

ATLANTA URBAN CORPS
DEPARTMENT OF FINANCE
FINAL REPORT

SUBMITTED BY:
INMOND L. DEEN, JR.
DIRECTOR OF FINANCE
AUGUST 22, 1969

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I. Introduction

William Faulkner stated when he accepted the Nobel Prize for Literature in Stockholm, Sweden on December 12, 1950, "I believe that man will not merely endure: he will prevail."

The City of Atlanta, Atlanta Urban Corps, constitutes an effort toward this end, and it is realized that in seeking to implement noble and lofty concepts many obstacles must be overcome and many frustrations must be endured.

The Department of Finance has in many estimations overcome many obstacles and endured many frustrations. It is my belief that the effort is not in vain.

The information contained in the following pages is presented in an effort to increase efficiency, lessen the probability of a repetition of errors, and contribute to an overall improvement in administration.

II. Funding

A. Contributions

1. Background Information

In March, 1969, efforts were begun to solicit funds from the private sector of the business community. Richard N. Speer, Jr., Bill Adams, Dave Whelan, and Marcus Dash, all students at the Georgia Institute of Technology, obtained the support of Dr. Edwin D. Harrison, then President of the Georgia Institute of Technology. Dr. Harrison met with Mr. Harold Brockey, President, Rich's Inc., and Mr. Al Bowes of Arthur Anderson and Company, and past president of the Chamber of Commerce. Messrs. Brockey and Bowes provided substantial support to the Urban Corps; Mr. Brockey by verbal and written endorsement; Mr. Bowes by supplying counsel in the person of Mr. David Hauser, a gentleman well versed in fund raising.

Over all I feel that the efforts of Rich Speer, Bill Adams, Dave Whelan, and Marc Dash produced amazing results in view of the many liabilities they found, some of which follow, to wit:

- a. The late date at which efforts were begun,
- b. The fact that most budgets had been drawn,
- c. The fact that taxes had recently been paid,
- d. The fact that only a limited amount of time could be expended, and
- e. Most importantly, the fact that the Urban Corps was unknown and in reality nothing more than an idea.

During the summer months while the program was in full operation, a low priority was placed on the solicitation of funds. The soundness of this decision, I feel, is debatable. None the less it must be said that fund raising conducted after the consummation of the Summer Program will have certain advantages, some of which are the experience gained, the wide-spread exposure through the mass media, and, of particular significance, the record compiled by students, i. e. the results achieved.

2. Southern Regional Education Board, Resource Development Project

Mr. Bill Ramsey, Director of the Resource Development Project, Southern Regional Education Board, donated Twenty

Thousand Dollars (\$20,000.00) to be used for the development of an internship program in Atlanta. He stipulated that the money be used, " to increase opportunities for college students to have service-learning experiences related to community development and to their educational and personal growth."

3. Summary

A concerted effort was made by Rich Speer, Bill Adams, Dave Whelan, and Marc Dash. The effort was successful and commendable.

The support provided by Mr. Bill Ramsey, Director, Resource Development Project, Southern Regional Education Board, constitutes a major portion of the total budget and to a large extent served as a catalytic agent making it possible for the idea to become reality.

Contributions received and their status as of August 21, 1969, are as follows, to wit:

Allen Foundation (1)	\$ 500.00
American Telephone and Telegraph Co. (6)	1,000.00
Atlanta Transit Company (6)	250.00
Barnes Real Estate (1)	1,000.00
C & S Bank (1)	1,000.00
Coca Cola Company (1)	1,000.00
Cousins Property, Inc. (6)	100.00
Delta Airlines (1)	500.00
Dull, James E. (4)	10.00
First National Bank (2)	1,000.00
Franklin Foundation (1)	250.00
Garson Fund (1)	250.00
Georgia Power Company (1)	1,000.00
National Bank of Georgia (1)	250.00
Parker, W. A. (4)	50.00
Patillo Foundation (1)	200.00
Resource Development Project, S. R. E. B. (7)	20,000.00
Rich's (1)	1,000.00
Sears Roebuck Foundation (5)	1,000.00
Southern Bell (1)	1,000.00
Sperry & Hutchinson Company (6)	250.00
Stern Foundation (Dan Sweat's office) (3)	1,000.00

Thorpe Brooks (1)	\$ 50.00
University of North Carolina (1)	440.00
TOTAL	<u>\$33,100.00</u>

-
- (1) Deposited.
 - (2) Encumbered - used or to be used to pay for intern participation in the Atlanta Service-Learning Conference.
 - (3) Encumbered - used or to be used for payment of \$250 each to Rich Speer, Bill Adams, Dave Whelan, and Marc Dash for services rendered prior to the creation of the Urban Corps as a Division of the Office of the Mayor.
 - (4) Encumbered - used or to be used to pay a part of the expense incurred in providing trips to Stone Mountain for Decatur-Dekalb Y. M. C. A. Day Camp educable mentally retarded children.
 - (5) Encumbered - used or to be used to compensate Arthur Pellman per contract to direct the Urban Corps - Library Theatre.
 - (6) Received but not yet deposited.
 - (7) Seven Thousand Dollars (\$7,000.00) received and deposited, Thirteen Thousand Dollars (\$13,000.00) committed but not yet received.

It is my opinion at this time that approximately One Hundred Thousand Dollars (\$100,000.00) is a realistic amount to seek and expect to receive from the private sector of the Atlanta business community for the upcoming year.

4. Recommendations

- a. Complete, accurate, detailed, and easily accessible records should be maintained recording each contact made and the response received. As an example see Appendix A, a summary of a preliminary discussion.
- b. The black business community has a stake in this city and a proportionate responsibility. A list of possible supporters whom I feel should be contacted is attached and labeled Appendix B.
- c. Local businessmen have a greater stake and interest in Atlanta than any other possible source of funding. It is my opinion that the degree of involvement by local businessmen is directly correlatable to the soundness of the

program, the acceptability to the public at large, and consequently the overall success of the Atlanta Urban Corps.

For this reason, I feel a major effort should be made to transform the potential into reality.

Specifically, I feel that an individual should be employed and given the responsibility of concentrating on this area alone. The cost is negligible in comparison to the product.

- d. The relationship between Atlanta Urban Corps and the businessmen who have thus far provided support should be nurtured and cultivated. Satisfied supporters provide an enormous supply of good will and visibility.

B. City of Atlanta Governmental Departments

An ordinance by the Finance Committee, adopted by the Board of Aldermen of the City of Atlanta on the 19th day of May, 1969, provided:

BE IT THEREFORE ORDAINED BY THE MAYOR AND BOARD OF ALDERMEN OF THE CITY OF ATLANTA that Article III, Volume II of the City Code is amended by adding a new section thereto appropriately numbered as follows:

"Section 2-63: There is hereby created in the Office of the Mayor, a division known as the Atlanta Urban Corps. The Mayor or his duly appointed representative has the duties and responsibilities for maintaining and administering this division and the interns employed therein. The Mayor shall have authority and responsibility for entering into contracts with universities for College Work Study Program positions; non-profit organizations, other governmental units, and non-governmental organizations for the employment of interns. Said contracts shall be ratified by the Mayor and the Board of Aldermen.

A copy of the above mentioned and quoted ordinance is attached and labeled Appendage C .

A Resolution by the Finance Committee and Budget Commission, adopted by the Board of Aldermen on the 16th day of June, 1969, provided for the transfer of Fifty Two Thousand, Six Hundred and Five Dollars (\$52,605.00) to the Atlanta Urban Corps account. This transfer of funds represents the amount committed by the City of Atlanta to the Atlanta Urban Corps. A copy of the above mentioned Resolution is attached and labeled Appendage D.

Without the financial, logistical, and consultory support provided by the City of Atlanta, the Atlanta Urban Corps quite obviously would not have reached fruition.

Student interns and the governmental departments to which they were assigned are as follows:

Mayor's Office
M. Berk
W. Bloom
J. Bruce

Library
R. Brown
K. Hatcher
J. Herring

Water Works
R. Childress
D. Dragalin
M. Friedman

D. Christenberry
T. Fleming
J. Snider
T. Isaac
J. Martin
J. Menez
M. Woodward

N. Ingram
M. Moore
A. McCrary
D. Wright
S. Owens

D. Gilbert
J. Hill
W. Kemp
L. Keyes
R. Lynes
J. Wilcox
P. Johnson

Finance

M. Bodor
D. Harvey
M. Irby'
C. Liang
M. Mangham
W. Millkey
T. Snider
J. Walsh

Sanitation

F. Benfield
C. Caskey
R. Combes
A. Deluca
J. Elman
F. Goodson
J. Hotard
S. Lester
G. Myles
B. Snooks
P. Stansbury
R. Toney
W. Travis
J. Uffelman

Purchasing

R. Brown
C. Wheeler

Kennesaw

R. Bracken
A. Miller
N. Norbert
S. Pickard
M. Silberstein
R. Simmons
S. Tucker

Parks & Recreation

C. Choke
C. Davis
K. Dunlap
P. Durrah
J. Flemister
M. Floyd
E. Henderson
C. McElroy
J. Stephens

Personnel

R. Carroll
A. Mayeaux

City Attorney

J. Hollenbach

Motor Transportation

M. Winston

Housing Conf.

E. Whigham

Business License

J. Waggener

Aviation

W. Collier
J. Tumlin

Planning

M. Howedy

Traffic

H. Nash

Community Relations

F. Flowers

C. Non-Profit Organizations, Governmental Departments, and Governmental Agencies

Thirty Two (32) contracts or agreements were entered into between the City of Atlanta, Atlanta Urban Corps and non-profit organizations, governmental departments, and governmental agencies who agreed to employ student interns and to reimburse the City of Atlanta, Atlanta Urban Corps for a part of the monies expended for salaries and administrative costs.

An accounting of the funds received, and outstanding as of the 21st day of August, 1969, is as follows, to wit:

AGENCY:	OUTSTANDING :	RECEIVED :
Academy Theatre		800.00
American Cancer Society		500.00
Atlanta Girls Club		1,750.00
Atlanta Youth Council	4,250.00	4,250.00
Atlanta YWCA		250.00
Boy Scouts of America		250.00
Center for Research in Social Change	250.00	
Community Council of Atlanta Area		500.00
Decatur-Dekalb YMCA (\$125 per for 5 weeks)		750.00
Department of Justice (Immigration)	342.00	
Easter Seal Rehabilitation Center		500.00
E. O. A. (2 at \$880; 2 at \$250)	2,260.00	2,260.00
Family Counseling Center (Child Service)		500.00
Fulton County Government	250.00	
Fulton County Health Department	5,400.00	
Gate City Day Nursery Assoc.		1,000.00
Georgia Easter Seal Society		250.00
Grady Metro Girls Club		250.00
Hardee Circle Arts Theatre	300.00	450.00
Kirkwood Christian Center		1,000.00
Literacy Action Foundation	250.00	250.00
Mennonite House		250.00
Phyllis Wheatley YWCA		500.00
Saint Vincent de Paul Society		250.00
Sarah D. Murphy Homes		250.00
Southern Consortium for Int. Education	250.00	
Southern Council on International & Public Affairs		2,000.00
Southwest YMCA		250.00
SREB, Atlanta Service-Learning Conference	250.00	
Urban Lab in Education (\$50 per)	150.00	
Vine City Child Development Center (\$50 per)		50.00
Wheat Street Baptist Church (\$50 per)	100.00	300.00
	\$14,052.00	\$12,750.00
	7,442.00	\$19,360.00

Of the Fourteen Thousand and Fifty Two Dollars (14,052.00) outstanding, Twelve Thousand, One Hundred and Sixty Dollars (\$12,160.00) is owed by three organizations. They are:

1. Atlanta Children and Youth Services Council. A requisition for Four Thousand, Two Hundred and Fifty Dollars (\$4,250.00) payable to the City of Atlanta, Atlanta, Urban Corps was submitted to the City of Atlanta and approved August 20, 1969.
2. Economic Opportunity Atlanta. Mr. William W. Allison, Director was reminded in a letter dated August 14, 1969, that Two Thousand, Two Hundred and Sixty Dollars (\$2,260.00) is due and payable.
3. The Resource Development Project, Southern Regional Education Board contracting for itself and as agent for the Fulton County Health Department. Mr. Bill Ramsey, Director stated that payment in the amount of Five Thousand, Six Hundred and Fifty Dollars (\$5,650.00) is being processed.

D. College Work Study Program

A total of twenty-one (21) colleges and universities contractually agreed with the City of Atlanta, Atlanta Urban Corps for the employment by the city of certain of their students, certified certain students for the College Work Study Program and agreed to reimburse the City of Atlanta in the amount of Eighty per cent of the gross pay received by certified students.

A schedule entitled Accounts Receivable - C. W. S. P. and labeled Appendage E is attached and contains individual information relating to each college or university, to wit:

1. Gross pay earned by certified C. W. S. P. student interns for each bi-weekly pay period, through August 4, 1969,
2. The C. W. S. P. share for each bi-weekly pay period through August 4, 1969 (the amount due and payable to the City of Atlanta), and
3. The amount received for each bi-weekly pay period as of August 21, 1969

Statements have been mailed to all colleges for all bi-weekly pay periods excluding the August 18 and August 22 periods which will be combined, with the following exceptions:

1. Morehouse College - pay period ending July 21, 1969.
2. Dekalb College - pay period ending July 21, 1969.
3. Georgia State College - pay period ending August 4, 1969.
4. Morehouse College - pay period ending August 4, 1969.
5. West Georgia College - pay period ending August 4, 1969.
6. Georgia Institute of Technology - pay period ending August 4, 1969.

The six above mentioned statements should and are expected to have been mailed by no later than August 25, 1969.

The statements for the joint pay periods ending August 18, 1969, and August 22, 1969, should and are expected to have been mailed by no later than September 1, 1969.

III. Payroll

A. Procedure

Payroll disbursements were made on a bi-weekly basis as follows:

Time period ending:	Disbursement date:
June 9	June 18
June 23	July 2
July 7	July 16
July 21	July 30
August 4	August 13
August 18	August 27
August 22	August 27

One disbursement for the bi-weekly pay periods ending August 18, 1969, and August 22, 1969. The said August 27, 1969, disbursement will be contingent upon the submission by each intern on August 22, 1969, and upon the approval of the Evaluation Staff of individual intern reports.

The following instructions regarding pay periods, time cards, and disbursement dates are contained in a memorandum which was distributed to all interns:

Time cards must be turned in to Steve Mwamba or Mac Rabb in Room 7 of the Audit Department in the basement of the Atlanta City Hall, 68 Mitchell Street, S. W. , by 12:00 noon on the last day of each pay period in order for the payee to receive compensation on the above listed dates of disbursement. Supervisors should anticipate the number of hours interns will work between 12:00 noon and the close of business on the last day of each pay period and include it on the time cards.

Pay checks for interns assigned to agencies other than Governmental Departments of the City of Atlanta are to be picked up between the hours of 12:00 noon and 5:00 p. m. , on the above listed dates of disbursement in the Atlanta Urban Corps office, 30 Courtland Street, N. E. by agency supervisors or their designated representative, who present to the Payroll Auditor written authorizations from each payee represented.

B. Volunteers

Individuals who agreed to work as volunteers and who are to receive Two Hundred Dollars (\$200.00) as compensation for their services were paid One Hundred Dollars (\$100.00) on July 16, 1969, and will be paid One Hundred Dollars (\$100.00) on August 27, 1969.

It is felt that this method served to encourage the volunteer in that it permitted him to receive some monetary reward for his services prior to the conclusion of the summer program. It further has the effect of providing protection to the Urban Corps in the event that the volunteer resigns prior to the conclusion of the summer program. Payment at the beginning of the program would have left the Urban Corps without protection from financial loss should the volunteer resign. Payment at the conclusion of the program could conceivably while affording protection to the Urban Corps have imposed a burden on the volunteer and would not have contained the incentive factor inherent in the split payment method.

C. Department of Health, Education, and Welfare, College Work Study Program Division Guideline

In order to comply with guidelines as set forth by the Department of Health, Education, and Welfare, College Work Study Program Division, the following procedure was inaugurated.

1. Proof of Compensable Hours Worked

- a. A certified statement mailed to each participating college or university having College Work Study Program students includes information relating to each student as follows:
 - (1) Name,
 - (2) Wage rate,
 - (3) Total number of compensable hours worked during the immediately preceding pay period,
 - (4) Gross pay received for the immediately preceding pay period, and
 - (5) Gross pay received to date.
- b. Time cards signed by each student and his immediate supervisor certifying that a particular number of hours were worked by the student were mailed to the student's college or university in instances where the student was enrolled in the College Work Study Program.

2. Proof of Receipt of Payment

Each employee was required to pick up in person his pay check or to give written authorization to the individual who picked up the check. In the former situation the individual was required to give written certification of receipt. In the latter situation the authorized individual was required to certify receipt of all pay checks received.

3. Recommendations

- a. At present, billing colleges requires a manual transference of information from computer printouts which are grouped according to work location, typing of the bill, and checking of the figures. The city gave us the option of having the printouts grouped either by work location or school. Someone chose to have the interns grouped either by work location . This is of little value to my Department as agency (work location =

agency) financial arrangements are handled by contract. If the problem of separating CWSP interns and non-CWSP interns can be overcome (if the city can be sold on the idea) the computer printouts could be certified and mailed to the colleges. This would eliminate three steps and at the same time reduce the probability of errors. This system would, however, involve the inconvenience of sorting pay checks and grouping them by City Department and agency. Less time and effort are required to sort pay checks than to manually transfer the required information. In my estimation, this should be done at the earliest date possible.

- b. The procedure regarding proof of payment is onerous and burdensome. The interns, justifiably, do not like it. I feel HEW should be made aware of the unpalatable nature of the guide line necessitating this procedure and a request for relief made.

IV. Contracts

A. Agency Contracts

All contractual agreements between the City of Atlanta, Atlanta Urban Corps and non-profit agencies, governmental departments, and governmental agencies have been finalized and are on file in the Department of Finance, City of Atlanta, City Hall, 68 Mitchell Street, S. W., Atlanta, Georgia.

B. College and University Contracts

All contractual agreements between the City of Atlanta, Atlanta Urban Corps and colleges and universities have been finalized and are on file in the Department of Finance, City of Atlanta, City Hall, 68 Mitchell Street, S. W., Atlanta, Georgia. The said college and university contracts embody the agreements reached in relation to funding originating in the Department of Health, Education, and Welfare, College Work Study Program Division.

C. Educational Advisor Contracts

Contracts have been entered into between the City of Atlanta, Atlanta Urban Corps, and Carl Wieck, Patrick Ntokogu, Roger Whedon, Barbara Rudisill, and the Georgia Institute of Technology - Roger Rupnow. The said individuals agreed to act as Educational Advisors to the 1969 Urban Corps Project; and to perform duties including but not limited to job visitation with the interns and agency supervisors, planning and conducting education seminars for small groups, as well as all interns, working in coordination with the field evaluation staff to insure job relevancy and educational significance of the program for each intern.

For the performance of the duties as outlined above, the City of Atlanta agreed to pay each Educational Advisor One Thousand Dollars (\$1,000.00).

D. Urban Corps - Library Theatre Contract

A contract between the City of Atlanta, Atlanta Urban Corps and Arthur Pellman was executed. The contract provides in essence for the service of Arthur Pellman as Director of the Urban Corps - Library Theatre for a period of not less than ten weeks; and for the receipt by Arthur Pellman of One Thousand Dollars (\$1,000.00) as compensation for the above stated service; said compensation to be paid by the City of Atlanta.

ATLANTA URBAN CORPS, GENERAL FUND ACCOUNT
BALANCE SHEET
July 31, 1969

<u>Account Number</u>	<u>Title</u>	<u>Appropriation</u>	<u>Encumberances</u>	<u>Expenditures</u>	<u>Balance</u>
G-25-62	Partitions	646.00		646.00	0
G-25-500U	Mileage	500.00		15.00	485.00
G-25-62-830	Salaries	170,115.00		86,412.08	83,782.92
G-25-62-7140	Telephone	600.00		0	600.00
G-25-62-7600	Postage	150.00		0	150.00
G-25-62-7610	Printing and Reproduction	500.00	62.24	853.40	(415.64)
G-25-62-7700	Office Supplies	1,000.00	171.80	450.43	378.49
G-25-62-8100	Rentals	400.00	210.00	50.00	140.00

ATLANTA URBAN CORPS, GENERAL FUND ACCOUNT
BALANCE SHEET
August 14, 1969

<u>Account Number</u>	<u>Title</u>	<u>Appropriation</u>	<u>Encumbrances</u>	<u>Expenditures</u>	<u>Balance</u>
G-25-62	Partitions	646.00		646.00	0
G-25-500U	Mileage	500.00		281.70	218.30
G-25-62-830	Salaries	170,195.00		88,212.08	82,447.39
G-25-62-7140	Telephone	600.00		298.75	301.25
G-25-62-7600	Postage	150.00		150.00	0
G-25-62-7610	Printing and Reproduction	500.00	62.24	902.23	(464.47)
G-25-62-7700	Office Supplies	1,000.00	171.80	450.43	378.49
G-25-62-8100	Rentals	400.00	210.00	90.00	100.00

VI.

ATLANTA URBAN CORPS
STATEMENT OF REVENUES & EXPENDITURES
August 21, 1969

REVENUES:	RECEIVED:	ANTICIPATED:	TOTAL:
City of Atlanta	\$52,605.00	0	\$52,605.00
C. W. S. P.	8,771.12	64,344.88	73,116.00
Contributions	19,610.00 20,100.00	13,000.00	32,610.00 33,100.00
Non-profit Agencies	12,750.00	14,052.00	<u>26,802.00</u>
	TOTAL REVENUES		\$185,133.00 185,523.00

EXPENDITURES:	PAID:	ANTICIPATED:	TOTAL:
Intern Salaries	\$115,268.25	\$54,926.75	\$170,195.00
Operational Expenses	2,819.11	444.04	3,263.15
Educational Advisors	4,000.00	1,000.00	5,000.00
Non-Intern Staff	4,932.70	392.30	<u>5,325.00</u>
	TOTAL EXPENDITURES		\$183,783.15

SURPLUS ~~\$1,349.85~~
\$1,739.85

VII. Summation

In matters of Finance, it is absolutely essential to maintain accurate, complete, and easily accessible records. Every effort should be made to achieve this end.

Prior to mid July, 1969, this department was plagued by senseless mistakes, inadequate secretarial support, and troublesome inefficiency. The acquisition of Patty Harwell, whose competence is remarkable and whose willingness to work is admirable, eliminated the problem of inadequate secretarial support and made it possible to reduce inefficiency.

Earlier mistakes, inefficiency, and an almost total lack of secretarial support had a pyramiding effect which resulted in the depletion of many valuable hours and had the end result of causing a pronounced reduction in positive achievement.

Given a more efficient operation and the consequent increase in unconsumed man hours a great deal could have been accomplished in the area of fund raising.

Absent senseless mistakes, e. g. an absurdly inaccurate listing of students accepted and placed, a much better cash-flow ratio could have been maintained.

There is no justification for a repetition of the same mistakes.

In closing, I feel Patty Harwell, James Rabb, and Steve Mwamba should be commended for their diligence, competence, and ability to withstand frustration.



Inmond L. Deen, Jr.
Director of Finance
Atlanta Urban Corps

APPENDIX

ATLANTA URBAN CORPS
DEPARTMENT OF FINANCE

To: Sam Williams, Director, Atlanta Urban Corps

From: Inmond L. Deen, Director of Finance, Atlanta Urban Corps

Re: Initial Report on the Department of Finance

Date: July 2, 1969

I.

The payroll schedule for employees of the Atlanta Urban Corps is set forth in a memorandum (labeled Appendage "A") which has been distributed to all interns.

Individuals who agreed to work as volunteers and who are to receive \$200.00 as compensation for their services will be paid \$100.00 on July 16, 1969, and \$100.00 on August 27, 1969. It is felt that this method will serve to encourage the volunteer in that it permits him to receive some monetary reward for his services prior to the conclusion of the summer program. It further has the effect of providing protection to the Urban Corps in the event that the volunteer resigns prior to the conclusion of the summer program. Payment at the beginning of the program would leave the Urban Corps without protection from financial loss should the volunteer resign. Payment at the conclusion of the program could conceivably, while affording protection to the Urban Corps, impose a burden on the volunteer and would not contain the incentive factor inherent in the split payment method.

II.

In order to comply with guidelines set forth by the Department of Health, Education, and Welfare, College Work-Study Program Division, the following procedure has been inaugurated:

- A. A certified statement (labeled Appendage "B") will be mailed to each participating college or university having College Work-Study Program students employed by the Atlanta Urban Corps. The statement will include information relating to each student as follows:
 1. Name.
 2. Wage rate.
 3. Total number of compensable hours worked during the immediately preceding pay period.
 4. Gross pay received for the immediately preceding pay period, and
 5. Gross pay received to date.
- B. Time cards (labeled Appendage "C") signed by each student and his immediate supervisor certifying that a particular number of hours were worked by the student will be mailed to the student's college or university in instances where the student is enrolled in the College Work-Study Program.
- C. Each employee is required to pick up in person his paycheck or to give written authorization to the individual who will pick up the check. In the former situation the individual is required to give written certification of receipt. In the latter situation the authorized individual is required to certify receipt

of all pay checks received. (See Appendages "D" and "E".)

III.

A bookkeeping system has been designed and is tentatively scheduled to become operative on July 10, 1969. The system will consist of the maintenance of the following Journals and Ledgers:

- A. General Journal--posted daily Monday through Friday prior to 9:15 a. m. listing all monies received and all liabilities incurred the preceding day.
- B. Cash Receipts and Disbursements Ledger--posted twice weekly recording the flow of capital.
- C. General Ledger--posted twice weekly containing separate accounts for:
 - 1. Office equipment,
 - 2. Office supplies,
 - 3. Payment received from agencies as contracted for,
 - 4. Payment received from educational institutions as contracted for,
 - 5. Payment received in the form of grants and donations from foundations,
 - 6. Payment received in the form of grants and donations from the private business sector,
 - 7. Utilities, and
 - 8. All other necessary accounts.
- D. Individual Earnings Records--posted bi-weekly.
- E. Petty Cash Records--maintained by Sam Williams.

Inmond L. Deen, Jr.
Director of Finance
Atlanta Urban Corps

ATLANTA URBAN CORPS
DEPARTMENT OF FINANCE

To: Sam Williams, Director, Atlanta Urban Corps
From: Inmond L. Deen, Jr., Director of Finance,
Atlanta Urban Corps
Re: Departmental Report
Date: July 16, 1969

I.

After repeated efforts to resolve the unusually perplexing situation surrounding compensation for VISTA volunteers assigned through the Southern Regional Education Board to the City of Atlanta, Atlanta Urban Corps, little has been accomplished. Responsibilities, however, have been defined, to wit:

- A. VISTA volunteers will receive bi-weekly supplements from the City of Atlanta, Atlanta Urban Corps in amounts determinable by multiplying the total number of compensable hours worked by each intern during the preceding pay period by either .07, .47, or .77, depending upon the individuals educational level.
- B. Volt Technical Corporation, a subsidiary of Volt Information Sciences, Inc., 795 Peachtree Street, N.E., Suite 630, Atlanta, Georgia, a private corporation under contract with VISTA to provide administrative and logistical financial support, will disperse on a weekly basis the VISTA share of VISTA volunteers pay.
- C. The City of Atlanta, Atlanta Urban Corps supplement plus the VISTA share will closely approximate that received by all other interns of a comparable educational level.
- D. Carol Lim, Volt Technical Corporation, phone 876-6354, has been designated as the representative of her company to handle inquiries from VISTA Volunteers assigned to the Urban Corps regarding compensation from VISTA.

II.

The procedure outlined in section II of this Department's initial report, dated July 2, 1969, regarding College-Work Study Program guidelines is proving satisfactory.

III.

The book keeping system outlined in Section III of this Department's initial report is now in operation and is relatively efficient. Improvement is needed in this area. As a bare minimum the following is necessary:

- A. Working space (available for payroll auditors)
- B. Freedom from unnecessary interruptions and confusion

IV.

Mr. W. Walton Clarke, First National Bank of Atlanta, was talked with on July 10, 1969. He agreed on behalf of the First National Bank to donate One Thousand Dollars (\$1,000.00) to the City of Atlanta, Atlanta Urban Corps.

Mr. Charles S. Marvin, A.T.&T., was talked with on July 9, 1969. Mr. Marvin indicated an interest on the part of A.T.&T. to make a donation to the Urban Corps. He suggested that I call his immediate supervisor, Mr. Tom Koneig, on July 14, 1969, and arrange a conference. Mr. Koneig was ill. However, his secretary set up a conference for July 22, 1969 at 10:00 A.M.

Mr. Plemon Whatley (Junior at Harvard) , employed by A.T.&T. and assigned to E.O.A., was talked with on or about July 1, 1969, and has reported to Mr. Marvin that he feels the Urban Corps is deserving of a donation.

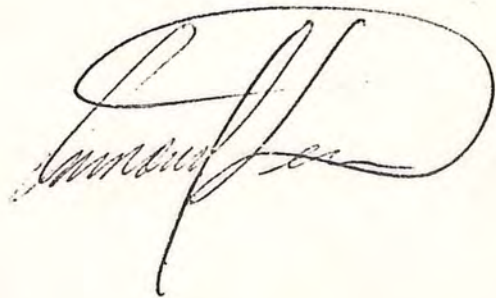
A.T.&T.'s offices in Atlanta are located at Room 1831, The Hartford Building.

V.

In general, Finance has been plagued by senseless mistakes, inadequate secretarial support, and troublesome inefficiency.

At this time the addition of Dianne Wilson to this Department in a somewhat elusive position is not, in my opinion, justifiable either in cost to the Urban Corps or in increased efficiency.

The above mentioned recommendation, if followed, will provide the needed space mentioned in Section III, A, above and will eliminate the need for close supervision and will, to some extent, provide relief from unnecessary confusion and inefficiency.

A handwritten signature in cursive script, appearing to read "R. J. [unclear]", is written in black ink on the page.

ATLANTA URBAN CORPS
DEPARTMENT OF FINANCE

To: Sam Williams, Director, Atlanta Urban Corps

From: Inmond L. Deen, Jr., Director of Finance,
Atlanta Urban Corps

Re: Departmental Report

Date: August 1, 1969

I. Payroll

The payroll system is functioning satisfactorily. Two areas need improvement:

- A. At present, billing colleges requires a manual transference of information from computer print outs which are grouped according to work location, typing of the bill, and checking of the figures. The city gave the option of having the print outs grouped either by work location or school. Someone chose to have the interns grouped by work location. This is of little value to my Department as agency (work location= agencies) financial arrangements are handled by contract. If the problem of separating CWSP interns and non-CWSP interns can be overcome (if the city can be sold on the idea) the computer print outs could be certified and mailed to the colleges. This would eliminate three steps and at the same time reduce the probability of errors. This system would, however, involve the inconvenience of sorting pay checks and grouping them by City Department and agency. Less time and effort are required to sort pay checks than to manually transfer the required information. In my estimation, this should be done if the city and the Urban Corps maintain their present relationship.

- B. The procedure outlined in section II, C, of my report dated July 2, 1969 is onerous and burdensome. The interns, justifiably, do not like it. I feel HEW should be made aware of the unpalatable nature of the guide line necessitating this procedure and a request for relief made. I intend to act accordingly. We were fortunate on the July 30, 1969 disbursement date. Only one problem of any significance arose: a staff member told Andrea Frye, a volunteer, she would receive \$100 on July 30. The "culprit" had not the authority to make the decision. Nonetheless, we will pay her and Young Hughley at their convenience after 12:00 o'clock noon 8/1/69.

II. College Billing

The college billing system will work adequately. Colleges will be billed (bills mailed) today for amounts owed as of July 2, 1969. They will be billed August 5, 1969, for amounts owed as of July 30, 1969. The August 13th, and August 27th, billings will be no problem. The September 10th billing should not be a problem but the mechanics have not been worked out.

III. Agency Payments

Non-profit agencies in which AUC interns are placed have contractually agreed to employ the student and to pay a part of the student's salary ranging from 100% to 00%. On Wednesday, August 6, 1969, prompting of agencies who have not fulfilled their contractual obligations will be commenced.

IV. Contracts

A. Agency Contracts

EOA was delayed in executing our contract due to the change of directorship. The contract has been delivered to George Berry for execution by the city.

We still do not have a contract with SREB for the Fulton County Health Department. This involves 21 interns. Since SREB has given us \$7,000.00 and will give us \$13,000.00 within two weeks (according to Bill Ramsay) I consider that organization reputable.

The decision was made to contract with the Academy Theater as a non-city agency even though the funds actually come from the City (Atlanta Board of Education). Miss Nancy Hagar was talked with and agreed to this arrangement on July 15, 1969. A letter confirming the earlier verbal agreement and a written contract were mailed to Miss Hagar July 16, 1969. The contract has not of this date been returned to this office.

The Atlanta Youth Council is for our purposes a non-city agency. The contract has been executed.

B. College Contracts

When the college contracts were executed, both copies of the West Georgia contract were returned to the college. Mr. Paul M. Smith, Jr., Director of Financial Aid, stated by telephone on 8/1/69 that he would on that date mail one copy to me. When it is received, Mr. Charles Davis, Director of Finance, City of Atlanta, will certify the West Georgia bill.

C. Educational Advisor Contracts

Contracts have been entered into between the City of Atlanta, Atlanta Urban Corps, and Carl Wieck, Patrick Ntokogu, Roger Whedon, Barbara Rudisill, and the Georgia Institute of Technology--Roger Rupnow,

the said individuals to act as Educational Advisors to the 1969 Urban Corps Project. Duties to be performed shall include but not be limited to job visitation with the interns and agency supervisors, planning and conducting education seminars for small groups, as well as all interns, working in coordination with our field evaluation staff to insure job relevancy and educational significance of the program for each intern, assisting the intern in his articulation of his experience and other counseling and advisory duties connected with the program.

For the services outlined above, each Educational Advisor shall be compensated in the amount of One Thousand Dollars.

D. Urban Corps-Library Theatre Contract

A contract between the City of Atlanta, Atlanta Urban Corps, and Arthur Pellman has been drawn, approved, and is in the process of execution. The contract provides in essence that Arthur Pellman is to serve as Director of the Urban Corps-Library Theatre for a period of not less than ten weeks and that he will be compensated in the amount of One Thousand Dollars.

V. Staff

Steve Mwamba is performing a task that is in my estimation tedious and demanding. He has and is continuing to keep errors at a minimum.

Mac Rabb is now working in my office and is performing at a level that is above what can ordinarily be expected or demanded of an individual.

Patty Harwell is doing an excellent job in providing secretarial support. She is diligent, unusually efficient, and in every respect a pleasure to work with.