

October 2, 1970

Members of UTAP Task Force
Model Cities Agency
Portland Metropolitan Steering Committee

Dear Task Force Member:

There will be a Task Force meeting on Tuesday, October 13, 1970, at 6:00 p.m. at Geneva's Restaurant, 4228 N. Williams Avenue. This is so you may obtain dinner, if you so desire. Enclosed find a copy of the last Task Force minutes and an agenda for the October 13, 1970 meeting. I need not express the importance of your attendance since we are now running behind schedule in getting our program implemented. I look forward to seeing you at that time.

Sincerely yours,

James Loving
Chairman OEO/HUD Task Force

cc: Official files (2)
Director
Coordinator/Green

BJG/lis
10/2/70

BRENDA J. GREEN

September 21, 1970

MEMORANDUM

TO: Mrs. Jessie Benton, Bookkeeper

FROM: Brenda J. Green, Citizens Participation Coordinator

SUBJECT: Reimbursement for cost of dinner for Task Force members

On September 16, 1970 dinner for OEO/HUD Task Force members was purchased. Attached are bills of which I am requesting reimbursement from Petty Cash.

BJG

**cc: Official files (2)
Director
Coordinator-Author/Green**

**BJG/l
9/21/70**

HUD/OEO Task Force Meeting

September 16, 1970

6:30 P.M.

Staff Members Present:	Members Present:	Members Absent:
Alice Marcus	Azzree Lathan	Ben Bernhard
Brenda J. Green	Cynthia Brown	
	Rita Clinton	
	Clara Peoples	
	Chalmers Jones	
	Vernon Chapman	
	James Loving	
	Debbie Norman	
	Edgar Jackson	

Meeting was held at Formosa Restaurant. Meeting was called to order by the temporary chairman, James Loving.

Corections to the minutes of September 2, 1970.
Minutes to be sent to all Task Force and Staff members.
Minutes were approved as written and received by mail.

Agenda items covered:

- 1) Mr. Vernon Chapman moved that the temporary chairman be elected as permanent chairman of OEO/HUD Task Force. Seconded. Motion passed.
- 2) Selection of Personnel Hiring Committee

It was stated by chairman (James Loving) that as passed at the last meeting, three (3) people will serve on the Personnel Hiring Committee.

Floor open for nominations:

- 1. Mr. Chalmers Jones
- 2. Mr. Vernon Chapman
- 3. Miss Cynthia Brown
- (Mr. Chalmers Jones declined)
- 4. Mrs. Debbie Norman

Nominations were closed. Motion that the three above names (Vernon Chapman, Cynthia Brown, Debbie Norman) be accepted as the Personnel Hiring Committee. Seconded. Motion passed.

- 3) Selection of Evaluation Committee

Floor open for nominations:

- 1. Azzree Lathan
- (Mrs. Azzree Lathan declined)
- 2. Mrs. Rita Clinton
- 3. Mr. James Loving

Mr. Loving's position on evaluation committee was clarified by Mr. Jones. Chairman can serve on all committees as an ex-official member.

4. Pastor Edgar Jackson

5. Mrs. Azzree Lathan

Motion that the above names (Azzree Lathan, Rita Clinton, Pastor Edgar Jackson) be accepted as the Evaluation Committee with Mr. Loving acting in ex-official capacity. Seconded. Motion passed.

4) Selection Criteria

Mr. Vernon Chapman asked a question: "Who will qualify for stipends?" Question was answered by staff that the Urban Technical Assistance Program proposal was written for four hundred (400) low-income persons to receive stipends. Fifty (50) persons could participate, other than the four hundred, who would not receive stipends. The fifty persons could be board members and agency personnel are not qualified to receive stipends under OEO guidelines.

Mrs. Lathan responded saying some board members will receive stipends because of their income level.

Staff pointed out that selection criteria was a question of concern from the regional level. Staff answered the letter of concern saying that one way for the selection criteria was to have an equal amount of persons from each of the Model Cities eight (8) neighborhood areas. Then the agencies in the Model Cities area (some names listed) could also submit names of people to participate in the training program.

Staff also pointed out to regional office that the Task Force would have some input to the selection criteria therefore a definite answer could not be given at that time.

Mrs. Lathan requested a copy of the letter of concern sent to OEO Regional office. Mrs. Green will see that Mrs. Lathan receives a copy.

After extensive further conversation, Mrs. Norman moved that Task Force wait and talk with Project Manager (after hiring) so that his views can be heard regarding the selection criteria for participants. Seconded. Motion passed.

- 5) Mr. Jones questioned who will work with Project Manager? Chairman stated the entire Task Force will work with Project Manager. Staff suggested that one person should be designated to work with Project Manager, then that one person would be able to report to entire Task Force. It would be very hard for Project Manager to work with ten (10) people at one time to get the job done.

Mrs. Lathan pointed out the Project Manager should come face to face with Task Force regarding the selection criteria.

Mr. Jones responded that since time is of great consideration and so

that progress can be made to implement the program the Personnel Hiring Committee has limited duties and they could take on working with Project Manager regarding the selection criteria.

Motion to table the point until Project Manager be brought on board so that he can have some output. Seconded. Motion passed.

Mrs. Brown pointed out that chairman would not vote until there was a tie. It was pointed out that minutes does not show to clarify the point.

Mrs. Lathan moved that discussion of Chairman Loving's right to vote be tabled. Motion died due to lack of a second.

Mrs. Peoples then said the chairman should have the right to vote. It was put into the form of a motion and seconded. Debate was extensive. Vote was tied by a show of hands. Chairman voted to break the tie. Motion failed.

New Business

- 1) Staff pointed out that a fiscal monitor and secretary be selected tonight. Mr. Jones responded that secretary should sign invoices with Project Manager. Floor open to nominations for secretary:
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Motion that Mrs. Peoples sign invoices with Project Manager. Seconded. Motion passed.

- 2) Question: How long will Task Force officers serve?
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Motion passed.

Meeting was adjourned at 7:40 P.M.

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September 16, 1970

6:30 P.M.

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Copy

B-13-08
COPY

JUN 10 1970

Mr. Gilcrease:

I talked to Lee Kell last night and he still preferred to send the letter that he had written instead of the agreement that you and I had talked about, even with the changes. I am sorry, but I feel that this is as far as we can go at this time in view of the short time period we have to submit anything to Regional OEO.

I am enclosing the copy of the letter of agreement as I altered it per our conversation, but Lee was still not willing to sign it.

SGND. KEN HAMPTON

Ken Hampton

copy

COPY

LETTER OF AGREEMENT BETWEEN the

City Demonstration Agency (CDA)

AND the

Community Action Agency (CAA)

of the City of Portland, State of Oregon.

In accord with meetings which were held on May 20, 1970, June 4, 1970, and June 5, 1970, it is hereby agreed by the City Demonstration Agency (Model Cities Program), and the Community Action Agency (Portland Metropolitan Steering Committee-EOA, Inc.) T H A T:

A Task Force of five members of the Board of Directors who have been appointed from each of the above agencies, will work together in order to prepare and submit an application for the funding of an Urban Technical Assistance Program, in accordance with OEO/HUD Guidelines and criteria;

said program to be within the Model Cities Neighborhood of the City of Portland, State of Oregon; AND

that said application will hopefully be submitted to the Regional Office by the stipulated date of June 15, 1970.

Edward C. Elliott
CHAIRMAN of CAA

_____, 1970

Lee Kell
CHAIRMAN of CDA

_____, 1970

Cleveland Gilcrease
EXECUTIVE DIRECTOR OF CAA

_____, 1970

SEN. KEN HAMPTON
Kenneth Hampton
ACTING DIRECTOR OF CDA

_____, JUN - 9, 1970

cc: All signing parties
Regional Office of OEO
Regional Office of HUD

cc: Mayor, City of Portland
Governor, State of Oregon

COPY OF STATEMENT OF CONTENTS OF LETTER SENT TO
REGIONAL OEO - JUNE 15, 1970

Enclosed please find the Portland Metropolitan Steering Committee and Model Cities Proposal for the UTAP for fiscal year 1970.

It was difficult contacting Task Force members on the weekend for concurrence of the final draft.

It was the desire of the Task Force to write the proposal for \$60,000, with the CDA allocating \$30,000. This Agency is applying for \$30,000 which is within the UTAP guidelines.

The time element did not permit this proposal the opportunity to be reviewed by the CAA and the CDA Board of Directors, but after the NWR/OEO deadline is met, it will be reviewed by each board.

The target date is September 1, 1970, and Task Force, Model Neighborhood residents are encouraged by this joint effort of the CDA and the CAA.

B-13-08

portland model cities

CITY DEMONSTRATION AGENCY
5329 N.E. UNION AVENUE
PORTLAND, OREGON 97211
288-6923

October 2, 1970

Members of UTAP Task Force
Model Cities Agency
Portland Metropolitan Steering Committee

Dear Task Force Member:

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Sincerely yours,



James Loving
Chairman OEO/HUD Task Force

HUD/OEO Task Force Meeting

September 16, 1970

6:30 P.M.

Staff Members Present:

Alice Marcus
Brenda J. Green

Members Present:

Azzree Lathan
Cynthia Brown
Rita Clinton
Clara Peoples
Chalmers Jones
Vernon Chapman
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Debbie Norman
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Members Absent:

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Motion passed.

Meeting was adjourned at 7:40 P.M.

URBAN TECHNICAL ASSISTANCE PROGRAM

TASK FORCE

October 13, 1970

A G E N D A

- I. Call meeting to order:
- II. Introduction of guest (if applicable):
- III. Approval of minutes
- IV. Old Business
 - A. Attendance of Task Force Members to Committees
 - 1) Personnel Hiring Committee
 - 2) Evaluation Committee
- V. New Business
 - A. Concensus of meeting time
 - B. Schedule of meeting with Project Manager
- VI. Items for next agenda: Date: _____
 - A.
 - B.
 - C.
- VII. Adjournment:

**PORTLAND METROPOLITAN
STEERING COMMITTEE-EOA (Inc.)**

**1110 S. E. Alder - Second Floor
Portland, Oregon 97214**

Telephone 233-6541

October 21, 1970

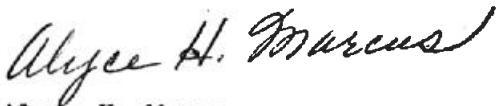
Members of the Urban Technical
Assistance Program Task Force
Model Cities Agency
Portland Metropolitan Steering Committee

Dear Task Force Member:

As you know the Project Manager for UTAP is aboard and is anxious to meet each of you. It is important that the Task Force meet and give him your ideas as to how the program should progress.

Your participation is urgently needed Monday, October 26, 1970 at 7:30 P.M. in the Model Cities Conference Room, Room 201.

Very truly yours,



Alyce H. Marcus
Neighborhood Organization Specialist
Portland Metropolitan Steering Committee



Brenda Green
Citizen Participation Coordinator
Model Cities Agency

AHM/ir

cc: Official Files (2)
Erma Hepburn

RECEIVED

OCT 23 1970

MODEL CITIES

P O R T L A N D M E T R O P O L I T A N S T E E R I N G

C O M M I T T E E - E O A (Inc.)

MEMORANDUM

TO: Members of the UTAP Task Force
Personnel Hiring Committee

FROM: Alyce H. Marcus
Neighborhood Organization Specialist

Brenda Green
Citizen Participation Coordinator

DATE: October 21, 1970

SUBJECT: Personnel Hiring Committee Meeting

There will be a Personnel Hiring Committee meeting to interview applicants for the position of Secretary.

DATE: Wednesday, October 28, 1970

PLACE: Model Cities Conference Room
Room 201

TIME: 6:00 P.M.

Sincerely yours,

Alyce H. Marcus

Alyce H. Marcus
Neighborhood Organization Specialist
Portland Metropolitan Steering Committee

Brenda Green, B.A.M.

Brenda Green
Citizen Participation Coordinator
Model Cities Agency

AHM/ir

cc: Official files (2)
Erma Hepburn

RECEIVED

OCT 23 1970

MODEL CITIES

Model Cities

Phone 288-6923

Room 210 • 5329 N.E. UNION AVENUE

Portland

OREGON 97211

September 9, 1970

Members of the Urban Technical Assistance Program Task Force
Model Cities Agency
Portland Metropolitan Steering Committee

Dear Task Force Member:

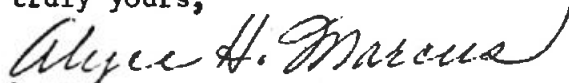
On September 8, 1970 at the Model Cities Citizens Planning Board meeting Mrs. Debbie Norman was announced to replace Mr. Emmett J. Baskett to the HUD/OEO Urban Technical Assistance Program Task Force.

At that meeting concensus of the Task Force members present was to announce the job description of the Project Manager as was discussed at the last Task Force meeting. Enclosed is a copy of the Job Announcement.

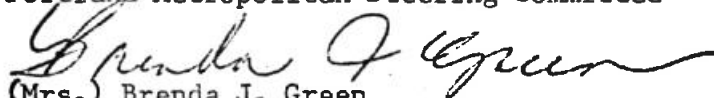
It is important that the Task Force meets to select a Personnel Hiring Committee to screen and hire the Project Manager. There will be a (dinner) meeting Wednesday, September 16, 1970 at 6:00 P.M. at Jim's Pie Piper Shoppe, 5246 N. E. Union Avenue. Your participation is urgently needed, please attend.

Enclosed find minutes of September 2, 1970 meeting and the agenda for the next meeting.

Very truly yours,



(Mrs.) Alice Marcus
Neighborhood Organization Specialist
Portland Metropolitan Steering Committee



(Mrs.) Brenda J. Green
Citizens Participation Coordinator
Model Cities Agency

cc: Official Files (2)
Director
Coordinator/Green
Author/Green

BJG/lrs
9/9/70

OFFICE OF ECONOMIC
OPPORTUNITY

EXECUTIVE OFFICE OF THE PRESIDENT
WASHINGTON, D.C. 20503

RECEIVED

MAY 18 1970

MODEL CITIES

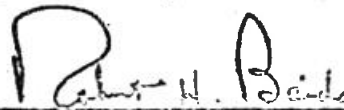
Date: April 22, 1970

Subject: Urban Technical Assistance Program (Formerly T&TA/PDP Program)

To: All Regional Directors, OEO
All Regional Administrators, HUD
Attn: Assistant Regional Administrators, MC

The attached document outlines the OEO/HUD policy for the refunding of the Urban Technical Assistance Program, an experimental program designed to strengthen the capacity of residents in model neighborhood areas to participate in the Model Cities Program. The attachment is the 1970 OEO/HUD Policy for refunding this program. The close cooperation of Federal agencies at the Regional level is essential to insure that the target area residents are able to participate effectively in programs designated for the model neighborhoods. Because this participation is crucial to the success of both Model Cities and Community Action Programs, it is important that the Regional Offices accord this effort a high priority.

We urge the Regional Offices to meet together as soon as possible to begin the process of carefully reviewing and refunding these grants. In order to assess the performance of the individual grants, it may be necessary for OEO and HUD personnel to visit specific cities before making a determination on refunding. The Regional Offices may use contractor personnel for these visits, provided both HUD and OEO are in agreement on the contractors.


Deputy Assistant Secretary,
Model Cities


Director, Office of Operations

Attachment

cc *L. Segeman* ✓
A. Goodrich ✓
L. Harrison
K. Hampton



OEO/HUD POLICY ON THE URBAN TECHNICAL ASSISTANCE PROGRAM

I. INTRODUCTION

The Urban Technical Assistance Program (formerly called the T&TA/PDP Program) is now in its second year. The Office of Economic Opportunity committed \$4 million of FY 69 funds to this program in order to underscore its commitment both to the Model Cities Program itself and to the development of effective citizen participation. The purpose of this money is to build the capacity of Model Cities residents to respond knowledgeably and effectively to the requirements of the Model Cities Program by supporting responsible neighborhood organizations so that they can assess their problems and can work effectively with city government and other local institutions in the planning, execution and evaluation of programs. This effort also supports OEO's recent policy of strengthening resident organizations through the CAA.

The Office of Economic Opportunity, after consultation with HUD, has decided that the Urban Technical Assistance Program should be continued. In making this decision, however, both agencies are committed to increasing the effectiveness of these grants, particularly with respect to those problems raised by the OEO evaluation reports. These problems are addressed in Part V below.

This document contains the policies by which these grants will be refunded. Also included in this document is the regional process for review and concurrence and the OEO funding guidance and allocations.

II. OBJECTIVES

- A. To provide these opportunities to 40 to 60 cities where there is CAA, CDA and local executive support.
- B. To provide citizens with a diversity of experience and capability in local institutional planning, resources allocation, monitoring and program evaluation.

III. FUNDING CRITERIA

OEO and HUD believe that the number of grants should be reduced in each region in order to insure that only high quality proposals are refunded. The Regional Offices should also insure that the number of grants not exceed their capacity to continuously monitor and evaluate each city's progress. Both OEO and HUD are extremely concerned over the capability of the regions to keep on top of these grants.

In order to be refunded, the grants must demonstrate the following:

- ① A. Written concurrence of local government, the CDA, the CAA and the recognized citizen structure.
- ② B. The neighborhood group's full participation in the planning and preparation of the proposal for refunding.

C. The identification of specific goals which the grantee plans to accomplish in the next year must be clearly delineated in the work program. These goals are particularly important in those instances where the work program concentrates heavily on conventional training devices.

D. CAA/CDA Relationships--Priority will be given to cities where the CAA and CDA have demonstrated a willingness to work effectively with each other in solving the problems of the model neighborhood or where the proposed project will materially improve CAA/CDA relationships.

E. CDA Commitment--Must be evidenced by a willingness to invest some of its funds for this project. CDAs are expected to set aside a substantial amount of funds but are not required to match OEO's grant to each city.

what is substantial

IV. PROCEDURES AND REQUIREMENTS

A. OEO and HUD funds will be transmitted through the CAAs and CDAs respectively by grant and contract instruments that will clearly state the objectives and purposes here described.

B. Applications for refunding will be developed with assistance from CAA, CDA, consultants, and relevant Federal staff.

C. Federal funds allocated under this project for local programs shall be used only for activities outlined in the work program in the application. The CAA and CDA shall establish specific procedures to jointly monitor and evaluate the conduct of the program. Any modifications in the work program must have the concurrence of both the CAA and CDA.

D. Funds allocated for neighborhood groups under these grants and contracts may be used to provide planning, training and technical assistance services to assist neighborhood residents including, but not limited to the following:

✓ 1. Full-time staff for neighborhood groups to plan and develop services under these programs.

✓ 2. Formal training programs for neighborhood resident groups and staff.

✓ 3. Collection and dissemination of relevant information about Model Cities and related programs to neighborhood residents.

4. Retaining consultants, (lawyers, community organizers, planners, programmatic specialists, etc.) to advise on substantive programs and planning.

225

[Handwritten marks and scribbles on the right margin]

5. To develop and carry out evaluation of the Model Cities planning and implementation process by the recognized citizen participation structure.
- E. It is important that the technical assistance to resident groups be an integral part of the Model Cities planning process. These funds are not intended to establish a separate planning apparatus with separate staff that functions in isolation and apart from those agencies engaged in the planning process.
- F. Applications should place heavy emphasis on the development and appropriate use of para-professional trainers indigenous to the target area. These trainers should be drawn from among unemployed or underemployed heads of households.
- G. Grant applications must also indicate the specific CAA and CDA personnel responsible for monitoring and administering the T&TA and planning programs.
- H. The HUD-MC Regional Offices are to be responsible for assuring that the local government has indicated its interest in exploring the possibility of retaining these funds for training and technical assistance for model neighborhood residents' groups before such groups are approached.

V. EVALUATION REPORTS

As mentioned above, last year OEO contracted for an intensive evaluation of these grants. The evaluation contracts were awarded to two consulting firms, Abt Associates, Inc., and BLK Group, Inc., each of whom is evaluating ten cities over three phases of development. The phases are: 1) The process by which the application was developed; 2) The kinds of training and technical assistance programs funded under these grants; 3) and the impact of the program on the residents' involvement in Model Cities.

The contractors have recently completed Phase I, which deals with the process the CAA and CDA used in order to think through and develop their applications. The guidelines required the CAA and CDA to heavily involve the citizens in every step of developing the application. The completed First Phase evaluations spotlight certain key deficiencies in the process.

The key deficiencies were these:

1. The Regional Office and the cities were not given sufficient time to produce quality applications with full resident involvement.
2. Irrespective of the abbreviated time factor, many cities failed to adequately involve the residents in the decision-making process. Too often the applications were written by the CAA or CDA staff and presented to the residents for concurrence. Many of the

residents did not see the program guidelines until after the grants were funded.

3. There was confusion in some cases as to who is the "fiscal agent" for these grants. The residents in some cities assumed that they could not only have a major voice in what programs would be funded, but that they could also control the disbursement of the funds themselves. The guidelines clearly state that the CAA is accountable for all funds spent under this program regardless of whether the CAA delegates this responsibility to another agency.
4. The work program for a large number of grants placed too much emphasis on the conventional types of training and too little emphasis on innovative, independent technical assistance to neighborhood organizations.
5. In a few cities, these grants were a source of considerable irritation between the CAA and CDA. Because the evaluation has been completed in only the First Phase, it is not clear whether the grants themselves contributed to a hostile CAA/CDA relationship or merely reflected a poor relationship which existed prior to the grant. In either case, it is the policy of OEO and HUD to terminate those grants which are the source of continuing conflict and are detrimental to cooperative CAA-CDA relationships or effective citizen participation.

The First Phase of the evaluation indicates several accomplishments of these grants. These are:

1. In many cities, these grants served to build relationships between CAAs and CDAs.
2. Citizen organizations for the first time developed their own training and technical assistance capacity which was tailored to meet their needs and aspirations.
3. In some cities which were failing to meet the minimum requirements for citizen participation, these grants enabled the city to improve its citizen participation.

It is important to note that these evaluations show a high correlation between successful grants and close CAA/CDA cooperation. Further, there is a correlation between successful grants and a close working relationship between the HUD and OEO Regional Offices. Where possible, the CDA should contribute funds to this program. If this is not possible at the time of the refunding of UTAP, CDAs should include funds for this program in their next comprehensive plan.

*Wm. Richard
Act. Program*

VI. GRANT REVIEW PROCEDURE

A. Because of last year's experience when grants were funded under enormous time pressures, it is particularly important that the Regional Offices give special attention to the procedure for refunding. Each OEO Regional Office will develop an overall plan for the refunding of these grants. This plan must have the concurrence of the Assistant Director for Operations, OEO before funds will be released to the regions. The plan will contain the following:

1. A list of cities which the region intends to refund with a justification for each proposed refunding.
2. A list of those cities which will not be refunded with an appropriate explanation. (No new cities will be funded except under exceptional circumstances. Because it is OEO's objective to significantly increase the monitoring and evaluation of these grants, any addition of new cities will necessarily make that objective more difficult to achieve.)
3. A careful estimate of the amount of technical assistance which will be required to insure that cities have the necessary help to put together a quality refunding package.

The plan must also indicate where this assistance will come from (OEO/HUD staff or contractor personnel) and include a schedule for delivering this assistance.

4. The plan should contain an accurate regional funding figure for the refundings and technical assistance contract. Consideration should be given to the amount not spent because of carry over, grant termination, and short fundings of grants because they are funded on a program year basis. The funding figure on the plan will be the determinant of the amount allocated to the region by Headquarters.
 5. A written concurrence from the Regional Office of HUD on those cities recommended to be refunded.
- B. 1. The Office of Operations, OEO, in conjunction with HUD is developing an intensive three to four hour training session for those Regional Office staff involved in the refunding of these grants. These training sessions will begin shortly in each Regional Office. The Regional OEO Model Cities Coordinator working with the OEO Model Cities and Special Projects Branch in Headquarters will be responsible for carrying out this training.
2. Because of the priority of these grants, OEO Headquarters will commit its Model Cities staff to full-time effort to carry out the objectives contained in this document. The staff will be available to assist and advise the Regional Offices and to work

in the field with the Model Cities Coordinator. The Model Cities Coordinator in each Regional Office will spend as much time as necessary to insure that the refunding process is carried out effectively.

- 3. The major responsibility for providing technical assistance to the grantees will be in the OEO Regional Office. As outlined in Part VII, A. 2 below, the Regional Office may use some carry-over funds to purchase a technical assistance capability. The region should anticipate spending two man months on each grantee which could include assistance in preparing the refunding package as well as monitoring and evaluation of the grant over the next year. The estimated cost for six grantees would be \$30,000. The Model Cities Coordinator should work with the HUD ARA in developing the technical assistance plan. The OEO Regional Office has the option of using its technical assistance funds for a separate Model Cities technical assistance contract or purchasing a portion of the overall Regional technical assistance contract. The Model Cities and Special Projects Branch in cooperation with the T&TA Division will develop a model work program for the Model Cities Coordinator to use in those cases where the region decides to purchase a portion of the overall TA contract. The model work program will insure uniform procedures and guidance with all of the contractors in the other regions. This plan will be approved by T&TA Division in consultation with the Model Cities and Special Projects Branch.

VII. FUNDING GUIDANCE

OEO has allocated \$4 million from FY 1970 funds to implement its agreement with HUD to refund qualified grantees. One million is Local Initiative funds (Section 221); three million is Training and Technical Assistance funds (Section 230).

A. Funding Controls

1. The following guidelines will be observed:

- a. Applicants should be instructed to submit a funding request with a single program account number (Urban Technical Assistance Program #64).
- b. One-fourth of each grant will be charged to Section 221 and three-fourths will be charged to Section 230. Consequently, each grantee must be instructed that not less than 75 percent of the funds made available under this program must be expended for activities which meet the description of T&TA, as set forth in Part C below.
- c. Each grantee must supply non-Federal share required under Section 225 for the one-fourth of Section 221 funds or five percent of the grant amount. In addition, that one-fourth

Handwritten calculations:

30,000
1,500,000
2,100,000
2,250,000

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1/4 for
Adm. cost
3/4-24

of Section 221 funds will be treated as part of the amount allotted to the appropriate State in determining whether the allotment requirements of Section 225 have been met.

- d. OEO contracts for this program (if any) with funds from both 230 and 221 sources should carry the Regional Accounting Codes for both T&TA and PDP. The amount to be charged to each code should be clearly indicated.
2. The maximum regional allocations below are based on existing funding levels of FY 1969 funded grantees and are as follows:

<u>Regions</u>	<u>Amount</u>
I	\$ 420,000
II	575,000
III	285,000
IV	570,000
V	700,000
VI	345,000
VII	250,000
VIII	100,000
IX	300,000
X	155,000
TOTAL	\$ 3,700,000

It is anticipated that many of the grantees will have carry-over at the end of the Fiscal Year. Because these are first year refundings, there may be cities which will require some additional funds before their PIP level can be established. Where it is justified, some increases can be allowed. Funds accrued from cities which will be terminated may also be used to establish a larger operating level in refunded grantees. As stated earlier, the Regional Office may, with concurrence from the Office of Operations, use a portion of excess funds, from either carry-over or termination, to establish a technical assistance capacity to assist in the refunding of these programs.

The grants will be funded on the basis of the CAAs program year. Either carry-over will be used or a new grant will be funded to the grantee until the end of the grantee's program year. When the program year ends the UTAP grant package will become a part of the regular CAA grant package and will be funded automatically out of FY 1971 funds. This year's UTAP Program Guidelines will be used in all fundings out of FY 1971 funds.

The region will develop a plan for the UTAP which will include all refundings, grant terminations, short fundings because of the switch to program year and technical assistance contracts. This plan will show a specific amount needed by the regions to refund the grants and meet their technical assistance needs. The amount shown should be within the maximum Regional allocation shown on the preceding page. The funding amount shown in the plan will be allocated to the regions after the regional plan is approved by the Office of Operations in OEO Headquarters.

B. Processing and Coding

1. Review and Sign-off--Upon submission of the funding request to the OEO Regional Office (copies having been submitted concurrently to the CDA, the City's local executive, the SEOO and the Governor), it will be coordinated among the Field Representative, Regional Chief of T&TA, PB&E Chief and Governmental Relations Chief so that review, analysis, and approval are facilitated. The Chief of the Governmental and Private Sector Relations Branch will have final concurrence on all UTAP grants.
2. The staff person completing the CAP Form 14 will make a single line entry listing P/A 64 (Urban Technical Assistance Program) under Item 8. Item 7 should list 221 and 230. Non-Federal share will be applicable only to the one-fourth of the grant funded under Section 221. However, the NFS in-kind contribution may be in support of either type of activity--221 or 230--of this program account.
3. The monthly financial report will report expenditures for this program account as a single line entry on CAP Form 15a, and will not attempt to differentiate between activities under Section 221 and 230. Grantees shall be so informed by the funding office at the time of funding.

C. Description of Permissible Activities

The activities which may be undertaken with these grant funds are listed in Paragraph D, on Page 2 and 3 of this document.

However, it is important that these activities be described further in the applicant's work program and that clear distinctions be made between T&TA activities and other activities. This distinction is necessary because 75 percent of the funds for each grant are being advanced under the authority of Section 221. Consequently, at least 75 percent of the expenditures under each of the grants must be for T&TA activities within the scope of Section 230.

Funds charged to Section 230 may only be used to obtain technical assistance for the grantee organization and to provide training that is needed and is supplied in order to enable the person trained to participate effectively in the work of the grantee organization for the approved purposes of the grant. Such training must be furnished for the staff, board members, and other persons who work with the grantee. Where a neighborhood organization is of a reasonably limited size and performs a definite role in the Model Cities Program and all members are working members of the organization, training may be provided to all members of the organization. As used here, technical assistance means those services which are furnished to the grantee organization by persons who either are not regularly employed by it or are employed on an intermittent basis, and which deal with specific problems, the resolution of which requires expertise not present within the grantee organization. Funds charged to Section 230 may not be used to pay for administrative or operating costs unless incurred directly in obtaining training and technical assistance described above and may not be used to conduct community organization or general education activities.

July 30, 1970

MEMORANDUM

TO: Citizens Planning Board Members

FROM: James Loving, Chairman City Demonstration Agency
Urban Technical Assistance Program Task Force

It is the recommendation of this Task Force that the Citizens Planning Board (CPB) approve the Urban Technical Assistance Program as amended.

As a result of the special CPB meeting held at Mrs. Bobbie Nunn's home July 14, 1970, several concerns were brought out at that meeting regarding changes to be made within the Urban Technical Assistance Program Proposal.

Again I will relate to you that this is a joint effort of Portland Metropolitan Steering Committee (PMSC) and City Demonstration Agency (CDA) to join forces in solving a problem within our Model Cities area. That problem concerns educating citizens to what the Model Cities and City planning process involves.

The concerns of some CPB members were discussed at a joint PMSC/ CDA meeting July 28, 1970. The consensus at that time was not to delete Albina Citizens Together from the proposal. In comparison, to delete Albina Citizens Together from the proposal would be the same as deleting Citizens Participation Unit from the proposal. We could not delete either because they are the components of each organization whose primary function is to reach the people.

Regarding the fiscal agent, Portland Metropolitan Steering Committee Executive Director or no other person within the PMSC Board will be able to stop an invoice from being paid once it has been signed by the CDA fiscal monitor and the project manager if the request fulfills line item budget.

Following please note the amendment (attached to proposal) that has been made to the proposal. Also enclosed is the organizational structure for the joint Task Force.

Looking forward to training progress.


JAMES LOVING

Model Cities

Phone 288-6923

Room 210 • 5329 N.E. UNION AVENUE

Portland

OREGON 97211

July 24, 1970

Memorandum

To: Model Cities Task Force Members of Urban Technical Assistance Program

From: Brenda J. Green, Citizens Participation Coordinator

There will be a meeting of the Model Cities Task Force and the Portland Metropolitan Steering Committee Task Force to firm up all aspects of the HUD/OEO Urban Technical Assistance Program on Tuesday, July 28, 1970 at 4:00 p.m. in the Model Cities Conference Room, Room 201.

Please be present.

Priority for discussion will be the following issues: 1) Status of Proposal with respective Boards. 2) Organization structure of joint Task Force. 3) Personnel hiring for Project. 4) Selection criteria of participants.

B.J.G.

Brenda J. Green
Official files
Director
Coordinator/Green
Author/Green

gh

August 24, 1970

MEMORANDUM

TO: Urban Technical Assistance Program Task Force
FROM: Mrs. Brenda J. Green, Citizens Participation Coordinator
SUBJECT: Task Force Meeting

There will be a meeting of the Urban Technical Assistance Program Task Force Friday, August 28, 1970 at 4:00 P. M. at the Model Cities Conference Room, Room 201.

Please see attachments.

BJG 

cc: Official files (2)
Director/Jordan
Coordinator/Author/Green

BJG:df

8/24/70

*Meeting postponed due to lack of attendance.
Meeting scheduled for Sept 2, 1970*

URBAN TECHNICAL ASSISTANCE PROGRAM TASK FORCE

August 28, 1970

A G E N D A

- I. SELECTION OF URBAN TECHNICAL ASSISTANCE PROGRAM CHAIRMAN

- II. SELECTION OF PERSONNEL HIRING COMMITTEE

- III. SELECTION OF EVALUATION COMMITTEE

- IV. DISCUSSION AND APPROVAL OF JOB DESCRIPTION FOR PROJECT MANAGER

- V. DISCUSSION OF SELECTION CRITERIA FOR PARTICIPANTS IN URBAN TECHNICAL ASSISTANCE PROGRAM

POSITION DESCRIPTION

by

URBAN TECHNICAL ASSISTANCE PROGRAM

P R O J E C T M A N A G E R

\$950 - Monthly

Job Summary

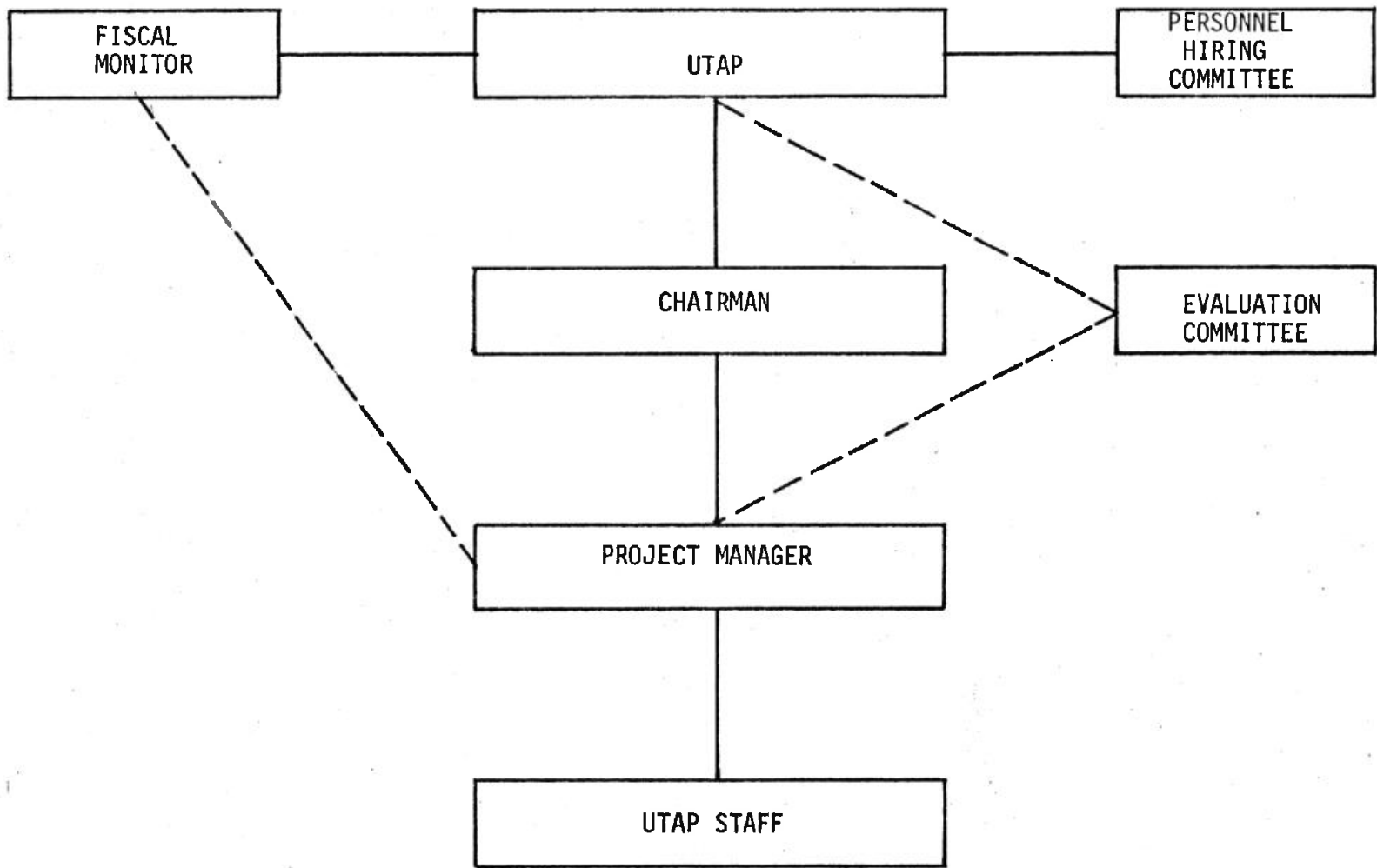
1. Responsible to Urban Technical Assistance Program
2. Developing and scheduling series of five (5) training sessions
3. Coordinating the selection and scheduling of participants in Model Cities seminars
4. Responsible for coordinating the project activities with Model Cities staff, specifically the Citizens Participation Coordinator
5. Will supervise his own staff
6. Will make recommendations for changes to Urban Technical Assistance Program and upon approval, changes will be implemented
7. Duties as related
8. Monthly reports to Urban Technical Assistance Program for evaluation and recommendations

Qualifications

1. Model Neighborhood resident
2. Knowledge of Model Neighborhood and Agencies
3. Experience in operation therein community or neighborhood groups and organizations
4. Prior administrative ability
- * 5. B. S. degree in related area (preferable).

* (Experience can be substituted in lieu of academic qualifications).

P. M. S. C. & C. D. A. URBAN TECHNICAL ASSISTANCE PROGRAM



June 7, 1970

TASK FORCE MEETING

Attendance:

Ben Bernhard
Rev. Edgar Jackson - absent
Emmett J. Baskett
James Loving
Clara M. Peoples

Discussion:

Objective of Model Cities Task Force is to recommend a way to spend OEO funds.

Model Cities aim is to enhance the program - to see all the agencies in operation; cooperate with Model Cities Programs. It has been so moved that we recommend to our planning board that Model Cities will be the administrator and accept OEO dollars with no matching funds.

✓
James Loving - Chairman
Clara Peoples (Secretary)

bjm:

NOTES

Background

Two directors met

Would try to agree

Time Element -

June 5 - 7:30 , Lee Kell's home CPB met

Vote - to having a Task Force and OEO to draw up a proposal to spend money \$30,000 possibly \$60,000 or \$90,000.

First Task Force meeting, June 7, 1970 at 2:00 p. m.

Members of CPB Task Force:

Mr. James Loving - do not contact

Rev. Edgar Jackson - Could not reach

Mr. Ben Bernhard - notified

Clara Peoples - notified

Emmett Baskett - could not reach

Ex-officio member - Debbie Norman



CITY OF PORTLAND
OREGON

June 12, 1970

Mr. Thomas H. Mercer
Regional Director
Northwest Regional Office
Office of Economic Opportunity
Alaska Building
6818 Second Avenue
Seattle, Washington 98104

Dear Mr. Mercer:

I'm pleased to give the concurrence of my office to the efforts in Portland to develop a project which can qualify for funding through the OEO Urban Technical Assistance Program.

It is important that we utilize all possible resources to help improve problem conditions in urban areas. We will be looking to the joint Task Force from the Model Cities Citizens Planning Board and the Portland Metropolitan Steering Committee for a project which will strengthen the citizen participation aspects of the Portland Model Cities Program.

Yours truly,

A handwritten signature in cursive script, appearing to read "Terry D. Sharunk".

MAYOR

TDS/amb

cc: Mr. Harold D. Whitehead
OEO Senior Field Representative
Mr. Ted Winters
State Economic Opportunity Office
Mr. Lee Kell
Mr. Ken Hampton ✓
Model Cities Program
Mr. Edward Elliot
Mr. Cleveland Gilcrease
Portland Metropolitan Steering Committee

B-13-07
BRENDA J. GREEN

November 23, 1970

MEMORANDUM

TO: John Miller, Urban Technical Assistance Program Project Manager

FROM: Brenda J. Green, Citizens Participation Coordinator

SUBJECT: Urban Technical Assistance Program Project Number

City Demonstration Agency has assigned the Urban Technical Assistance Program Project a number - 40-02. This number should be shown on evaluation reports and financial submissions. Please refer to this number when forwarding information to be routed to our Evaluation Team and Financial Department.

BJG _____

cc: Official files (2)
Director/Jordan
Lillie Walker
Alice Marcus
James Loving
Coordinator/Author/Green
BJG:ls
11/23/70

B-13-07

November 13, 1970

Mrs. Alice Marcus
Neighborhood Organizations Specialist
1110 S. E. Alder St.
Portland, Oregon 97214

Dear Mrs. Marcus:

Enclosed find draft agreements between the City of Portland and the Portland Metropolitan Steering Committee for the Urban Technical Assistance Program. As soon as all persons concerned have had a chance to review, please advise me so that we can meet and discuss and the signing of the contract can be expedited.

Sincerely yours,

(Mrs.) Brenda J. Green
Citizens Participation Coordinator

Enclosure

cc: Official files (2)
Director/Jordan
Coordinator/Author/Green
BJG:ls
11/13/70

B-13-07

PORTLAND METROPOLITAN
STEERING COMMITTEE-EOA (Inc.)

1110 S. E. Alder - Second Floor
Portland, Oregon 97214

Telephone 233-6541

October 21, 1970

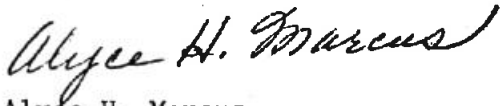
Members of the Urban Technical
Assistance Program Task Force
Model Cities Agency
Portland Metropolitan Steering Committee

Dear Task Force Member:

As you know the Project Manager for UTAP is aboard and is anxious to meet each of you. It is important that the Task Force meet and give him your ideas as to how the program should progress.

Your participation is urgently needed Monday, October 26, 1970 at 7:30 P.M. in the Model Cities Conference Room, Room 201.

Very truly yours,



Alyce H. Marcus
Neighborhood Organization Specialist
Portland Metropolitan Steering Committee



Brenda Green
Citizen Participation Coordinator
Model Cities Agency

AHM/ir

cc: Official Files (2)
Erma Hepburn

RECEIVED

OCT 23 1970

MODEL CITIES

SU

P O R T L A N D M E T R O P O L I T A N S T E E R I N G

C O M M I T T E E - E O A (Inc.)

M E M O R A N D U M

TO: Members of the UTAP Task Force
Personnel Hiring Committee

FROM: Alyce H. Marcus
Neighborhood Organization Specialist

Brenda Green
Citizen Participation Coordinator

DATE: October 21, 1970

SUBJECT: Personnel Hiring Committee Meeting

There will be a Personnel Hiring Committee meeting to interview applicants for the position of Secretary.

DATE: Wednesday, October 28, 1970

PLACE: Model Cities Conference Room
Room 201

TIME: 6:00 P.M.

Sincerely yours,

Alyce H. Marcus

Alyce H. Marcus
Neighborhood Organization Specialist
Portland Metropolitan Steering Committee

Brenda Green, By A.M.

Brenda Green
Citizen Participation Coordinator
Model Cities Agency

AHM/ir

cc: Official files (2)
Erma Hepburn

RECEIVED

OCT 23 1970

MODEL CITIES

PORTLAND METROPOLITAN STEERING COMMITTEE-EOA (Inc.)

1110 S. E. Alder - Second Floor
Portland, Oregon 97214

Telephone 233-6541

October 9, 1970

Mr. John Miller
1137 N.E. Mason
Portland, Oregon 97211

Dear Mr. Miller:

This is to inform you of your appointment to the position of Project Manager for the Urban Technical Assistance Program. Your appointment to this position is effective October 12, 1970. The salary for this position is \$861.00 per month or \$10,332 per annum.

Please report to Mrs. Brenda Green, Citizens Participation Coordinator, at 8:00 A.M., Monday, October 12, 1970 at the Model Cities Office, 5329 N.E. Union Avenue, as she will have further instructions for you.

Good Luck to you in your new position and I'm sure you will find your work challenging and enjoyable.

Sincerely,



Robey D. Eldridge
Career Development and
Personnel Specialist

RDE/sss

- cc/ Cleveland Gilcrease
- Mr. Jordan
- ✓ Brenda Green
- Alyce Marcus
- Milton Talbert
- James Loving

20

RECEIVED
OCT 13 1970
MODEL CITIES

portland model cities

CITY DEMONSTRATION AGENCY
5329 N.E. UNION AVENUE
PORTLAND, OREGON 97211
288-6923

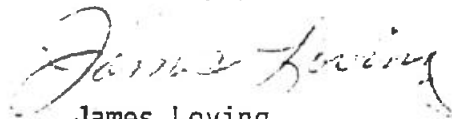
October 2, 1970

Members of UTAP Task Force
Model Cities Agency
Portland Metropolitan Steering Committee

Dear Task Force Member:

There will be a Task Force meeting on Tuesday, October 6, 1970, at 6:00 p.m. at Geneva's Restaurant, 4228 N. Williams Avenue. This is so you may obtain dinner, if you so desire. Enclosed find a copy of the last Task Force minutes and an agenda for the October 6, 1970 meeting. I need not express the importance of your attendance since we are now running behind schedule in getting our program implemented. I look forward to seeing you at that time.

Sincerely yours,



James Loving
Chairman OEO/HUD Task Force

URBAN TECHNICAL ASSISTANCE PROGRAM

TASK FORCE

October 16, 1970

A G E N D A

- I. Call meeting to order:
- II. Introduction of guest (if applicable):
- III. Approval of minutes
- IV. Old Business
 - A. Attendance of Task Force Members to Committees
 - 1) Personnel Hiring Committee
 - 2) Evaluation Committee
- V. New Business
 - A. Concensus of meeting time
 - B. Schedule of meeting with Project Manager
- VI. Items for next agenda: Date: _____
 - A.
 - B.
 - C.
- VII. Adjournment:

*Amended to
Report of
Per. Hiring Committee*

*Service of
T.F. officers*

portland model cities

CITY DEMONSTRATION AGENCY
5329 N.E. UNION AVENUE
PORTLAND, OREGON 97211
288-6923

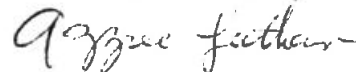
September 30, 1970

Mr. James Loving
Chairman OEO/HUD Task Force
Model Cities Agency
5329 N. E. Union Avenue
Portland, Oregon 97211

Dear Mr. Loving:

I will be leaving the city October 1, 1970. I am requesting my proxy for the Task Force meetings left with you until my return.

Sincerely yours,



Azzree Lathan

September 24, 1970

Members of Urban Technical Assistance Program Task Force
Model Cities Agency
Portland Metropolitan Steering Committee

Dear Task Force Member:

Find enclosed minutes of the last Task Force meeting. Also, for your information the Personnel Hiring Committee will meet on Monday, September 28, 1970 at the Model Cities office at 4:00 p.m. to screen applications for interviewing.

There will be a meeting of the entire Task Force shortly following a decision of the Personnel Hiring Committee.

Sincerely yours,

Mr. James Loving, Chairman
Urban Technical Assistance Program
Task Force

cc: Official files (2)
Director
Coordinator-Author/Green
BJG/l
9/24/70

September 24, 1970

Members of Personnel Hiring Committee
of Urban Technical Assistance Program
Model Cities Agency
Portland Metropolitan Steering Committee

Dear Task Force Member:

There will be a meeting of the Personnel Hiring Committee to begin screening applications for Project Manager on September 28, 1970 at 4:00 p.m. at the Model Cities office, 5329 N. E. Union Avenue, Room 201. It is imperative that we begin screening these applications and interviewing applicants.

Sincerely yours,

Mr. James Loving, Chairman
Urban Technical Assistance Program
Task Force

cc: Official files (2)
Director
Coordinator-Author/Green
BJG/1s
9/24/70

B-13-07



August 24, 1970

MEMORANDUM

TO: Urban Technical Assistance Program Task Force
FROM: Mrs. Brenda J. Green, Citizens Participation Coordinator
SUBJECT: Task Force Meeting

There will be a meeting of the Urban Technical Assistance Program Task Force Friday, August 28, 1970 at 4:00 P. M. at the Model Cities Conference Room, Room 201.

Please see attachments.

cc: ✓ Official files (2)
Director/Jordan
Coordinator/Author/Green

BJG:df

8/24/70

OEO Task Force

Mrs. Azzree Lathan
4716 N. Gantenbine
Portland, Oregon

267-7219

*Evaluation
Committee*

Chalma Jones
223 N. E. Graham
Portland, Oregon 97212

229-6004 work
288-2581 home

Youth Opportunity Center

Mrs. Rita Clinton
4732 N. E. 14 Avenue
Portland, Oregon

288-6309 work
287-8007 home

Boise School

*Evaluation
Committee*

Vernon V. Chatman
Urban League Office
718 W. Burnside
Room 404
Portland, Oregon

224-0151

*Personnel
Review
Committee*

Miss Cynthia Brown
956 N. E. Dekum
Portland, Oregon

289-9509

*Personnel
Review
Committee*

Alice Marcus
Marcus Glenn (Staff person involved)
Portland Metropolitan Steering Committee
1110 S. Alder
Portland, Oregon 97214

233-6541

Model Cities Task Force

Raymond Holloway, CPWC Chairman
611 N. E. Fargo
Portland, Oregon 97227

284-7897

* James Loving
4028 N. Michigan
Portland, Oregon 97227

281-0464

Reverend Edgar Jackson
117 N. E. Stanton
Portland, Oregon 97212

288-7051 work
287-0952 home

*Evaluation
Committee*

Clara Mae Peoples
1407 N. E. Ainsworth
Portland, Oregon 97211

287-7532
288-7211 Adams

Ben L. Bernhard
2815 N. E. Stanton
Portland, Oregon 97212

287-8404
287-1251

Mrs. Debbie Norman
2816 N. E. 11th
Portland, Oregon

281-1088

*Personnel
Review
Committee*

RESPONSIBILITIES OF A TASK FORCE LEADER
IN ORIENTING A NEW STAFF MEMBER
TO HIS SPECIFIC AREA

A) PRE-ARRIVAL RESPONSIBILITIES

- 1) Between the time you are notified of a new appointment to your task force, and the time of his arrival at New Detroit, you should take the following steps:
 - a) Send him a copy of Mr. Patrick's greeting letter and Sharon Nelton's orientation summary "What is New Detroit." If Mr. Spencer is scheduled to have lunch with the appointee before his starting date, you might ask him to deliver this material personally. Copies are available from Darlene Getchen.
 - b) Inform Darlene Getchen of the name and arrival date of your new member. She will arrange to have a name tag for the door, a building pass, and supplies ready when he gets here.

B) SHORTLY AFTER ARRIVAL

- 1) Give the new member his orientation material, and discuss it with him. Copies are available from Darlene Getchen.
- 2) Prepare a short resume of the new member's background, for circulation to the entire staff.
- 3) Introduce the new member at his first Committee and Task Force meeting.
- 4) Get to know the person
 - a) Identify his strengths & weaknesses for service with T.F.
 - i) Knowledge & experience in field of Task Force
 - ii) Philosophy toward issues in field of Task Force
 - iii) General abilities
 - iv) Is he a "thinker" or a "doer," or both?
 - b) Determine which weaknesses can be strengthened through education, sensitization, etc. (it may be too late to change many traits).
- 5) Tell the new member what projects and tasks he will be working on.

C) DEVELOP THE NEW PERSON

1) Education:

- a) Have information set aside for him to read
- b) Encourage selective readings of periodicals, etc.
- c) Talk to him about what you've learned

2) Sensitization:

- a) Arrange for meeting with one of the more "militant" staff members
- b) Personal tour of slums; literature on poverty & racism, etc.

3) Building enthusiasm

- a) Make sure you project attitude of hope and optimism toward your work
- b) Point out opportunities & potential for accomplishment through New Detroit.

D) IN ORIENTING EACH NEW MEMBER OF YOUR TASK FORCE BE SURE YOU PROVIDE ANSWERS TO EACH OF THE FOLLOWING QUESTIONS

1. Functions of your Task Force

- i) What are its goals and objectives?
- ii) What are the methods normally used to achieve these?
- iii) What are powers and limitations delegated to your Task Force staff?
- iv) What financial resources are available? (describe budget)

2. Sources of Information

- i) What are the best books and periodicals in the field of your Task Force?
- ii) What is the procedure for ordering new information?

3. Personal Contacts

- i) What formal liaison relationships exist between your Task Force and other agencies? Through what individuals?
- ii) Who are some good informal contacts?
- iii) What professional contacts are available (lawyers, professors, etc.)?

THE OBJECTIVES OF THE PORTLAND WORKSHOP

1. Assist in thinking about the organization of a task force.
2. Assist in focusing on the process of problem solving.

TASK FORCE STRUCTURE AND FUNCTIONS

Chairman
or Co-chairman

1. Convener
2. Leader
3. Organizer
4. Manager
(honcho the process)
5. Moderator
(insures participation)
6. Spokesman

Staff

1. Technician
2. Data gatherer
3. Refine & organize input
4. Produce task force reports
5. Insure follow-thru on T.F.
decisions

Membership Criteria

1. Contributes his perspective and expertise
2. Carries out task force assignments

Committee

1. Performs assigned sub-task

Overall Function of Task Force

Develop comprehensive attack upon a problem or category of problems.

TASK FORCE WORKSHOP

Phase I

Define nature, scope of problem.

Effects or Present Conditions

- 1. What are manifestations, signs, of the problem?
- 2. What are the basic causes? Does the problem break down into smaller parts? (categories)

Demand or Need

- 3. How many people (will be) are affected and to what degree?

Example - River basin (Present and Projection) in future

Present Effort

- 4. What agent or agencies are dealing with problem?

State of agency

Effectiveness of Resources

- 5. Document the extent or degree of treatment.

80%

Remaining Problem

- 6. Given the total need, what should be the ideal or total objective.

Does it involve qualitative number of... change in delivery or change in value

- 7. Where are the gaps, given the degree of treatment?

$6 - 5 = 7$

- 1. Make best estimate
- 2. Turn up data later.

Phase II

Goal Setting

Limitations

- 1. What are the constraints?

Institutional - Policy Structure
 Attitudinal Law Political
 Resource Practice

- 2. What must be done to eliminate the gap? (Becomes the measurable objective)

Does gap elimination entail changing what

- 3. What resources are needed to achieve these objectives?

TASK FORCE WORKSHOP

Phase III

Strategy & Plan of Action

1. What is achievable

a. Possible Resources

Money

Influence

Manpower

Existing Institutions,

Cooperating + Supporting organ

b. Rigidity & Flexibility of Constraints

2. (Given all this) WHAT DOES THE TASK FORCE WANT TO ACHIEVE (Coalition Roles)

Resources needed

Alternative ways of: getting resources
organizing resources

3. Plan of Action

Milestone (strategic point)

Timeline (schedule when activities will take place)

Roles (responsibilities, tasks)

4. Auditing (measuring actual performance against planned performance)

Feed-Back

Documentation

5. Adjustment of (corrective action)

Resources

Strategy

January 6, 1971

UTAP Task Force Member
Model Cities Agency
Portland Metropolitan Steering Committee

Dear Task Force Member,

There will be a meeting of the UTAP Task Force on Monday, January 11, 1971, at the Model Cities office, located at 5329 N.E. Union. The meeting will be held in room 226, at 7 o'clock p.m.

I need not tell you how important it is that you be present. I look forward to seeing you.

Sincerely yours,

James Loving
Chairman, UTAP Task Force

cc: All Task Force members
✓ Brenda Green
Alyce Marcus
Joe Nunn
Regina Flowers

JAN 7 1971

MODEL CITIES