the proposal strategy and the rationale for its prompt implementation. We trust that the Department will be able to render assistance in inducing the respective States to participate in the programs as set forth with minimal delay.

We look forward to your future advice on the matter of a timely implementation.

Sincerely,


Timothy Jenkins
Chairman



232-1414

Washington, D. C. 20008

2101 S Street, Northwest

SUMMARY

The following Proposal is the result of extensive collaboration among the State and local Liaison section of the Domestic Council, the Federal Regional Council in Atlanta, the Southern Conference of Black Mayors and the MATCH Institution on the matter of technical assistance for medium and small cities in the South.

At a joint session held in Atlanta during the first week of January 1974, it was established that the problems of newly elected black Mayors and county executives and those of their communities presented a case for emergency assistance. Accordingly, it was agreed that such assistance should be aimed at increasing the capacity of such communities to "fend for themselves" in the coming world of New Federalism. Here it was recognized that the success if not the survival of such communities in this newly decentralized environment must rest on their technical competence and that of their respective States to sensitively address mutual problems. Therefore, it was concluded useful to have the comprehensive planning capacity of each of the States in the Region strengthened with an in-depth special program aimed at addressing the technical, financial and public management needs of these cities led by new elected black officials.

The proposed device through which this would be done was a special State allotment of HUD Comprehensive Planning Funds in Region IV and elsewhere to allow the several states to enter contracts with the MATCH Institution to design the initially implement a system of state-wide technical assistance for the target communities.



FOCUS

The broader purpose of this multi-state study and demonstration is to develop a body of data, procedures and sets of recommendations that may serve as State and HUD "modeling" techniques for improving inter-agency, inter-program, and inter-governmental planning processes between States and local level governments under the 701 Comprehensive Planning Program. As a matter of special emphasis, the study and demonstration will explore how State planning processes may be enhanced to aid local governments in light of Revenue Sharing and anticipated changes in 701 funding procedures.

The purpose is twofold. In order to double the short-ranged impact of this effort, it will be initially focused where the need for such support is admittedly most demonstrable -- namely those communities in the Southern quadrant of the nation with newly elected minority group leadership. This emphasis is not intended to deny that similar, if not equal, needs exist in other State and local jurisdictions, but rather to give recognition to the special institutional difficulties of the target clientele. Thereafter, it is hoped that the techniques explored and evaluated can be applied to address the matter of State-local coordination generally.

The MATCH methodology will be designed to answer two basic questions:

- (1) What should the role of State government be in providing technical planning and management assistance to local communities?



- (2) How effective can such assistance be anticipated to be?

The basic procedure to be followed is to reformulate these two questions into a broader series of questions designed to form a basis for the evaluation and comparison guide both for HUD in its evaluation of State planning programs as well as for States desirous of improving their planning and management capability.

Whereas the responsibility for assisting cities in coping with their management problems appear to have heretofore been primarily an effort in the exclusive province of the Department of Housing and Urban Development, it must now be moved to a more comprehensive level. With the advent of the Integrated Grant Administration; Executive Order creating Federal Regional Councils; the expanded application of the A-95 process to cover all programs; the implementation of the Inter-Government Personnel Act; and progress toward enacting and implementing interdepartmental aspects of the Special and General Revenue Sharing -- the Federal responsibility for assisting cities in coping with their new role cannot fully be achieved through a laissez faire approach by the other Federal agencies.

There is no extensive in-house capability for technical assistance with HUD or anywhere else in the Federal system; nor is there a clear strategy for affecting an immediate refocus of 701 comprehensive planning funds if the reliance is to be made primarily on the states. And although there is a theoretical obligation now on the part of states to assist cities of less than 50,000 almost nowhere is such assistance actually working.



BACKGROUND

The past decade has witnessed a noteworthy change in both the number and organizational location of planning agencies within State government. Between the years 1960 and 1971, the number of State planning agencies increased by approximately 75 per cent, from 37 to 50. Concomitant with this increase, there has been a shift of location within the State governmental structure away from the traditional placement within a Department of Commerce or Development toward location close to the Governor and his fiscal and management agencies.

This trend can be interpreted as indicative of the growing awareness on the part of State government, particularly at the highest executive levels, of the need for a viable and effective State Planning organization which can increase the capacity of State and local governments to manage their own affairs.

With the advent of revenue sharing tremendous new opportunities and responsibilities are now thrust upon State and local governmental bodies. Revenue sharing monies can provide solutions to many problems facing such governments, but only if the governing bodies concerned formulate effective policy and administrative machinery for the delivery of services that can be provided by such monies. Furthermore, in conjunction with revenue sharing, the President is now proposing a substantial



reorientation and enlargement of the existing comprehensive planning program. The budget will provide for a \$110 million planning-management program the objective of which is to help State and local governments upgrade and expand their administrative capabilities.

In addition to the above factors which, in and of themselves, provide an adequate incentive for developing a viable state planning program, recent program pronouncements with regard to the allocation of "701" monies make the establishment of such a program critical. By funneling all "701" funds to State government, the burden for effective and efficient use of these funds falls directly to the State. For the first time, State government is provided with a very real opportunity to influence planning for all functional areas that affect the "quality of life" of its citizens in virtually every city regardless of size within its jurisdiction.

This opportunity poses special problems for State government, however, States will be required to perform tasks that have, in the past, been conducted solely by the federal government. Special difficulties can be anticipated to occur should States be responsible for providing 701 monies to cities over 50,000 population. New relationships between Regional Councils of Government (COG) and the State must be forged. COG's have been established in almost all of the 237 metropolitan areas and in more than 250 multi-county non-metropolitan areas of the Nation and, on the average, receive 60 per cent of their funds from federal

grants and only 5 per cent from the States. Should states, by virtue of reorganization of the 701 program, be required to fund cities over 50,000, COG's, and cities less than 50,000, new priority setting and funding allocation processes and techniques must be developed. New and innovative State-regional-local intergovernmental relationships must evolve as well.

Additional problem areas can be expected in regard to the cities and counties which because of peculiar problems or due to racial or ethnic considerations received special funding from the HUD central office in the years 1971 thru 1972. In the future, such localities will be forced to turn to the State for such assistance and the question then becomes how responsive will and can the States be to the needs of these communities given their capacities.

All of these problems, tasks, programs, and burdens will be placed on State government for the first time and their effective handling and solution will require new State, regional, and local relationships to evolve, new commitments to be made on the part of State governments, and new planning and management processes to be developed at the State level. How well States assume their new roles will be contingent on their capability to do so.

From this discussion it is clear that the role of the State planning agency is key to whether the President's goal of improving local government management capability is achieved. Unfortunately the effectiveness of State planning agencies varies widely from State to State. Some provide no real technical assistance and limit their role to processing forms for HUD approval; others provide consulting services to municipalities and perform the majority of local planning within the State. These variations



in capacity must be better known and understood by the States as well as HUD if maximum value is to be gained from Revenue Sharing in particular, and federal expenditures in community planning and development in general, in allowing intelligent choices for modeling.

In line with this, the MATCH Institution proposes to address the question of the organizational form and function that a State planning agency must possess in order to build effective management capability at the local level. The basic approach to be used is to understand and assist those State planning programs throughout Region IV and elsewhere with the most minority communities. The end result will be a much improved insight in the state of the art in State rendered technical assistance for local communities as well as identification of "what works" and "what doesn't", thus far in improving local government's ability to manage itself effectively from the State level. The ultimate objective of this research is the development through case studies of State planning models which will describe and demonstrate those activities and/or techniques that can be and are being used in the States which are most progressive in planning and appear to be highly successful at upgrading local government.

Such research is particularly timely before States get used to handling all aspects of 701 and become more resistant to change. It is significant to note that in spite of the fact that HUD headquarters has had the responsibility for quarter-backing the level of T/A provided to cities since the creation of the 701 Program, it enjoys little or no detailed insights into



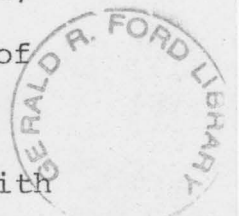
how its State surrogates have been discharging this function with regard to cities of 50,000 or less population within their jurisdiction.

THE STATE ROLE

A recent report on Modernizing State Government made the following succinct comments on the problems associated with the role of the State in the federal system:

the states form the keystone in the arch of the federal system--the bridge between local governments concerned with community problems and a central government dealing with nationwide issues. There is some validity in the facetious comment that our three-level federalism leaves "the national government with the money, the local government with the problems, and the states with the legal powers."

At present there exists an extensive system of federal-local relationships to meet the needs and demands of the American people. The States have generally been bypassed, until recently, when the federal government has shown renewed interest in utilizing the States to administer federal assistance programs to local government. This is a historic decision on the part of the federal government which recognizes that the States are sovereign entities which possess the legal authority and power necessary, in many instances, to permit and assist local governments in cooperative approaches to mutual problems. At the same time, each State has a definite stake in enhancing the abilities of local units to meet their responsibilities since prominent problems--such as economic development, air and water pollution, transportation, and land use planning--affect an extensive area and population of the State. Hopefully, in this era of "New Federalism" State government will seize the initiative and begin to collaborate with their major cities and smaller units of local government to meet the ever increasing problems of community planning and management.



With the present Administration's emphasis on returning the decision-making processes to local governmental levels, the Chief Executive of the State becomes the focal point for initiation of state-wide programs to insure that the requisite planning and management assistance is provided these governmental units. For this reason, the Governor's Office must be cognizant of, and committed to, the planning and management process. Concomitant with this responsibility for program direction is the ability the program gives the Governor's Office to influence, and become involved in, a broader range of functional areas which may have previously been outside of state government influence. Thereby his Office can insure that all planning conducted within the State accurately reflects State goals and priorities, that resources are allocated to priority problem areas, and that existing and new resources are not used for duplicative or conflicting programs. With such a process in effect, State government can look at the overall developmental picture rather than isolated segments and can then begin to plan for orderly and balanced development and to relate local and regional planning into a total State planning process.

In addition to the strictly physical aspects of coordinated planning, the States are also being encouraged to concern themselves more deeply in resourcing of the local management and decision-making machinery including the spectrum of locally elected officials in light of newly emphasized accountability on their part.



OVERVIEW

The Southern Conference of Black Mayors, created in 1972, has assumed a vital leadership role in providing management information and assistance to black elected officials of small communities in the South. Overwhelmingly comprised of newly elected Mayors who are understaffed, under-resourced, and lacking a technical orientation for the task ahead of them, the Southern Conference has been used as a forum for discussion of mutual administrative problems, a clearinghouse of local, state and federal government information, and as an ad hoc source of advice and guidance concerning the existence of public and private resources. As one of the few, if not the only sympathetic peer bodies to which these Mayors may appeal in a generally indifferent or sometimes hostile political and social environment, the Southern Conference provides a useful and necessary service. Yet, without adequate funds, it is impossible for the organization to sponsor sustained activities or provide the full range of assistance that would adequately address the multiple needs and problems of the Mayors and their constituents.

To date the Conference has performed its mission on a completely voluntary basis, with its only staff assistance being the membership itself and such short term clerical or technical staff as members could lend from their own meagre offices from time to time for specific tasks. The only financial resources it has enjoyed have been the funds which the members or their supporters, as individuals, have contributed. Facing the long term reality



of what is required to make their predominantly depressed communities viable, the Conference desires to focus its continued program thrust toward development planning and programming in its constituent communities.

Against this background of need, the Southern Conference of Black Mayors has approached officials of HUD for funds to enable states to expand their Technical Assistance Programs with an emphasis on small and medium sized cities with newly elected minority leadership. These allocations would be used to fund a series of contracts with the MATCH Institution to perform the following Scope of Services:

- (1) To offer technical assistance in problem identification and measurement;
- (2) To assist in the creation of an added component of state planning offices whose responsibility will be that of continuing liaison and assistance with such newly elected officials and their communities and conducting training programs for appropriate state personnel;
- (3) To identify federal, state, regional and county resources of funds and otherwise for development projects;
- (4) Design objectives of members toward seeking funds to meet specific requirements of the total programmatic effort related to long and short ranged objectives;



- (5) Define staff and administrative requirements toward developing formal proposals and selecting which Federal Agency is most capable of supporting the activities in the manner suited to achieve stated objectives;
- (6) Formulation of detailed proposals or applications to obtain the Federal or State resources necessary to implement the designed activities;
- (7) Define coordination requirements and prepare detailed cost breakdowns and develop plans and requirements of categorical funds;
- (8) Review and submit applications for funding upon appropriate approval from a member city;
- (9) To establish a systematic information network to keep clients abreast of significant Federal program developments such as the Integrated Grant Administration, block grants, etc.

PROGRAM SUMMARY

The program to be conducted by the MATCH Institution is aimed at accomplishing all of these objectives.

In a recent report prepared under the auspices of the Department of Housing and Urban Development, it was revealed that problems exist both in the planning process in local communities and with the administration aspects of the 701 Comprehensive Planning Program (Comprehensive Planning Assistance in the Small Community, HUD, 1969). The general findings of the study were that while the



701 Program has been instrumental in establishing "planning" in many small communities, it was not adequately meeting the needs of small community development. Recommended changes included redirecting the program's emphasis to a continuing planning process rather than a one-shot comprehensive plan (i.e., establishing a planning and management capability at the local level), and improving the administration of the 701 program by shifting to the states many of the functions previously performed by the regional offices of HUD.

With the advent of Revenue Sharing a real opportunity is presented to State and local government to carry out both of the recommendations mentioned above. The ability to do this, however, presupposes the willingness and capability of both State and local government to organize and administer the required programs.

The justification for choosing the States examined will be a combined process between MATCH and the Regions.

The proposed funding levels for implementation by the States are as follows:

Alabama	125 K
Arkansas	75 K
Florida	125 K
Georgia	125 K
Louisiana	65 K
Maryland	50 K
Mississippi	100 K
Missouri	55 K
North Carolina	75 K
Oklahoma	50 K
South Carolina	75 K
Tennessee	40 K
Texas	50 K
Virginia	50 K
Total	1,060 K



DETAILED PROGRAM DESIGN AND STRUCTURE

PROPOSAL ELEMENTS

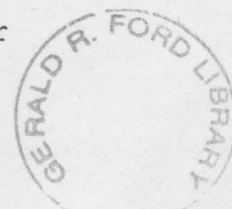
The main thrust of the Program will be to allow MATCH to continue its development of new technical assistance and training designs and to disseminate tested and proven designs throughout the Southern region of the country.

1. Training of local personnel including potential leaders in community planning, management and evaluation techniques and building in-house training capability in these fields in State agencies.
2. Information dissemination of the latest concepts and and techniques that can be used in planning, evaluation, and management at the local level including trends in Federal approaches toward simplified procedures such as Block Grants, the I.G.A., the Federal Regional Councils' support strategies.
3. Research dissemination to document the management needs and problems of minorities in States and cities.
4. On-site technical assistance directly to local government the focus and impact of which is to build in-house management capability that will remain locally as well as in State agencies to replicate.

TRAINING

It is clear that Local Elected Officials must develop locally accountable planning and management capabilities if New Federalism is to be a useful way to administer total community development at the local level. Experience with the first phase of the extended Federal effort at T/A revealed that most Non-Model Cities have barely begun to explore the management changes needed to handle the new forms of Community Development or Revenue Sharing.

For both city and county executives to prepare for effective use of Revenue Sharing, the Integrated Grant



Administration process, #701 Programs, etc., each should give thought to the regional structures emerging which affect local planning and management. Counties must especially understand the funding systems for General Revenue Sharing and for the variety of special revenue sharing bills under which they are primary fund recipients.

Given a substantive knowledge of the projected funding systems and of the implications that increasingly demand physical, fiscal and social planning, local chief executives must then learn how to organize and manage their governmental units to fully benefit from New Federalism. Local city executives must become familiar with planning and evaluation as helpful elements in an effective management system, as the keys to better local decision-making.

Therefore, the MATCH Institution proposes certain courses in Community Planning and Management. The objective of this activity is to improve the decision-making capability of local government to the point where it can successfully meet the requirement of Community Development using the total combined resources of the local county and state governments with Federal supports for all of the Federal agencies without departmental fragmentation.

To achieve this objective, MATCH will restructure its training format and run one Planning and Management Seminar for Mayors and city managers; one for county executives; and a third for state and Federal employees destined to become trainers or technical assistance agents for local government.



The training activities for next year will involve:

- Development of a basic urban management in-service training program that can be implemented by any agency for its employees.
- Continued development of specialized management training programs; i.e., evaluation, planning, information systems.
- Testing of training programs developed by other agencies and training institutions for training the trainers within any agency.
- Disseminating training designs throughout the country.

Information Support - City staffs have continually expressed a need to share information with other cities. For example, a system prepared by Houston may be useful to Norfolk, but there is no existing process or standard means of communicating this information. To address this problem, MATCH would:

Prepare bibliographies, reprints, and resource papers for distribution among cities. At least four resource papers would be produced.

Follow-up Technical Assistance

The experience of the MATCH in prior years of operation suggest that off-site training is not always a sufficient catalyst to induce change locally, but that short-term,

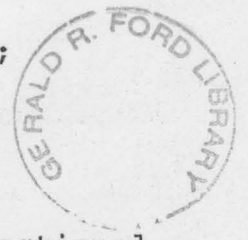


high-impact follow-up assistance which reinforces the training provides the extra input is necessary to assure the impact of the training. As a result, MATCH plans to work with States to expand specialized technical assistance efforts to the cities that are requesting it. This on-site technical assistance would be designed to compliment the off-site training sessions and help city staffs implement general concepts in their specific communities.

Training Project on Regionalism

The focus of this aspect is on looking at the processes of government in functionally geographic terms rather than corporate or legally determined geography. This section of the program is devoted to an analysis of the unconventional geographic public authorities created above and below the state levels of organization and an assessment of what they offer. Particular attention is to be paid to the implications of such authorities on the development of comprehensive physical, fiscal and social planning. As part of this examination, attention is to be paid to the impact of uniform planning standards and grant application procedures.

The functions of counties, States and the Federal decentralization and regionalism are also discussed in relation to various functional areas -- Land Use; Transportation; Housing; Economic Development; Disaster Impact; Environmental (Natural); Water; Sewer; Solid Waste; Recreation and Open Space; Capital Improvement Program; Manpower; Public Safety; Health; Welfare; Education; Government Reorganization and Modernization; Management and Information System; Monitor and Evaluation; Programming and Budgeting System; Training and Personnel; A-95; Review of Functional Agency Policies and Plans; Planning; Technical; Financial.



Assistance to Cities in Equalizing Community Development

The need for another type of technical assistance has also been identified. This has to do with the need to equalize the availability of local public services throughout the population. The objective in this new task is to improve the decision-making capability of local government to the point where it can successfully meet with the legal requirements in this area of equalizations.

MATCH is especially interested in pursuing this objective in cases where local government represents large minority and low-income communities. We would concentrate on small and medium size cities and adapt materials already developed including the analysis of recent court decrees in this area.

Development of Self-Evaluation Package

The trend away from central federal control imposes a demand for central local control. The responsibilities for coordination in programmatic areas now rests in local hands along with the responsibility for coordination across programmatic lines. While the understanding of local problems, resources, and situations is a significant aid to the formulation of an appropriate solution, the process requirements for planning, organizing and implementing a solution remain complex.

The conceptual outline of how a local government can prepare for its new responsibilities has been defined, i.e., the



establishment of a "Community Management Process." Local governments, however, already have an existing process, which, to varying degrees, contain the elements of the desired "Process." The "Process" cannot be superimposed on existing processes nor can it be suddenly invoked as a substitute; instead it must be carefully evolved from what currently exists.

The determination of "what is" in terms of structure, process, and skills is a complex task compounded by the need to define the potential for change. The specialized skills required to assess an organization or aggregation of organizations are usually in limited supply at the local level. Conversely when individuals or groups having such skills are imported, they are severely hampered by a lack of familiarity with the local scene in terms of history, attitudes, unofficial relationships and political alliances. In addition their utility is blunted by the natural tendency of an organization to defend weaknesses and conceal problems.

Objective--To improve the capabilities of state and local officials to plan, implement, operate and evaluate government services by designing a self assessment package capable of determining operational strengths and weaknesses.

Approach--The mission established for the first year of operation of the Special Community Planning and Development effort is to improve the decision-making



capability of state and local agencies by promoting the increased utilization of planning, operational management, and evaluation techniques. MATCH's projected program for fulfilling this mandate embraces a variety of target groups, namely local and state decision-makers, regional personnel, and citizen groups. The Program seeks to build the capabilities of each of these groups by defining avenues for information exchange and developing tools to support the required functions of those decision-makers participating in the community management process. This proposed task aims at providing a useful tool which can be used by localities, counties, states, area offices or regional offices to assess their current operational capabilities. Such a tool is necessary if local governmental decision-makers are to take advantage of the opportunities for greater flexibility and self-reliance offered by the New Federalism.

The self assessment package will consist of a series of steps, procedures, guidelines for assessing the degree to which a community management process is being successfully performed. To facilitate flexibility in use, the package will consider the elements of community management processes as discrete definable subprocesses; that is the package will define procedures for analyzing how planning, implementation, operational management, evaluation and administration can be performed to aid target communities.



By developing the self assessment package in a modular fashion, States, as well as local jurisdictions, will have greater flexibility in examining either processes as performed by any number of governmental units or assessing the operational characteristics of a given organization. For example, assessment of the community management process at the local level would require exploring the activities of local planning bodies, operating departments or agencies, special research units, or support units such as personnel, or budget and finance. At other times decision-makers might wish to determine capabilities of a sole agency whose primary mission as part of the community management process is to plan. The modular concept to the package would allow those elements specific to planning to be extracted and used as a foundation for assessing that agency's planning capabilities.

In developing the procedures and guidelines of the self-assessment package, the thrust would be to draw basic conclusions with respect to the community management process concerning:

- o Subprocess interrelationships
- o Timeliness of execution
- o Degree of adherence to a Community Management Process Model (as defined by CPDI during its last two years of operation)
- o Degree of specification (level of detail)
- o Comprehensiveness
- o Degree of acceptance (is this the accepted decision-making process or merely a paper fiction?)
- o Resource utilization patterns



In guiding users through assessments aimed at drawing the above conclusions the package will provide a basic structure for undertaking the analysis, specific questions which can be asked, documentation formats, suggestions on staff required for such an effort, suggestions as to when and how best to sell the concept of self assessment and suggestions for presentation of results and recommendations to decision-makers. These will be contained within a manual and a set of related support documents scheduled for use in a set of workshops and seminars to be held to orient users to the package.

Uses of the package by state, local, regional and area office personnel can be readily defined. Its prime purpose would be to define current capabilities in terms of gaps, inadequacies, strengths and opportunities for refinements. In addition to establishing a set of findings, the self assessment package can also serve as a vehicle for recommending what actions are required to improve or refine processes or organization. These may be recommendations calling for greater process delineation, staff changes, organizational modifications, outside technical assistance or further studies. Regardless of application, the thrust of the package will be to structure an analysis which can support basic decisions concerning the improvement or refinement of the community management process.



SUMMARY OF TASKS

1. Secondary Research
 - 1.1 Small and medium sized city needs
 - 1.2 State planning capacity
 - 1.3 State technical assistance capacity resource
2. Structural Resource Definition
 - 2.1 State agencies other than planning
 - 2.2 County agencies and resources
 - 2.3 Regional agencies and resources
 - 2.4 Title V commissions
3. Develop T/A Strategy for the State
 - 3.1 Community development
 - 3.2 Housing
 - 3.3 Management
 - 3.4 Economic development
 - 3.5 Comprehensive planning
 - 3.6 Inter-governmental relations
4. Demonstration of T/A Modules
5. Training of State Personnel in T/A Delivery
6. T/A Evaluation
7. Case Studies
8. Manuals for Replication
9. Information Support.



the **match**
institution

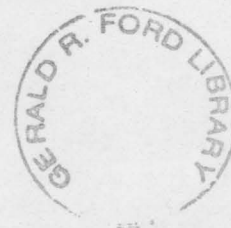
May 24, 1974

Hon. David Meeker
Assistant Secretary for
Community Planning and Development
Department of Housing and Urban Development
451 Seventh Street, S.W.
Washington, D.C. 20410

Dear Secretary Meeker:

Your May 20th letter of acknowledgement calls for a cost estimate for the performance by tasks for our proposed program to help States relate better with newly elected local minority officials. Were the proposed technical approach for this project typical of most technical assistance efforts, your request could be responded to simply. In this instance, however, the contract theory is somewhat different. Here the relative T/A requirements of the would-be State and city clients have yet to be determined. Therefore, while it is possible because of experience to foresee the range within which these needs would fall, (in some nineteen categories from Research to Evaluation), it is not possible to predict reliably which task area is likely to be required where and in what manday amounts.

Indeed, it is the theory of our approach that we should staff up for the core range of generalist needs first on a region-wide basis and supplement as required with the talents of functional specialists deployed as consultants in non-recurring assignments to specific cities and counties, as needed. This is so precisely because we cannot know beforehand exactly which tasks are likely to have to be emphasized. Consistent with this approach, only half of the staff required to fulfill the Scope of Work would be put on in the beginning to enable a State by State, city by city consultation with local officials for their priorities and our own independent needs assessment of limited duration on each site during the first quarter of the contract's life.



2101 S Street, Northwest
Washington, D. C. 20008
232-1414

Hon. David Meeker
May 24, 1974
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It is therefore our opinion that the most reliable way to quantify the costs of the effort is through the overall budget for the Project's implementation, assuming participation by at least ten States, since we have commitments for participation by seven already, with others actively interested. Granted this, more open-ended approach calls for a greater reliance on the professionalism of the contractor than a detailed pre-commitment as to tasks, but under the circumstances this can scarcely be avoided. As a safeguard, it could be stipulated by contract that the Department will first sign-off on any proposed allocation of time beyond the first three months of client consultation and needs assessment. By that time, it should be possible to have developed a precise weighting of effort for each of the States, counties, and cities involved in the program; with a careful man-loading chart and cost estimate broken out for each area of assignment. In this connection, the MATCH performance record will hopefully say something for the reliability of allowing us to proceed in this fashion, without any real anxiety that the final delivery will miss the mark.

The regional nature of the project proposal also poses something of a problem with its being capable of implementation for a single State standing alone at the funding level of \$50,000. These economies of scale are such that a multi-state beginning, even if calculated at a more modest level of effort, will better serve the prospects of a prompt beginning come next fiscal year.

It is my fear that unless the target States have the clear understanding that the funds for this Project are separate and distinct from their other 701 allocations, they will be most unlikely to willingly participate in the program. Similarly, it will be easier to minimize dysfunctional variances in the State by State agreements running from HUD to the States and from the States to MATCH, if the proposition is offered as a uniform regional package.

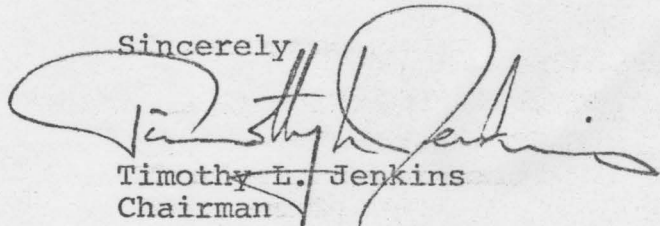


Hon. David Meeker
May 24, 1974
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A lot of pre-local election rhetoric to the contrary notwithstanding, history establishes that the regional focus of this effort has actually been defined by those States that have been least sympathetic to this kind of overall program purpose, therefore the Department should make the special financial effort required to introduce this type of innovation under circumstances most likely to have it succeed. And in this instance, that strongly argues for enabling multi-state beginning before the end of this fiscal year and oncoming political vicissitudes of the Fall and Winter months for both ultimate economy and reinforcement of probable success.

There is more to be said on both these issues, and if this letter leaves you unpersuaded, I would very much appreciate thirty minutes of your time to press what has been said here, in person.

Sincerely

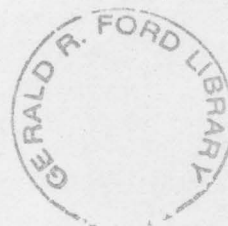


Timothy L. Jenkins
Chairman

TLJ:yg

Enclosures:

- (1) Twelve Month Project Budget
- (2) Work Phasing Chart



COST PROPOSAL FOR 12 MONTHS

Staff Salaries

Project Director	\$ 32,000
@ \$32,000 per annum	
2 Senior State Area Coordinators	
(Planning, Community Development, Management)	50,000
@ \$25,000 per annum	
6 Trainers and T/A Specialists	
@ \$20,000 per annum	120,000
Administrative Assistant	
@ \$15,000 per annum	15,000
3 Secretaries	
@ 8,500 per annum	<u>25,500</u>

Total Staff Salaries \$242,500

Fringe Benefits @ 17 %	41,225
Provisional Overhead Rate 50%	<u>141,863</u>

Total Salaries, Fringe, & Overhead \$425,588

Consultants for 338 days	
@ approximately \$125 per day	42,250
Technical Assistance	
Experts in Functional Areas	

Travel Estimated	
@ 10% of Salaries & Consultant	<u>28,475</u>

Subtotal \$496,313

Audio-Visual & Production	32,000
Postage & Freight	1,100
Telephone & Telegraph	9,500
Moving Expenses	2,000
Reproduction & Printing	<u>2,200</u>

Total Direct Costs \$543,113

General & Administrative @ 10%	<u>54,311</u>
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Subtotal \$597,424

Fee @ 8%	<u>47,794</u>
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MATCH Total \$645,218

State Administrative Costs (1/3 of project effort)	<u>322,609</u>
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Project Total \$967,827

WORK PHASING CHART

