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PROPOSAL TO IDENTIFY THOSE UNIQUE ASPECTS OF COASTAL ZONE MANAGEMENT OCCURRING IN URBAN AREAS

REQUEST FOR PROPOSAL NO. 4-36766

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PART I:
TECHNICAL SECTION
JUNE 14, 1974

McManis Associates, Inc.

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MEMBER OF THE ASSOCIATION OF MANAGEMENT CONSULTANTS

McManis
ASSOCIATES, INC.

June 14, 1974

Contracting Officer
U.S. Department of Commerce
Procurement Division
Fourteenth and Constitution Avenue, N. W.
Washington, D. C. 20230

Gentlemen:

We are pleased to submit our proposal to identify those unique aspects of Coastal Zone Management, in response to your request for proposal number 4-36766.

SUMMARY OF THE PROPOSAL

Our proposal covers in considerable detail what we propose to do in conducting this pilot study. We would like to add particular emphasis to some of the proposed elements.

To deal with the multi-jurisdictional aspects of the program, as well as its unique programmatic requirements, we have assembled an unusually seasoned team. Mr. Floyd H. Hyde, a former Assistance Secretary for Community Planning and Development of HUD, as well as a Mayor of Fresno, would serve as Officer-in-Charge. Mr. Hyde's familiarity with urban planning and development is unusual. To relate the requirements for urban planning and management upon state intervention modes, we would draw upon the experience of Mr. Richard F. Marr, South Carolina's former Planning Director and the Governor's Director of the Office of Administration.

On a day-to-day basis, Ms. Margaret S. Seeley would serve as Project Manager. Before joining McManis Associates, Ms. Seeley served as Director of Special Services at the National Association of Counties. She worked with local elected officials in developing the county land use policy and testified before congressional committees on land use and coastal zone management. Recently, she served as cochairman of a national conference on growth management techniques. Supporting her would be Ms. Aileen Lotz who has considerable experience in land use planning and regulatory urban growth with Dade County and the State of Florida.

We would plan to conduct this project in a way that deals with two crucial and interrelated issues. First, how are cities and coastal urban counties managing some of the

more threatened coastal zone areas, and eliminating some of the current problems found there; and, secondly, how are large coastal zone jurisdictions effecting plans for growth management, of which the coastal zone would be a principal beneficiary. The first relates to the most obvious problems now facing coastal jurisdictions. Whereas, the second treats a longer-term remedy, in the form of a vigorous program for rationalizing and planning the social, economic and physical growth of the area. With this perspective, we can more easily pinpoint the immediate and far-reaching aspects of coastal zone management.

Rather than just conducting background research and research of legal authorities and responsibilities (which we intend doing), we intend getting a practical insight to urban coastal zone planning and management by visiting eight local sites. In this way, we would be able to assess several major urbanized areas, their surrounding urbanized counties, a few special districts, and any special institutional arrangements, like the California Coastal Zone Conservation Commission. This bottom-up approach should give us a detailed knowledge of the "state of the art" in urban planning and management and of the intergovernmental linkages.

Applying these observations, we would then pinpoint the kinds of institutional and legal means to be used to upgrade urban planning and management. These mechanisms would include legal, training, technical assistance, grant-in-aid and other means. Plus, the role of the states in marshalling and channeling each would be assessed. Actionable recommendations would flow from these analyses and be summarized in our report to the Coastal Zone Management staff.

In all, we expect to assign ten person-months of senior staff time to this undertaking. Most of this time would be focused on the substantive analysis and field fact-finding phases of the project. A proportionate amount has also been allocated to involve and share the project's observations with your staff.

Since its founding in 1964, McManis Associates, Inc. has been committed to work of this nature. With offices in Washington, D. C. and San Francisco, we would be able to keep a close liaison with your staff while achieving economies in travel to both coasts. You can be assured that the project would receive maximum dedication and effort by both offices and by each member of the firm's management.

We have organized our proposal according to your instructions as follows:

1. *Our Understanding of the Background to the Project*
2. *Our Approach and Work Plan*
3. *Qualifications of McManis Associates, Inc. and its Professional Staff*

According to your instructions, we have provided under separate cover our price and cost analysis.

This proposal is a firm offer for sixty days. Mr. Gerald L. McManis, President, is authorized to contractually obligate the firm and should be contacted for any subsequent inquiries.

* * * * *

We look forward to assisting you in this vital undertaking.

Respectfully submitted,

McManis Associates, Inc.

1. OUR UNDERSTANDING OF THE BACKGROUND TO THE PROJECT

1. OUR UNDERSTANDING OF THE BACKGROUND TO THE PROJECT

In this section, we outline our understanding of the historical and legislative background leading up to the Coastal Zone Management Act of 1972 (P. L. 92-583). Finally, we present the objectives which would guide us in this undertaking. Specifically, this section outlines three parts:

A. Our Understanding of the Coastal Zone Management Program
B. Major Objectives of the Project

Each is discussed bleow.

OUR UNDERSTANDING OF THE COASTAL ZONE MANAGEMENT PROGRAM

The coast of the United States is, in a general sense, the country's most valuable geographical asset. Yet it is probably the asset most threatened with deterioration and irreparable damage.

This deterioration is due to a number od competing forces:

- *Presently, 53% of our nation's population lives in cities and counties within fifty miles of our coastline. This places an overwhelming burden on the coastal zone for water, land, sewage disposal, port facilities, energy, etc. By the year 2000, this is expected to increase to 80%, or 225 million people.*

- *Recreational demands for the limited space are expected to increase sharply. At this time, 51 million people use the recreational aspects of the sea coast. This is expected to increase by 19 million in two years, with a tenfold increase by the year 2000.*

- *In the next two decades, new power plants along, in response to the compelling need for additional energy-generating capability, will take up 200 square miles of land, and long-range transmission lines will need nearly 5,000 square miles of right-of-way. Much of this will find its way, out of economic necessity, to the coastline. For example,*

in Wisconsin's Columbia County, a pristine expanse of marshland is being transformed because of the scarcity of economically feasible sites to accommodate a new power plant.

- *Local jurisdictions, strapped for additional tax revenues, have promoted the development of their areas. In California, subdivision has reached a rate of 100,000 a year. In Florida, 200,000 new recreational and retirement subdivision lots are registered every year. In Chicago's northwestern suburbs, for example, homes and apartments have been built on flood plains subject to recurrent inundation.*

- *Over 113 different federal capital expenditure programs are able to make unilateral and unchecked decisions on development of our nation's coastlines. Even where a jurisdiction might have restricted certain forms of development, the federal government has often preempted the locale's prerogatives.*

- *The Santa Barbara coastal oil spills have underscored the plight of the coastal zone. The potential danger from this source is even more prevalent with the vastly increased number of oil rigs, particularly on the Gulf Coast.*

- *Until the enactment of the Marine Protection, Research and Sanctuaries Act of 1972 (P. L. 92-532), our nation's cities had indiscriminately dumped in the coastal zone. Since then, cities like New York have been compelled to find other disposal sites. Further, many coastal cities encounter sand, limestone and gravel soil conditions at their landfill sites, producing leachate and the contamination of ground water with carbon dioxide gas. Eventually, this contaminated water winds up in our streams, rivers and oceans. The disposal of semi-liquid sludges has also increased enormously with the vastly expanded municipal treatment facility capacity.*

- *The increased population, economic activity and demands for low-cost, accessible transportation routes have reduced the availability of virgin coastal areas. In the period of 1922-1954 over one-quarter of the salt marshes were destroyed by filling, diking or draining, or by constructing walls along the seaward marsh edge. In the following ten years, a further 10% of the remaining sea marsh between Maine and Delaware was destroyed.*

- *Traditional coastal zone management efforts have suffered from at least three problems. First, they separated projects, such as port development, draining of wetlands and growth of new communities,*

from controls over these projects, such as dredging controls, water quality standards and land use restrictions. Different agencies dealt with separate incidents of control. For example, in Oregon there are eight different agencies responsible for different parts of the coastal zone resources. Secondly, traditional coastal zone management focused on single resources: fish, ground water, oil production, agriculture, etc. Finally, coastal zone management lacked long-term and short-term goals.

For these and other reasons, a new national "land ethic," directly affecting the coastal zone, has appeared. This ethic is based on the widespread realization that – as with clean air and clean water – the supply of desirable land is limited and dwindling rapidly, and that measures to husband and protect it seem called for. Further, land must be viewed not as a commodity to be bought, sold or consumed, but as a finite resource which must be managed in the interests of future generations.

Land-use regulation, or zoning, has traditionally been a local matter, a constitutional power delegated by the states to counties and cities. But zoning is far from widespread. Of some 60,000 jurisdictions in the country, only 5,000 have instituted any form of zoning. Nor does zoning necessarily mean land planning. As now practiced, it is primarily a device for protecting selected established land values.

Of greater significance, however, many of today's land problems are beyond the capacity of local jurisdictions, as now constituted. The National Commission on Urban Problems reported in 1968: ***"In large urban areas, local government boundaries rarely reflect the true economic and social watersheds. The present indiscriminate distribution of zoning authority leads to incompatible uses along municipal borders, duplication of public facilities, attempted exclusion of regional facilities."***

More recently, our nation has also had to face the fact that there is not enough energy to go around. For a variety of domestic and international reasons, our country has not kept pace with the burgeoning demands for energy. This has produced some concern about our ability to maintain our current high standard of living. But, more specifically, the provision of adequate, low-cost, clean energy – formerly a local issue – has become an appropriate concern for the states and the nation.

These and other factors have obligated state governments to reclaim, in effect, some of the land-use authority once broadly delegated to localities. Already in 1973, seventeen state legislatures have passed comprehensive land-use regulations to this end. This pullback of local autonomy has affected local controls in their broadest sense: zoning, shoreline, wetland and flood plain regulation and scenic river preservation. It has also covered "critical areas": farmland and real estate development regulations; highway, industry and airport siting; strip-mining and erosion controls.

In response to the apparent crisis in the coastal zone, most states have also vigorously pursued coastal zone regulations on their own. The most notable examples are Delaware, California and Washington, but as *Exhibit 1-A* shows, all coastal states except Alabama and Alaska have instituted a coastal zone management program of one kind or another.

Supporting this new ethic and specifically aimed at supplementing these thrusts in the states, the Commission on Marine Science, Engineering and Resources (the so-called Stratton Commission) recognized the overriding importance of the coastal zone and its relationship to land-use management. The commission designated one of its panels to report on the coastal zone. The report, *Our Nation and the Sea,* set out a definitive blueprint for action for the U.S.

From this work a number of federal land-use and environmental laws were enacted, with only one major piece yet to be passed, the Land Use Policy and Planning Assistance Act (S. 268). In the 92nd Congress, three major pieces of legislation were enacted: the Marine Protection, Research and Sanctuaries Act of 1972 (P. L. 92-532); the Marine Mammals Protection Act (P. L. 92-522) and the Coastal Zone Management Act of 1972 (P. L. 92-583).

The last of these is designed to give states new impetus in developing programs for planning and managing the coastal land and water resources. President Nixon's statement on signing the act points out that it *"recognizes the need for carefully planned, comprehensive management programs to ensure the most rational and beneficial use of the coastal zone . . . (and) that the states can usually be the most effective regulators of such a planning process."* Further, the President instructed the Secretary *"to carry out this statute in a way which focuses federal efforts on the adequacy of state processes rather than to become involved in the merits of particular land-use decisions."*

The Coastal Zone Management Act authorizes up to $200 million in federal funds over the next five years for states, primarily for management program development grants and administrative grants. The act also provides funds for the establishment of estuarine sanctuaries. Summarized below are the authorization levels and distribution of funds under each section of the act.

AUTHORIZATIONS FY 73-77
(In Millions of Dollars)

SECTION OF THE ACT	FY 73	FY 74	FY 75	FY 76	FY 77
Section 305 Management Program Development Grants	$ 9.0	$ 9.0	$ 9.0	$ 9.0	$ 9.0
Section 306 Administrative Grants		30.0	30.0	30.0	30.0
Section 312 Estuarine Sanctuaries Grants		6.0			
Section 315 Administrative Expenses	3.0	3.0	3.0	3.0	3.0

STATUS OF STATE COASTAL ZONE MANAGEMENT EFFORTS

State	Comprehensive Coastal Zone Legislation	Number of State Agencies With Control	Coordinating and Development of State-wide Planning Program	Comprehensive Program in Coastal Zone Management
Alabama	No	3	Yes	No
Alaska	No	3	Yes	No
California	Yes	1	Yes	Yes
Connecticut	Yes	1	Yes	Yes
Delaware	Yes	1	Yes	Yes
Florida	Yes	2	Yes	Yes
Georgia	Yes	1	Yes	Yes
Hawaii	Yes	4	Yes	Yes
Illinois	Yes	3	Yes	Yes
Indiana	Yes	3	Yes	Yes
Louisiana	Yes	3	Yes	Yes
Maine	Yes	1	Yes	Yes
Maryland	Yes	1	Yes	Yes
Massachusetts	Yes	1	Yes	Yes
Michigan	Yes	1	Yes	Yes
Minnesota	Yes	1	Yes	No
Mississippi	Yes	5	Yes	Yes
New Hampshire	Yes	4	Yes	Yes
New Jersey	Yes	3	Yes	Yes
New York	Yes	1	Yes	Yes
North Carolina	Yes	3	Yes	Yes
Ohio	Yes	1	Yes	Yes
Oregon	Yes	8	Yes	Yes
Pennsylvania	Unknown	4	Yes	Yes
Rhode Island	Yes	1	Yes	Yes
South Carolina	Yes	1	Yes	Yes
Texas	Yes	1	Yes	Yes
Virginia	Yes	3	Yes	Yes
Washington	Yes	2	Yes	Yes
Wisconsin	Yes	1	Yes	Yes
American Samoa	–	1	–	–
Puerto Rico	–	1	–	–
Virgin Islands	Yes	1	–	–

Source: **Status of State Coastal Zone Management Efforts**
National Oceanic and Atmospheric Agency
Coastal Zone Management Task Force
U. S. Department of Commerce
May 1973

More specifically, the Section 305 Management Program Development Grants, not to exceed two-thirds of the cost of the program in any one year, are authorized to a coastal state for the development of management programs for land and water resources. This could include:

- *Identification of coastal zone's boundaries*
- *Definition of permissible land and water uses*
- *Inventory of areas of particular concern*
- *Guidelines on priority uses in particular areas*
- *Description of organization structure and relationships, including local government responsibilities*

To complete the above, many states may have to conduct analyses of such supplemental areas as:

- *Zoning regulations*
  - *Flood plain regulations*
  - *Setbacks from water bodies*
  - *Intensity of development*
  - *Type of development*
- *Power plant siting*
- *Maritime commerce*
  - *Port development*
  - *Superports*
  - *Navigation*
- *Location of heavy industry*
- *Tax incentive*
- *Public health*
  - *On-site sewage disposal*
- *Road and highway construction*
- *Mineral extraction*
  - *Oil*
  - *Sand*
  - *Other*
- *Offshore dumping*
- *Solid waste disposal*
- *Water supply*
- *Filling and dredging wetlands*
- *Environmental impact input statements*
- *Marine regulation*
- *Sedimentation/erosion*
- *Spoil disposal*
- *Utility installment*
- *Liabilities*

And of such resources as:

- *Coastal zone management*
- *Land use management*
- *Air quality management*
- *Water quality management*
- *Resource carrying capacity*
- *Fisheries conservation and management*
- *Open space preservation*
- *Habitat preservation*
  - *Marine or aquatic support*
  - *Estuary preservation and management*
  - *Marsh preservation*
- *Wildlife management and preservation*
- *Water access management*

Section 306 Administrative Grants, up to two-thirds of the costs of administering the state's management program, may be granted to a coastal state provided that:

- *The state has developed and adopted a management program in accordance with the rules and regulations established,*
- *The state has coordinated its coastal zone program with local, area-wide and interstate plans,*
- *The state has established an effective mechanism for continuing coordination with local governments, interstate agencies, regional agencies and area-wide agencies,*
- *The state has held public hearings,*
- *The management program has been approved by the governor,*
- *A single agency has been designated to receive and administer the grants,*
- *The state is organized to implement the management program and has the necessary authorities,*
- *The program meets other than local requirements in siting facilities, and*
- *The program provides for the designation of specific areas for preservation or restoration.*

The management program must provide for any one or a combination of the following implementation techniques:

1. *State criteria and standards for local implementation, subject to administrative review;*
2. *Direct state land and water use planning and regulation, or*
3. *State administrative review for consistency with state, local, and private developer plans, projects or regulations.*

Finally, grants of up to 50% may be made for the acquisition, development and operation of estuarine sanctuaries.

We believe the incentives in this legislation (e.g., federal grants, state oversight of federal development plans, and state recourse over local decisions) are sufficient to offset some of the apparent challenges to the states as posed by this much-needed shift from the past, including:

- *"Home rule" in some states permits local jurisdictions almost sole authority for land use planning decisions. In effect, this legislation would reverse and co-opt this power for the states. At a minimum, it would create considerable confusion during the execution phase until the roles and responsibilities of the two tiers of government were clarified.*

- *By themselves, most state agencies lack either the technical capacity or the political backing to fully carry out their decisions in this critical and sensitive area. For this reason, unless unusual support is obtained from the legislature and/or the governor, consensus management must be the feature of gaining closure on deviations or exceptions in local plans. This is all the more true in the 92% of the jurisdictions which lack any semblance of a formal land-use planning capacity.*

- *The area to be covered on the landward side of the coastal zone could penetrate far inward and infringe on local prerogatives. In some cases, this could in fact cover major cities' development of their central business districts.*

- *This legislation could exacerbate the normally tenuous relationships among some of the levels of government. For the states, it could represent a device to second-guess and embarrass some cities and counties. Moreover, it could force the states into a level of participation with locales beyond their powers and capacity.*

- *The "state of the art" in comprehensive coastal zone planning and management is probably still in a formative stage. Much needs to be learned. Some early mistakes and oversights can be expected.*

- *On a practical level, states will probably need to gain conforming legislation, matching share authorization and perhaps judicial interpretation. Land use planning will also have to be linked to coastal zone management. Relative priorities between preservation and development will have to be sorted out.*

- *The relationships among local governments, special purpose districts and regional agencies are often loosely knit. In fact, each plans and*

develops capital projects in the coastal zone in a vacuum from each other. This further complicates authority in the coastal zone.

- *Counties and cities are hard pressed to locate new sources of revenues to supplement the over burdened property tax. There is a massive need for development just to provide housing and community facilities for the present population. New energy, environmental and transportation concerns of local government further complicate the matter. Faced with these social, economic and political pressures, local officials are caught in the middle of land use decisions and financing public services.*

It is because of these challenges and others that NOAA decided to deal with the impact of urban development in the coastal zone, and to assist the states and their localities to "preserve, protect, develop and, where possible, restore the coastal zone."

MAJOR OBJECTIVES OF THE PROJECT

NOAA is interested in obtaining outside professional assistance. As we understand them, NOAA's objectives for this project are to:

1. *Identify those unique aspects of coastal zone management which occur in urban areas.*

2. *Recommend ways of integrating those aspects into existing state, metropolitan, and local planning and management activities, while assuring that the terms of the Coastal Zone Management Act can be met.*

2. OUR APPROACH TO THIS PROJECT AND PROPOSED WORK PLAN

2. OUR APPROACH TO THIS PROJECT AND PROPOSED WORK PLAN

In this section we describe our approach to the project as well as the steps (phases and individual tasks) required to undertake it.

OUR APPROACH TO THIS PROJECT

First and foremost, we would take a 'bottom-up' look at the Coastal Zone Management Program. That is, we would view the Program in the same way that local elected officials and planners view it. Drawing upon our experience in working with both these politicians and planners, we would get to know the practical problems and obstacles they face in implementing it. One major outcome of this perspective would be the development of a highly detailed need assessment statement. Upon this foundation, our recommendations would flow.

Another approach we believe to be crucial is to view the program from two vantage points: the CZM problems it is attempting to eradicate, and the process of land use planning and growth management it is leading to. Of course, one deals with the immediate episodic problems in the coastal zone; the other intends addressing the capacity all large jurisdictions are assembling to deal with the long-term issues of population growth, energy-generating, capacity-building, economic expansion, recreational growth, etc. In this way, we would get both a short-term and a long-term "cut" at the capacity and capability of urban planners and managers to deal with substantive coastal zone management issues.

In our work plan you will notice that we intend touching all "bases". That is, we would assess the viewpoints of all key parties: public interest groups; educational institutions; key state, county and city officials; and representatives of regional planning bodies. We also plan to interview a group often overlooked: managers of special districts. We have found that this latter group often makes unilateral decisions on development. These discussions would be localized to eight areas which we would work together with the CZM staff to pinpoint.

The detailed work tasks are described next.

PROPOSED WORK PLAN

We have divided our work into four phases and each phase into separate tasks. In the next section we will discuss each task and the reasons for undertaking it.

A project work plan listing the individual tasks, the time frame in which they are to be completed, and the man-hours required is presented in *Exhibit 2-A*, on the next page.

PHASE I. CONDUCT BACKGROUND RESEARCH AND COMPLETE PROJECT PLANNING

Task 1. Refine understanding of project with CZM staff.

In order to assure that both the federal contract officer and our project director are on the same 'wave length' and to explore additional interests of either party, we suggest that several meetings take place within the first month of the contract as well as periodically throughout the duration.

Task 2. Identify basic characteristics and terms of coastal zone management.

Conversations with the CZM staff as well as key state and local planners will provide a vocabulary of terms and elements which characterize coastal zone management. Such terms as: transitional and intertidal areas; salt marshes; and estuarine sanctuary which apply to coastal zone areas will be defined and used in a consistent manner in the survey and reports. Planning and development terms such as: transferable development rights; soil erosion index; or protective zoning which apply to coastal zone management will also be refined.

The initial discussions with state and local planners will also help us document the planning activities which are inadequate (i.e., state control over wetlands; lack of planning coordination between county and city governments, etc.).

Task 3. Conduct survey of existing coastal zone literature in an effort to determine powers and authorities of states, localities and special districts.

Because there is a great disparity among the thirty coastal zone states regarding: (1) land use enabling legislation; (2) planning and management capability; (3) relationships with and powers of localities; and (4) social and political attitudes toward land use versus environmental preservation, we propose to survey the current literature in order that we may bring ourselves "up-to-date" on the status of state and local coastal zone management. When there is insufficient information, we will call upon key federal, state and local officials knowledgeable in the area. The survey of literature will assist in the development of terms and characteristics (Task 2), criteria for site selection (Task 4), and the survey format (Task 5).

Task 4. Develop information/criteria to use in selection of field sites.

As there are coastal zones in thirty states, we intend to develop criteria to assist us in the selection of eight representative field sites. We propose that: (1) receipt of CZMA

PROJECT WORK PLAN

ACTIVITIES	MONTHS AFTER CONTRACT AWARD						MAN-HOURS
	1	2	3	4	5	6	
Phase I. Conduct Background Research and Complete Project Planning.							40
Task 1. Refine understanding of project with CZM staff.							60
Task 2. Identify basic characteristics and terms of coastal zone management (particularly those elements which are not being addressed adequately by state, metropolitan or local planning activities) for survey preparation.							276
Task 3. Conduct survey of existing coastal zone literature in an effort to determine powers and authorities of states, localities and special districts.							24
Task 4. Develop information/criteria to use in selection of field sites.							16
Task 5. Finalize site recommendations with CZM staff.							24
Task 6. Complete survey format and review with CZM staff.							320
Phase II. Conduct State and Local Evaluation.							60
Task 1. Conduct interviews with selected state, regional, local and special district officials regarding the institutional arrangements of coastal zone management.							40
Task 2. Amend survey format into case studies.							40

Exhibit 2-A
Page 1 of 2

ACTIVITIES	MONTHS AFTER CONTRACT AWARD						MAN-HOURS
	1	2	3	4	5	6	
Task 3. Document significant gaps in knowledge requirements for coastal zone management plan in interviews with state officials.			———	———	———		
Task 4. Identify educational institutions/organizations, sources of technical assistance and information on coastal zone management available to urban planners.			———	———	———		
Phase III. Compile Information and Survey Data.							320
Task 1. Pinpoint key recommendation on institutional arrangements among states, regions, localities and special districts.			—	—	———	———	
Task 2. Recommend methods to assure coordination of competing jurisdictions.					———	———	
Task 3. Outline basic components of state land use plan by analyzing field survey data and make recommendations for modification of federal guidelines to states.					———	———	
Task 4. Submit recommendations to CZM staff and key public interest group officials for review and comment.						———	
Task 5. Recommend methods by which urban planners can have access to coastal zone training and information.						———	
Phase IV. Prepare Progress Memorandums and Final Report.	—	—	—	—	—	—	280

planning grant; (2) geographical location within a federal region; (3) population of metropolitan city; (4) sophistication of state or local planning; (5) activity and composition of regional agency; (6) variance of coastal zone use; (7) status of state coastal areas legislation; (8) status of CZMA plans; (9) current allocation of land; and (10) coordination of small jurisdictions within urban counties in a coastal zone management plan might be appropriate criteria.

Task 5. Finalize site recommendations with CZM staff.

Based on the criteria developed in Task 4, we would select eight states for field investigation. At least three local jurisdictions (counties, cities or special districts) and one regional agency within those states would also be selected.

For discussion purposes we would suggest the following sites:

REGION	STATE	REGIONAL AGENCY	LOCALITY
I	Massachusetts	Metropolitan Area Planning Council	Boston Middlesex County Several townships
II	New Jersey	Tri-State Regional Planning Commission	–
III	Virginia	Peninsula Planning District Commission	Norfolk–Hampton
IV	Florida	South Florida Regional Planning Council or Tampa Bay Regional Planning Council	Miami–Palm Beach Dade County–Palm Beach County or St. Petersburg–Clearwater Pinellas County
V	Michigan	Northwest Michigan Economic Development District	Traverse City Leelanau or Muskegon County
VI	Louisiana	Regional Planning Commission for Jefferson, Orleans, St. Bernard and St. Tammany Parishes	New Orleans Orleans Parish

REGION	STATE	REGIONAL AGENCY	LOCALITY
IX	California	Association of Bay Area Governments San Diego County CPO	San Francisco San Diego County
X	Washington	Puget Sound Governmental Conference	Seattle King County

Task 6. Complete survey format and review with CZM staff.

Based on the initial contacts in Task 2 and the identification of gaps in information in the Task 3 survey, a format will be designed for field use. Data in the following areas will be generated: (1) state land use legislation; (2) implementation techniques (through localities or state agencies); (3) endangered areas protection; (4) urban management capabilities; (5) types of state land use planning; (6) ownership of land in coastal zone; (7) categories of zoning and development in coastal zone; (8) federal, state or local programs which impact coastal zone (power plant, defense facility, water recharge district); (9) intergovernmental agreements between localities (Lakewood Plan, water purchase, shoreline preservation); and (10) local institutions or information sources of use to urban planners.

Every effort will be made to utilize data and survey forms of the public interest groups.

PHASE II. CONDUCT STATE AND LOCAL EVALUATION

Task 1. Conduct interviews with selected state, regional, local, and special district officials (elected and appointed) regarding the institutional arrangements of coastal zone management.

We will endeavor to interview the chief line official responsible for coastal zone management as well as appropriate elected officials.

Task 2. Amend survey format into case studies.

Such data as population, growth rate, geographic area, governing body, environmental management systems, departmental organization, flow of state environmental categorical funds, local planning agency and regional planning agency, etc. will be recorded in a local profile/case study format.

Task 3. Document significant gaps in knowledge requirements for coastal zone management plan in interviews with state officials.

The survey format will accomodate this information and recommendations are to be documented in Phase III, Task 3.

Task 4. Identify educational institutions/organizations, sources of technical assistance and information on coastal zone management available to urban planners.

Such professional organizations as the National Planning Association, American Institute of Planners and the American Society of Planning Officials will be contacted. Technical institutes, community colleges and university literature will also be assessed by personnel while on site visits. Public interest groups will be asked to contact their affiliated associations.

PHASE III. COMPILE INFORMATION AND SURVEY DATA

Task 1. Pinpint key recommendations on institutional arrangements between states, regions, localities and special districts.

In each of the interviews with state and local officials, inquiry will be made as to their suggestions on how each governmental level could improve their administration of the coastal zone program. This information, along with the literature survey, should allow us to respond to this issue.

Task 2. Recommend methods to assure coordination of plans of competing jurisdictions (federal-state or state-local).

Such jurisdictional arrangements as: the Lakewood Plan; the CERC procedures of the HUD Planned Variations program; joint city-county planning departments; special district soil erosion agreements with general purpose local governments; and A-95 review will be researched in order to comply with this activity.

Task 3. Outline basic components of state land use plan by analyzing field survey data and make recommendations for modification of federal guidelines to states.

This task would entail pulling together the findings from each of the field survey phases:

- *Literature survey (I-3)*
- *Field survey data (I-6)*
- *Basic characteristics (I-2)*
- *State and local interviews (II-1)*

Task 4. Submit recommendations (developed in Phase III, Tasks 1, 2 and 3) to CMZ staff and key public interest group officials for their acceptance.

Task 5. Recommend methods by which urban planners can have access to coastal zone training and information.

Based on the information collected in Phase II, Task 4 and various follow-up discussions, a part of the final report will explore this issue.

PHASE IV. PREPARE PROGRESS MEMORANDUMS AND FINAL REPORT

On the first Friday of the second through sixth months after the contract award, the contractor will submit a progress memorandum to the federal project manager. The contents of the communication may be discussed in one of the periodically scheduled meetings.

Thirty (30) days after the completion of the contract activities, a final report will be presented. Recommendations included in the report will have been submitted for review and comment to the CZM staff during the first half of the sixth month.

3. QUALIFICATIONS OF McMANIS ASSOCIATES, INC. AND ITS PROFESSIONAL STAFF

3. QUALIFICATIONS OF McMANIS ASSOCIATES, INC. AND ITS PROFESSIONAL STAFF

We are providing background information on the experience of McManis Associates, Inc. and the specific relevant qualifications of the staff to be assigned to this project. As this proposal is being developed by our Federal Division, we have taken the opportunity of listing the experience of the Director, Mr. Robert E. Stross, previous to joining the McManis staff as well as since that time. For your convenience in checking client references, the names, addresses and telephone numbers of key contacts are included.

We have organized this section as follows:

A. Background and Relevant Consulting Experience of McManis Associates
B. Qualifications of the Assigned Professional Staff

Each is presented below.

BACKGROUND AND RELEVANT CONSULTING EXPERIENCE OF McMANIS ASSOCIATES

McManis Associates is a Washington-based general management consulting firm. It was founded in 1964, to bring together a team of highly qualified, committed professionals with skills and experience in the following areas:

- *Public policy analysis at the federal level and for state and local jurisdictions.*
- *Management of large-scale public organizations, particularly those aimed at improving the quality of their constitutents' lives. In this setting, new management techniques were developed for strategic planning, goal-setting, organizing, administering, monitoring and evaluating complex programs for public institutions and agencies.*
- *Testing of new approaches and ways of public administration, particularly introducing ways for public officials and their constituencies to work as a partnership.*
- *New approaches for environmental protection, economic development, and manpower development.*

The primary thrust of our firm has been to assist public executives concerned with improving the quality of life in formulating effective public policies and in strengthening their agencies and programs. The firm and its principals have done this for numerous public institutions: state, county and city jurisdictions, local educational agencies and public non-profit associations. Further, the firm and some of its key staff have served a number of federal agencies to these ends: Environmental Protection Agency, NASA, Department of Health, Education and Welfare, Office of Economic Opportunity, Department of Housing and Urban Development, Department of Labor, and others. In all, the firm has been engaged, over the last nine years, in over 350 consulting projects.

As an indication of the firm's excellence and high ethical standards, McManis Associates is a member of the Association of Management Consultants and subscribes to its code of professional conduct.

To serve as a detailed reference to the kinds of consulting projects in which we have been engaged and to serve for your client reference check, we provide the following list of related projects, along with the names and telephone numbers of key client executives.

Department of Commerce

- Over the years, McManis Associates has served a number of federal executives while they were associated with other federal agencies. This assistance has involved studies involving administrative improvement, audits and feasibility studies of data processing capacity and utilization, and organization planning.

  To evaluate the work of the firm, we encourage you to contact:

  Mr. Guy W. Chamberlin, Jr.
  Deputy Assistant Secretary for Organization and Management
  (202) 967-4955

  Mr. Joseph O. Smiroldo
  Director
  Office of Organization and Management Systems
  (202) 967-3707

Office of Economic Opportunity

- ***Evaluation of Regional Offices' and the Office of Indian Affairs' Grants Management.*** While associated with another firm, Mr. Stross led a team looking at the grants processing process in a number of OEO Regional Offices. By way of background, OEO processed over 5,000 grant applications covering all local Community

Action Agencies and their delegate agencies. This study developed a reorganization of this process and the development of work planning factors and time estimates in the processing of applications. Out of this, substantial improvement in the processing and manpower was realized for OEO.

- ***Implementing OEO's Concerted Management Improvement Project (CMIP).*** CMIP was an intensive technical assistance project involving thirty management consulting firms working to improve the management capability of seventy urban and rural Community Action Agencies (CAA). While with Fry Consultants, Mr. Stross led a team supporting OEO's management improvement effort by: (1) assisting Community Action Program headquarters in conducting seminars and compiling materials for use by all 1,000 CAA's; (2) assisting CAP's program management staff in monitoring the overall project; (3) developing a set of performance standards for CAA management – both as a guide for CAA management and as a tool for the regional office to evaluate performance; and (4) developing a delegate agency manual, entitled *Managing Delegate Agencies*, released as a public guidance document, to guide CAA's in all aspects of their relationships with their delegate agencies.

For further information, we urge you to contact:

Mr. Don I. Wortman
Director of Program Operations
The Price Commission
(formerly Director, Office of Operations, OEO)
(202) 254-8644

Department of Housing and Urban Development

- ***Management Assistance Project (MAP).*** While associated with another firm, Mr. Stross served as the project director for an extensive organization and management improvement study of over twenty cities in the southeast United States. This project led to a number of practical improvements in the capacity of local general-purpose government, cities and counties, to deal with the challenges of community development, environmental protection and human resource development. One end-product of this study was the development of a public guidance document, *Improving the Management of our Nation's Cities*, presented to OMB and soon to be released. Another phase of this work entailed looking at ways HUD would administratively de-couple its community development program (i.e., Urban Renewal, Water and Sewer, etc.) and to simplify them for locales.

- ***Implementing the City Demonstration Agency Information System (CDAIS) in Twenty-nine Model Cities Agencies.*** While at Fry Consultants, Mr. Stross led

a broad-scale information system implementation study in over twenty-nine Model Cities agencies. This involved managing a team of over twenty consultants in a geographically spread project with work proceeding simultaneously in almost all twenty-nine cities. Moreover, he assisted HUD in developing and refining training materials on evaluation for several other consulting firms.

For information on both of these projects, we wish you to contact:

Mr. Patrick Henry
Special Assistant to the Deputy Assistant Secretary
Office of Community Planning and Development
(202) 755-5435

Environmental Protection Agency

- ***Office of Education and Manpower Planning.*** McManis Associates is currently assisting this office to develop a manpower management information system. This system will be designed to highlight shortages in critical national environmental protection manpower. The scope of this assistance is aimed at equipping this office with available information upon which to base the eventual overall system.

  We urge that you contact:

  Dr. George Pratt
  Office of Education and Manpower Planning
  (202) 755-0356

Ozarks Regional Commission

- Several consulting projects have been carried out by McManis Associates for the Commission (which consists of the governors of Oklahoma, Kansas, Arkansas, and Missouri). This also covered developing an economic development strategy in 132 counties within the four-state area.

Department of Health, Education and Welfare

- ***Strengthening the Capability of the Office of Child Development.*** While associated with Thompson, Lewin and Associates, Mr. Stross played a key role on the original organization study of the Office in 1970. This led to an evaluation of the management process of OCD and its regions. In particular, we evaluated

the grants management process which annually processed over 4,000 applications and revisions. Substantial revisions were recommended and implemented. We also participated in the department's FAST effort to streamline all grant operations.

To assess Mr. Stross' contributions, we urge you to contact:

Mr. Ray Collins
Office of Child Development
(202) 755-7498

- ***Assisting the Administration on Aging Prepare for the Title III, Services for the Elderly, Older Americans Act Amendments.*** While associated with another firm, Mr. Stross materially assisted a task force to sort out AoA's new Title III and IV Programs. This entailed the preparation of draft guidelines, issue papers, a grant management process and grant management handbooks.

  To evaluate Mr. Stross' involvement, we encourage you to contact:

  Mr. Dick Schloss
  Administration on Aging
  (202) 962-4648

- ***Organization Study of the Office of the Secretary.*** This study entailed analyzing the functions, processes and organizational structure of the Secretary's immediate office. Mr. Stross, while with another firm, served as part of the overall study team and assessed the Executive Secretariat's functions.

  We urge you to contact:

  Mr. James O. Edwards
  Executive Assistant to the Director
  Office of Management and Budget
  (formerly Deputy Assistant Secretary of HEW)
  (202) 456-1414

Department of Labor

- ***Preparing for Locally-elected Officials to Administer Manpower Planning and Operations.*** While with another firm, Mr. Stross accomplished this study focused on the issues critical to successful planning and management of local efforts to move people to jobs.

- *Implementing and Strengthening Concentrated Employment Program (CEP).* Mr. Stross, while with Fry Consultants, led and directed a major project in developing the capability of CEP's in thirty-eight communities. He assisted in planning program services, strengthening the management capability of CEP, and developing and implementing the required supporting systems.

  More recently, he assisted DOL executives in the development of programmatic performance standards for national acceptance and the preparation of planning manuals for local CEP managers. He also prepared information systems manuals for CEP managers and their systems managers to better understand and adapt DOL's National Reporting System. One output of this study was a manual released for local use, entitled *Selecting Successful CEP Directors.*

  For information on Mr. Stross' contribution in these engagements, we urge you to contact:

  Mr. John Schaal
  Welfare Reform Planning Staff
  Division of Comprehensive Manpower Programs
  Manpower Administration
  (202) 382-4112

- *Implementing the President's Opportunities for Families Program.* As part of H. R. 1, the Opportunities for Families Program was designed to move people from welfare to jobs. As such, it integrally related to H. R. 1 child care. While associated with another firm, Mr. Stross assisted by doing some detailed operational planning for the welfare reform planning staff.

  We urge you to contact:

  Mr. Robert Hall
  Special Assistant to the Assistant Secretary for Manpower
  U. S. Department of Labor
  (202) 961-5464

McManis Associates has had extensive experience in serving jurisdictions, as shown by the following:

FOR STATE GOVERNMENTS

State of South Carolina

- *South Carolina Office of Health and Human Resource Development.* We are assisting this office to strategically plan for the provision of improved health and social services to the people of South Carolina.

- *South Carolina Technical Education System.* McManis Associates conducted a wide range of consultative services for TEC. We developed a state-wide organization structure and policies and procedures manual, and designed a management information system for this organization of 1,500 employees with an annual operating budget in excess of $2 million.

- *South Carolina Employment Security Commission.* We are currently assisting the Commission to clarify its role and to lead the Agency in preparing for the Comprehensive Manpower Program and Manpower Revenue Sharing.

- *South Carolina State Development Board.* We executed a management study to improve the organizational and operating practicies of the Board and its supporting staff.

To evaluate our assistance to the State of South Carolina, we urge you to contact:

Dr. Jack David
Special Assistant to the Governor
(803) 758-3261

State of Arkansas

- We developed a plan of action for Governor Bumpers to reorganize the state's 167 agencies into thirteen departments.

State of Delaware

- *Office of the Governor.* We are currently assisting the Governor of Delaware in the design and implementation of an information/evaluation system within those state agencies which can have an impact on changing the environment conducive to crime.

- *Department of Health and Social Services.* We interviewed key staff of the 1,500-man department to determine optimum methods of introducing systems analysis methodology to various sectors, and established the Office of Program Analysis.

State of Kentucky

- *Ten Cities and Townships in Kentucky.* Through a joint grant, McManis Associates was retained to provide on-site consulting services to the mayors and city

officials in ten Class II-V cities in order to identify the major problems facing these administrative organizations. A series of management development seminars was designed to assist the mayors, city managers, and agency heads in strengthening their management skills to cope with their problems.

- *Comprehensive Health Planning Commission.* We designed a framework for a management information system to provide information to decision-makers concerned with providing health services to the citizens of the Commonwealth.

State of North Carolina

- We are currently assisting the Division of Community Services of the State Department of Natural and Economic Resources in the planning and implementation of orientation workshops on community development revenue sharing (CDRS). A series of five workshops is envisioned for twenty-seven non-metropolitan communities in North Carolina to guide them in establishing the comprehensive planning and management process which will be required for them to qualify for CDRS.

State of Texas

- We are currently assisting the Texas State Department of Community Affairs to help prepare the state for community development revenue sharing. Recommendations are also being developed on the role which the department might assume to assist local units of government in preparing for community development revenue sharing.

FOR COUNTY GOVERNMENTS

Colleton County, South Carolina

- *City-County Consolidation Study.*

Hall County, Georgia

- McManis Associates assisted Hall County and the City of Gainesville to think through the advantages and disadvantages of a city-county consolidation. Opportunities for joint use of facilities and public safety, human services, municipal administrative services, etc., were evaluated.

Prince Georges County, Maryland

- We conducted a comprehensive study of the county's Community College System, including an in-depth management study of the governing board and the internal administration of the existing college system. We also developed a master plan for the opening of additional campuses in the county.

FOR LARGE CITIES

Cleveland, Ohio

- For Mayor Ralph Perk, we are conducting an organizational effectiveness review of the city generally, and specifically for its significantly expanded responsibilities under the Administration's proposed Better Communities Act. This study should lead to a number of organizational and program improvements in the administration of the city's redevelopment and related physical improvement activities.

  For information, contact:

  Mr. Neil McGinness, Director
  Community Development Department
  (216) 694-2790

Milwaukee, Wisconsin

- For Mayor Henry Maier, McManis Associates is assessing ways to strengthen the managerial capacity of this strong-council/weak-mayor form of government. In addition, we have diagnosed the city's organizational and staffing capacity to administer a considerably expanded community development thrust. This analysis included an assessment of the discretionary authority of a "first-class" city under existing Wisconsin statutes, and of possible areas for improvement. To the extent feasible, organization changes and processes for establishing priorities and budgeting federal resources will be consolidated with regular city management practices.

  Please contact:

  Mr. Patrick McLaughlin
  Special Assistant to the Mayor
  (414) 278-2201

New Orleans, Louisiana

- We are currently engaged by the City of New Orleans to determine the steps which need to be taken in order to implement community development capability. This engagement includes an in-depth analysis and evaluation of the Model Cities Program in New Orleans and a review of the relationship between the program and the city's other agencies and departments. Recommendations will be provided for the most desirable approach to be followed to provide comprehensive planning, program management, project monitoring and evaluation capacity to the City of New Orleans.

  For information, please contact:

  The Honorable Moon Landrieu
  Mayor of the City of New Orleans
  (504) 522-6191

Tampa, Florida

- The City of Tampa has had a continuing relationship with McManis Associates over the last several years. We are currently assisting the city to establish a Metropolitan Development Agency (MDA) which consolidates the planning, monitoring and evaluation of all federal programs, and the operation of several agencies, under the MDA, such as urban renewal. Other representative tasks, with concurrent training of city staff, have included: development of a comprehensive work program; organization and management study of administrative services, personnel, and fiscal operations; assistance in planning strategy of first and second action year plans; staff development seminars for information planning and staff evaluation to upgrade management skills on a city-wide basis; design of a citizen attitude evaluation system to obtain citizen reactions to MDA projects; review of organization structures and operating practices throughout the U.S. for incorporation into the Tampa Citizen Participation Program; design and implementation of fiscal management procedures; salary survey for comparison with City Demonstration Agencies throughout the nation; design of an information system to report timely information on activities of the citizen participation component; and general management counsel to the city and MDA executive staff on a wide range of areas, such as impact of Circular A-87 and possible implications of revenue sharing.

  For information, please contact:

  Mr. Dick Greco
  Former Mayor of the City of Tampa
  (813) 223-8181

Charlotte, North Carolina

- McManis Associates was retained by the mayor and city manager of Charlotte to conduct a CDA organization and city relationship study to facilitate an integration of CDA and city operations; assisted in a review evaluation of first action year projects; developed a work program for second action year plan and a research design (and supporting information system) to evaluate second action year projects; prepared a policies and procedures manual (fiscal, personnel, administrative, etc.) to ensure compatibility with city regulations; designed and implemented a personnel performance appraisal system.

Daytona Beach, Florida

- McManis Associates has now completed a study of the organization and procedures of the city. The outcome of this is a definitive set of policies and procedures contained in a new manual.

  For information, please contact:

  Mr. Martin Gainer
  Assistant City Manager
  (904) 252-6461

Durham, North Carolina

- We have recently completed a project for the City of Durham to determine the changes necessary to strengthen the city's management systems and organization structure so that the city can more effectively use all available resources (including Better Communities Act funds when enacted) to meet the needs of its residents. This project involved a comprehensive analysis of enabling North Carolina statutes.

  For information, please contact:

  Mr. Harding Hughes
  City Manager
  (919) 688-1358

Erie, Pennsylvania

- We are currently developing a plan of action for improving the city's planning and management capacity so that it can use federal, state, and local funds to achieve a single set of objectives and priorities. This engagement includes design and implementation of a policy planning process and a strengthened budget system.

  For information, please contact:

  The Honorable Louis Tullio
  Mayor of the City of Erie
  (814) 456-8561

Huntsville, Alabama

- For Mayor Joe Davis, we are conducting a revenue forecasting and mobilization study to cover the expected costs of environmental and other costs. Among the anticipated cost increases are those for increased sanitary landfills and water treatment facilities capacity. One finding of this study is the availability of new financing arrangements for proposed, long-term landfills.

  For information, please contact:

  The Honorable Joe Davis
  Mayor of the City of Huntsville
  (205) 539-9612

Kansas City (Missouri) City Demonstration Agency

- McManis Associates conducted an organization for administration study and identified tasks to be accomplished to improve the effectiveness of the Model Cities Program in order to begin preparing the agency and its $17 million program for eventual integration into the city structure.

  For information, please contact:

  Mr. James Threatt, Director
  Model Cities Program, Washington, D. C.
  (formerly, Director, Kansas City
  City Demonstration Agency
  (202) 629-3823

Paterson, New Jersey

- Retained by the mayor, McManis Associates identified opportunities for modernization of the current city government in preparation for revenue sharing. Further, we completed a functional analysis of the organizational structure, roles and missions of the departments, an assessment of planning on a city-wide basis, and the identification of other possible changes to strengthen the management capacity of the Office of the Mayor.

  For information, please contact:

  Mr. Arthur Dwyer
  Former Mayor of the City of Paterson
  (201) 961-8094

Las Cruces, New Mexico

- We have been asked to provide general management improvement assistance and to strengthen the city to play a lead role under fresh, new forms of revenue sharing. Further, we have been specifically assisting the city in reorganizing its Public Safety Department.

  For information, please contact:

  Mr. Tony Vasilakis
  City Manager
  (505) 524-8671

Saginaw, Michigan

- Saginaw, a city of over 50,000, engaged McManis Associates to develop a transition strategy for the city and its Model Cities Department. This will assure that the planning and management process inherent in Model Citieis is incorporated into the city's community development efforts.

  For information, please contact:

  Mr. Edward Potthoff
  City Manager
  (517) 753-5411

Salt Lake City, Utah

- For Mayor Jake Garn, McManis Associates has been retained to find ways to modernize the management practices of the city and to generally prepare it for new forms of revenue sharing. Already, this has produced a number of recommendations to strengthen the operation and prepardeness of the city.

  For information, please contact:

  The Honorable Jake Garn
  Mayor of the City of Salt Lake City
  (801) 328-7893

Tallahassee, Florida

- We are currently assisting the city to develop an integrated community development needs assessment process and an improved monitoring and financial control system. This mechanism could be used by the city to plan its growth, assess priorities and keep track of departmental performance. One by-product of this mechanism is the ability to assess the impact and to track initial issues of any form of development upon public facilities and upon the environment.

  For information, please contact:

  The Honorable Joan Heggen
  Mayor of the City of Tallahassee
  (904) 224-9181

Trenton, New Jersey

- McManis Associates has been retained to strengthen the management of the city by implementing a performance budgeting capability as well as an improved grants management mechanism. This capacity should permit the city to anticipate needs and to be better able to respond to them. For example, this capacity should permit the city to forecast the needs for landfill and to program them.

  For information, please contact:

  Mr. Brian Baxter
  Business Administrator
  (609) 392-3441

Washington, D. C.

- McManis Associates is currently assisting the city government of the District of Columbia in implementing a program of planning-programming-budgeting in the city. In addition to implementing the PPB in their Criminal Justice System, we have provided seminars and individual training and instruction for the city's professional staff connected with this engagement. A "systems team" approach is being used.

  For information, please contact:

  Ms. Donna McGough
  Office of Budget and Financial Management
  (202) 629-5076

Wilmington, North Carolina

- Wilmington, a city of 47,000, retained us to conduct an operational effectiveness review of the overall city government. This has involved a diagnosis of each traditional city department, including the Departments of Public Works, Planning and Public Safety. In addition, a review was conducted of the Redevelopment Commission and the Housing Authority.

  For information, please contact:

  Mr. John Jones
  City Manager
  (919) 762-4323

McManis Associates is also serving, or has recently served, other organizations including the International City Management Association, Wilmington Urban Coalition, Bowie (Maryland) State College, Tuskegee Institute, Washington Metropolitan Area Jobs Council, Pennsylvania State University, Oklahoma Industrial Development and Park Department, American Association for Higher Education, and many others.

QUALIFICATIONS OF THE ASSIGNED PROFESSIONAL STAFF

Based on our analysis of the contemplated project and our related experience in working with states, we believe this project requires people who have:

- *Thorough understanding of the historical and legislative background surrounding the Coastal Zone Management Program, so as to be able to "hit the ground" running.*
- *Knowledge of traditional and special means to develop the capacity of local planners and managers, through a variety of intervention and training and technical assistance mechanisms.*
- *Appreciation of management and administrative challenges facing the states, particularly of the planning and administrative mechanism needed by the states to support this program.*
- *Past experience with similar federal programs (i.e., HUD's "701" program) and of the approximately 133 other federal programs interlocking with this program.*
- *Practical understanding of the implications of the President's "New Federalism," the Intergovernmental Cooperation Act of 1968, OMB Circulars A-87 and A-102, and the Integrated Grant Applications Program.*

A unique combination of local government and environmental management expertise is reflected in the professional staff. Among our qualifications we boast a former California mayor; Under Secretary of the Department of Housing and Urban Development; Director of Planning and Administation for the State of South Carolina; Legislative Representative before Congress on land use and coastal zones; Dade County Assistant Manager; and EPA research specialist. We bring this experience, as well as a high degree of motivation and interest, to the project. An organization chart follows on the next page as ***Exhibit 3-A***.

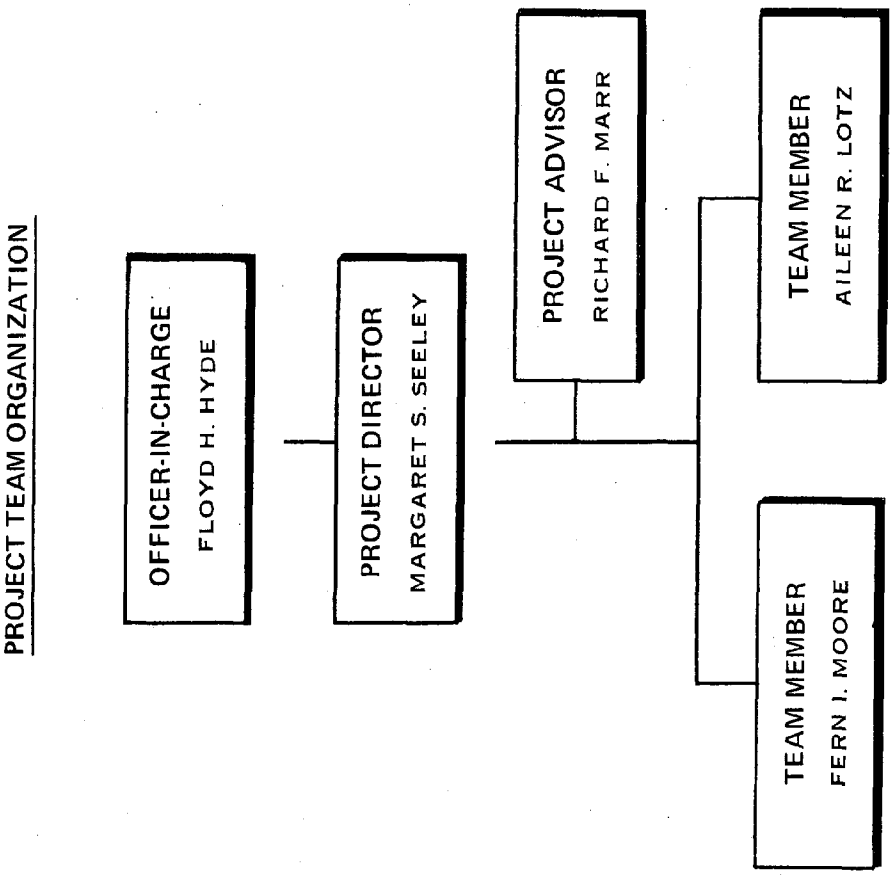
FLOYD H. HYDE

Officer-in-Charge

Mr. Hyde obtained his BA at Fresno State University and his JD at the University of Southern California.

Exhibit 3-A

PROJECT TEAM ORGANIZATION



He has had extensive experience working with people at all levels of government. This experience was gained as:

- *Senior Vice President for Urban Affairs at McManis Associates, Inc.*
- *Under Secretary of the Department of Housing and Urban Development.*
- *Assistant Secretary for Model Cities and Community Development at HUD.*
- *Vice President of the National League of Cities*
- *Mayor of Fresno, California.*

Mr. Hyde is currently a Visiting Lecturer in City Planning and Urban Affairs at Harvard University, a Visiting Scholar for Public Affairs at Texas Southern University, a member of the Advisory Committee on "State and Local Government: Problems and Prospects", chaired by the Honorable Elliot Richardson at the Woodrow Wilson International Center for Scholars, and a member of the steering committee of the National Urban Coalition.

Examples of Mr. Hyde's work are:

- ***DOA/Office of the Under Secretary.*** *Assisted in conducting a Department-wide training seminar on Management By Objectives.*

- ***HUD/Office of the Under Secretary and Assistant Secretary.*** *Chief architect of the community development legislation now pending in Congress. Administered Model Cities and all community facilities (water and sewer, open space, rehabilitation, urban renewal, etc.) grant programs.*

- ***City of Fresno, California.*** *Directed major physical and human redevelopment programs.*

MARGARET S. SEELEY

Project Director

Ms. Seeley obtained her BA from Syracuse University and her MPA from George Washington University.

She has worked extensively with federal and local (city and county) governments such as:

- *A senior associate with McManis Associates, Inc.*

- *Director of Special Services at the National Association of Counties and national cochairman of Growth Management Conference. Also at NACo, Project Director of grant from OMB to evaluate HUD 701 program for state and local governments.*

- *Legislative Representative for Land Use and Coastal Zone Management at NACo.*
- *Administrative Assistant (responsible for federal program coordination) to the President of Executive Systems Corporation.*
- *Legislative Assistant for the Minority Staff of the Housing Subcommittee of the Banking and Currency Committee.*

Some representative studies she has done are:

- ***Old West Regional Commission.*** Responsible for providing technical assistance to OWRC staff and for developing a region-wide socio-economic development plan, for the states of North Dakota, South Dakota, Nebraska, Wyoming and Montana. As coal promises to be an energy alternative, this region expects to significantly increase population and industrial potential.
- ***Director of Special Services/National Association of Counties.*** Served as National Cochairman of the ICMA/NACo Growth Management Conference. Wrote the Land Use and Growth Management Outline for city and county officials. Acted as staff member to NACo Planning Directors affiliate and NACo Land Use Steering Committee.
- ***Legislative Representative/NACo.*** Acted as chief NACo advocate for Land Use Planning Act and Coastal Zone Management Act. Testified before the Senate Subcommittee on Oceans and Atmosphere of the Senate Committee on Commerce. Staff liaison to NACo's Environmental Quality Steering Committee.
- ***OMB/Office of the Director.*** As Project Director of grant to public interest groups under Federal Assistance Review to determine the effectiveness of categorical grnat programs to state and local governments. Five states, counties and cities each were interviewed on their use of HUD "701", HUD Water and Sewer and DOI Bureau of Outdoor Recreation funds.
- ***OEO/Division of State and Local Government.*** As Project Director of a demonstration grant to explore methods of encouraging community action agencies and local governments (cities and counties) to better coordinate human services (day care, manpower, senior citizens, health and housing) programs and resources in light of "New Federalism" – decentralization of federal authority to local governments, general revenue sharing and OEO phase-out. The one-year demonstration involved 13 CAA's and 3-city and county governments in every federal region. The grant was renewed at eight times its original funding level and is currently being administered by eight State Associations of Counties. Five demonstration sites dealth exclusively with manpower.

- *Rural County Service Center, National Association of Counties.* Director of the Center, an information and technical assistance clearinghouse for all federal programs affecting counties of less than 50,000 population.

- *Executive Systems Corporation.* Researched and coordinated federal efforts in program management, manpower, health and housing services, particularly beneficial to migrant workers and Indians. Developed a compendium of federal aid available to migrants.

- *U.S. House of Represenatatives.* As legislative assistant for the Minority Staff of the Housing Subcommittee of the Banking and Currency Committee, developed and researched housing goals, Model Cities and New Communities legislation, and guidelines for low and moderate income housing.

RICHARD F. MARR

Project Advisor

Mr. Marr obtained his BA from Yale University and participated in the Urban Intern Program at Union Theological Seminary.

He has a wide range of experience with state and local governments. This experience was gained as:

- *A senior associate with McManis Associates, Inc.*
- *Director of the Division of Administration in the Office of the Governor of the State of South Carolina.*
- *A consultant and branch manager on the staff of Abt Associates, Inc.*
- *An assistant to the Mayor of Boston.*

Representative examples of Mr. Marr's work include:

- *EPA/Office of Education and Manpower Planning.* Conduct a study to determine the environmental education needs of environmental administraotrs. Development of a survey instrument sent to over 500 administrators throughout the country.

- *Salt Lake City, Utah.* Analyze the management and organizational procedures of the Salt Lake City government. Responsible for developing recommendations for improving a broad range of administrative practices and organizational structures.

- *Old West Regional Commission.* Responsible for providing technical assistance to Commission staff for the development of a region-wide economic development plan. This included development of projects to implement the plan and contracting procedures.

- *Office of the Governor/State of South Carolina.* Responsible for organization of the Coastal Zone Planning and Management Council which will recommend and administer a planning and management program designed to promote "public health, safety, and welfare in the maximum beneficial use of the South Carolina coastal zone."

- *Office of the Governor/State of South Carolina.* Responsible for organization of State Land Use Planning Committee which identified the preservation and use of wetlands as a high-priority problem for South Carolina. Monitored the work program for the governor.

- *Office of the Governor/State of South Carolina.* Served as Director of Division of Administration and director of state planning agency. Responsible for management of all agency tasks and personnel. Acted as commissioner of Manpower and Organization Development. Directed the state-wide PEP and CAMPS programs. Responsible for the development and implementation of the Comprehensive Manpower Program.

- *Abt Associates, Inc.* Served as branch manager of the Atlanta, Georgia office where he supervised staff of twenty professionals involved in multiple engagements. Responsible for CEP II Technical Assistance Project for Region IV. Acted as liaison with the Regional Office – DOL. Team leader for the COMO (Comprehensive Model of ES Local Office) evaluation project. Conducted evaluation of model employment service operation. Served as project manager for multiple engagements with local governments.

- *City of Boston/Office of the Mayor.* Served as assistant tot he mayor. Responsible for staff assignments in conjunction iwth areas of human resources, pollution control and transportation. Developed affirmative action program for the city.

- *Action for Boston Community Development.* Served as senior analyst responsible for development of information retrieval and program budgeting systems.

- *City of New York/Human Resources Administration.* Served as assistant to first deputy administrator. Responsible for budgetary review for all programs vested in the administration. This included human development activities, welfare and education at budgeted levels in excess of $3 billion annually.

AILEEN R. LOTZ

Team Member

Ms. Lotz received her BA from the University of Miami. She is presently pursuing graduate studies at Florida Atlantic University.

She has a wide range of experience in local government specializing in urban environmental management. Ms. Lotz gained this experience as:

- *A consultant with the Joint Center for Environmental and Urban Problems in Florida.*
- *An editor of Florida Environmental and Urban Issues.*
- *An active member of the Environmental Land Management Committee.*
- *An active member of the Community Development Steering Committee of the National Association of Counties.*
- *A Senior Administrative Assistant in the Metropolitan Dade County Manager's Office.*

Ms. Lotz's work experience includes:

- ***Joint Centers for Environmental and Urban Problems/For Florida Atlantic University and Florida International University***. Editor of ***Florida Environmental and Urban Issues*** magazine to which she also contributed several articles. Participated in study of Florida's sixteen largest counties for Commission on Local Government. Assisted in planning for "Florida 2000" Governor's Conference on growth and the enviornment.
- ***County Manager's Office/Metropolitan Dade County***. Served as county liaison to Florida State offices: Coastal Zone Coordinating Council; Division of State Planning; and Southeast Florida Flood Control District. Negotiated acquisition of mangrove swamp with BOR/DOI and in conjunction with county park and public works officials, developed the bulkhead protection plan for the swamp.
- ***Private Consultant***. Drafted the charters for Martin County and the cities of Boca Raton and Sanibel as well as developed a report on alternatives and implications of non-charter government.

FERN INGRID MOORE

Team Member

Ms. Moore received her BA from the State University of New York at Stony Brook and pursued graduate work at Georgetown University.

She has a wide range of research experience with the federal government and private industry. This experience was gained as:

- *A research associate with McManis Associates, Inc.*
- *A research docent with the Smithsonian Institution.*
- *An editor and chemical technician at the Tata Institute of Fundamental Research in Bombay, India.*
- *An assistant to the legal advisor to the National Bureau for Lathing and Plastering.*

Examples of Ms. Moore's work include:

- *EPA/Office of Education and Manpower Planning.* Assisted in conducting a survey of over 2,500 public lawyers throughout the nation to determine environmental training needs. Developed the survey instrument and worked with a computer company to code it. Selected over 400 of the lawyers surveyed and personally contacted them. Handled all practical aspects of the survey administration and processing. Conducted a library search of over 2,400 published articles to locate those pertinent to environmental training programs.

- *EPA/OEMP.* Presently conducting a survey of over 500 enviornmental administrators throughout the country to determine their needs in enforcing environmental law. Assisted in survey development. Responsible for survey administration, processing, and results. Selected all administrators who received the survey.

C Z background

→ no breakout of man mos. by person

10 man mos.
person mos.

- mostly health care
community dev.
human relations
etc wrt
experience +
city management
+ organizing

→ Seeley seems to have a good ~~[illegible]~~ background
but co. ~~[illegible]~~ hasn't ~~[illegible]~~ gotten wet

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