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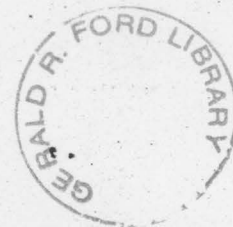
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PROPOSAL ON BEHALF OF THE
SOUTHERN CONFERENCE OF BLACK MAYORS

SUBMITTED TO THE
DIRECTOR'S OFFICE REGION IV
OFFICE OF MINORITY BUSINESS ENTERPRISE

OCTOBER 4, 1974



SOUTHERN CONFERENCE OF BLACK MAYORS

P. O. Box 10515
Prichard, Alabama 36610

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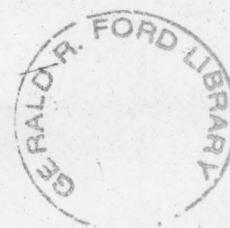
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SOUTHERN CONFERENCE OF BLACK MAYORS

P. O. Box 10515
Prichard, Alabama 36610

Steering Committee:

Mayor Clarence E. Lightner
Raleigh, N. C. 27610

Mayor David Humes
Hayti Heights, Missouri

Mayor John Ford
Tuskegee, Alabama 36083

Mr. Charles Evers
Fayette, Mississippi 39069

Mayor Earl S. Lucas
Mound Bayou, Mississippi

Mayor Howard N. Lee
Chapel Hill, North Carolina

Chairman
A. J. Cooper, Jr.
Prichard, Alabama 36610

October 4, 1974

Mr. Charles McMillan
Regional Director
Region IV
Office of Minority Business Enterprise
1371 Peachtree Street, N.E.
Suite 505
Atlanta, Georgia 30309

Dear Mr. McMillan:

Enclosed with this letter is a revised statement of funding needs for which we urgently seek OMBE support in the amount of three hundred thousand dollars. With such money as seed funding, we expect to considerably strengthen our constituent cities capacity to stabilize minority businessmen and themselves and gather additional private and public support to local opportunities for minority entrepreneurship.

Too often the capacity of minority persons to help themselves has been overlooked. Too often especially have the newly acquired resources of minority local elected officials been left unmobilized as development factors in the minority economy. Too often have only the larger cities been the focus of OMBE attention. This proposition is aimed at correcting all three oversights throughout our Region.

Should you have any questions on the substance or the procedure of the enclosed proposal, you can feel free to contact me or the Executive Director, Mr. Bernard Porche, in our Atlanta Office. Mr. Porche's telephone number is (404) 892-1010.

Your sensitive attention to our organization's needs is greatly appreciated.

Sincerely,

A. J. Cooper, Jr.
A. J. Cooper, Jr.
Chairman

enclosure



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.

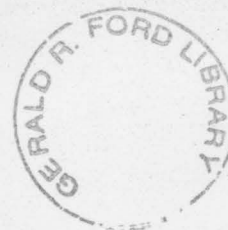
To date the Conference has performed its mission on a completely voluntary basis, with its only staff assistance being the membership itself and such short term clerical or technical staff as members could lend from their own meagre offices from time to time for specific tasks. The only financial resources 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 economic development through minority entrepreneurship in its constituent communities.

Against this background of need, the Southern Conference of Black Mayors has approached officials of OMBE for funds to expand its program. Specifically, it is requesting funding in the amount of \$300,000 for the following activities:

- (1) To enable its organization to offer technical assistance in problem identification and measurement related to minority entrepreneurship and economic development to its members and other local officials within their jurisdiction;
- (2) To refine objectives of members toward seeking outside resources to meet specific programmatic requirements of their entrepreneurship effort related to long and short ranged objectives;
- (3) To provide staff and administrative support toward developing formal feasibility analyses and detailed designs which can cooperatively be supported by members with private and public resources;
- (4) To develop a method for identifying successful and potential minority entrepreneurs who can be qualified to supply goods and services procured by member local governments;

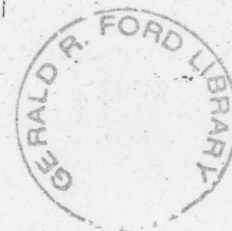


- (5) Review plans and submit feasibility evaluations of programs and applications for public and private financial support upon appropriate approval from a member city;
- (6) To establish a systematic information network to keep members abreast of significant Federal program developments such as those of the Federal Regional Councils, the U.S. Conference of Mayors, OMBE, etc.

PROGRAM SUMMARY

The funds requested would specifically provide core staff and facilities for the Conference, its Chairman, Executive Committee members and Executive Director with a funding pool for functional specialists as consultants for research, technical assistance, training and evaluation.

TWELVE-MONTH BUDGET FOR
SOUTHERN CONFERENCE OF BLACK MAYORS



Salaries	\$ 100,000
Fringe @ 17%	17,000
Overhead @ 50%	58,500
Direct Travel	8,302
Consultant Specialists @ 150 p/d for 251 days	18,825
Subcontracts	75,000
Graphics; Printing and Publications	15,000
Audio-Visual Equipment	7,373

TOTAL

\$ 300,000

BACKGROUND

While most of the rural American cities have characteristically suffered from neglect, the situation of smaller southern cities headed by recently elected black Mayors is even more acute. Historically, black people, in elective or individual capacities, have had no access to the decision-making process and therefore have been unable to influence the dispersal of funds or provision of needed goods and services, including employment opportunities.

The Southern Conference of Black Mayors was formed expressly to assist the Mayors in defining their problems and in identifying sources of funds which could be utilized in improving social and economic conditions of their constituents. Yet the very magnitude of the problems has almost precluded a rational ordering of priorities. Many of the black Mayors inherited poorly functioning governmental bodies with no formal budget and few operational functions other than police and sanitation. Virtually all of them faced monumental problems in the areas of housing, water and sewage, health, education, employment and community and industrial development. City revenues are low, and only nine of the 39 cities with a population over 500 have a per capita income of over \$2,000.

Black Mayors contend that the impoverished condition of their cities and constituents stems from the lack of a comprehensive, concerted economic development program. They



observe that this is especially true because of the reluctance of most majority business interest to come into or remain in jurisdictions with a significant minority group population and minority group political leadership. They are supported in this by the growing national consensus that migration from the rural areas to large urban cities must decrease significantly and further, that provision of employment and educational opportunities is essential if this is to occur. While there is a growing trend in "reverse migration", the rate of the Southern rural exodus is still more than twice that of the rate of returns. In addition, blacks tend to return to the Southern urban areas. Mayor A. J. Cooper, Jr. of Prichard, Alabama, Chairman of the Southern Conference of Black Mayors, commented that the influx of educated blacks into the large urban areas has not made a significant difference to the smaller Southern communities ...

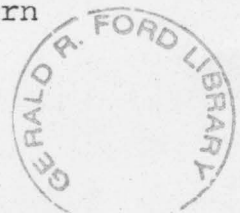
"because it is here, in some of the most blighted communities of the nation, where black professionals and technicians are sorely needed."

Thus, the Mayors are still hampered in their efforts to attract a staff which is knowledgeable in the area of Federal assistance programs, and capable of formulating and implementing comprehensive plans which would begin to redress the imbalances in services, opportunities and facilities. Though New Federalism provides some hope, the Mayors nonetheless enter this period of change without deeply resourced capital access, adequate business and technical expertise, or an existing business sector in their communities.



A need to more realistically view industrial development potential was found to be a major need in many of the communities represented in the Conference. Many examples were seen in which a significant amount of community resources had been used to develop industrial parks and/or building shells which would make the community more attractive to prospective industry. In a number of cases the fiscal capacity of the community had been considerably reduced because of these undertakings. While much of the organized industrial development activity that was observed has produced tangible results, and in a few cases has provided the principal stimulus to community revitalization, in far too many cases the efforts have been a big disappointment to the community. Typical patterns observed repeatedly were of the following nature. Resources were concentrated on one physical building and the success of the process depended totally on the firm which moved in. As a general rule, firms which are interested principally because of the provision of a building and other amenities, tax considerations, etc. by the community, tend not to be the most viable economic entities or be led by persons sympathetic to the community's needs, and therefore bring considerable risk to the development effort. Should the enterprise fail, be hostile or withdraw, the atmosphere for realistic industrial growth and development in the community may have suffered a serious setback.

What is needed is a realistic perspective as to how each community must develop a diversified yet manageable pattern



of major minority economic enterprises. Much of this information already exists, it simply has to be collated and made available through the Conference.

There exists a need to increase the provision of entrepreneurial and vocational training, on the job management training and adult education programs. This portion of the education spectrum was found to be grossly deficient in nearly all the communities. The rapid technological changes in today's economy have made the traditional institutional training courses totally inadequate. While the development of regional cooperative arrangements with Black Colleges should be taking place at a rapid rate, far too many of the communities are still heavily dependent on the traditional degree oriented curriculum not suited for business development. Mayors could be natural catalysts in establishing these arrangements.

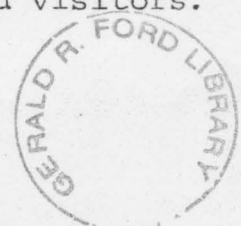
The need to make available greater risk capital for business and funds to support the minority home building industry and real estate business is a universal problem. Local banks in small communities do not have the fiscal capacity to meet these needs and the branch banks of the larger institutions tend to be conservative in their meeting of requirements in these areas. The condition of tight money which existed during our investigation understandably aggravated these conditions.

Minority led local governments could begin to fill this gap with bond support for LDC's, HDC, CDC's, etc.



A need to improve intra-city transportation services and facilities exists in a number of communities. In communities where industrial infrastructure and employment are largely found outside the city limits this is an especially critical problem. The relative viability of the central business district of member cities versus outlying shopping centers is also being critically influenced by the provision or lack thereof of adequate intra-city transportation services. The Mayors feel the need to stimulate businesses that will not flee.

A need to renovate or modernize the city's central business district was found to be a major need in 22 of the 36 communities, and was pointed out as a need by the leaders of nearly all these communities. The importance to a community of an adequate and attractive central business district relates to many facets of the quality of urban life and it is deemed to be worthwhile to mention a few of them. In many small communities, retail services are a large part of the economy and are in competition with the retail services of other communities. Also, the central business district is usually a principal focal point and symbol of the community. As such it has a major influence on the total evaluation or image of the community by its residents and visitors, which in turn affects the city's growth and total development. Another facet relates to how well a central business district serves the needs including the general convenience of its residents and visitors.



The type, number, and quality of retail stores and other facilities, including traffic circulation and parking, are vital considerations in whether or not the public will go out of its way to patronize outlying shopping centers or even travel to other cities.

This is a critical need then to develop a strategy for developing the kind of community development infra-structure of facilities which will allow minority entrepreneurship to develop. This means bringing in water and sewer lines, street lighting and power lines, streets and paving, new and adequate building codes -- all of which services are prerequisites for minority enterprise.

In approaching all of these above needs, the start-up support must come from outside the cities themselves. The cities are poor precisely because they lack a commercial tax base due to the unwillingness of most majority businesses to come to their jurisdictions. Similarly, greater resources than those of OMBE are needed to implement most of large scale implementation of institutional reforms.

However, OMBE can be instrumental in opening the doors to the other sources of funds capable of program implementation. OMBE was created by the President for just this coordinative role.

A need for increased assistance in locating public and private programs to help black Mayors focus their attention on wholesale entrepreneurial development. Faced with a



bewildering range of public and private programs, procedures, and requirements, the initial outcry was for "more information".

The following comments, made by black Mayors, illustrate their frustrations and confusions:

"We need to make proper contacts with capital sources."

"I haven't got hold of the right individual to let me know what funds are available. We got the literature and just don't know what is exactly the right steps."

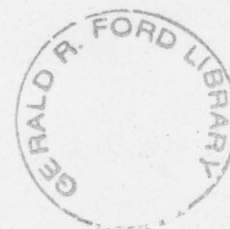
"I need someone to actually take the necessary steps."

Thus it was soon realized that information was only the first of many formidable obstacles faced by smaller communities. As Heinz Eulau has written, the problem "is not one of scarcity, but one of an abundance of information, most of which remains unassimilated and undigested."

The second obvious obstacle, flowing logically from the confusion of being confronted with a body of unassimilated, unrelated, and sometimes incomplete and incoherent information was to determine what exactly could be done with it, how, and by whom.

The following comments are representative of the problems many of the Mayors encountered:

"Basically we find our real problem is just applying for funds."



"We've had no trouble in applying for them. We've had trouble a getting them."

"We've had in for a housing project now for some four or five years and we haven't got it through yet."

"We need better contacts with the decision-makers on both the public and private side."

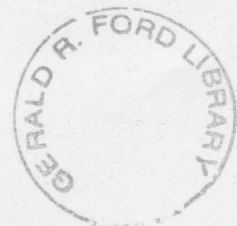
NEED FOR TECHNICAL ASSISTANCE

First wistful, the request for Technical Assistance became increasingly insistent. The additional array of more information and innovative programs, was accompanied then by what can only dubiously be called Technical Assistance. The sprinkling of on-site visits by Federal personnel, consultants, and hobbyists, lasting from two days to a week, did more to enlighten the visitors than it did those who sought technical assistance. And such "technical assistance" as has been delivered thus far can more appropriately be characterized as evaluation. From White House Task Forces on down, the problems of smaller Southern communities have been documented, presented, as neatly and compactly as have those of the larger cities. It is agreed that their needs are for improved management capability, infusion of capital to assist in economic development, and increased municipal and social services. A. J. Cooper, Mayor of Prichard, Alabama, expressed the need for Technical Assistance thusly:



"My experience is that communities simply do not have in-house staff to relate to them what federal funds are being lost in this process of freezes and general and special revenue sharing. So they don't know where to allocate the funds to make up for the loss. We have no expertise in the phasing out and phasing in of old and new programs. And it's going to be a very painful process and one which is going to be excessively costly, I believe."

The extreme lack of management capability is one which the small Southern communities feel is crucial, and indeed, key to their problems in securing assistance from their regional bodies, state or federal governments. In varying stages of understanding how they can take advantage of federal assistance programs, many of those that have managed to close the information gap, have also almost miraculously been able to identify federal programs and secure funds with which to tackle some of their worst problems. Yet the ability to avail themselves of federal assistance programs does not necessarily imply that the communities are ready for the third and final obstacle -- coordination. For before this step is made, the local governing body should have been able to determine its priorities in terms of a comprehensive planning perspective, and it should have so structured itself as to identify who would be responsible for administering the program. In other words, an assumption must be made that the governing body has rationalized its decision-making process to the point where it can establish



goals and objectives, coordinate the divergent interests that exist in the demand environment and among its own officials, and monitor its progress, knowing what corrective action to take should the need arise. More often than not, these conditions remain unfulfilled even after the community secures federal assistance for specific projects, particularly since funds are devoted to housing programs, water and sewage plants, and other visible "physical needs" rather than to social or community development, or to building management competence. Here, Southern black Mayors are in the same situation faced by larger urban areas where it has been agreed that:

"...almost all local revenue was inflexibly committed to the maintenance of a minimum level of traditional basic services. Federal assistance programs provided most of the opportunity for policy initiatives to meet newly identified problems with new program approaches ..."

Mayors have called for industrial development identifying it as their most fundamental need. The severity of the unemployment problem is aggravated by the lack of adequate public transportation systems. These are some of the direct references for such unemployment problems.

"Many of the jobs held by residents of the towns headed by black Mayors are located excessive distances from their homes. Some residents of Detroit, Texas, drive 75 miles each way to the Campbell Soup Plant. Many Eastover, South Carolina, residents drive 50 to 70 miles round-trip to work, while there is a 35-mile drive to work for many in Roosevelt City. In Eatonville, Florida, residents are often unable to obtain a job because adequate public transportation does not exist."



The members of the Southern Conference of Black Mayors have agreed that the need to build a sound economic and tax base is urgent. As one Mayor explains:

"We need to be about the business of planning diversification of the town's economy. We need to be setting up manufacturing concerns. We need to be exporting goods and importing dollars. We need a positive trend balance."

One black Mayor attempted to attract a plant which would have provided 200 jobs. As he explained:

"We didn't have the means, and we were sitting between two towns looking for industry too. So their local bankers wouldn't go along with letting us have some money to build (to attract an industry) which they wanted to have in their own towns. So when you go to them for help, you are just up a dark alley."

The Cotton Plant, Arkansas" business district typifies the problems of existing small businesses in these towns:

The downtown section of Cotton Plant is equivalent to one large city block, bisected by Highway Route 17, the main street of the community, situated twenty inches below the sidewalks. The business establishments are half-occupied and short on merchandise, typical of a Goodwill display center. The majority of unoccupied stores are boarded by heavy planks to protect and/or replace broken plate glass store fronts. The total business district is in harmony with the antiquated wooden buildings that appear to be reinforced by abutting wooden awnings over the sidewalks and are held in place by posts at the curb. The design of the business district is typical 1900 architecture and could serve as a movie prop for a western "ghost town" scene.



It is clear that little will change in those communities if the elected officials are unable to institute economic development programs and secure technical assistance to ensure proper implementation and coordination of plans.

It is against this background of facts that the Southern Conference of Black Mayors has applied to the OMBE for funds. Not only will the Conference be enabled to provide much needed technical assistance to its member constituents in building an adequate economic base, but also it will enable the Southern Conference to strengthen its ability to seek additional sources of programs and funds for minority economic development projects. By strengthening the viability of the Southern Conference of Black Mayors, the OMBE will have fulfilled one of its mandates.

OMBE was created by Executive Order to coordinate and focus the capacities of all other agencies of government on the needs and most viable strategies for the support and development of minority entrepreneurship. Hence, an OMBE-SCBM alliance will enable both to better fulfill their missions to their constituencies.

In order for small, Southern, communities which are in large part black and/or poor to survive, training, technical assistance, and funding are necessary before, during, and after project implementation.

The Southern Conference of Black Mayors seeks to place itself as a resource at all three intervals through the technical assistance process. It seeks to aid black Mayors in



obtaining knowledge absent economic development assistance which may be available through federal, state, and regional sources, as well as in providing coordinated technical assistance, from within its own ranks, whenever possible. The funding of the Southern Conference by the OMBE could mobilize limited minority resources, and enable the organization to increase its ability to use those limited resources for economic development activities in some of the most depressed areas of the nation.

PROJECT STAFF AND MANAGEMENT

The project shall be implemented under the general supervision of the Conference Chairman, A. J. Cooper. He shall be assisted in the professional performance of the scope of work by a inter-disciplinary team comprised of planners, management specialists, and legal experts. This team would serve on a continual basis for the performance of such technical assistance tasks, as the Conference shall require throughout the twelve months duration of the project.



TECHNICAL APPROACH

1. SCBM is aware that there is no systematic information on all of the technical assistance and training support available to local officials within the Region. As a preliminary matter SCBM will attempt to catalog such information within and outside of government as background preparation for the referral and evaluation procedures required in each task. The OMBE MBR's will be asked to assist in this process.

2. Based on prior experience and SCBM's understanding of the minority business environment general categories of anticipated requests will be developed. For example, we expect that the bulk of assistance will be in four categories, Financial Management, Procurement, Marketing, and Strategic Studies. The SCBM project director will identify principal subcontractors who will be asked to select key staff to prepare themselves to devote effort to the project. A briefing will be conducted at SCBM and background materials will be provided so that they are thoroughly familiar with the current developments in the field. This preparation we anticipate will ensure a smooth early performance.

3. This early preparation will facilitate the development of truly useful Business Evaluation Summaries on each of the member cities. The SCBM staff will be responsible for producing these. However, in the four key subject areas, the designated subcontractor (DS) will be asked to participate as early as feasible. That is from time to time the DS will



be engaged in the BES stage so as to frame the most suitable subcontract and ensure most effective performance.

4. During the performance phase on the subcontract, the client will be encouraged to participate in the analytical process so as to fully understand and accept the action recommendations following. Further, this relationship will be used when possible to direct the client to further formal assistance sources. Courses and seminars will be recommended as indicated, as will background reading, and subscriptions to useful journals and newsletters -- a simple technique often overlooked and often very valuable.

Where it is feasible clients will be invited by pre-arrangement to visit other similar business development efforts of SCBM's acquaintance. In these instances, operations will be observed and discussions held with non-competing managers who are amenable to such gratis interchange.

Clients will often be encouraged to join with sister cities' trade associations, business clubs, and chambers of commerce since relative professional isolation will be found to frequently be a contributing factor in the inability to solve particular management or technical problems.

5. Toward the end of the year, SCBM will hold a series of one-day briefings for clients by general category of assistance. Here again, the value of shared experience is assumed to be high. The SCBM staff and its subcontractors



will make a technical presentation, a kind of group follow-up. We expect to do this with three specialties, over-all economic development, procurement, marketing, financial management and only if warranted in other categories. Since this step can be considered somewhat experimental a representative from OMBE will be invited to attend the first hand evaluation of its effectiveness. This step together with the key subcontractor briefing in step 2 will be helpful in evaluating subcontractor performance.

6. SCBM will submit a written evaluation after initial contact and inspection of client operations. Subsequently, memoranda of progress will be presented by SCBM at the completion of significant work elements and at the conclusion of each assignment. Each client will submit to SCBM an independent letter summarizing the engagement and commenting in detail on the procedures for implementation of action and recommended actions.

The SCBM project director or general consultant or a designated staff person will visit each client at least once in company with the OMBE MBR's and when appropriate the subcontractor. In cases of engagements absorbing 15 mandays or more a final inspection visit, unaccompanied, will be made as well. A memorandum will be completed after each visit with copies to the appropriate persons. These procedures coupled with careful selection will assure a high standard of performance.



7. In developing Business Evaluation Summaries, SCBM will proceed as follows:

A current evaluation will be made by the SCBM project director after a visit and thorough inspection. As practicable, this visit will include conversations with staff and subordinate management of the client. Financial sources and other interested parties may also be discretely queried. Previous consultant's reports will also be sought out and studied as they can obviously provide important insights in evaluation leading to an engagement decision.

Out of this set of careful reviews, an assessment of growth potential will be produced. The client's own sense of the competitive environment and market, and of current and potential market share will be sought. Special care will be given to evaluating any complaints of biased business practices that are perceived by the client to be deterring his progress. Especially in the case of sizeable firms in manufacturing and contracting, Federal and State antitrust violations may actually be a factor and SCBM will be sensitive and alert to the possibility that growth potential has been illegally interfered with.

9. SCBM will confine its efforts to assisting its members in the development of existing businesses in the belief that the rapid development of the several minority economic subsystems calls for this emphasis at this time. A proposed business in a member city would receive attention if it were

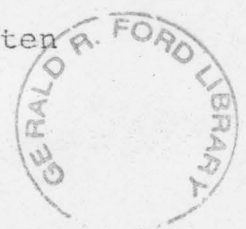


based on a unique and protected product or process or if it were an acquisition of a profitable stable firm. Otherwise our judgment would be to forego providing assistance for the time being.

In describing an existing business problem for members, SCBM will provide physical, financial, and manpower data. Beyond these conventional items, SCBM will characterize the city even on the basis of only preliminary contact, according to its management style, stated marketing philosophy, financial objectives, and general strategic objectives. An important descriptive element will be a summary of the city management's stated attitude toward risk, and toward government programs. Success in eliciting these "gut" responses in the Business Evaluation Summaries will be very helpful in determining the proper approach.

10. How will SCBM and its subcontractors formulate solutions to management and technical problems? In general solutions will be "organic". They will derive largely from the clients own priorities and insights. We know that economic management problems often have known solutions but that outside help is required so that the human dynamics and politics of the organization can be brought to accommodate themselves to obvious rational solutions. Very often then, SCBM and its subs will be facilitators making it possible for clients to accept judgements and take steps they otherwise couldn't.

Client acceptance of solutions to procurement, technological and hardware problems in production, services and quantitative analyses in finance and marketing relies often



simply on recognition of the SCBM and its consultants'
superior knowledge and technique, and on mutual good faith
and confidence.



the **match**
institution

April 28, 1975

The Honorable Stanley Scott
Special Assistant to the President
The White House
Washington, D. C. 20500

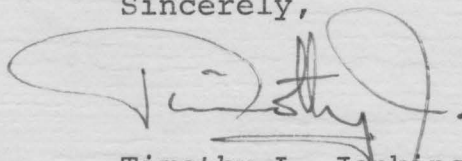
Dear Stan:

Enclosed please find a copy of the research proposal which we recently prepared for the National Science Foundation.

At its core, it proposes a series of methods by which we at MATCH can assist the Southern Conference of Black Mayors in strengthening their budget and management procedures; public information programs; and personnel administration. It would be useful for the White House to express its special interest in seeing this kind of research supported by the National Science Foundation.

I am told that the person who will probably be in charge of this review process will be Mr. Frank Hersman. It would be my judgment that a telephone call to confirm the particular individuals in charge of the proposal's review should be made prior to any written expression of interest so as to guarantee your comments reaching the right people.

Sincerely,


Timothy L. Jenkins
Chairman

TLJ:pj

Enclosure

P. S. Mr. Hersman can be contacted at 632-5990.



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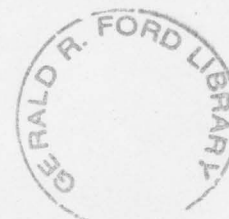
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Timothy L. Jenkins
Carroll B. Harvey
Winston M. McPhie
Ruth Louie
Genevieve A. Brune
Carlos C. Campbell
Leo W. Young
J. Vincent Buck
David M. Glancy



PROJECT NARRATIVE

RESEARCH PLAN: PRINCIPALS AND PURPOSES

Pursuant to the objectives spelled out in the instant solicitation, the MATCH Institution proposes to perform work which shall in part be devoted to the development of basic or new concepts of administrative productivity on the part of municipal chief executives; in part related to the pilot application of new and existing productivity measurements in the novel institutional environment of smaller cities; and in part related to the development of a technical guidebook intended to reach a newly expanded user public with case study documentation of the implementation efforts in a control group of cities.

The thrust of the MATCH effort is to be aimed at improving the managerial efficiencies of local general purpose governments classified as serving populations of 50,000 or less. The strategy through which the program shall be operated is that of a private management firm, MATCH Institution, having the lead responsibility for conducting the described research in tandem with the membership organization known as the Southern Conference of Black Mayors, which shall guarantee client access and participation, along with the involvement of Howard University as an institutional means for Project follow-up and training beyond the eighteen month life of the NSF funded effort.

The MATCH Institution is a management consulting firm with a broad and deep experience in all aspects of public management systems. Particularly, MATCH has been involved over the past six years in the development of Federal, regional, and State strategies to improve the capability of general purpose government in responding to the

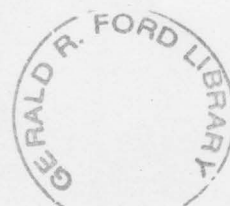


delivery of housing, community development and social service systems through training and technology transfer.

The Southern Conference of Black Mayors, Inc., is a non-profit, non-partisan public interest organization which was established in 1972 as a source of mutual support and program exchange including the latest state of the art in management assistance to local chief executives. The Conference is composed of some 70 minority group mayors from 16 Southern States, each faced with its own challenges of growth and survival in the face of increased administrative demands and lagging resources.

Additionally, it is anticipated that the Public Administration Department of the School of Business and Public Administration of Howard University shall be institutionally related in establishing and continuing the project's objectives and operations. Founded in 1968, Howard University is the largest and most comprehensively developed institution of higher education with a majority non-white student and faculty population in the United States. The School of Business and Public Administration at Howard University is the only such school in a predominantly non-white institution anywhere in the United States and in cooperation with the American Society for Public Administration has committed itself to an ongoing Urban Fellows Program for the simultaneous mission of education and delivery of case study services.

The MATCH Institution proposes to focus this Project in the related administrative areas of (1) budget and management analysis, (2) public information programs, and (3) personnel administration and training.



BACKGROUND

With the passage of the voting rights act of 1964, the registration of blacks through the Southeastern quadrant of the United States has resulted in more than 70 black mayors holding the chief executive position in general purpose governments for the first time in the 100 years since the Civil War. The circumstances under which many of these officials came to office vary. In some instances, they became the elected representatives for newly incorporated jurisdictions. In others, they were elected after bitter political upheaval and in still others, which are more the exception than the rule, their emergence came as a part of a gradual political development. In almost all instances, however, these newly elected officials came to their posts with no prior technical or professional training related to the area of management in general or public management in particular. Since the time of their initial election, they have with few exceptions been faced with the simultaneous mastery of the political aspects of their responsibilities as well as the service delivery and managerial obligations of their office in a relatively hostile environment, which makes the administrative performance of their office all the more critical. Although the Southern Conference of Black Mayors can count in its number cities like Atlanta, Georgia; Raleigh, North Carolina, and Jacksonville, Florida, the predominant membership is comprised of cities with smaller populations and much less sophisticated administrative development. And it is to these more typical cities that this proposed effort is directed.

Many of these mayors inherited poorly functioning governmental bodies with little or no formal budget process and few systematic operational functions other than police and sanitation, like most other cities.



Virtually all of the SCBM cities face monumental problems in the areas of housing, water and sewage, health, education, employment, and both community and industrial development. Their city revenues are low, with less than half of their populations having a per capita income above the level of poverty. And as such their plight mirrors counterparts throughout the nation who desperately need and want technical help in developing administrative standards of performance which are sensitive to their part-time status and yet full-time multifarious management responsibilities.

Because the profile of the SCBM membership closely parallels that for cities in general, the national significance of the program focus of this Proposal is heightened in its potential for a multiplier effect. According to the latest Census Bureau findings, the population of non-metropolitan areas of the United States grew by 4.3 per cent at a time when large cities and their suburbs picked up only 2.8 per cent population. This has led U.S. News and World Report to note that during this same time span nearly three times as many people have moved into small towns as into large city areas. Among the reasons cited for this trend are:

- ° New farm population stabilization and rebounds because of increased world demand for American food.
- ° Industry is leaving huge urban complexes for rural areas to improve efficiency and boost employee morale.
- ° The rapid spread of community and junior colleges means life in a small town no longer has to be an educational or cultural exile.
- ° Many young people today prefer a simpler life, and often older couples want to spend their retirement years in little communities similar to those in which they grew up.
- ° More and more Americans are getting fed up with big cities--their high living costs, zooming crime rates, breakdown of services.



The Census of Governments offers added insight into public management implications of this trend. Although some 65 per cent of all Americans resided in areas with municipal governments, 58 per cent of that number lived in cities of less than 100,000. Indeed, there are some 16,000 municipalities in the total count of 18,517 municipalities, with populations of 10,000 or less. Other statistics for 1972 show that 30 per cent of the 8 million workers in local government are employed by these municipalities.

In 1971-72 the revenues for all municipalities in the U.S. amounted to \$42.1 billion. Also, during this time span there was added to this amount spent by municipalities an additional \$8.4 billion from states and \$3.1 billion from the Federal Government.

Ironically in spite of these factors which point up the existing and growing significance of the small city in our national life almost all of the Federal attention and resources made available for the improvement of the local governmental delivery of services through improved management and administrative procedures have been devoted to large metropolitan cities. Indeed the new Housing and Community legislation of 1974 dramatizes this bias with its allocation of only 20% of its resources to non-metropolitan areas and even then, only on a competitive basis. This imbalance has been so in spite of the acknowledgement that because the factors affecting big cities are so complex and confusing that for research and demonstration purposes, they in many ways offer the worst possible laboratory for the experimental application of new techniques for building management capacity or the assessment of government impact on changing the quality of life. Yet, the pattern of public policy continues to discount the importance and the potential of non-metropolitan America.

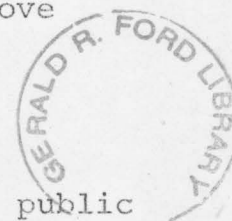


It is in derogation of this pattern of conventional wisdom then that the Project proposed herein is designed to focus on smaller cities. And the Southern Conference of Mayors is identified as our principal cooperating organization since it acutely shares our primary interest in smaller cities and can assure the project ready access to a definable yet varied number of client cities largely ignored in other State and Federal research and T/A for our demonstration and case study, while faithfully reflecting the applicability of our findings to the broader universe of cities throughout the nation.

Such an effort as this is additionally timely because of the newly emerged concepts of "New Federalism" in national legislation which places an increased responsibility on the administrative, managerial and decision making capacities of the chief executives of smaller cities without clearly assessing their current measures of performance in these critical functions nor offering them any specific guidance as to how they can identify their weaknesses and improve their proficiencies.

CONCEPT DEVELOPMENT - Phase I

Most of the existing research and knowledge in the area of public management at the local level has been devoted to the cities of 50,000 or more in population. Similarly, most of the public management research has given initially no attention to the regional characteristics of given local jurisdictions. Indeed, only the most preliminary information now exists describing the administrative conditions for most of the cities which have newly elected minority officials. The research aspects of this Proposal then are less that of the development of wholly "new" conceptions than the redefinition of certain basic concepts which have been established as administrative devices in the more sophisticated regions of the nation and usually in a larger city



context to those associated with the most depressed communities with limited traditions of the state of the art for administrative practices.

As a first step in this procedure, it is proposed that a diagnostic study be performed for each of those cities within the membership of the Southern Conference of Black Mayors with a population of less than 50,000 for an assessment of their current administrative procedures and practices.

The purpose of this diagnostic is to screen the SCBM membership in order to classify them in relation to the complexities of their governmental functions and structure; the size of their populations and social characteristics cross referenced to public service needs; as well as to grade their relative administrative skills and internal capacities for development. Thereafter, categorical prototypes shall be established to deal with A, B, and C groupings for pilot demonstration purposes. On balance, these groupings should closely conform to national averages for cities of comparable sizes and complexity. Once these categorical profiles have been developed, they shall each be analyzed from the perspective of the prototype chief executive for each group. Thereafter, standards and measures shall be set forth which according to our experience and that of the Project's independent review panel offer alternative methods of identifying quantitative and qualitative performance criteria in the matters of 1) budget and management, 2) public information, and 3) personnel administration and training.

As indicated, the respective categories of A, B, and C shall reflect the following designations of competence:

- A. Those with sophisticated governmental missions and mechanisms capable of novel concepts of necessary administrative input/output factors.
- B. Those with intermediate or average administrative operations, capable of being upgraded readily both conceptually and operationally by introducing more or less conventional techniques.

- C. Those at the primitive level of development with virtually no standardized methods of management and administration in need of the most elementary tools of administrative evaluation.

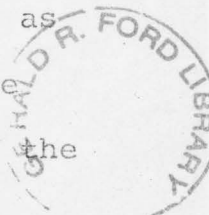
Thereafter, a control group of not less than 3 nor more than 5 cities shall be identified in each category for the purpose of the Phase II pilot demonstration. This selection process shall have the full participation of the MATCH project team, the professional staff of the Southern Conference of Black Mayors, and the designated faculty members of the Howard University School of Business and Public Administration, as well as the independent project review panel.

The essential function of this selection process shall seek to avoid those cities which evidence characteristics which make them highly dissimilar to others or which for operational reasons threaten special difficulties for the operation of the Project.

PILOT DEMONSTRATION - Phase II

Early in the pilot implementation, reference shall be made to such information as MATCH has gathered in its national performance of similar work with larger cities; and efforts shall be made to borrow all applicable concepts of the latest state of the art such as standardized productivity evaluations and methods used by the International City Managers Association, Urban Institute, the National Commission on Productivity, the League of Cities and U.S. Conference of Mayors, the Community Planning and Evaluation Institutes, etc. to be used along with the latest state of the art information available in such strictly Federal centers as the Department of Housing and Urban Development, the Civil Service Commission, and a newly established Rural Development Center within the Farmers Home Programs of the Department of Agriculture.

These materials will be organized into demonstration modules for each of the A, B & C classifications of cities and separately focused in the management and budget; public information; and personnel admini-

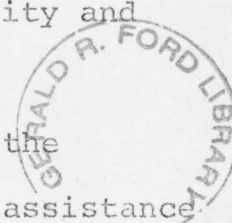


stration and training sectors selected for emphasis. Thereupon both off-site and on-site training shall be held to implement locally the administrative measurement and evaluation procedures. Once they are installed they shall be monitored by the given city as well as the Project team. Hopefully Urban Fellows shall be made available through the University and ASPA to provide sustained resident assistance throughout as well as as case study documentation of both the process and product aspects. If Urban Fellows are not available, the MATCH Project team shall have to absorb all aspects of this responsibility in order to assure that this pilot demonstration in the selected cities and states will be closely monitored and reported on as an operational experiment for technology transfer under conditions of confidence among the trainers, the sources of technical information, and the user group. The importance of common socio-political perspective operating among MATCH, SCBM and Howard University then cannot be overly stressed as an important aspect of the demonstration.

Hopefully the application to be made of both the concept development and pilot project aspects of the study will not only be broad enough to include the entire membership of the Southern Conference of Black Mayors but similar locally elected officials throughout the United States, many of whom face the same or related problems in mastering their administrative responsibilities, regardless of race and ethnicity and region.

Additionally, efforts will be made during this aspect of the project to identify state and regional sources for management assistance in the areas set forth in the dictionary of occupational titles ranging from those set forth in the solicitation and others identified as a result of the case study analyses diagnostics.

After a specified identification has been made of the ways in which



the existing state of the art might be extended to reach the administrative services needs of the target officials and their governments, a series of evaluations should be made to select one or more states for the design of an experimental pilot test using the resources of a central project team, those of the Southern Conference membership itself, and the supportive services of the School of Business and Public Administration of Howard University augmented as appropriate by various resources at the Federal, State, and regional levels.

A pilot project would further consist of the exploration of ways in which professional administrative assistance could be given in all areas of management operations. These would include the development of standardized diagnostic tools and instruments for the use of mayors in the quantification of their community's needs as well as evaluation procedures by which the locally elected officials can describe the output/input relationships in the performance of city programs. Case studies should be made on the resulting differences if any derived from the installation of such new procedures. Specific arrangements should be set in place between individual cities and institutions such as the University of North Carolina Institute of Government and the state comprehensive planning agencies as partial examples.

MATCH enjoys a ready rapport with the Southern Conference of Black Mayors staff and leadership, having worked on previous projects related to areas such as economic development and specialized management assistance such that there should be no difficulty in establishing a prompt coordination between the MATCH effort and that of the Southern Conference. Additionally, MATCH has maintained close coordination in a number of public service operations related to the Howard University School of Business and Public Administration. MATCH serves as a non-profit participant in the consortium which guides the University's



Joint Center for Political Studies, a technical assistance arm of the University aimed at assisting newly elected black officials; and MATCH has also assisted the School of Business and Public Administration in the development of proposals and grants for submission to elected Federal agencies. Similarly MATCH has enjoyed good relations with the State planning officials in several of the jurisdictions likely to be chosen as suitable sites for pilot demonstrations. As part of the Demonstration Phase the respective mayors should be encouraged to visit each others' cities while the implementation training and evaluation process is taking place as well as cities noted for their longer standing efforts at productivity measurement.

At the conclusion of the pilot demonstration, it is proposed that a administrative services measurement guidebook kit be prepared in two forms. One, a display and demonstration package capable of being assembled or executed at city halls and convention sites; and two, the development of a series of written materials, audio visual, modules and training programs designed to assist transfer derived from the basic research and pilot studies.

GUIDEBOOK PREPARATION - Phase III

The guidebook will be presented in three parts. The first section of the guidebook will be devoted to a discussion of the abstract principles related to the subject of productivity measurement and evaluation generally and in reference to administrative productivity in particular. This discussion will treat the conceptual strengths and weaknesses of attempting to identify and correlate process measurement and products measurement. This shall be done separately for each of the three administrative areas to be addressed. The second section of the guidebook will be devoted to the discussion of the various categories of our case studies. Each will be presented in terms of the technique



similarities and differences within the control group. The highlights of the process followed will be narrated and evaluated in summary fashion with detailed statements of methodology left for the appendices. The case studies will of course treat political information in hypothetical rather than descriptive terms. The third section of the guidebook will present a selected bibliography and institutional T/A reference material with annotations as to probable utility for the management practitioner. This bibliography and reference material will be organized along lines parallel to the three administrative areas of interest.

It is the intent of the guidebook to be more than a laundry list of management measurement techniques described in the stilted language of the academy. Instead, this document is to be an easily read handbook aimed at being a resource to locally elected officials as laymen working part-time in the role of public managers want to become acquainted with an overview of the techniques by which to sharpen their administrative output.

It shall be the style of this guidebook not to preach management dogma so much as to stimulate questions and pose possible sources for finding answers while acknowledging the pace at which such new administrative concepts are currently developing.



PERSONNEL QUALIFICATIONS AND PROJECT ORGANIZATION

The organizational arrangement for the project is dependent upon two basic variables, the nature of the functions to be performed and the approach to performing those functions. The functions were discussed elsewhere in this report and were capsulized and listed in the preceding section.

The approach selected relates to the variety in the technical functions involved and varying nature of the political environments and perspectives of the primary actors involved in each city. These include:

1. Budget and Management Analysis
2. Public Information Programs
3. Personnel Administration and Training

This variety suggests the need for a broad range of views and experiences within the project team. For this reason, the project's technical director would need to be professional with a long and varied experience in municipal government with both detailed experience in specific governmental service delivery subsystems and as well as in the simultaneous management of a broad range of governmental services.

The team itself should be multi-disciplined and broad in its experiences in order to provide the breadth required for this project.

In order to assure that the designs and demonstrations as proposed serve the purposes of the localities and at the same time have the general applicability sought in research for policy development, it would be of significant value to assemble a panel of distinguished advisors with broad backgrounds and interests in the administration



of American cities. Such a panel would meet periodically with the full time team and its technical consultants to provide advice and constructive criticism. It would also suggest other outside resources who might be of value for various special technical activities.

The organization recommended for this project is structured to incorporate this approach.

The project team will have a core group consisting of a Project Director, a project officer for each of the classes for demonstration projects in the cities, and a group of experienced technical consultants from varied experience backgrounds relating to municipal management and service delivery. General professional support to each project officer will also be provided at key intervals.

The Project Director for this effort will be Carroll B. Harvey. He has had some 14 years of experience working in or consulting to municipal governments in nearly a score of American cities. His experiences include serving as Special Assistant to the Mayor of Gary, Indiana, and Director of Housing and Community Development for that city (responsible for 21 departments and agencies among other things) where he conceived and initiated the "Gary-HUD Arrangement" which later became national policy for HUD.

In addition, he worked for 10 years for the Government of the District of Columbia directing such varied functions as the Overall Economic Development Programming (OEDP) staff for the City and the Mayor's Economic Development Committee; the Office of Community Renewal; Pride, Incorporated (one of the City's largest manpower and business development corporations); the Capitol Improvements programming functions for the city at-large and for the Department of Highways and Traffic.



He is a member of the American Institute of Planners, the American Society of Civil Engineers, and the International City Management Association.

The Project Advisory Panel, chaired by Timothy Jenkins, is identified as the mechanism established to marshal necessary resources existing outside the Project Team when special high level talent not otherwise available in the consulting world can be useful and to facilitate the coordinated activities of both groups. The Panel will include Dr. Philip Rutledge, Associate Director of the League of Cities and U. S. Conference of Mayors, Chairman of the Department of Public Administration of Howard University, and Past President of the American Society for Public Administration; Honorable A. J. Cooper, Mayor of Prichard, Alabama, and President of the Southern Conference of Black Mayors; Timothy Jenkins, Chairman of the MATCH Institution, Member of Governing Board of Joint Center for Political Studies, and Former Professor of Administrative Law.

This Panel will be responsible for:

- o Review of Team Work Plans
- o Review and Selection of Appropriate Program Specialists
- o Establishment of Effective Project Evaluation and Control Measures

The Project Advisory Panel will review the Team reports as they are received for adequacy and comprehensiveness in terms of:

1. the clarity of the identification of problems to be addressed in implementing the Committee;
2. the reasonableness and relevance of criteria applied to alternative solutions generated;
3. the feasibility and desirability of implementing the recommended solution for each problem; and



EXPERIENCE AND CAPABILITY

The MATCH Institution, comprised of planners, management specialists, lawyers, engineers and social scientists, was designed to be a compatible interdisciplinary team of highly trained and experienced professionals committed to placing their technical abilities at the disposal of people and institutions dedicated to changing social, physical, and economic environments. Since its founding MATCH has proved itself an effective and sensitive instrument in fulfilling this mission. Its clients have been community and commercial corporations; federal, state and local agencies; philanthropic and educational institutions, all trying to improve the quality of life in urban and rural areas.

In its approach to work, The MATCH Institution employs a corporate philosophy based on its direct experience with management problems--a belief that no such problem is unitary, clear cut, or indivisible. MATCH believes all organization problems are framed in their socio-economic aura and have numerous facets beyond mere efficiency and management and to handle them successfully calls for a many-sided attack.

The MATCH Institution was designed to provide this kind of attack in the field of management and training. Each core team is headed by a MATCH staff member able to devote as much time as necessary, whose experience and expertise are particularly suited to the project. The other team members, either full-time MATCH staffers or consultants, are assigned according to their specialties, based on initial analysis of the target problem or task.

This work has entailed the mastery and transmission of the



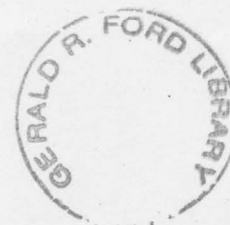
latest state of the art information on planning, design, and evaluation techniques for physical renewal, social service, and economic development program components. MATCH has been involved in a broad range of urban and rural areas for both training and technical assistance within the last six years.

Communicating the requirements of planning and management efficiency in the context of development and social program administration has been the hallmark of the MATCH Institution specialty.

All of the MATCH Institution's planning, design, and evaluation work, whether it be for general development or projects, systems or case-oriented programs, has been:

- o econometric where possible (reliable standards and data existing) or
- o empirical where relevant (causal relationships having been identified) or
- o pragmatic where necessary (with parameters set by client decision makers).

With sound background in the practical application of theory, MATCH believes the skills derived from broad experience in the developing urban and rural areas of the United States makes it particularly suited to transmitting the rapidly developing technical self-sufficiency which is needed to revitalize domestic institutions. A new requirement has come into being for technicians and experts oriented toward generally translating their skills to others with equal emphasis to the application of their skills to particular problems. Therefore, there is an interest in having technicians with a capacity to bring the combined abilities of specific assistance with the capacity to train.



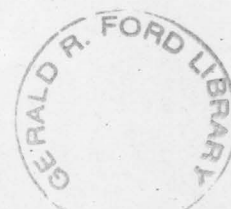
Communicating the requirements of planning and management efficiency in the context of urban renewal and social program administration has been the hallmark of The MATCH Institution specialty. The following is a sampling of MATCH contracts:

The MATCH Institution, through its creature, the National Community Planning and Development Institute, has designed and implemented an extensive system for training and rendering technical assistance to citizens and locally elected officials in the areas of information systems and management techniques which will enable them to better exercise their decision-making and budgeting responsibilities. The CPDI approach entails cost-effectiveness and cost-benefit analyses as well as the concepts of performance budgeting. In this connection, MATCH has developed a series of published materials; topical seminar curricula for various kinds of local officials and a format for the delivery of on-site technical assistance. To date, that effort has reached some 190 cities, and directly trained more than 1,000 city executives, and other elected and appointed officials. The body of data developed by MATCH in fulfilling its CPDI responsibilities has been independently evaluated by public agencies and private contractors as the most intensive courses in the systems approach to public management currently available anywhere in the United States for elected officials.

Antecedent to this work, MATCH had been co-contractor in the design and implementation of a similar effort known as the Model Cities Evaluation Institute and the Model Cities Planning and Evaluation Institute created to train citizen boards, staffs and officials in the requirements, techniques and opportunities associated with the CDA legislation and administrative regulations.

In consortium with the Urban Coalition, the Joint Center for Political Studies, U.S. Conference of Mayors and League of Cities, MATCH has just concluded a series of regional sessions focused on acquainting black locally elected officials in the changing patterns of Federal Community Development legislation and regulations with a special emphasis on the block grant techniques in HUD and HEW.

In the city of Wilkes-Barre, Pennsylvania, The MATCH Institution, in consortium with Westinghouse's Public Service Management Corporation, performed a management analysis, and addressed itself to the major problems facing the Model Cities program: weak program linkage and coordination with the chief executive officer, indefinite property acquisition strategy, inadequate project reporting format, and lack of a coordinated community planning mechanism. Technical Assistance was also delivered in the area of recreation.



Currently, MATCH is under contract with HUD to write a manual on the meaning of Equal Opportunity in Planning to be used by all recipients of their comprehensive planning assistance at the metropolitan, state and regional levels. This work has included the researching of case studies throughout the United States of both successful and unsuccessful programs aimed at increasing the participation of minority and low income citizens and women in the planning process.

On behalf of the National League of Cities and the U.S. Conference of Mayors, MATCH has performed management training and planning for municipal services and land use for the sites of Benton Harbor, Michigan; Fairmont Heights, Maryland; Glenarden, Maryland; Lincoln Heights, Ohio; East Orange, New Jersey; Seat Pleasant, Maryland; and East St. Louis, Illinois. This work has been aimed at equalizing the level of capital expenditures and services between the disadvantaged communities and the larger city.

In New York City, MATCH has been retained by the Lionel Hampton Development Corporation in cooperation with the New York State Urban Development Corporation to conduct a land use study and survey of the twelve-block area between 135th and 123rd Streets bounded by St. Nicholas and Amsterdam Avenues. The purpose of this project is to document the feasibility of expanding the existing new 14 million dollar housing construction begun there by Lionel Hampton to include the construction of a community college, commercial and open space, as well as additional housing.

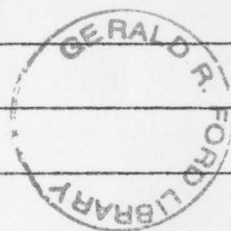
In 1972 the Department of Transportation contracted with The MATCH Institution to make an analysis of the planning process in new transportation projects at all levels of government, and prepare a manual for nation-wide publication on how citizens groups can participate.

In the design of new communities, MATCH participated in evaluating and editing the proposed HUD manual for New Community Developers in collaboration with William Nicosin, the former Director of the HUD New Communities Division. The particular chapter for which MATCH was responsible had to do with the state of the art in social planning and application in new towns.

Currently the MATCH Institution is performing in conjunction with the Decision Science Corporation a complex scope of work in designing a computer modeling technique by which the Housing and Urban Development New Communities Administration can evaluate applications for its New Communities bond guarantees. This system under design entails a more sophisticated methodology for the evaluation of financial feasibility, developmental cost and social factoring than that ever previously undertaken by the agency.



TASK	MONTHS FROM START																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1. CONCEPT DEVELOPMENT	✓	✓	✓	✓	✓	✓	✓						✓		✓		✓	
A. Diagnostics for all cities	✓	✓	✓	✓														
B. Develop Classifications				✓	✓													
C. Seeding of Cities into Classes						✓	✓											
D. Development of Prototypes			✓	✓	✓													
E. Catalogue Measurement Techniques						✓							✓		✓		✓	
2. PILOT DEMONSTRATION							✓	✓	✓	✓	✓	✓						
A. Select Control Groups and Sites							✓	✓										
B. Design of Demonstrations								✓	✓									
C. Negotiation of Each Design									✓	✓	✓	✓	✓					
3. GUIDEBOOK PREPARATION			✓			✓							✓	✓	✓	✓	✓	✓
A. Measurement Principles			✓			✓							✓	✓	✓			
B. Evaluation of Techniques														✓	✓	✓	✓	
C. Narratives of City and Classifications															✓	✓	✓	
D. References to People, Places and Publications																✓	✓	✓
4. MANAGEMENT AND COORDINATION	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
A. Staff Orientation and Support	✓																	
B. Sub-contract Orientation and Deployment		✓				✓						✓				✓	✓	✓
C. Panel Orientation and Review		✓		✓		✓		✓		✓		✓		✓		✓		✓



RANN PROPOSAL BUDGET

For the Period 7/75 to 6/76

Budget Summary -- Nonacademic Organizations

(Use a Separate Page for Each Year)

(☒ Profit ☐ Nonprofit (Check one))

A. SALARIES AND WAGES (Indicate time to be devoted to this project)

	<i>Person-months of effort</i>	Requested From NSF	Total Project Cost
1. Professional Personnel			
a. Principal Investigator or Project Manager	<u>8</u>	\$ <u>24,533</u>	\$ <u>30,666</u>
b. Other Professional Staff and Consultants	<u>48</u>	<u>65,600</u>	<u>82,000</u>
Sub Total	<u>56</u>		
B. CLERICAL-TECHNICAL STAFF		<u>8,000</u>	<u>10,000</u>
C. STAFF BENEFITS (If Charged as Direct Costs)		<u>16,682</u>	<u>20,853</u>
D. TOTAL SALARIES, WAGES, AND STAFF BENEFITS		<u>114,815</u>	<u>143,519</u>
E. PERMANENT EQUIPMENT (Fully Itemized)		<u>3,200</u>	<u>4,000</u>
F. EXPENDABLE EQUIPMENT AND SUPPLIES (Fully Itemized) ..		<u>-0-</u>	<u>-0-</u>
G. TRAVEL (Fully Itemized)			
1. Domestic		<u>19,626</u>	<u>24,533</u>
2. Foreign		<u>-0-</u>	<u>-0-</u>
H. PUBLICATION COSTS		<u>-0-</u>	<u>-0-</u>
I. COMPUTER COSTS (If Charged as Direct Costs)		<u>-0-</u>	<u>-0-</u>
J. OTHER COSTS (e.g., Subcontracts, etc. -- Itemized)		<u>32,000</u>	<u>40,000</u>
K. TOTAL DIRECT COSTS (D through J)		<u>169,641</u>	<u>212,052</u>
L. INDIRECT COSTS <u>60</u> % of <u>D</u>		<u>68,889</u>	<u>86,111</u>
M. TOTAL COSTS (K plus L)		\$ <u>238,530</u>	\$ <u>298,163</u>



RANN PROPOSAL BUDGET

For the Period 7/76 to 12/76

Budget Summary -- Nonacademic Organizations

(Use a Separate Page for Each Year)

☒ Profit ☐ Nonprofit (Check one)

A. SALARIES AND WAGES (Indicate time to be devoted to this project)

	<i>Person-months of effort</i>	Requested From NSF	Total Project Cost
1. Professional Personnel			
a. Principal Investigator or Project Manager	<u>4</u>	\$ <u>12,266</u>	\$ <u>15,333</u>
b. Other Professional Staff and Consultants	<u>24</u>	<u>32,800</u>	<u>41,000</u>
Sub Total	<u>28</u>		
B. CLERICAL-TECHNICAL STAFF		<u>4,000</u>	<u>5,000</u>
C. STAFF BENEFITS (If Charged as Direct Costs)		<u>8,342</u>	<u>10,427</u>
D. TOTAL SALARIES, WAGES, AND STAFF BENEFITS		<u>57,408</u>	<u>71,760</u>
E. PERMANENT EQUIPMENT (Fully Itemized)		<u>-0-</u>	<u>-0-</u>
F. EXPENDABLE EQUIPMENT AND SUPPLIES (Fully Itemized) ..		<u>-0-</u>	<u>-0-</u>
G. TRAVEL (Fully Itemized)			
1. Domestic		<u>9,814</u>	<u>12,267</u>
2. Foreign		<u>-0-</u>	<u>-0-</u>
H. PUBLICATION COSTS		<u>-0-</u>	<u>-0-</u>
I. COMPUTER COSTS (If Charged as Direct Costs)		<u>-0-</u>	<u>-0-</u>
J. OTHER COSTS (e.g., Subcontracts, etc. -- Itemized)		<u>16,000</u>	<u>20,000</u>
K. TOTAL DIRECT COSTS (D through J)		<u>83,222</u>	<u>104,027</u>
L. INDIRECT COSTS <u>60</u> % of <u>D</u>		<u>34,445</u>	<u>43,056</u>
M. TOTAL COSTS (K plus L)		\$ <u>117,667</u>	\$ <u>147,083</u>



ATTACHMENT TO BUDGET

E. Equipment

3 tape recorders
 Audio Visual Equipment (video player, monitor and camer)

G. Travel

(estimated) 20% of salaries

J. Subcontractors

Southern Conference of Black Mayors
 Howard University

1.	Concept Development	-----	63,000
	A. -----	18,000	
	B. -----	12,000	
	C. -----	8,000	
	D. -----	14,000	
	E. -----	11,000	
2.	Pilot Demonstration	-----	113,000
	A. -----	15,000	
	B. -----	28,000	
	C. -----	70,000	
3.	Guidebook Preparation	-----	52,000
	A. -----	18,000	
	B. -----	11,000	
	C. -----	17,000	
	D. -----	6,000	
4.	Management and Coordination	-----	128,358
	A. -----	86,112	
	B. -----	17,222	
	C. -----	25,024	

