

I. INTRODUCTION AND BACKGROUND

Section 10 (a) of the Demonstration 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."

In a letter to City Demonstration agencies, the Department of Housing and Urban Development (HUD) has outlined specific requirements for implementation of this provision.

The City of Atlanta, as City Demonstration Agency (CDA) for the Atlanta Model Cities Program, has been approved for a grant of more than seven million dollars for the current program year. The HUD employment requirements are applicable to the Atlanta CDA and all other agencies participating in the Atlanta Model Cities Program. At present, there are thirty-three (33) such agencies in addition to the CDA.

Existing local policy on Model Cities employment is contained in a resolution approved by the Model Cities Executive Committee and adopted by the Mayor and Board of Aldermen of the City of Atlanta. While more limited in scope than the HUD requirements, the resolution provides that "affirmative action be taken to insure that residents of the Model Neighborhood Area are given maximum opportunity for training and employment," and that "The Model Cities Program and

its contracting agencies be encouraged to develop comprehensive systems for progressively training and upgrading workers at all levels ...."

The present need is for a comprehensive employment program which will fulfill the HUD requirements, as well as those set forth in the Executive Committee and Aldermanic resolutions.

## II. DEFINITION AND SCOPE OF THE PROPOSED PROJECT

William Grant Terry Associates (WGTA) proposes to develop for the CDA and its contracting agencies a comprehensive employment -- personnel management program which will comply with the requirements described above.

We further propose to develop and recommend the necessary administrative machinery for coordinating, implementing, monitoring, evaluating, reporting and enforcing the policies and procedures included in this program, and to provide technical assistance and training to make possible a dynamic ongoing program after termination of our services.

The project will emphasize rapidly-achievable goals which incorporate involvement of the contracting agencies and Model Cities area residents, with the work performed in three phases during a six-month period.

## III. WORK TO BE PERFORMED

### A. PHASE ONE - Analysis and Development (four months)

During the initial phase of the project, WGTA proposes to provide the following services:

1. Analyze and evaluate the existing personnel policies and practices of the CDA and contracting agencies. This will include a review of hiring, training, promotion and grievance procedures. The immediate goal will be to identify and eliminate impediments to employment and upgrading of the disadvantaged.
2. Analyze and revise job classifications for the 350 to 400 job classes now in use, reducing their number to a minimum, providing program-wide standardization, and eliminating inconsistencies, duplication, overlap and conflicts.
3. Analyze salary schedules and develop a standardized guide to job pricing.
4. Develop a standard procedure for processing job orders.
5. Develop a prototype personnel management system for the CDA and contracting agencies, plus broad minimum guidelines within which agencies may submit their own policies to fit individual circumstances.
  - a. Items covered will include recruitment and selection, position and compensation, employee benefits, work schedules, in-service and cross-service training, career development, performance evaluation, employee-management relations and nondiscrimination policies.

- b. Special attention will be given to opportunities for upward mobility through cross-service promotion and the transferability of qualifications and credits for experience among the agencies involved.
6. Develop internal and external communication systems to:
  - a. Inform employees of promotion, training and other advancement opportunities in their own and other agencies.
  - b. Inform Model Cities area residents of employment opportunities generated by the program.
7. Develop a system for reviewing and amending the employment program and for resolving disagreements. The emphasis will be on procedures to enable area residents, including those employed in the program, to:
  - a. Review policies and programs.
  - b. Negotiate for adjustments.
  - c. Participate in resolution of disagreements.
8. Identify the relationships linking the employment program with other supportive programs and services of the overall Model Cities Program, and recommend appropriate adjustments in these relationships.
9. Develop a plan for applying the HUD employment requirements to all construction and rehabilitation work in the Model Cities area. This will include:

- a. Recommendations for trades union participation and/or alternative methods of assuring improved employment opportunities for the disadvantaged.
- b. Design of a recruiting and training program to prepare area residents for work on construction and rehabilitation projects.
- c. Projection of tradesmen needed.
- d. Development and recommendation of policies giving preference in all construction and rehabilitation work to Model Neighborhood-based contractors, designers, planners, architects and surveyors, and/or those employing significant numbers of area residents.

B. PHASE TWO - Presentation and Adoption (one month)

The second phase of the project will be devoted to presentation of the employment plan to the appropriate bodies and agencies for their review, amendment and adoption. Amendment of the Executive Committee resolution, if appropriate, also will be scheduled in this phase.

WGTA's role during the second phase will be to provide technical assistance to the CDA in the orientation, presentation, clarification, discussion and revision involved in the approval and adoption process. Technical assistance will also be provided to the contracting agencies for establishment of goals and commitments. While scheduled for

one month, the actual duration of this phase may be longer or shorter, depending on time necessary for meetings, etc.

C. PHASE THREE - Implementation (one month)

The third and final phase of the project provides for implementation of the program developed during phase one and approved during phase two. It is during this period that the necessary administrative machinery will be put into operation to implement, enforce, evaluate and report on the employment program.

During this phase, the role of WGTA will be to serve in the capacity of trainers and technical advisors, and to provide liaison between the CDA and the contracting agencies.

STAFF COST AND ESTIMATE

As stated in the proposal, we propose to complete this project within six months of its inception. This will require a greater concentration of professional consultants than would be required if the time for completion could be extended. We envision essentially three (3) full-time personnel.

Our special billing rate for Federally funded programs is \$100 per day per man.

Your attention is invited to Section III, "Work To Be Performed" on pages 2, 3, 4, and 5 of our proposal. You will observe that extensive visitation in the 33 contracting agencies will be mandatory. Furthermore, considerable time will be required in job evaluation and the writing of job descriptions. The development of plans and systems will require sufficient research in order to acquire the specific designs necessary to assure feasibility.

Our fee for the complete project will be \$39,000. This is an all-inclusive quotation for professional consulting and research time, secretarial and other clerical costs, design and reproduction of forms, questionnaires, etc. The fee does not include the cost of printing and art work, since the volume of such work will be determined by Model Cities.

We render our bills monthly during an assignment.

We shall appreciate an opportunity for further discussion of this subject.