

Model Cities

CITY OF ATLANTA

DEPARTMENT OF FINANCE
501 CITY HALL
ATLANTA, GEORGIA 30303



December 30, 1969

CHARLES L. DAVIS
DIRECTOR OF FINANCE
EDGAR A. VAUGHN, JR.
DEPUTY DIRECTOR OF FINANCE

W. ROY SMITH
DEPUTY DIRECTOR OF FINANCE
JAMES R. FOUNTAIN, JR.
DEPUTY DIRECTOR OF FINANCE

MEMORANDUM

TO: Dan Sweat

FROM: Charles L. Davis *CLD*

SUBJECT: MODEL CITIES STAFF TRAVEL EXPENSES

In response to a recent conversation we had, I am enclosing a tabulation showing the amount of travel funds that we have advanced to employees of the Model Cities staff.

If you need additional information regarding this subject, please advise.

CLD

CLD:lek
Enclosure

MODEL CITIES OFFICIALS MAKING TRIPS

AT CITY OF ATLANTA EXPENSE - 1969

<u>NAME</u>	<u>DATE</u>	<u>MEETING SITE</u>	<u>CONFERENCE NAME</u>	<u>ADVANCE</u>	<u>INDV. TOTAL</u>	<u>FUNDS RET. TO CITY</u>
David Caldwell	11/30/69	San Diego, Calif.	Natl. League of Cit.	\$443.00	\$443.00	--
James B. Culp	8/20/69	Memphis, Tenn.	Natl. Bus. League	156.00		--
	11/18/69	Washington, D.C.	Eco. Div. Manpower Advisors	169.00	325.00	--
France Frances C. Eizenstat	10/15/69	Pine Mountain, Ga.	Psychiatric Inst. on Group Behavior	112.44	112.44	--
Dewey Gibson	8/11/69	Denver, Colo.	COP Proj. Dev. Work.	239.00	239.00	--
Eric Harkness	3/19/69	Washington, D.C.	Natl. Urban Affairs Forum	199.00	199.00	15.72
Ellen Schoates	11/12/69	Savannah, Ga.	Conf. on Ageing	94.00	94.00	10.89
James Hicks	8/20/69	Memphis, Tenn.	Natl. Business League	156.00		--
	11/23/69	Chicago, Ill.	Natl. Conf. on Dev. of Shopping Centers	233.00	389.00	--
Johnny C. Johnson	1/10/69	New York, N.Y.	Conf. on Pluralistic Planning	200.00		
	3/19/69q	Washington, D.C.	Natl. Urban Affairs Forum	199.00		
	5/26/69	Washington, D.C.	Natl. CDA Conf.	184.00		
	7/11/69	Chicago, Ill.	CDA Steering Comm.	150.00		
	7/27/69	Washington, D.C.	Ghetto Power in Action Natl. Urban League	260.00		18.34
	8/7/69	Nachville, Tenn.	CDA Regional Dirs.	119.00		15.16
	9/19/69	Washington, D.C.	Operation Breakthrough	134.00		5.90
	11/5/69	Miami, Fla.	Reg. Dirs. Meeting	188.00		9.36
	11/12/69	Savannah, Ga.	Conf. on Ageing	94.00		19.70
	11/30/69	San Diego, Calif.	Natl. League of Cities	458.00	1986.00	--
Mitchell A. Mitchell	8/29/69	Chicago, Ill.	Soc. Serv. Info. Sys.	159.00	159.00	--
Alice Nixon	11/21/69	Charlotte, N.C.	Model Cities Conf.	50.00	50.00	--
Samuel Russell	10/12/69	Silver Spring, MD	Model Cities Conf.	209.00	209.00	--
James R. Shimkos	5/27/69	New York, N.Y.	Edu. Parks Conf.	289.00		22.06
	11/21/69	Savannah, Ga.	Conf. on Ageing	95.00		--
	11/30/69	Miami, Fla.	Southeastern Edu. C.	188.00	572.00	75.50
C. Miles Smith	11/12/69	Charlotte, N.C.	Model Cities	50.00	50.00	--
George Swerdloff	11/12/69	Charlotte, N.C.	Model Cities	115.00	115.00	16.85
James L. Wright	7/11/69	Washington, D.C.	Urban America, Inc.	124.00	124.00	21.00

CITY OF ATLANTA

November 28, 1969




OFFICE OF MODEL CITIES PROGRAM
673 Capitol Avenue, S.W.
Atlanta, Ga. 30315
(404) 577-5200

Ivan Allen Jr., Mayor
J. C. Johnson, Director

MEMORANDUM

TO: Mayor Ivan Allen
Mayor Elect Sam Massell
Executive Board Members
Mr. Jack Delius
Mr. Dan Sweat
Mr. Collier Gladin

Mr. Lester Persells
Mr. Henry Bowden
Mr. James Pilcher
Mr. Horace Ward
Mr. Thomas Choyce

FROM: Johnny C. Johnson
Executive Director 

SUBJECT: Land Acquisition by the Southern Railroad in Pittsburgh
(See attached map)

Introduction

On November 10, 1969, the Model Cities Program first became aware of plans of the Southern Railroad to expand their existing storage yard in the Pittsburgh-Mechanicsville Area. This move affects only the Pittsburgh community where acquisition of 15.2 acres of land is presently in progress; Southern is currently attempting to negotiate the acquisition of 2.8 acres of Pittman Park belonging to the City of Atlanta and part of the 15.2 acre site. Their reuse proposal calls for retention of 11.5 acres to be used for expansion of their existing yard facilities, while the remaining 3.7 acres would be returned to the city for park use. The railroad proposes to finance the cost of constructing the new park, including the replacement of a gymnasium, swimming pool, and tennis courts, all of which would be included in the initial 2.8 acre park acquisition.

This plan raises many issues and questions all of which will have to be answered in the forthcoming weeks. It is the express purpose of this memo to prepare a proper foundation for this period by stating, as accurately as possible, the events that preceded and followed our initial discovery of Southern's plan on November 10, and the issues that I believe have been raised as a result. I have also made some recommendations regarding the course of action we should take.

Agents for Southern Railroad. The firm of Greene, Buckley, DeRinex & Jones, located in the National Bank of Georgia Building is acting as their legal agent; John David Jones and C. Richard McQueen have been involved in past discussions. Land acquisition is being handled by Adams-Cates Realty located in the Hurt Building; Henry Robinson is actively involved in this aspect of the plan.

Existing and Proposed Land Use. Composition of the 15.2 acres of acquisition is as follows:

Park	2.8 acres
Business	4.4 acres
Housing	6.0 acres
Streets	<u>2.0</u> acres
Total	15.2 acres

After acquisition the land will be used for:

Park	3.7 acres
Railroad	<u>11.5</u> acres
Total	15.2 acres

Residential Relocation. The number of buildings and dwelling units to be acquired:

	<u>Buildings</u>	<u>Units*</u>
Single Family	63	63
Two Family	10	20
Multiple Family	<u>2</u>	<u>10</u>
Total	75	93

*Note:

The number of dwelling units is not an accurate indication of the number of families presently occupying them; overcrowding may increase this figure.

Public Notification of Southern's Plans

These agencies initially became aware of Southern's acquisition and expansion plan on the dates indicated:

Parks Department	October 30
Housing Authority	November 5
Planning Department	November 6
Model Cities Program Staff	November 10
Model Cities Board of Directors	November 17
Model Cities Executive Board	November 18

Chronology of Events (1969)

August-September

Acquisition of residential property began sometime during this period.

October 30

Southern's agents H. Robinson and C. R. McQueen met with Alderman Charles Leftwich, Jack Delius, and Stan Martin to discuss the railroad's plan. The Parks Department was asked

to determine the feasibility of a new park design that would exclude 2.8 acres of the existing Pittman Park, but include the additional 3.7 acres the railroad was willing to swap for the excluded portion.

November 5

Southern's land agents met with the Atlanta Housing Authority to determine the type of relocation assistance available to occupants of homes within the acquisition area. Because of the unique nature of this request--a railroad acquiring property under the power of eminent domain in an urban renewal area within the Model Cities Program--the Authority asked the regional office of the Renewal Assistance Administration (RRA) for an opinion. RRA tentatively determined that no financial assistance was available under existing regulations and contacted their home office in Washington, D. C. for further determination.

November 6

Planning Department became aware of Southern's plan for the Pittman Park acquisition only. At this time the Department arranged a meeting for Monday, November 10, at the Parks Department Conference Room and requested Model Cities repre-

sentatives to attend.

November 10

Model Cities became aware of Southern's plans for the entire yard expansion at a meeting in the offices of the Parks Department. (See memo of November 11, 1969 - Exhibit No. 1). In addition to the information in the November 11 memo, Southern's agents expressed a strong desire to acquire all the property in the shortest time possible and also suggested that Alderman Leftwich, Chairman of the Parks Committee, gave tentative approval to swap park land for railroad land. In addition, they urged all in attendance to keep their plan as secret or quiet as possible. The reason for this insistence was, according to them, to prevent the appreciation of land values within their acquisition area.

November 17

Legal agents of Southern Railroad, J. D. Jones and C. R. McQueen met with J. C. Johnson, Jim Wright, and Lou Orosz, of the Model Cities Program in their offices. The meeting was arranged by Stan Martin of the Parks Department. This represented the first direct attempt of Southern to involve the Model Cities Program in its plans. Discussion initially centered about the

Pittman Park situation but expanded to the relocation and involvement of Pittsburgh residents. Mr. Jones reiterated the Railroad's position as expressed one week earlier on November 10; the acquisition of land, including a portion of Pittman Park, must be completed as soon as possible; the relocation of people was not a railroad problem; the railroad would pay the fair market value for all property acquired; and that any attempts to involve residents and other public agencies was undesirable because it would slow down the acquisition process. The Railroad clearly wanted the property acquired and facilities constructed without delay.

Model Cities maintained an opposite position: resident involvement in all phases of community development is the core of the Model Cities Program and must be maintained. The formulation of plans affecting residents of the Model Cities Area, without their involvement, is contrary to guidelines set up by the Department of Housing and Urban Development. (HUD). Suggestions were also made that would get the Railroad involved in formulating and financing a portion of the cost of

relocating people from the proposed acquisition area into new housing within the Model Cities Area. It was additionally recommended that this would be an excellent opportunity for Southern to become involved in the development of the Pittsburgh community by devising ways that would assist in impeding the further deterioration of residential structures in the immediate vicinity of the railroad. (Since the railroad is responsible for this deterioration by creating an undesirable residential neighborhood to live in, they should bear the responsibility, rather than the public at large, for preventing this deterioration.) Mr. Jones said he would convey this portion to officials of the railroad.

November 17

Mr. J. C. Johnson presented Southern's plan to the Model Cities Board of Directors. (See minutes - Exhibit No. 2). The Board denounced the plans and attitude of the railroad, particularly the secretive manner by which it planned and executed its program, and additionally, their total disregard for involving residents and the Program staff. Finally the Board passed a resolution urging the Model Cities Executive Board to request the Southern Railroad to cease buying

properties until their actual intentions are known.

November 18

Model Cities Executive Board met and listened to a presentation of Southern's plan by Jim Wright. (See newspaper article - Exhibit No. 3). They resolved to ask Southern to delay its program until the full impact of their plan on Pittsburgh and the Model Cities Program Plan was known.

November 19

A tentative legal opinion regarding the utilization of eminent domain in making the Pittman Park acquisition was received by J. C. Johnson from the Atlanta Department of Law. (See letter of November 17, 1969 - Exhibit No. 4). The opinion said in effect, that the City's ownership and use of Pittman Park was a superior governmental use which could not be acquired by the railroad through its eminent domain power.

Issues

1. Resident Involvement. Lack of any attempt to solicit the involvement of residents in the planning phase of this development. This represents a flagrant violation of the requirements and intentions of the Model Cities Program as expressed by Congress, the Department of Housing and Urban Development, and the City of Atlanta. If this is allowed to continue it will result in destruction of the trust residents now have for the program as a means for improving

their own neighborhoods. There can be no exceptions for excluding resident involvement.

2. Acquisition of a Portion of Pittman Park. The Model Cities Plan identifies the Park as presently being below standards set up by the Program and by the City of Atlanta in its Parks and Recreation Plan. This deficiency is in terms of acres, and in facilities by which people can enjoy the park such as baseball diamonds, recreation center, etc. The Plan also anticipated acquiring the entire Foy Brick Company in later stages of the Program; the use, of course, would have been a park addition. The reason for not proposing the acquisition of adjacent residential property for eventual park use was because the Pittsburgh community, in several meetings, was against such a move. The relatively good structural conditions of these homes and the preservation of social ties between neighbors was more important to these people.

The railroad, on the other hand, has not considered these facts. After acquisition, which includes 30 dwelling units to be removed expressly for park expansion and the Foy Brick Company, park acreage will increase about one acre. This is one more acre than the park now contains, meaning that it will continue to be substandard. But more important, it means that any plan to bring it up to standards by increasing its acreage in the future will mean that additional homes will have to be acquired.

Consequently, the Railroad has everything to gain and the Pittsburgh community has everything to lose—its people, its homes, and the anticipation of enjoying a larger park in the future.

3. Disregard for the Future Development of Pittsburgh. The Southern Railroad has completely disregarded existing plans for Pittsburgh. This includes the City's 1983 Land Use Plan, the City's Parks and Recreation Plan, and Model Cities Program Plans for the area. These plans represent a substantial number of hours on the part of the agencies involved and the residents affected. The cost of preparing these documents which reflects, in this case, the desires and aspirations of Model Cities residents is not a light consideration. It cannot be disregarded.

The Railroad claims its acquisition of homes to provide itself with more yard facilities is justified for two reasons. First, that the space is needed to accommodate the output of General Motors; the intention is that more business (if this is actually the case) will benefit the city as a whole in the long run. This kind of thinking—egotistical, one-sided, narrow minded, and with the dollar in mind as the ultimate objective—is responsible for destroying central city neighborhoods throughout the country. It is one of the reasons why Congress has found the need for a Model Cities Program. And naturally it is completely opposite the short run, coordinated, and comprehensive approach of this Program

towards improving the life of people living in the area and participating in the Program.

I think that this reasoning is invalid within the boundaries of this Program. The short run time period is unquestionably more critical to Pittsburgh residents than it is to the questionable long run needs of the City, the Southern Railroad, and General Motors—in this instance.

On the second reason, Southern believes it is doing a service to the City by removing substandard structures in the path of its proposed yard facilities. If the structures are substandard to the degree Southern claims, (and this is questionable), then it is because of their nearness to the railroad. Who wants to live near a railroad yard? The people who can afford to live on this residentially marginal land have extreme difficulty in maintaining their homes because of their low income and the high cost of materials and labor used in home repairs. (Because the homes are marginal doesn't mean the people are marginal or undesirable).

It can be predicted with reasonable certainty that once the yard is constructed as presently planned, the adjacent buildings will deteriorate over the years. In a similar manner to the present situation, Southern is laying the groundwork for another claim when the need for additional yard facilities arises, that they are doing a service to the City by removing them.

4. Resident Relocation. The Model Cities Program has continually maintained that residents will be given the opportunity to remain in their neighborhood in the event they had to be relocated. With opportunity there must be choice. The lack of standard dwelling units within the area has placed this burden of providing choice on the provision of temporary housing units. Occupancy of temporary units would be until such time as permanent structures were built. This method represents the foundation of the Model Cities Relocation Plan and without it there will be no public relocation of families to provide land for any facility.

Furthermore, financial assistance from the Model Cities Program and the Neighborhood Development Program (NDP) will make the difficulties of moving easier for all people who must be relocated. This includes tenants and homeowners. The former receive moving expenses and the latter receive moving expenses and up to \$5,000 in differential payments: they are paid the difference in cost (\$5,000 maximum) from the price received for their acquired property and the cost of buying a similar sized home.

The approximately 100 families to be relocated by Southern's acquisition will receive none of this assistance. The use of eminent domain, or the threat of it, will not benefit these relocatees. They will not be eligible for temporary housing because none is available at this time. And they will not receive moving expenses and differential payments since they are not part of the NDP or part of an acquisition by a public

agency working with the Model Cities Program.

Again, the people do not benefit and actually become the recipients of inequitable treatment as a result of Southern's non-participation in the Model Cities Program.

5. Acquiring Pittman Park by the Power of Eminent Domain. Can Southern Railroad—a public utility—exercise its delegated power of eminent domain in the acquisition of 2.8 acres of Pittman Park? The question is important because its answer may determine the success or failure of Southern's venture. If the answer is "yes", then there is probably nothing constructive that Pittsburgh residents can do to prevent the plans's completion. If "no", then it may be possible to negotiate with the railroad on the issues already raised.

A tentative finding from the City Attorney's office indicates the railroad does not have the power in this case. (See Exhibit No. 4).

Conclusions and Recommendations

It is clearly evident that the Southern Railroad is determined to fulfill its plans in the most expedient manner. The secrecy at which they acquired property and the concealment of information regarding their intentions until the last possible moment leaves considerable doubt in my mind as to what public they represent. It is obviously not the 45,000 residents of Model Cities or the 8,000 in Pittsburgh.

As with representation, the question of beneficiaries is raised. Who benefits directly from expansion of the existing facilities? Obviously the management and stockholders of Southern Railroad and General Motors enjoy the fruits of this particular venture. The Pittsburgh community suffers for this plan will be to their detriment.

This negative effect is the very sought of situation Congress had in mind when it enacted Model Cities legislation in 1966. The objective of which was to substantially improve the environment in slum and blighted areas of cities. Here we have a good example of how not to improve the environment; the placement of a railroad yard in a residential neighborhood is unequivocally contrary to every known principle of environmental health and safety, and social stability. Southern's arguments of business need and city service do not justify the predictable destruction of a neighborhood. Do these reasons take priority over the objectives of the Model Cities Program? Do they justify Southern's disregard for involving residents and public agencies who diligently worked to establish plans

for creating a better place to live in? Do they justify side stepping a host of social, economic, and physical problems— and creating more in the process—that this Program is committed to solving? Maybe these questions point to the real reason for Southern's secretive approach!

But the plans are now public and we find ourselves with a set of facts—and a challenge: Reversing the historical process. Make the railroad aware of the problems it is creating, and ask them to join us in finding an acceptable solution, for them and for the residents of Pittsburgh.

This approach must be through negotiation. The prerequisite of which is resident involvement. The range to negotiating is between no expansion of yard facilities, to expansion of the facilities with an improvement to the surrounding area. These improvements would consist of high quality buffering between the yards and residential property; a park that is up to city standards in terms of land and facilities; an underpass at McDaniel Street; an adequate relocation program for the people to be displaced including the opportunity to remain in this area; and an adequately designed street system to serve the unusual pattern that would result if the yard were built.

This endeavor would have to be highly coordinated and thoroughly managed. Resident involvement must be solicited and channeled into the direction that would insure maximum impact on negotiations.

Public relations must be mobilized and prepared for the confrontations that will occur. An image of a united front will have to be maintained in order to increase the chances of receiving the most benefits from negotiation. In short, this approach must be thoroughly planned and managed.

As a first step, I would recommend a halt to the railroad's acquisition program. This may be voluntary or be an injunction which should be initiated by a resident committee—possibly one set up to cope with the railroad problem—an ad hoc group. Simultaneously, support from other public agencies must be solicited. The Parks Department and Planning Department, and perhaps others, must agree in principle at least, to prevent the railroad from invalidating their plans for the area. (After all, that's what they maintain when we present plans different from theirs).

In summary, we must (1) determine what position and action the Program will take; (2) appoint a coordinator; (3) solicit resident approval for intervention; and finally, (4) insure support from appropriate public agencies.

INTRA OFFICE MEMORANDUM

To: Collier Gladin, George Aldridge, Pierce Mahony, Dan Sweat
From: Eric, Bob *E H SA*
Subject: Southern Railway's Planned Expansion of Storage Facilities in the Pittsburgh Neighborhood

DISPOSITION

Distribute

Hold

File

Info. Only

DATE

November 18, 1969

On Tuesday, November 4, Stan Martin of the Parks & Recreation Department informed Eric that Southern Railway was planning to acquire a portion of Pittman Park in order to expand their storage facilities which are now located just to the east of McDaniel Street.

Previous to this date, representatives of Southern Railway met with Mr. Charles Leftwich to explain their expansion plans. They told Mr. Leftwich that they wanted to acquire approximately 4.2 acres of the northern section of Pittman Park for the storage of railroad cars. In return they will purchase approximately 4.8 acres to the southeast of the park and give it to the Parks Department and build new facilities for any facilities which they acquire. In addition to the park, Southern Railway also plans to expand southwesterly into the Pittsburgh Neighborhood and will acquire 50 structures between McDaniel Street and Pittman Park.

On Wednesday, November 5, the day after Stan Martin informed Eric, Reinald Dersch of the Parks Department brought a map of the park and showed Eric and Bob Southern Railway's plans with regard to the park (but not Southern's complete plans). At this time, Eric telephoned Jim Wright to inform him of what the Planning Department had learned. Eric requested that a meeting be held as soon as possible with representatives of Southern Railway, Model Cities, Parks and Recreation Department, Housing Authority and the Planning Department. This meeting was set by the Parks Department for the following Monday.

On Monday, November 10, a meeting was held in the conference room of the City Hall Annex to discuss Southern Railway's plans. People attending the meeting included:

Howard Grigsby - Housing Authority
Lou Orosz & Jim Wright - Model Cities
Jimmy Mimms, Virginia Carmichael, Betty Yarborough, Molly Waggoner - Recreation Staff
A. P. Brindley, Reinald Dersch - Parks Staff
Stan Martin - Parks & Recreation Department

Memorandum
November 18, 1969
Page Two

Horace Ward - City Attorney's Office
Bob Helget - Planning Department
C. Richard McQueen - (attorney from Grenne, Buckley, DeRienx & Jones)
representing Southern Railway
J. R. Oglesby - Southern Railway

At this meeting Reinald Dersch of the Parks and Recreation Department discussed the Railway's plan, the effect on Pittman Park, and some solutions to this problem. The land that Southern Railway wishes to give the Parks Department in return for what they purchase includes a portion of the brick yard east of the present Park and the block bounded by Delevon Street, Fortress Avenue, Fletcher Street and West Avenue. This block contains 30 structures (residential).

The greatest concern of the Parks and Recreation Department is that the park proposed by Southern Railway would be long and fairly narrow. The block with 30 structures is quite isolated from the majority of Pittsburgh residents and therefore, the resulting park would not well serve the residents. These problems were discussed and then the Recreation Staff members left.

Mr. McQueen, representing the Railway, then presented Southern Railway's entire plan to the remaining members. The total plan extends from McDaniel Street on the west to Fortress Street on the east. Fifty structures would be acquired west of the park and thirty structures would be acquired for the new Pittman Park, for a total of 80 structures (all residential). Approximately ten structures have already been acquired west of the park on scattered sites.

Lou Orosz told Mr. McQueen what Model Cities is trying to accomplish and stressed the importance of citizen involvement. Mr. McQueen stated that Southern Railway needs this storage yard immediately. They do not wish to get involved with court suits nor are they fond of meeting with the citizens.

Bob Helget stated that maps would be needed by the Planning Department and Model Cities showing the planned acquisition so that the full impact of the proposed could be studied.

The above mentioned maps were received on Thursday, November 14. We are now proceeding to put this information on Model Cities maps. Model Cities and the Planning Department will obtain information on the condition of structures involved, number of families to be located, and other pertinent information.

Memorandum
November 18, 1969
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On Monday, November 17, Johnny Johnson is meeting with the legal representatives of Southern Railway to get firsthand information. At this time no additional meetings are scheduled.

MODEL CITIES INC. CONVENTION, INC.
BOARD OF DIRECTORS
NOVEMBER 17, 1969

MINUTES

Attendance: Mrs. Rosa L. Burney, Mr. William Cox, Mr. Joe Whitley, Mr. Calvin Craig, Mrs. M. D. Weems, Mr. Robert Dokson, Mrs. C. B. Wright, Mrs. Ida Wright, Mr. Lewis Peters, Mrs. Mattie Ansley, Mr. John Hood.

The board of Directors met on the above date with the chairman Deacon Peters presiding in a call session to talk on the M. D. P. activities areas for 1970. Agency Investigation also Senior Citizens of Atlanta and Salary for Day Care Employees.

Doctor Cox was asked to lead us in prayer.

The chairman Deacon Peters asked that the agenda be approved.

Mr. Johnny Johnson the Executive Director of Atlanta Model Cities program discussed the M. D. P. for 1970. He showed us the clearance and relocation site for the six (6) Model Cities areas. We were also given a list with the common priorities with a pattern for progress. He stated that activities that weren't accomplished in 1969 will have to be completed in 1970. They were not indicated on the priority list. Mr. Johnson spoke about the Southern Railroad which has purchased homes & apartment in the Pittsburgh area and has completely overlooked the Model Cities citizens & the MDP plan for this in the Pittsburgh community.

He also spoke of the danger of the McDaniel crossing, he said the residents of Model Cities will not receive any assistance from Southern Railroad such as moving cost and other things that they would have receive from Model Cities. He also stated that we need legal advise on Eminent Domain to see where we stand in this matter.

Deacon Peters requested that all six (6) Neighborhoods unite behind Model Cities in voicing disapproval of Southern Railway in purchase of land in Pittsburgh for railroad expansion.

He said that we need to call all the residents of Pittsburgh and Mechanicsville together to stand up for their rights because the Model Cities office received nonnotification about what was happening in their area.

The report from the Housing & Relocation committee was presented by Representative John Hood. It was approved for action by the Executive Board. (See attached report)

Mrs. Bunnie Jackson from EOA discussed the training proposal from O. E. O. Model Cities Mass Convention, Inc.; is the delegate agency for this program.

A motion was made & seconded & approved that a letter be sent to all agencies funded by Model Cities requesting the qualifications of their employees & the number of residents on their staff.

It was motioned & seconded & approved that two (2) citizens, Mr. Dokson, & Mr. Scott attend a Housing conference in Washington on December 8.

Deacon Lewis Peters, Chairman

Delay Expansion, City Asks Railway

By RALEIGH BRYANS

Southern Railway's plans to expand its South Yard, and thereby to displace from 100 to 150 families, caused Atlanta's Model Cities Executive Board to react with concern Tuesday.

The Model Cities board voted to ask Southern to delay its expansion program until it has discussed its plans and alternatives with city officials.

The board's concern, in large part, was that Southern will be uprooting so many families at the same time hundreds of others are being displaced by the city.

But the board also voiced displeasure that expansion of Southern's yard will take a four-acre bite out of city-owned Pittman Park and will mean certain streets will be dead-ended.

Officials complained that they had not learned of Southern's expansion activities until 10 days ago, although at least one city official—Alderman Charlie Leftwich—knew of them for some time.

OFFICIALS said Southern had discussed with Leftwich the possibility of working a trade in which the city would swap the Pittman Park acreage for Southern-owned land at another location.

Officials of the railway had not immediate reaction to the Model Cities board request that expansion of the South Yard be delayed.

A spokesman for Southern General Manager H. R. Moore said there would be no response by the railroad until Moore returns from an out-of-town trip Thursday.

According to city officials, the South Yard expansion is to provide sidings for storage of the huge railway cars which are used to transfer newly manufactured automobiles.

Southern possesses the power of eminent domain which means that, like the city or other governments, it can acquire properties it wants through condemnation.

The concern of Model Cities officials arises from the fact the expansion is occurring within the city's 3,000 acre Model Cities area at a time when a major public program to improve that area is under way.

Atlanta Journal
Nov. 18, 1969

CITY OF ATLANTA
DEPARTMENT OF LAW
2614 FIRST NATIONAL BANK BUILDING
ATLANTA, GEORGIA 30303

November 17, 1969

Mr. Jack C. Delius
General Manager
Department of Parks and Recreation
City Hall Annex
Atlanta, Georgia

Mr. Collier B. Gladin, Director
Department of Planning
City Hall
Atlanta, Georgia

Mr. Johnny C. Johnson, Director ✓
Model Cities Program
673 Capitol Avenue, S.W.
Atlanta, Georgia

Re: Pittman Park

Gentlemen:

The writer, after conferring with Messrs. James B. Pilcher and Horace T. Ward, has come to the conclusion that the use to which property in Pittman Park is now being put is a superior governmental land use and, therefore, cannot be the subject of eminent domain by a railroad, even though that railroad is authorized to exercise that power of eminent domain.

Also, I have come to the conclusion that the land which the Southern Railway Company wants was acquired in such a manner that any discontinuation of its use as parks property would not create a reverter

Mr. Jack C. Delius,
Mr. Collier B. Gladin, and
Mr. Johnny C. Johnson

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November 17, 1969

to the grantors of the property.

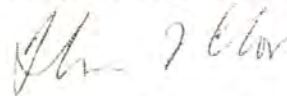
Therefore, I am of the tentative opinion that should the City of Atlanta wish to dispose of the property in question, it may do so, provided that the charter and related ordinances of the City of Atlanta are followed in this respect.

The primary purpose of this letter is to request that you three gentlemen sit down and attempt to bring about a unified position of the City of Atlanta with respect to this matter.

Once you have made some sort of a resolution, if you would kindly apprise the writer of what that is, we shall then proceed with your wishes. For purposes of 'legal economy', Messrs. Pilcher and Ward and myself feel that we would better serve a unified position rather than each of us going off on a separate course at the behest of several clients.

With my kindest regards to you all, I am,

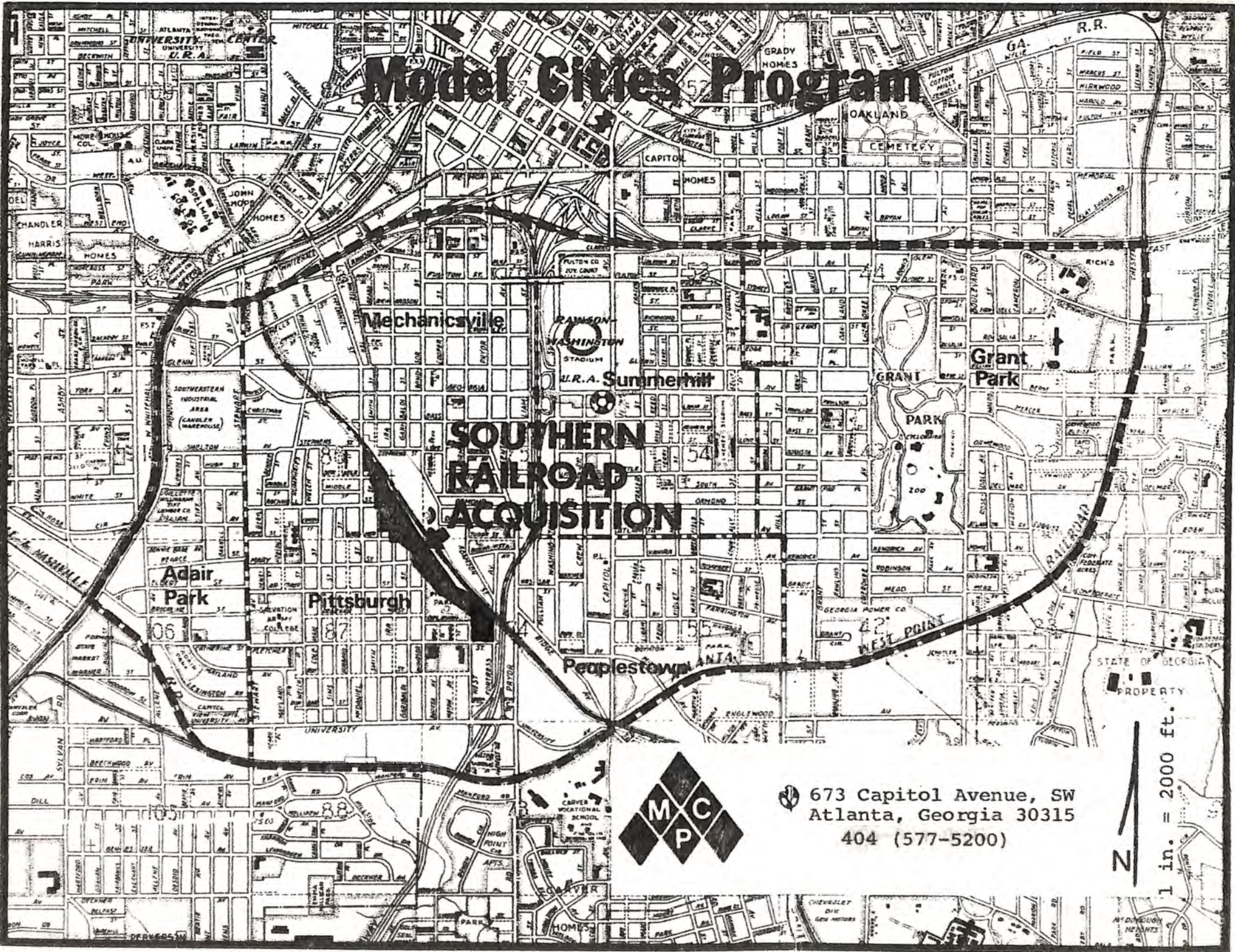
Very truly yours,



Thomas F. Choyce

TFC:cc

Model Cities Program



**SOUTHERN
RAILROAD
ACQUISITION**



673 Capitol Avenue, SW
Atlanta, Georgia 30315
404 (577-5200)

1 in. = 2000 ft.
N

Dan Sweet

CITY OF ATLANTA

December 1, 1969



OFFICE OF MODEL CITIES PROGRAM
673 Capitol Avenue, S.W.
Atlanta, Ga. 30315
(404) 577-5200

Ivan Allen Jr., Mayor
J. C. Johnson, Director

M E M O R A N D U M

TO : Board of Aldermen Members

FROM : Johnny C. Johnson, Director *JCG*
Model Cities Program

SUBJECT: Southern Railroad Plans for Land Acquisition
in Model Cities Area

The Southern Railroad recently started to negotiate the exchange of a portion of City owned Pittman Park for adjacent residential and industrial property that they intend to acquire. As a result of their discussions with the Parks Department, the Model Cities Program eventually became aware of Southern's plan to enlarge their yard facilities in the Mechanicsville Neighborhood of Model Cities. This plan raises many issues all of which are a deep concern to us at Model Cities and perhaps to the City at large.

The attached memorandum to the Mayor and others is offered in order to bring these issues to your attention. In addition, it outlines the events that preceded our discovery of Southern's plan and suggests a course of action to follow. I would greatly appreciate any recommendations and comments you have to offer.

vlc

Attachments

CITY OF ATLANTA



November 28, 1969


OFFICE OF MODEL CITIES PROGRAM
673 Capitol Avenue, S.W.
Atlanta, Ga. 30315
(404) 577-5200

Ivan Allen Jr., Mayor
J. C. Johnson, Director

MEMORANDUM

TO: Mayor Ivan Allen
Mayor Elect Sam Massell
Executive Board Members
Mr. Jack Delius
Mr. Dan Sweat
Mr. Collier Gladin

Mr. Lester Persells
Mr. Henry Bowden
Mr. James Pilcher
Mr. Horace Ward
Mr. Thomas Choyce

FROM: Johnny C. Johnson
Executive Director 

SUBJECT: Land Acquisition by the Southern Railroad in Pittsburgh
(See attached map)

Introduction

On November 10, 1969, the Model Cities Program first became aware of plans of the Southern Railroad to expand their existing storage yard in the Pittsburgh-Mechanicsville Area. This move affects only the Pittsburgh community where acquisition of 15.2 acres of land is presently in progress; Southern is currently attempting to negotiate the acquisition of 2.8 acres of Pittman Park belonging to the City of Atlanta and part of the 15.2 acre site. Their reuse proposal calls for retention of 11.5 acres to be used for expansion of their existing yard facilities, while the remaining 3.7 acres would be returned to the city for park use. The railroad proposes to finance the cost of constructing the new park, including the replacement of a gymnasium, swimming pool, and tennis courts, all of which would be included in the initial 2.8 acre park acquisition.

This plan raises many issues and questions all of which will have to be answered in the forthcoming weeks. It is the express purpose of ~~this~~ memo to prepare a proper foundation for this period by stating, as accurately as possible, the events that preceded and followed our initial discovery of Southern's plan on November 10, and the issues that I believe have been raised as a result. I have also made some recommendations regarding the course of action we should take.

Agents for Southern Railroad. The firm of Greene, Buckley, DeRinex & Jones, located in the National Bank of Georgia Building is acting as their legal agent; John David Jones and C. Richard McQueen have been involved in past discussions. Land acquisition is being handled by Adams-Cates Realty located in the Hurt Building; Henry Robinson is actively involved in this aspect of the plan.

Existing and Proposed Land Use. Composition of the 15.2 acres of acquisition is as follows:

Park	2.8 acres
Business	4.4 acres
Housing	6.0 acres
Streets	<u>2.0</u> acres
Total	15.2 acres

After acquisition the land will be used for:

Park	3.7 acres
Railroad	<u>11.5</u> acres
Total	15.2 acres

Residential Relocation. The number of buildings and dwelling units to be acquired:

	<u>Buildings</u>	<u>Units*</u>
Single Family	63	63
Two Family	10	20
Multiple Family	<u>2</u>	<u>10</u>
Total	75	93

*Note:

The number of dwelling units is not an accurate indication of the number of families presently occupying them; overcrowding may increase this figure.

Public Notification of Southern's Plans

These agencies initially became aware of Southern's acquisition and expansion plan on the dates indicated:

Parks Department	October 30
Housing Authority	November 5
Planning Department	November 6
Model Cities Program Staff	November 10
Model Cities Board of Directors	November 17
Model Cities Executive Board	November 18

Chronology of Events (1969)

August-September

Acquisition of residential property began sometime during this period.

October 30

Southern's agents H. Robinson and C. R. McQueen met with Alderman Charles Leftwich, Jack Delius, and Stan Martin to discuss the railroad's plan. The Parks Department was asked

to determine the feasibility of a new park design that would exclude 2.8 acres of the existing Pittman Park, but include the additional 3.7 acres the railroad was willing to swap for the excluded portion.

November 5

Southern's land agents met with the Atlanta Housing Authority to determine the type of relocation assistance available to occupants of homes within the acquisition area.

Because of the unique nature of this request—a railroad acquiring property under the power of eminent domain in an urban renewal area within the Model Cities Program—the Authority asked the regional office of the Renewal Assistance Administration (RRA) for an opinion. RRA tentatively determined that no financial assistance was available under existing regulations and contacted their home office in Washington, D. C. for further determination.

November 6

Planning Department became aware of Southern's plan for the Pittman Park acquisition only. At this time the Department arranged a meeting for Monday, November 10, at the Parks Department Conference Room and requested Model Cities repre-

to attend.

November 10

...er before aware of Southern's
... of expansion an d
... of the Parks Depart-
... memo of November 11, 1965 -
... 1). In addition to the
... in the November 11 memo,
... agents expressed a strong desire
... all the property in the shortest
... ble and also suggested that
... Leftwich, Chairman of the Parks
... gave tentative approval to swap
... for railroad land. In addition,
... urged all in attendance to keep their
... as secret or quiet as possible. The
... reason for this insistence was, according
... to prevent the appreciation of
... land values within their acquisition area.

November 12

Legal agents of Southern Railroad, J. E.
Jones and C. R. McQueen met with J. C.
Johnson, Stewart, and Lou Cross, of the
Model Cities Program in their offices. The
meeting was arranged by Stan Martin of the
Parks Department. This represented the
first direct attempt of Southern to involve
the Model Cities Program in its plans.
Discussion initially centered about the

Pittman Park situation but expanded to the relocation and involvement of Pittsburgh residents. Mr. Jones reiterated the Railroad's position as expressed one week earlier on November 10; the acquisition of land, including a portion of Pittman Park, must be completed as soon as possible; the relocation of people was not a railroad problem; the railroad would pay the fair market value for all property acquired; and that any attempts to involve residents and other public agencies was undesirable because it would slow down the acquisition process. The Railroad clearly wanted the property acquired and facilities constructed without delay.

Model Cities maintained an opposite position: resident involvement in all phases of community development is the core of the Model Cities Program and must be maintained. The formulation of plans affecting residents of the Model Cities Area, without their involvement, is contrary to guidelines set up by the Department of Housing and Urban Development. (HUD). Suggestions were also made that would get the Railroad involved in formulating and financing a portion of the cost of

relocating people from the proposed acquisition area into new housing within the Model Cities Area. It was additionally recommended that this would be an excellent opportunity for Southern to become involved in the development of the Pittsburgh community by devising ways that would assist in impeding the further deterioration of residential structures in the immediate vicinity of the railroad. (Since the railroad is responsible for this deterioration by creating an undesirable residential neighborhood to live in, they should bear the responsibility, rather than the public at large, for preventing this deterioration.) Mr. Jones said he would convey this portion to officials of the railroad.

November 17

Mr. J. C. Johnson presented Southern's plan to the Model Cities Board of Directors. (See minutes - Exhibit No. 2). The Board denounced the plans and attitude of the railroad, particularly the secretive manner by which it planned and executed its program, and additionally, their total disregard for involving residents and the Program staff. Finally the Board passed a resolution urging the Model Cities Executive Board to request the Southern Railroad to cease buying

properties until their actual intentions are known.

November 18

Model Cities Executive Board met and listened to a presentation of Southern's plan by Jim Wright. (See newspaper article - Exhibit No. 3). They resolved to ask Southern to delay its program until the full impact of their plan on Pittsburgh and the Model Cities Program Plan was known.

November 19

A tentative legal opinion regarding the utilization of eminent domain in making the Pittman Park acquisition was received by J. C. Johnson from the Atlanta Department of Law. (See letter of November 17, 1969 - Exhibit No. 4). The opinion said in effect, that the City's ownership and use of Pittman Park was a superior governmental use which could not be acquired by the railroad through its eminent domain power.

Issues

1. Resident Involvement. Lack of any attempt to solicit the involvement of residents in the planning phase of this development. This represents a flagrant violation of the requirements and intentions of the Model Cities Program as expressed by Congress, the Department of Housing and Urban Development, and the City of Atlanta. If this is allowed to continue it will result in destruction of the trust residents now have for the program as a means for improving

their own neighborhoods. There can be no exceptions for excluding resident involvement.

2. Acquisition of a Portion of Pittman Park. The Model Cities Plan identifies the Park as presently being below standards set up by the Program and by the City of Atlanta in its Parks and Recreation Plan. This deficiency is in terms of acres, and in facilities by which people can enjoy the park such as baseball diamonds, recreation center, etc. The Plan also anticipated acquiring the entire Foy Brick Company in later stages of the Program; the use, of course, would have been a park addition. The reason for not proposing the acquisition of adjacent residential property for eventual park use was because the Pittsburgh community, in several meetings, was against such a move. The relatively good structural conditions of these homes and the preservation of social ties between neighbors was more important to these people.

The railroad, on the other hand, has not considered these facts. After acquisition, which includes 30 dwelling units to be removed expressly for park expansion and the Foy Brick Company, park acreage will increase about one acre. This is one more acre than the park now contains, meaning that it will continue to be substandard. But more important, it means that any plan to bring it up to standards by increasing its acreage in the future will mean that additional homes will have to be acquired.

Consequently, the Railroad has everything to gain and the Pittsburgh community has everything to lose—its people, its homes, and the anticipation of enjoying a larger park in the future.

3. Disregard for the Future Development of Pittsburgh. The Southern Railroad has completely disregarded existing plans for Pittsburgh. This includes the City's 1983 Land Use Plan, the City's Parks and Recreation Plan, and Model Cities Program Plans for the area. These plans represent a substantial number of hours on the part of the agencies involved and the residents affected. The cost of preparing these documents which reflects, in this case, the desires and aspirations of Model Cities residents is not a light consideration. It cannot be disregarded.

The Railroad claims its acquisition of homes to provide itself with more yard facilities is justified for two reasons. First, that the space is needed to accommodate the output of General Motors; the intention is that more business (if this is actually the case) will benefit the city as a whole in the long run. This kind of thinking—egotistical, one-sided, narrow minded, and with the dollar in mind as the ultimate objective—is responsible for destroying central city neighborhoods throughout the country. It is one of the reasons why Congress has found the need for a Model Cities Program. And naturally it is completely opposite the short run, coordinated, and comprehensive approach of this Program

towards improving the life of people living in the area and participating in the Program.

I think that this reasoning is invalid within the boundaries of this Program. The short run time period is unquestionably more critical to Pittsburgh residents than it is to the questionable long run needs of the City, the Southern Railroad, and General Motors—in this instance.

On the second reason, Southern believes it is doing a service to the City by removing substandard structures in the path of its proposed yard facilities. If the structures are substandard to the degree Southern claims, (and this is questionable), then it is because of their nearness to the railroad. Who wants to live near a railroad yard? The people who can afford to live on this residentially marginal land have extreme difficulty in maintaining their homes because of their low income and the high cost of materials and labor used in home repairs. (Because the homes are marginal doesn't mean the people are marginal or undesirable).

It can be predicted with reasonable certainty that once the yard is constructed as presently planned, the adjacent buildings will deteriorate over the years. In a similar manner to the present situation, Southern is laying the groundwork for another claim when the need for additional yard facilities arises, that they are doing a service to the City by removing them.

4. Resident Relocation. The Model Cities Program has continually maintained that residents will be given the opportunity to remain in their neighborhood in the event they had to be relocated. With opportunity there must be choice. The lack of standard dwelling units within the area has placed this burden of providing choice on the provision of temporary housing units. Occupancy of temporary units would be until such time as permanent structures were built. This method represents the foundation of the Model Cities Relocation Plan and without it there will be no public relocation of families to provide land for any facility.

Furthermore, financial assistance from the Model Cities Program and the Neighborhood Development Program (NDP) will make the difficulties of moving easier for all people who must be relocated. This includes tenants and homeowners. The former receive moving expenses and the latter receive moving expenses and up to \$5,000 in differential payments: they are paid the difference in cost (\$5,000 maximum) from the price received for their acquired property and the cost of buying a similar sized home.

The approximately 100 families to be relocated by Southern's acquisition will receive none of this assistance. The use of eminent domain, or the threat of it, will not benefit these relocatees. They will not be eligible for temporary housing because none is available at this time. And they will not receive moving expenses and differential payments since they are not part of the NDP or part of an acquisition by a public

agency working with the Model Cities Program.

Again, the people do not benefit and actually become the recipients of inequitable treatment as a result of Southern's non-participation in the Model Cities Program.

5. Acquiring Pittman Park by the Power of Eminent Domain. Can Southern Railroad—a public utility—exercise its delegated power of eminent domain in the acquisition of 2.8 acres of Pittman Park? The question is important because its answer may determine the success or failure of Southern's venture. If the answer is "yes", then there is probably nothing constructive that Pittsburgh residents can do to prevent the plans's completion. If "no", then it may be possible to negotiate with the railroad on the issues already raised.

A tentative finding from the City Attorney's office indicates the railroad does not have the power in this case. (See Exhibit No. 4).

Conclusions and Recommendations

It is clearly evident that the Southern Railroad is determined to fulfill its plans in the most expedient manner. The secrecy at which they acquired property and the concealment of information regarding their intentions until the last possible moment leaves considerable doubt in my mind as to what public they represent. It is obviously not the 45,000 residents of Model Cities or the 8,000 in Pittsburgh.

As with representation, the question of beneficiaries is raised. Who benefits directly from expansion of the existing facilities? Obviously the management and stockholders of Southern Railroad and General Motors enjoy the fruits of this particular venture. The Pittsburgh community suffers for this plan will be to their detriment.

This negative effect is the very sought of situation Congress had in mind when it enacted Model Cities legislation in 1966. The objective of which was to substantially improve the environment in slum and blighted areas of cities. Here we have a good example of how not to improve the environment; the placement of a railroad yard in a residential neighborhood is unequivocally contrary to every known principle of environmental health and safety, and social stability. Southern's arguments of business need and city service do not justify the predictable destruction of a neighborhood. Do these reasons take priority over the objectives of the Model Cities Program? Do they justify Southern's disregard for involving residents and public agencies who diligently worked to establish plans

for creating a better place to live in? Do they justify side stepping a host of social, economic, and physical problems— and creating more in the process—that this Program is committed to solving? Maybe these questions point to the real reason for Southern's secretive approach!

But the plans are now public and we find ourselves with a set of facts—and a challenge: Reversing the historical process. Make the railroad aware of the problems it is creating, and ask them to join us in finding an acceptable solution, for them and for the residents of Pittsburgh.

This approach must be through negotiation. The prerequisite of which is resident involvement. The range to negotiating is between no expansion of yard facilities, to expansion of the facilities with an improvement to the surrounding area. These improvements would consist of high quality buffering between the yards and residential property; a park that is up to city standards in terms of land and facilities; an underpass at McDaniel Street; an adequate relocation program for the people to be displaced including the opportunity to remain in this area; and an adequately designed street system to serve the unusual pattern that would result if the yard were built.

This endeavor would have to be highly coordinated and thoroughly managed. Resident involvement must be solicited and channeled into the direction that would insure maximum impact on negotiations.

Public relations must be mobilized and prepared for the confrontations that will occur. An image of a united front will have to be maintained in order to increase the chances of receiving the most benefits from negotiation. In short, this approach must be thoroughly planned and managed.

As a first step, I would recommend a halt to the railroad's acquisition program. This may be voluntary or be an injunction which should be initiated by a resident committee—possibly one set up to cope with the railroad problem—an adhoc group. Simultaneously, support from other public agencies must be solicited. The Parks Department and Planning Department, and perhaps others, must agree in principle at least, to prevent the railroad from invalidating their plans for the area. (After all, that's what they maintain when we present plans different from theirs).

In summary, we must (1) determine what position and action the Program will take; (2) appoint a coordinator; (3) solicit resident approval for intervention; and finally, (4) insure support from appropriate public agencies.

INTRA OFFICE MEMORANDUM

To: Collier Gladin, George Aldridge, Pierce Mahony, Dan Sweat
From: Eric, Bob *E H BA*
Subject: Southern Railway's Planned Expansion of Storage Facilities in the Pittsburgh Neighborhood
DATE

DISPOSITION

Distribute

Hold

File

Info. Only

November 18, 1969

On Tuesday, November 4, Stan Martin of the Parks & Recreation Department informed Eric that Southern Railway was planning to acquire a portion of Pittman Park in order to expand their storage facilities which are now located just to the east of McDaniel Street.

Previous to this date, representatives of Southern Railway met with Mr. Charles Leftwich to explain their expansion plans. They told Mr. Leftwich that they wanted to acquire approximately 4.2 acres of the northern section of Pittman Park for the storage of railroad cars. In return they will purchase approximately 4.8 acres to the southeast of the park and give it to the Parks Department and build new facilities for any facilities which they acquire. In addition to the park, Southern Railway also plans to expand southwesterly into the Pittsburgh Neighborhood and will acquire 50 structures between McDaniel Street and Pittman Park.

On Wednesday, November 5, the day after Stan Martin informed Eric, Reinald Dersch of the Parks Department brought a map of the park and showed Eric and Bob Southern Railway's plans with regard to the park (but not Southern's complete plans). At this time, Eric telephoned Jim Wright to inform him of what the Planning Department had learned. Eric requested that a meeting be held as soon as possible with representatives of Southern Railway, Model Cities, Parks and Recreation Department, Housing Authority and the Planning Department. This meeting was set by the Parks Department for the following Monday.

On Monday, November 10, a meeting was held in the conference room of the City Hall Annex to discuss Southern Railway's plans. People attending the meeting included:

Howard Grigsby - Housing Authority
Lou Orosz & Jim Wright - Model Cities
Jimmy Mimms, Virginia Carmichael, Betty Yarborough, Molly Waggoner - Recreation Staff
A. P. Brindley, Reinald Dersch - Parks Staff
Stan Martin - Parks & Recreation Department

Memorandum
November 18, 1969
Page Two

Horace Ward - City Attorney's Office
Bob Helget - Planning Department
C. Richard McQueen - (attorney from Grenne, Buckley, DeRienx & Jones)
representing Southern Railway
J. R. Oglesby - Southern Railway

At this meeting Reinald Dersch of the Parks and Recreation Department discussed the Railway's plan, the effect on Pittman Park, and some solutions to this problem. The land that Southern Railway wishes to give the Parks Department in return for what they purchase includes a portion of the brick yard east of the present Park and the block bounded by Delevon Street, Fortress Avenue, Fletcher Street and West Avenue. This block contains 30 structures (residential).

The greatest concern of the Parks and Recreation Department is that the park proposed by Southern Railway would be long and fairly narrow. The block with 30 structures is quite isolated from the majority of Pittsburgh residents and therefore, the resulting park would not well serve the residents. These problems were discussed and then the Recreation Staff members left.

Mr. McQueen, representing the Railway, then presented Southern Railway's entire plan to the remaining members. The total plan extends from McDaniel Street on the west to Fortress Street on the east. Fifty structures would be acquired west of the park and thirty structures would be acquired for the new Pittman Park, for a total of 80 structures (all residential). Approximately ten structures have already been acquired west of the park on scattered sites.

Lou Orosz told Mr. McQueen what Model Cities is trying to accomplish and stressed the importance of citizen involvement. Mr. McQueen stated that Southern Railway needs this storage yard immediately. They do not wish to get involved with court suits nor are they fond of meeting with the citizens.

Bob Helget stated that maps would be needed by the Planning Department and Model Cities showing the planned acquisition so that the full impact of the proposed could be studied.

The above mentioned maps were received on Thursday, November 14. We are now proceeding to put this information on Model Cities maps. Model Cities and the Planning Department will obtain information on the condition of structures involved, number of families to be located, and other pertinent information.

Memorandum
November 18, 1969
Page Three

On Monday, November 17, Johnny Johnson is meeting with the legal representatives of Southern Railway to get firsthand information. At this time no additional meetings are scheduled.

MODEL CITIES 1969 CONVENTION, INC.
BOARD OF DIRECTORS
November 17, 1969

MINUTES

Attendance: Mrs. Rosa T. [redacted], Mr. William Cox, Mr. Joe Whitley, Mr. Calvin Craig, Mrs. M. G. Weems, Mr. Robert Dokson, Mrs. C. B. Wright, Mrs. Ida Wright, Mr. Lewis Peters, Mrs. Mattie Ansley, Mr. John Hood.

The board of Directors met on the above date with the chairman Deacon Peters presiding in a call session to talk on the H. D. P. activities areas for 1970. Agency Investigation, also Senior Citizens of Atlanta and Salary for Day Care Employees.

Doctor Cox was asked to lead us in prayer.

The chairman Deacon Peters asked that the agenda be approved.

Mr. Johnny Johnson the Executive Director of Atlanta Model Cities program discussed the H. D. P. for 1970. He showed us the clearance and relocation site for the six (6) Model Cities areas. We were also given a list with the component priorities with a pattern for progress. He stated that activities that weren't accomplished in 1969 will have to be completed in 1970. They were not indicated on the priority list. Mr. Johnson spoke about the Southern Railroad which has purchased homes & apartment in the Pittsburgh area and has completely overlooked the Model Cities citizens & the NDP plan for this in the Pittsburgh community.

He also spoke of the danger of the McDaniel crossing, he said the residents of Model Cities will not receive any assistance from Southern Railroad such as moving cost, and other things that they would have receive from Model Cities.

He also stated that we need legal advise on Eminent Domain to see where we stand in this matter.

Deacon Peters requested that all six (6) Neighborhoods unite behind Model Cities in voicing disapproval of Southern Railway in purchase of land in Pittsburgh for railroad expansion.

He said that we need to call all the residents of Pittsburgh and Mechanicsville together to stand up for their rights because the Model Cities office received nonnotification about what was happening in their area.

The report from the Housing & Relocation committee was presented by Representative John Hood. It was approved for action by the Executive Board. (See attached report)

Mrs. Bunnie Jackson from EOA discussed the training proposal from O. E. O. Model Cities Mass Convention, Inc.; is the delegate agency for this program.

A motion was made & seconded & approved that a letter be sent to all agencies funded by Model Cities requesting the qualifications of their employees & the number of residents on their staff.

It was motioned & seconded & approved that two (2) citizens, Mr. Dokson, & Mr. Scott attend a Housing conference in Washington on December 8.

Deacon Lewis Peters, Chairman

PITTMAN

Delay Expansion, City Asks Railway

By RALEIGH BRYANS

A. S. 11/18/69

Southern Railway's plans to expand its South Yard, and thereby to displace from 100 to 150 families, caused Atlanta's Model Cities Executive Board to react with concern Tuesday.

The Model Cities board voted to ask Southern to delay its expansion program until it has discussed its plans and alternatives with city officials.

The board's concern, in large part, was that Southern will be uprooting so many families at the same time hundreds of others are being displaced by the city.

But the board also voiced displeasure that expansion of Southern's yard will take a four-acre bite out of city-owned Pittman Park and will mean certain streets will be dead-ended.

Officials complained that they had not learned of Southern's expansion activities until 10 days ago, although at least one city official--Alderman Charlie Leftwich -- knew of them for some time.

OFFICIALS said Southern had discussed with Leftwich the possibility of working a trade in which the city would swap the Pittman Park acreage for Southern-owned land at another location.

Officials of the railway had not immediate reaction to the Model Cities board request that expansion of the South Yard be delayed.

A spokesman for Southern General Manager H. R. Moore said there would be no response by the railroad until Moore returns from an out-of-town trip Thursday.

According to city officials, the South Yard expansion is to provide sidings for storage of the huge railway cars which are used to transfer newly manufactured automobiles.

Southern possesses the power of eminent domain which means that, like the city or other governments, it can acquire properties it wants through condemnation.

The concern of Model Cities officials arises from the fact the expansion is occurring within the city's 3,000 acre Model Cities area at a time when a major public program to improve that area is under way.

Atlanta Journal
Nov. 18, 1969

CITY OF ATLANTA
DEPARTMENT OF LAW
2614 FIRST NATIONAL BANK BUILDING
ATLANTA, GEORGIA 30303

November 17, 1969

Mr. Jack C. Delius
General Manager
Department of Parks and Recreation
City Hall Annex
Atlanta, Georgia

Mr. Collier B. Gladin, Director
Department of Planning
City Hall
Atlanta, Georgia

Mr. Johnny C. Johnson, Director ✓
Model Cities Program
673 Capitol Avenue, S.W.
Atlanta, Georgia

Re: Pittman Park

Gentlemen:

The writer, after conferring with Messrs. James B. Pilcher and Horace T. Ward, has come to the conclusion that the use to which property in Pittman Park is now being put is a superior governmental land use and, therefore, cannot be the subject of eminent domain by a railroad, even though that railroad is authorized to exercise that power of eminent domain.

Also, I have come to the conclusion that the land which the Southern Railway Company wants was acquired in such a manner that any discontinuation of its use as parks property would not create a reverter

Mr. Jack C. Delius,
Mr. Collier B. Gladin, and
Mr. Johnny C. Johnson

Page 2

November 17, 1969

to the grantors of the property.

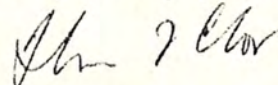
Therefore, I am of the tentative opinion that should the City of Atlanta wish to dispose of the property in question, it may do so, provided that the charter and related ordinances of the City of Atlanta are followed in this respect.

The primary purpose of this letter is to request that you three gentlemen sit down and attempt to bring about a unified position of the City of Atlanta with respect to this matter.

Once you have made some sort of a resolution, if you would kindly apprise the writer of what that is, we shall then proceed with your wishes. For purposes of 'legal economy', Messrs. Pilcher and Ward and myself feel that we would better serve a unified position rather than each of us going off on a separate course at the behest of several clients.

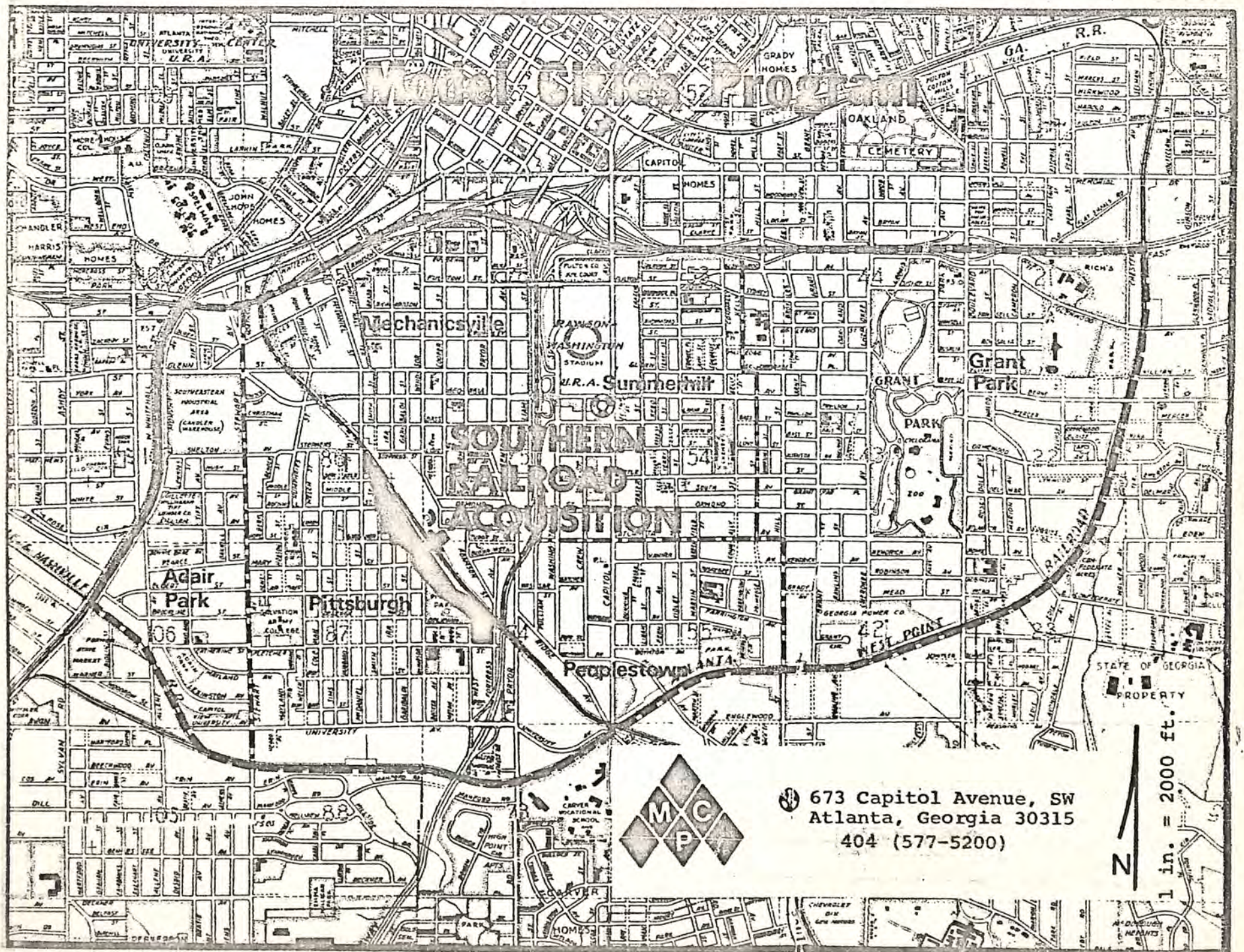
With my kindest regards to you all, I am,

Very truly yours,



Thomas F. Choyce

TFC:cc



WORLD CITIES 57 110 21 111

SOUTHERN RAILROAD ACQUISITION



673 Capitol Avenue, SW
Atlanta, Georgia 30315
404 (577-5200)

1 in. = 2000 ft.
N

URBAN EAST

Housing Consultants

Model-Cities Housing Center

Lowell F. Dickerson, Coordinator

673 Capitol Avenue, S. W.
Atlanta, Georgia 30316
Phone 404 525-8822
404 875-0781

525-5822

November 5, 1969



Memorandum

TO : Mr. Lyall Scott
FROM : Lowell F. Dickerson *L.F.D.*
SUBJECT: Churches in the Model Cities Area

Adair Park Baptist Church
719 Pearce Street, S. W.
753-3332
Rev. Royce I. Bagley

Antioch Baptist Church
1021 Garibaldi Street, S. W.
Rev. J. Montford

Bethany Baptist
118 McDaniel Street, S. W.
Rev. J. A. Hicks

Bethlehem Baptist Church
438 Fraser Street, S. E.
688-2639
Rev. W. M. Jackson and Son

Blessed Martin Church
694 Pryor Street, S. W.
688-0764
Rev. F. W. Melville

Calvary Temple Baptist Church
700 Cooper Street, S. W.
524-7223
Rev. D. C. Morton

Capitol Ave. Baptist Church
660 Capitol Avenue, S. E.
688-5376
Rev. Fred Propst

Evergreen Baptist Church
1069 Washington Street, S. W.
524-8735
Rev. Johnny Tucker

Farrington Avenue Holiness Church
Farrington Avenue
524-8728
Bishop Henry Thomas

First Pentecostal Holiness Church
948 Ormewood Terrace, S. E.
627-4491
Rev. H. Ray Stewart

First Wesleyan Methodist Church
319 Park Avenue, S. E.
521-1105

Fortress Avenue Baptist Church
1147 Fortress Avenue
525-3192
Rev. T. P. Perkins

Fountain Temple A.M.E. Church
967 Violet Avenue, S. E.
Rev. C. H. Adams

Georgia Avenue Presbyterian Church
645 Grant Street, S. E.
688-0871

Mr. Lyall Scott

2.

November 5, 1969

Grant Park Baptist Church
355 Georgia Avenue, S. E.
622-4442
Dr. Prue H. Kelley

Grant Park Methodist Church
575 Boulevard, S. E.
627-6221

Greater Mt. Calvary Baptist Church
388 Glenn Street, S. W.
521-1271
Rev. B. Joseph Johnson

Greater Hopewell C.M.E. Church
604 Cooper Street, S. W.
523-2394

Hemphill Memorial Baptist Church
535 Pryor Street, S. W.
Rev. John Hemphill

Hinsley Temple Church of God
440 Gardner Street, S. W.
Rev. Luther R. Hinsley
524-8146

Iconiaum Baptist Church
1050 McDaniel Street, S. W.
524-1443
Rev. M. L. Lindsey

Joyland Baptist Church
1166 Windsor Street, S. W.
523-1863
Rev. O. L. Walls

Martin Street Church of God
452 Martin Street, S. E.
688-8545
Elder George Wilson

Mt. Carmel Baptist Church
768 Martin Street, S. E.
525-1895
Rev. O. C. Woods

Mt. Nebo Baptist Church
1030 Martin Street, S. E.
627-4030
Rev. E. D. Jackson

Mt. Welcome Baptist Church
771 Coleman Street, S. E.
524-7626

New Hampton Baptist Church
Farrington Avenue, S. E.
755-6832
Rev. J. W. Byrd

New Hope Baptist Church
236 Richardson Street, S. W.
522-6331
Rev. R. N. Martin

Oliver Baptist Church
129 Love Street, S. E.
Rev. W. M. Smith

Rice Memorial Presbyterian Church
928 Coleman Street
577-1477
Rev. Calvin Houston

Salem Baptist Church
481 Martin Street, S. E.
688-5109
Rev. Jasper Williams

Second Baptist
Tuskegee Street, S. E.
872-6909
Rev. P. L. Jones

Second Oliver Baptist Church
947 Violet Avenue, S. W.
794-7796
Rev. J. H. Dozier

St. John Baptist Church
1158 Coleman Street, S. W.
799-6761
Rev. W. A. Saunders

St. John C.M.E. Church
518 Fraser Street, S. E.
Rev. Roy Blake

St. Paul Methodist Church
501 Grant Street, S. E.
688-7501
Rev. Charles Reaves

Mr. Lyall Scott

3.

November 5, 1969

St. Stephens
181 Georgia Avenue
524-3054
Rev. B. B. Bowens

Stewart Avenue Methodist Church
867 Stewart Avenue, S. W.
753-6214
Rev. G. B. Henderson

Sunny Side Baptist Church
1033 Sims Street, S. W.
Rev. W. A. Saunders

The Church of God
639 Pryor Street, S. W.
Bishop William Ford

Triumph Holiness Church
Farrington Avenue
755-6240
Rev. Alford

Welcome Friend Baptist Church
714 Fraser Street, S. E.
524-7040
Rev. J. B. Hill

Welcome Grove Baptist Church
Crew Street, S. W.
Rev. J. H. Walker

White Spring Baptist Church
Love Street, S. E.
Rev. Clark

Zion Hill Baptist Church
666 McDaniel Street, S. W.
Rev. L. M. Terrill

Rev. Ernest Orr
Hill Street Mission
595 Hill St., SE
Atlanta, Georgia

Rev. Lewis Davis
Wesley Community Centers
9 McDonough Blvd., SE
Atlanta, Georgia

Mr. Howard Jefferson
Economic Opportunity of Atlanta
Price Neighborhood Center
1127 Capitol Ave., SW
Atlanta, Georgia

Rev. Austin Ford
Emmaus House
1017 Capitol Ave., SW
Atlanta, Georgia

Mr. Robert Waymer
Model Neighborhood Inc.
673 Capitol Ave., SW
Atlanta, Georgia

Lyall W. Scott
Model Cities Mass Convention, Inc.
673 Capitol Ave., SW
Atlanta, Georgia

CITY OF ATLANTA

November 21, 1969



OFFICE OF MODEL CITIES PROGRAM

673 Capitol Avenue, S.W.

Atlanta, Ga. 30315

(404) 577-5200

Ivan Allen Jr., Mayor

J. C. Johnson, Director

Mr. Lester Persells
Executive Director
Atlanta Housing Authority
824 Hurt Building
Atlanta, Georgia 30303

Dear Mr. Persells:

The Model Cities Mass Convention and Housing Committee has authorized approval for the Atlanta Housing Authority to proceed with the following action:

1. To purchase 25 double wide mobile homes (4-bedrooms) and approximately 125 mobile homes (regular size units) to be used for temporary housing for residents displaced within the Model Cities Area.
2. To place the three units already owned by the Authority on Site T12 (4-7).

The Housing and Relocation Committee also passed a resolution asking the Atlanta Housing Authority to:

1. Develop a system of communication to inform residents on NDP activity within the Model Cities Area, which would include specific information on loans and grants.
2. Make available to the six (6) communities within the Model Cities Area slides, printed material, etc., that will keep residents informed on Housing progress within the Model Cities Area and throughout the rest of the country.

Mr. Lester Persells
Page Two
November 21, 1969

I am enclosing a copy of the resolution for your information.
If you have any questions, please feel free to call me.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Johnny C. Johnson', with a long horizontal flourish extending to the right.

Johnny C. Johnson
Executive Director

vlc

cc: Howard Openshaw, Atlanta Housing Authority
Dan E. Sweat, Mayor's Office
Collier Gladin, Planning Department
Gregory Griggs, Alderman
Everett Millican, Alderman

/ /

November 26, 1969

Mr. Johnny C. Johnson
Director
Model Cities Program
City of Atlanta

Subject: Model Cities Citizens Committee
Structure and Coordination

Dear Johnny:

Thank you for your memo of October 23, with information on the Model Cities citizens and staff structure.

In addition, I would like to receive a description of the responsibilities and duties of each citizen committee and how all these committees relate functionally to each other.

One other area which needs clarification is that of coordination for implementation. The information attached to your memo does not indicate the people on your staff who are directly responsible for coordinating programs and projects being carried out by the implementing agencies or where and how this coordinating function fits into your organization.

I would appreciate receiving this material at your earliest convenience.

Sincerely,

Dan E. Sweat, Jr.
Chief Administrative Officer

DESJr:sm

CITY OF ATLANTA



October 28, 1969

OFFICE OF MODEL CITIES PROGRAM
673 Capitol Avenue, S.W.
Atlanta, Ga. 30315
(404) 577-5200

Ivan Allen Jr., Mayor
J. C. Johnson, Director

Mayor Ivan Allen, Jr.
City of Atlanta
City Hall
Atlanta, Georgia 30303

Dear Mayor Allen:

Being a member of the National Steering Committee of Model Cities Directors, I often receive advance copies of New Policy Statements about to be issued from Washington.

Attached is a copy of several memorandums expected to be issued soon, which includes major new policy statements for the Model Cities Program.

After you have had an opportunity to read this material, I would be happy to discuss with you at your convenience any concerns you may have.

Sincerely,

Johnny C. Johnson
Executive Director

JCJ:vlc

Don please look
over & advise

U. S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
ROUTING SLIP

TO	CO	OS	ADM	DIR	FHA	FNMA	MD	RHA	R1	R2	R3	R4	R5	R6	R7	
NAME AND/OR SYMBOL									ROOM		BUILDING					
1.	MEMBERS, NATIONAL STEERING															
2.	COMMITTEE, MODEL CITIES															
3.	DIRECTORS ASSOCIATION															
4.																
5.																
6.																

- | | | |
|---------------------------------------|--|---|
| <input type="checkbox"/> ACTION | <input type="checkbox"/> FILING | <input type="checkbox"/> PER CONVERSATION |
| <input type="checkbox"/> APPROVAL | <input type="checkbox"/> FULL REPORT | <input type="checkbox"/> RECOMMENDATIONS |
| <input type="checkbox"/> AS REQUESTED | <input type="checkbox"/> HANDLE DIRECT | <input type="checkbox"/> SEE ME |
| <input type="checkbox"/> CONCURRENCE | <input type="checkbox"/> INITIALS | <input type="checkbox"/> SIGNATURE |
| <input type="checkbox"/> CORRECTION | <input type="checkbox"/> NOTE AND RETURN | <input type="checkbox"/> YOUR COMMENT |
| | | <input type="checkbox"/> YOUR INFORMATION |
- ANSWER OR ACKNOWLEDGE ON OR BEFORE _____
- PREPARE REPLY FOR SIGNATURE OF _____

REMARKS:

The attached document(s) have been submitted to the Assistant Secretaries Working Group today for comments. Any comments that you may have should reach me within seven days (excluding weekends) following the date of this transmittal.

FROM	CO	OS	ADM	DIR	FHA	FNMA	MD	RHA	R1	R2	R3	R4	R5	R6	R7
NAME AND/OR SYMBOL									ROOM		BUILDING				
Robert Eaida									8100		HUD				
									TELEPHONE		DATE				
									755-5439		OCT 2 1969				



DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, D. C. 20410

OFFICE OF THE ASSISTANT SECRETARY
FOR MODEL CITIES AND GOVERNMENTAL RELATIONS

IN REPLY REFER TO:

ORIGINAL MEMORANDUM

October 21, 1969

TO: J. D. Braman, Assistant Secretary, DOT
Mr. Richard Nathan, Assistant Director, BOB
Arnold R. Weber, Assistant Secretary, DOL
Frank Carlucci, Acting Director, CAP, OEO
Robert A. Podesta, Assistant Secretary, Commerce
Lewis Butler, Assistant Secretary, HEW
Christopher DeMuth, Staff Assistant to the President
Charles H. Rogovin, Administrator, LEAA, Justice

FROM: Floyd H. Hyde, Assistant Secretary, MCGR

SUBJ: Improving the Management of the Model Cities
Program: A Proposal

I am enclosing for your review a HUD-endorsed "Proposal for Improved Management of the Model Cities Program." It is based upon the assumption that reasonable process and performance criteria can be established and communicated to the cities so that the level of supplemental fund obligations can be determined by measuring a city's progress and effort in relation to these criteria. It is also based on the proposition that the Model Cities process is a means of increasing the capacity of local government to deal with its urban problems, and that the effective application of limited resources by the Federal Government can be helpful in demonstrating that fact.

In this connection, the HUD proposal should be beneficial to the Model Cities-connected efforts of other departments and agencies. The Model Cities approach has the potential of increasing the effectiveness of any individual categorical grant project by tying it into a coordinated, rational local effort to solve related problems. The determination of the more promising local Model Cities programs should be helpful in applying other available Federal resources as well.

The judgment process contemplated by HUD would maintain a role for the regional and Washington interagency review committees. It is also suggested that the Assistant

Secretaries Working Group take on the major responsibility for determining those cities in which to concentrate supplemental funds over and above what a city would normally receive, as well as other priority assistance.

I would like to schedule a meeting of the Assistant Secretaries Working Group to discuss this proposal on Friday, October 31, 1969 at 4:00 p.m., Room 8202. It is Secretary Romney's intention to take the proposal, together with the comments by the ASWG, to the Under Secretaries Group and then to the Urban Affairs Council. If the approach appears to be appropriate, HUD would like to put it into operation as quickly as possible.

I look forward to your comments on the proposal at the October 31 meeting. If your own Department has had any experience you could share with HUD with respect to this type of approach to funding, this information would be greatly appreciated.



Assistant Secretary

PROPOSAL FOR IMPROVED MANAGEMENT
OF THE MODEL CITIES PROGRAM

IMPROVING THE MANAGEMENT
OF THE MODEL CITIES PROGRAM

- I. Introduction
- II. Policy objectives for use of supplemental funds
- III. Use of "variable funding" as means of carrying out effective program management.
- IV. Criteria for determination of supplemental fund allocation
- V. Strategy for handling "weak" cities.
- VI. Conclusion and Recommendation

INTRODUCTION

Although the basic intent expressed in the Model Cities statute appears to focus primarily upon the fiscal plight of our cities and the need for additional financial assistance, experience in local government compels me to look beyond this oversimplified concept.

The haphazard use of the vast array of Federal categorical grant-in-aid programs has largely been ineffectual in solving major urban problems-- some of the cities most successful in the grantsmanship game have experienced some of the most serious civil disorders. Success in getting Federal dollars does not insure success in making effective use of such resources. An honest evaluation would have to conclude that the Federal Government has not generally imposed criteria which would make effective use of its resources and meaningful local commitment prerequisites to continued Federal assistance.

This policy has not greatly encouraged the development of local government's capacity or willingness to deal effectively with its own problems, and indeed, the Federal Government's eagerness to fund and deal directly with every conceivable kind of constituency in addition to local government, has been one of the major factors in reducing the cities' capacity to act. yes!

If this trend is to be altered and meaningful decentralization is to take place, the role of the Federal Government must be changed from that of attempting to deal directly with the problems of our cities, to that of building the capacity of State and local governments to deal effectively with those problems.

This is the primary objective we have established for the administration of the Model Cities program. The following comment and the resulting conclusions and recommendations are intended to assist in attaining that objective, and to improve our ability to effectively manage the program.

II.

USE OF SUPPLEMENTAL FUNDS

In enacting the Model Cities program, the Congress provided for a new source of funding, commonly known as Model Cities supplemental funds. These funds are to assist localities in carrying out the purposes of the program. The following policy objectives have been identified for the use of supplemental funds.

Policy Objectives

1. To promote coordination and concentration of resources by attracting funds, staff, and other services from existing institutions and agencies, public and private, and by filling in the gaps in a coordinated approach with projects for which funds would otherwise be unavailable.
2. To secure commitment of new resources and maintenance of effort on the part of the city, including changes in agency practices and service levels to make them more responsive to model neighborhood needs.
3. To increase local acceptance of responsibility for the program, leading to greater care in the selection of projects and activities and in the conduct of and the monitoring of such projects.
4. To encourage innovation, maximum coordination of Federal assistance, new and additional projects and activities not assisted under a Federal grant-in-aid program, and secondarily, to be used and credited as part or all of the required non-Federal contribution for Federally-assisted projects which are part of the comprehensive model cities plan, as the Act provides.
5. To make available additional funds to ease "the financial plight" of our cities, as noted by President Nixon in his speech on revenue sharing.
6. To experiment with the block grant or revenue sharing approach with a stress upon developing capabilities for local initiative and local decision-making in order to effectively utilize unstructured Federal funding.

are we doing these things?

III.

INCREASING EFFECTIVE PROGRAM MANAGEMENT
BY USE OF VARIABLE FUNDING APPROACH

As a means of improving program management at the Federal level, and encouraging useful programs at the local level, the Department of Housing and Urban Development proposes to utilize the concept of variable funding. By establishing a set of process and performance criteria, and utilizing them to judge the overall program effort by a city, supplemental funding levels can be varied among cities, those with the best potential for national demonstration purposes can be additionally assisted, and the cities showing no likelihood of ever mounting a viable program can be dropped from the program.

Here comes the age!

By using process and performance criteria, HUD seeks to avoid substituting a Federal judgment for that of the locality in specific substantive areas or functional programs, thus preserving local initiative. This is in keeping with both the Demonstration Cities Act and the new Administration's concept of revenue sharing.

Each city will be on notice with respect to the criteria. The city will be told its allocation figure for the next planning year, and will be on notice that its actual obligation figure could well be lower depending upon performance against the stated criteria.

The city will also be informed that exceptional performance or evidence of potential for national demonstration purposes could earn it extra supplemental funding. Failure to perform, on the other hand, could result in a severe cutback in funding or elimination from the program.

The suggested criteria to be applied in each case, and the process for handling the weak cities are attached. It is anticipated that in making judgments, the relative improvement of performance within each individual city over the previous year will be considered, as well as the usefulness of its overall process and performance for national demonstration purposes.

IV. FUNDING CRITERIA

4.

1. City commitment: including support from the chief executive officer, allocation and re-allocation of city resources, changes in city agency policy, practice and service levels to make them more responsive to the model neighborhood and its residents.

2. Maximization of available resources, public and private: including the utilization (or attempted utilization) of appropriate Federal grant programs, state programs, the involvement of the private sector, and voluntary action.

3. Effective coordination of available resources: including the establishment of effective coordinating mechanisms, working agreement with other agencies, imaginative use of resources from a variety of sources in tandem to focus on priority problems and objectives.

4. Community involvement and citizen participation: including the achievement of broadbased community support, voluntary action, widespread citizen involvement in and maximum employment of model neighborhood residents planning, monitoring and evaluating the program as a whole and individual projects on an on-going basis, responsiveness of other cooperating agencies and institutions to the need for citizen participation, and maximum employment of model neighborhood residents.

5. Administrative competence and capacity of the CDA: including progress in achieving operating results and in meeting the planning schedule established by the city; access to the chief executive; and development of continued planning, evaluation and data gathering activities plus the analysis of the criteria listed above.

- 6. Innovative nature of projects as judged against previous city efforts to deal with similar problems.
- 7. Planning process: evidence of clear and reasonable relationships between (a) the neighborhood's problems; (b) the objectives, strategies and priorities of the local plan; and (c) the projects in the one-year action plan.

V.

PROPOSED STRATEGY FOR HANDLING WEAK CITIES

As we and the cities have developed experience with the Model Cities program, it has become increasingly clear that there are several key elements to local progress and success which are reflected in the above criteria. Some of our cities are doing well in all or a number of these areas; others are noticeably lacking in one or more of them. Repeated efforts have been made to correct these latter conditions and some successes have been recorded. But these efforts have been hampered by the absence of an overall policy of how and when to penalize lack of city effort and progress. Therefore we propose to communicate the above criteria to all cities and undertake a range of HUD responses to inadequate effort and performance.

HUD Response

The type of notice given by HUD when a city shows unsatisfactory progress in meeting the basic criteria will vary depending on (1) whether the city is in planning, review or execution, (2) whether previous warning of deficiencies have been given to the city, and (3) the degree and seriousness of the deficiencies. In all cases the response should indicate very clearly:

- which criteria the city is not measuring up to,
- what actions or corrections are needed,
- the city's deadline for making corrections, and, where appropriate,
- penalty action that will be taken if corrections are not made.

Following is a list of actions that would be appropriate if cities failed, after warnings are given and technical assistance is provided, to measure up to the basic criteria. It is anticipated that in most instances HUD will utilize a series of increasingly stronger responses to induce corrective measures.

(a) Cities in Planning

- place a hold on further planning funds requisitions (HUD-718's),
- notify the city that review of the comprehensive plan will be held up,
- notify the city that the amount of supplemental funds earmarked for the first action year will be reduced,
- drop the city from the program.

(b) Cities in Execution

- place a hold on further supplemental expenditures by suspending the Letter of Credit,
- make holds on supplemental funds nonreimbursable, thus reducing the amount of the current grant,
- reduce the amount of supplemental funds earmarked for the next action year-
- drop the city from the program.

2. Procedure for HUD Penalty Action

In most cases it is anticipated that a city's failure to satisfactorily meet the basic criteria will be identified by our Regional Staff or the Regional Interagency Coordinating Committee. In these cases the Assistant Regional Administrator for Model Cities will prepare a memorandum for the Assistant Secretary, through the Desk Officer and Director of Program Operations. This memorandum should note:

- where and how the city fails to satisfy one or more of the basic criteria,
- what previous action (i.e. Leadman talk with CDA Director or Mayor, previous warning letter to the city), if any, has been taken on this matter,
- what action is recommended, and
- who (ARA, Regional Administrator, Desk Officer, Director of Program Operations, Assistant Secretary or Secretary) should give notice to the city and what form (letter, phone call, meeting) it should take.

The Assistant Secretary will approve, reject or modify the recommendation, referring appropriate cases to the Secretary, and notify the Region of action to be taken.

In a few cases, a city's failure to satisfy basic criteria will be identified by Washington Staff. In these cases the Desk Officer should be informed and he should discuss the situation with the Assistant Regional Administrator. Any major differences in how a problem situation should be handled shall be raised to the Assistant Secretary.

Washington Staff, with REgional Office advice, will also be responsible for determining if and when the appropriate Congressional Representatives should be advised of the problem and the possible action.

The ARA will be responsible for notifying, and where appropriate, discussing with the RICC, the problems and the notice and penalty action proposed for the city.

3. Progress Report

The Assistant Regional Administrator will prepare a subsequent report to the Assistant Secretary, through the Desk Officer and Director of Program Operations, (1) noting whether the city has made the necessary corrections or (2) recommending additional action or penalties to be imposed. This report, which can be very brief if the city has responded satisfactorily, should come about the time of the deadline set for the city's making corrections. The ARA and Desk Officer should keep abreast of the city's progress and report any unusual developments (e.g. need to institute stronger measures, need to extend deadline, progress warranting earlier reinstatement of funding) to the Assistant Secretary.

4. Conclusion

It is very important that we do everything possible to help our weak cities improve. If they are unable to satisfy our basic criteria we should take appropriate, proportional steps to reduce, and in extreme cases end, our commitment to them.

The purpose of this "Weak Cities Strategy" then is to ensure that (1) HUD follows a consistent approach in dealing with problem cities and (2) that a solid record is established for any penalty action that may become necessary.

VI

CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions:

1. The basic objective of the Model Cities program is to build the capacity of cities (and state government) to deal with their own urban problems.
2. Traditional Federal approaches have not contributed to this objective.
3. A different approach is needed in order to assure the necessary commitment of local government to the objectives of the program so that it is not viewed as "just another Federal grant."
4. Better management and stronger city commitment can be achieved if the cities' level of funding is dependent upon performance criteria and not upon a fixed formula.
5. Elimination of weak cities from the program after failure to respond to indicated deficiencies will increase the credibility of the program.

B. Recommendations:

1. That HUD adopt and communicate to the cities, a policy which would clearly indicate to cities that their level of funding each year would depend upon their performance in accordance with the clearly stated criteria.
2. That each city be given a "planning figure" in advance, but with a clear understanding that it is not "guaranteed" but dependent upon (1) above.
3. That exceptional cities be referred to the Assistant Secretaries Working Group for determination of priority support.
4. That "weak" cities be handled as suggested in paragraph V and be dropped from the program if their response is unsatisfactory.

Respectfully submitted,

Floyd H. Hyde
Assistant Secretary (MCCR)

ASSISTANT SECRETARIES WORKING GROUP
MODEL CITIES PROGRAM

Date: October 15, 1969

TO:

Mr. J. D. Braman, Assistant Secretary
for Urban Systems and Environment
Department of Transportation - Room 801
Stop 330

Mr. Dwight Ink
Assistant Director for Executive Management
Bureau of the Budget - Room 9001, North EOB
Stop 20

Mr. Arnold Weber
Assistant Secretary for Manpower
Department of Labor - Room 3112
Stop 205

Mr. Frank Carlucci
Acting Director, CAF
Office of Economic Opportunity
1200 - 19th Street, N.W. - Room 548
Stop 277

Mr. Robert A. Podesta, Assistant Secretary
Economic Development Administration
Department of Commerce - Room 7800B
Stop 206

Mr. Lewis Butler
Assistant Secretary for Planning and Evaluation
Department of Health, Education and Welfare - Room 5039
Stop 367

Mr. Christopher DeMuth
Staff Assistant to the President
Executive Office Building - Room 196
Stop 28

Subject for Concurrence: CDA Letter #10 (Introduction)

Concurrence or comment requested to reach me by:

Concurrence or comments:

Floyd H. Hyde
Assistant Secretary for Model Cities
and Governmental Relations

Return to: Room 8100, HUD Building - Stop 98



MCGR-3100.10

Model Cities Administration
Policy Statements

(CDA Letter #10)

October 1969

A HUD HANDBOOK

Introduction

CDA Letter No. 10 states the policies of the Department of Housing and Urban Development on a number of critical issues. To the extent there may be a conflict between a policy statement in CDA No. 10 and a policy statement in another CDA letter or issuance, the most recent will govern.

CDA No. 10 will be added to from time to time as the need for additional policy definition becomes apparent. The identification of individual policy statements covered by CDA No. 10 will be by consecutive lettering, CDA No. 10-A, CDA No. 10-B, etc.

In developing and carrying out its Model Cities Program, a city must follow the policies in these statements. Determination that a city is in compliance with these and other applicable policies will be an important part of the review of comprehensive Programs, and of projects and activities within comprehensive Programs.

Failure to comply with policy statements will, as a general rule, result in withholding of funds from projects or activities which are out of compliance, or from the entire comprehensive Program. Whenever a city has doubt as to whether an existing or proposed project or activity, or other feature of an existing or proposed comprehensive Program complies with an applicable HUD policy, the city should immediately consult Regional HUD Model Cities staff.

Whenever a city believes that the application of any policy would, because of special circumstances in the city, have a result contrary to the purpose of the Department in assisting cities to develop effective Programs, it should immediately consult Regional HUD Model Cities staff. This consultation may, in unusual circumstances, lead to an exemption from the application of a policy being granted by the Secretary of Housing and Urban Development.

Because of the critical importance of the CDA No. 10 policy statements in all phases of planning and carrying out a comprehensive Program, the city shall immediately distribute them to policy boards, citizen participation representatives, the city council, delegate agencies, and other groups and individuals playing important roles in the city's Model Cities Program.

Date: October 15, 1969

TO:

Mr. J. D. Braman, Assistant Secretary
for Urban Systems and Environment
Department of Transportation - Room 801
Step 330

Mr. Dwight Iak
Assistant Director for Executive Management
Bureau of the Budget - Room 9001, North EOB

Step 20

Mr. Arnold Weber
Assistant Secretary for Manpower
Department of Labor - Room 3112

Step 205

Mr. Frank Carlucci
Acting Director, CAP
Office of Economic Opportunity
1200 - 19th Street, N.W. - Room 548

Step 277

Mr. Robert A. Podesta, Assistant Secretary
Economic Development Administration
Department of Commerce - Room 7800B
Step 206

Mr. Lewis Butler
Assistant Secretary for Planning and Evaluation
Department of Health, Education and Welfare - Room 5030

Step 367

Mr. Christopher DeMuth
Staff Assistant to the President
Executive Office Building - Room 196

Step 28

Subject for Concurrence: Administrative Performance and Capability

Concurrence or comment requested to reach me by:

Concurrence or comments:

Floyd H. Hyde
Assistant Secretary for Model Cities
and Governmental Relations

Return to: Room 8100, HUD Building - Step 98

ADMINISTRATIVE PERFORMANCE AND CAPABILITY

1. Chief Executive and Local Governing Body Commitment

The chief executive officer and the local governing body shall assume early, continuous, and ultimate responsibility for the development, implementation, and performance of the Model Cities Program. The chief executive officer shall use his administrative authority and political leadership to support the Program by: (1) coordinating relevant public and private agencies; (2) establishing priorities and allocations of resources; (3) improving the response of public and private agencies. The chief executive officer shall provide the CDA director with direct operational access to his office.

2. Resource Commitment

Throughout the life of the Program, the city shall take all reasonable steps to achieve the support, involvement, and commitment of all public and private agencies whose activities could substantially affect the model neighborhood. Such steps shall include action to assure that the city can effectively perform its planning, coordinating, and evaluating role where cooperating agencies administer projects under the Program.

3. Consolidated Approach

- a. The city shall examine all necessary resources and allocate these resources according to a thorough analysis of need and on an evaluation of performance in meeting these needs.
- b. The city shall develop linkages among projects and coordination of agency efforts in order that projects and activities will mutually reinforce each other, avoid wasteful duplication of services, and maximize resources.

4. Project Implementation

The city shall schedule projects for implementation in accordance with an appropriate time pattern that enables the Program to be developed, operated, monitored, and evaluated to achieve maximum results, coordination of agencies, and linkages of projects. The city shall have the capacity to carry out projects so that resources and expenditure of funds are realistic and show quality of performance.

5. Adequate Staff

The city shall provide adequate staff and provide such staff with adequate authority to carry out its responsibilities as outlined in this policy statement.

ASSISTANT SECRETARIES WORKING GROUP
MODEL CITIES PROGRAM

Date: October 15, 1969

TO:

Mr. J. D. Braman, Assistant Secretary for Urban Systems and Environment Department of Transportation - Room 801 Stop 330	Mr. Robert A. Podesta, Assistant Secretary Economic Development Administration Department of Commerce - Room 7800B Stop 206
Mr. Dwight Ink Assistant Director for Executive Management Bureau of the Budget - Room 900J, North EOB Stop 20	Mr. Lewis Butler Assistant Secretary for Planning and Evaluation Department of Health, Education and Welfare - Room 5039 Stop 367
Mr. Arnold Weber Assistant Secretary for Manpower Department of Labor - Room 3112 Stop 205	Mr. Christopher DeMuth Staff Assistant to the President Executive Office Building - Room 196 Stop 28
Mr. Frank Carlucci Acting Director, CAP Office of Economic Opportunity 1200 - 19th Street, N.W. - Room 548 Stop 277	

Subject for Concurrence: Operation of Projects and Activities

Concurrence or comment requested to reach me by:

Concurrence or comments:

Floyd H. Hyde
Assistant Secretary for Model Cities
and Governmental Relations

Return to: Room 8100, HUD Building - Stop 98

POLICY STATEMENT RE OPERATION OF
PROJECTS AND ACTIVITIES

The CDA staff and citizen advisory boards are planning and coordinating bodies, and as such are expected to have the capacity and responsibility to recommend the assignment of priorities among, and monitor and evaluate the results of, projects and activities. The operation of individual projects and activities by (1) CDA staff; (2) its citizen advisory body; (3) an organization the board of directors of which is composed of one or more members of the citizen advisory body; or (4) an organization in which more than one-third of the members of the board of directors is appointed by the citizen advisory body would, in most cases, be in basic conflict with the fundamental duties of the CDA staff or citizen advisory body, and such operation is not appropriate unless it is demonstrated that the project or activity is minor and temporary in nature or clearly incidental to the duty to plan, coordinate, and allocate resources, or that exceptional circumstances otherwise warrant such operation.

In the Model Cities program, projects and activities should be operated by experienced existing public and private organizations whenever possible. New organizations will be funded as operating agencies only if the city can justify not using existing experienced organizations and demonstrates the advantages to be served thereby. The same justification is required if it is proposed to use an existing organization which lacks operating experience in the field of activity proposed for it.

In this way Model Cities may best achieve two of its prime objectives, appropriate changes in existing institutions and the improvement of the delivery of services. Existing public and private institutions must be strengthened and become more responsible for and more responsive to the needs of the model neighborhood. At the same time, care must be taken to avoid a misinterpretation of this policy to the detriment of effective citizen participation or to condone mere continuation of unresponsive business-as-usual projects and activities by existing organizations. This policy, placing emphasis upon the use of existing organizations, will further Model Cities objectives only if citizen participants, local government, and other existing institutions focus on improving services and making them more acceptable and responsive to neighborhood needs.

All new or existing public and private organizations operating projects and activities must comply with the statutory mandate to provide maximum opportunities for employing residents of the model neighborhood in all phases of the program.

ASSISTANT SECRETARIES WORKING GROUP
MODEL CITIES PROGRAM

23

Date: October 23, 1969

TO:

Mr. J. D. Braman, Assistant Secretary
for Urban Systems and Environment
Department of Transportation - Room 801
Stop 330

Mr. Dwight Ink
Assistant Director for Executive Management
Bureau of the Budget - Room 9001, North EOB
Stop 20

Mr. Arnold Weber
Assistant Secretary for Manpower
Department of Labor - Room 3112
Stop 205

Mr. Frank Cariucci
Acting Director, CAP
Office of Economic Opportunity
1200 - 19th Street, N.W. - Room 548
Stop 277

Mr. Robert A. Podesta, Assistant Secretary
Economic Development Administration
Department of Commerce - Room 7800B
Stop 206

Mr. Lewis Butler
Assistant Secretary for Planning and Evaluation
Department of Health, Education and Welfare - Room 5039
Stop 367

Mr. Christopher DeMuth
Staff Assistant to the President
Executive Office Building - Room 196
Stop 28

Subject for Concurrence: CDA Letter on Resident Employment

Concurrence or comment requested to reach me by:

Concurrence or comments:

Floyd H. Hyde
Assistant Secretary for Model Cities
and Governmental Relations

Room 8100, HUD Building - Stop 98

CDA LETTER

I. General Policy

Section 10 (a) of the Demonstration Cities and Metropolitan Development Act of 1966 requires the model cities to provide "maximum opportunities for employing residents of the area in all phases of the program and enlarged opportunities for work and training" and to develop programs which will result in "marked progress in reducing underemployment and enforced idleness."

This CDA Letter sets forth HUD requirements in implementation of this provision. It is a basic policy objective that employment opportunities generated by the comprehensive city demonstration program be filled by model neighborhood residents. The requirements of this letter apply to employment generated by the comprehensive city demonstration program, including the following categories:

- a. Employment generated by Model Cities supplemental funds or by other types of Federal assistance, both in publicly or privately sponsored activities.
- b. Employment generated by other funds and resources for activities included in the comprehensive city demonstration program.

II. Submission Requirements--General

It is the responsibility of the city (or county) government submitting a comprehensive city demonstration program to implement, or to assure the implementation of, these requirements. Detailed information on such implementation is required in applications for Model Cities supplemental funding and such information shall be consolidated within a single section of the application. This section shall describe all employment to be generated by the comprehensive city demonstration program and the hiring and training systems which will assure the placement of model neighborhood residents in these jobs. The section will also show the relationship of resident employment programs to other aspects of the comprehensive city demonstration program, such as health or other supportive services, economic development, transportation, etc.

All applications requesting Model Cities supplemental funds must show evidence that:

- a. It is the policy of the city, as concurred in by the chief executive and/or the city council or county governing body and by the Model Cities citizen participation unit that preference will be given to residents of the model neighborhood in

filling all jobs generated through the comprehensive city demonstration program. The full text of such policy shall be included in the city's application.

- b. The city policy has been published and disseminated with sufficient time for public response prior to the submission of the comprehensive city demonstration program, and will be available thereafter for public inspection.
- c. Public and private agencies which have the resources, responsibility, and employment opportunities to implement the city's resident employment policy have been meaningfully involved in planning and coordinating the model city employment and training plan. Such agencies have agreed to set goals and to establish quantitative commitments relating to those goals in terms of training and placement opportunities, upgrading opportunities, union membership, etc., as necessary in order to meet the statutory requirements quoted above.
- d. The training and employment system or systems are workable and enforceable and that they will assure preference in employment for model neighborhood residents. Such a system or systems will include provisions for the recruitment, selection and placement of model neighborhood residents in jobs generated by the comprehensive city demonstration program, on-the-job training and upgrading opportunities in both public and private agencies, including the transferability of qualifications and credits for experience between such agencies; the removal of identified impediments to the hiring and upgrading of disadvantaged model neighborhood residents; and the provision of trade union participation and membership or alternative methods of assuring continued or improved employment opportunity in construction or other employment within or beyond the model neighborhood area. In implementing these objectives, full and appropriate utilization will be made of existing institutions to the degree that there is capability and commitment to meet the goals and objectives of the comprehensive city demonstration program.
- e. There is adequate and workable administrative machinery within the CDA and/or city government to coordinate and implement the resident employment and training policies and systems, including the provision of adequate funds and staff, and to link these systems effectively with other program systems. A workable evaluation and reporting system will be included in the administrative structure, and a procedure for resolving grievances arising out of the implementation of the program.
- f. The city has developed a specific program to provide persons entering subprofessional or other entry-level job categories
 - (a) sufficient training and other services to enable them to move upward into increasingly higher level positions and
 - (b) assurances that there will be no unnecessary impediments to such mobility inherent in the applicable merit or other promotion system.

III. Role of Residents:

The city policy and program must include procedures to enable model neighborhood residents to (1) review the equity and effectiveness of the city policy and employment program that has been developed, and (2) negotiate for adjustments in the policy and (3) participate in the resolution of grievances arising out of the implementation of the program.

The roles of model neighborhood residents in monitoring, evaluating, resolving grievances and assisting in the operation of the system shall be clearly delineated.

IV. Submission Requirements--Construction and Rehabilitation Employment

In addition to the foregoing requirements, each application will show, in regard to construction employment:

- a. That the city resident employment and training policy covers all crafts and positions related to construction and rehabilitation, including foremen, superintendents and construction truck drivers, as well as such occupations as architects, engineers, draftsman, etc. The policy should include provision for establishing specific and quantifiable goals and commitments for hiring and training residents in each construction craft and other relevant occupation; and provision for preference for all building contractors (a) based in, or substantially doing business in, the model neighborhood or (b) employing a significant proportion of model neighborhood residents at all levels in their work force. Similar preference shall be given to other area construction-related firms such as designers, planners, architects and surveyors which come within the above categories.
- b. That a specific recruitment, training and hiring program to prepare neighborhood residents for work on all projected construction projects in the model neighborhood has been developed by the city in concert with residents and all other relevant groups. And agreement entered into pursuant to the program must in no way limit hiring or training opportunities for residents to certain crafts or categories of construction, nor be otherwise inconsistent with the city program.
- c. That the city resident employment policy will be reflected in the city bid specifications and in requirements for sponsors of any FHA insured projects included in the comprehensive city demonstration program, and that successful bidders must agree to cooperate with the city employment policy and training programs and meet such quantified minimum hiring and training goals in each craft and related occupation as are determined by HUD, in consultation with the city, for each community. The city is expected to implement the employment policy diligently and to utilize all projected construction activity as a basis of a comprehensive training and hiring system. Failure to meet the goals established could result in suspension or termination of HUD support of the city's comprehensive demonstration program.

V. Applicability

- a. Where a city's application has been approved for funding or where the city's application has been filed or is expected to be filed by _____, 1969, the city shall submit to HUD by _____, 1970, a supplemental application showing evidence that its employment program conforms in all respects to these requirements and describing the administrative machinery that has been established to implement the program.
- b. A comprehensive city demonstration program which is expected to be filed after _____, 1970, must include these requirements as part of the initial submission.

VI. Inclusion of Policy Statement in Comprehensive City Demonstration Program

The city policy required to be adopted pursuant to section II of this Letter must be incorporated into the comprehensive city demonstration program when it is approved by the governing body.

VII. Compliance

- a. In the case of cities governed by section V(a), failure of the city to submit an approvable supplement to its application shall be a basis for suspension or termination of the grant agreement.
- b. In the case of all other cities failure of the city to submit an approvable application which conforms to these requirements shall be a basis for disapproval of the comprehensive city demonstration program.
- c. Failure of any city to carry out an approved plan shall be a basis for suspension or termination of the grant agreement.

**CITY OF ATLANTA
Personnel Evaluation Report**

JAMES B. CULP

Name of employee to be rated

For promotion to PLANNER II
(MAYORS OFFICE)

Section I – Performance on present job

1. Attendance

Unsatisfactory	Needs to improve	Satisfactory	Very good	Superior
0	1 2	5	8 9	10
Frequently tardy or absent without good cause.	Tardy or absent more than others.	Tardy or absent no more than most.	Seldom tardy or absent.	Almost never tardy or absent.

2. Quality of work Consider neatness, accuracy and general quality of his work. How much follow-up is needed.

Unsatisfactory	Needs to improve	Satisfactory	Very good	Superior
0	1 2	5	8 9	10
Below minimum standards. Requires close check.	Barely meets minimum standards.	Above minimum standards.	Well above minimum standards.	Among the very best.

3. Quantity of work Consider speed and general efficiency of his work.

Unsatisfactory	Needs to improve	Satisfactory	Very good	Superior
0	1 2	5	8 9	10
Low volume of work.	Somewhat slower than others.	Rapid, productive worker.	Well above the average in production.	Among the very best producers.

4. Reliability Consider the amount of supervision that is required. Does he do what he says he will do?

Unsatisfactory	Needs to improve	Satisfactory	Very good	Superior
0	1 2	5	8 9	10
Needs constant supervision.	Requires close supervision.	Less than average supervision required.	Little supervision required.	No supervision required.

5. Attitude toward work Consider the attitude with which he approaches his work, the interest and enthusiasm shown.

Unsatisfactory	Needs to improve	Satisfactory	Very good	Superior
0	1 2	5	8 9	10
Appears to have no interest in work.	Takes some interest in the work.	More than average interest in work.	High interest in the work.	Absorbed in the work.

Section II – Promotional Potential – In this rating section keep in mind the demands of the position to which the man would be promoted. An employee may be above average to outstanding in his present position but lack potential for promotion.

1. Initiative Consider his ability to act on his own responsibility in the absence of instructions. Can he start needed work and can he react to deviations from routine?

Unsatisfactory	Needs to improve	Satisfactory	Very good	Superior
0	1 2	5	8 9	10
Must be pushed.	Relies on others too much.	Will act independently in most cases.	Assumes leadership when needed.	Very alert. Has introduced better methods.

2. Aptitude and ability to learn Consider how quickly he learns new work, retains what he has learned, and the ease with which he follows instruction.

Unsatisfactory	Needs to improve	Satisfactory	Very good	Superior
0	1 2	5	8 9	10
Very slow to learn.	Requires too much instruction. Learns slowly.	Learns quickly with minimum instruction.	Unusually quick to learn.	Among the very best in learning ability.

3. Judgment Does he have the ability to think and act calmly, logically, and rapidly under all conditions.

Unsatisfactory	Needs to improve	Satisfactory	Very good	Superior
0	1 2	5	8 9	10
Poor sense of values.	Jumps to conclusions.	Judgment dependable in most cases.	Unusually sound judgment.	Does the correct thing almost always.

4. Personal Qualities Consider emotional stability, temperament, personal appearance, and habits.

Unsatisfactory	Needs to improve	Satisfactory	Very good	Superior
0	1 2	5	8 9	10
Unstable.	Some personal weaknesses of significance.	Well adjusted, stable, makes good impression.	Unusually well adjusted and stable.	Well liked; makes outstanding impression.

5. **Supervisory ability** Consider ability to get others to cooperate and produce; ability to plan and assign; and to train and lead.

Unsatisfactory	Needs to improve	Satisfactory	Very good	Superior
0	1 2	5	8 9	10
Generally weak.	Weak in some areas.	Shows reasonable potential.	Unusually competent.	Highly competent in all areas.

6. **Training and education** Consider general educational level, special schooling or course work, and self training he has done.

Unsatisfactory	Needs to improve	Satisfactory	Very good	Superior
0	1 2	5	8 9	10
Poorly trained.	Limited education and training.	More than adequate schooling	Unusually well trained.	Among the best qualified.

7. **Experience** Consider the length, variety, quality and appropriateness of the man's work experience.

Unsatisfactory	Needs to improve	Satisfactory	Very good	Superior
0	1 2	5	8 9	10
Lacks experience.	Needs more experience in some areas.	More than adequate experience.	Very experienced in most areas.	Among the most experienced.

Based on the factors which you have evaluated above and on others not necessarily covered by this form, give your estimate of the individuals chances for success in the position for which he has applied.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unlikely	Fair	Good	Very Good	Excellent

Do you recommend that this employee be promoted to the position he seeks?

() Highly recommend () Recommend with Confidence () Recommend () Do not recommend.

Remarks:

Signature of Rater _____

Title _____

Date _____

November 3, 1969

Mr. Larry R. Coons
Assistant to the City Administrator
105 East Queen Street
Inglewood, California 90301

Dear Larry:

Thanks for the proposal for coordinating the Intergovernmental coordinators. I am in full agreement with your approach.

As you are aware, I have taken a firm position against the creation of another national organization. I feel as you do, that a strong USCM/NLC committee, recognized by the organization, would be the best approach.

Some of the federal aid coordinators in the past have worked with NLC and/or USCM on various committees and have had some voice in the formulation of the national policy of the two groups. However, with the tremendous growth in the number and expertise of the coordinators, it is obvious that they must be given a bigger role as a group.

I support your proposal.

Looking forward to seeing you at the end of the month.

Sincerely yours,

Dan E. Sweat, Jr.
Chief Administrative Officer

DESJr:sm



CITY OF INGLEWOOD CALIFORNIA

CIVIC CENTER

105 EAST QUEEN STREET / INGLEWOOD CALIFORNIA 90301

October 29, 1969

Mr. Dan E. Sweat, Jr.
Director of Governmental Liaison
City of Atlanta
City Hall
Atlanta, Georgia 30303

Dear Dan:

In view of our inability to influence the format of the meeting of Intergovernmental or Federal Aid Coordinators set for November 30 in San Diego and the prospect of a talk session November 13 in Washington, I feel that it is urgent that a proposal be formulated that can be discussed with the NLC/USCM staff on November 13 and presented for discussion and adoption November 30.

I have attached a proposal. I would like to call you in a few days to hear your reaction or discuss any alternate package you may have already formulated.

I feel some frustration that our initial efforts have apparently become bogged down within the NLC/USCM staff, but I also conclude that the potential of a mechanism for us to speak as one voice to the FEDS, or NLC/USCM, may be worthy of some additional effort.

Larry R. Coons
Assistant to the City Administrator

LRC:ma

Encl.

Inglewood Proposal

It seems to me that the question to be resolved is whether or not the NLC/USCM is willing to give staff support to a section or division of Intergovernmental Coordinators in the field of federal aid for the purpose of facilitating exchange of information on a continuing basis and organizing workshops to assist interested persons to become informed about new programs and changes in existing programs.

If such is true, it is proposed that the initial format of such a grouping within the joint NLC/USCM program would be an open roster with efforts made to identify the individual who is most directly concerned for the liaison with federal officials in the submission and review of applications.

In addition to the dissemination of information among these people, the purpose of such workshops and meetings will be to help make existing or new programs more workable at the level of implementation.

In order to provide continuity and facilitate response on urgent issues, an Intergovernmental Coordinators committee would be formed to provide a representative and an alternate from each of the federal regions. The delegate and alternate would be selected at a duly called meeting or election of the representatives on the NLC/USCM roster of federal aid coordinators from each region or, if such representatives are not so named, to be appointed from the region by the committee which is so formed. A chairman would be elected by the committee to serve as spokesman

and convener of all meetings. The committee would advise the staff on workshop attendance and request interim meetings with pertinent federal and other representatives to cover topics of concern.

The function of forming such a grouping is not to establish a new professional organization, but to identify a mechanism by which intergovernmental or federal aid coordinators can identify within the framework of the NLC/USCM. Such mechanism is also hoped to provide a vehicle for intergovernmental or federal aid coordinators to speak with a semblance of unity in reacting to staff proposals and making recommendations on federal programs.