

James I. Masters

**A. An Expert in the History, Philosophy, Mission, Governance, Programs, Strategies and Management of Community Action Agencies.**

Mr. Masters has more than forty-six years of success working for and with Community Action Agencies, their associations and state and federal funding agencies, from OEO to CSA and OCS. He has constructive working relationships with the NASCSP, CAP (NACAA), NCAF, NHSA, State CSBG Directors, and Regional and State CAA Associations.

He has designed and conducted hundreds of workshops and Board retreats. Mr. Masters helps CAA's:

- create a challenging vision and values,
- invigorate their agency mission,
- stimulate innovation and leadership,
- enhance the knowledge and skills of staff,
- develop new anti-poverty strategies,
- develop profit-making ventures that benefit the agency and low-income people,
- create marketing and public relations campaigns,
- develop practical ideas to produce immediate improvements,
- solve problems and manage change.

**B. Skills.**

Mr. Masters is a change agent. He directs or provides a full range of planning, strategy development, training and change-management services. These include:

- analyzing social, economic, demographic and political trends,
- positioning for the future,
- identifying challenging goals,
- creating alternative policies, programs and strategies to achieve desired results,
- preparing action plans for personal and CAA improvement,
- developing approaches to learning what you need to know,
- writing promotional materials,
- facilitating board retreats,
- providing staff and board training,
- developing results and outcome measures that work.

### C. Customers.

Mr. Masters' customers include CAA's and their state, regional and national associations, and other human-services networks at the federal, state and local levels. Some examples:

- Berkeley Unified School District
- California Community Economic Development Association (CCEDA)
- California Nevada CAA Association (Cal/Neva)
- California State Department of Community Services and Development (formerly the Department of Economic Opportunity)
- City of New York: Budget Bureau, Human Resources Administration, Victim Witness Project, Community Development Agency, Mayor's Office
- City of Berkeley, City Manager's Office & Dept of Public Works
- City of San Francisco, Mayor's Office
- D.H.H.S. Office of Community Services
- Los Angeles County Community Services Department
- Missouri State Department of Community Affairs
- National Association of Area Agencies on Aging
- National Association of Community Action Agencies (Community Action Partnership)
- National Association of Information and Referral Agencies
- National Association of State Community Services Programs
- National Association of State Units on Aging
- National Community Action Foundation
- National Congress for Community Economic Development (NCCED)
- National Council of Community Mental Health Centers
- National Council on Aging
- National Energy Assistance Directors Association (LIHEAP)
- National Governors' Association
- Office of Economic Opportunity (VISTA, Job Corps, CAP)
- Ohio Department of Human Services
- Oklahoma Department of Economic and Community Development
- OMB Watch
- Oregon Department of Human Resources
- Regional CAA Associations: Regions I, II, III, IV, V, VII, VIII, IX, X.
- State CAA Associations in:
  - New York, Maine, California, Indiana, Michigan, Wisconsin, Missouri, Arizona, Washington, Oregon, Florida, Iowa, Utah, Idaho, Nebraska, Kentucky.
  - Dozens of individual CAA's, for example: Los Angeles County, Dallas County Texas CAA, United Planning Organization (D.C.), and many more.
- Texas Department of Community Affairs
- United Way of America
- United Way of the Bay Area
- Washington State Department of Community Development.

#### **D. Examples of Major Change Oriented Projects.**

**Former Interim Executive Director**, Community Action of Ventura County, CA. May 30 to September 17, 2012. Corrected many problems in policies and procedures, improved board –staff relations, initiated two social enterprises, shifted WX programs to piecework using contractors, managed the process to hire the permanent Executive Director.

**Codesigner and trainer**, with Rick Breeze-Martin, of Learning Institutes for Community Action. These 2012 Institutes focused on core competencies for CAA’s. Delivered a version of this as a pre-conference intensive for the 2012 National Convention.

**Former Interim Executive Director**, Community Action Agency of San Mateo County, CA. Starting in October, 2008, this CAA had numerous findings from State CSBG Office (CSD) monitoring reports on Energy Programs and on the CSBG program, and audits on Energy Programs and the CSBG Program (4 reports). Mr. Masters started as the Deputy Director for Planning and Programs in May of 2009 to be the team leader coordinating the turnaround work of Administrative staff, Board members, CPA’s from WIPFLI, 2 attorneys, and 1 other CPA. Dozens of findings have been corrected. In September, he became the Interim Executive Director. He had three charges in addition to the normal ED responsibilities. They were (1) get off “high risk,” (2) avoid bankruptcy, and (3) recruit a new ED. CAASM was removed from “high risk” on January 12, 2010 and received CSBG ARRA “Stimulus” funds. However, in April, 2010 Governor Schwarzenegger forced out State CSD Director Lloyd Throne and put in a new management team who decided not to continue the repair work that was underway. They terminated funding the CAASM as of May 12, 2010, and all staff were laid off as of May 16, 2010.

**Co-Project Director** for the National Symposium on Poverty and Economic Security that was held in May, 2007, sponsored by the Community Action Partnership (CAP) and the National Association of State Community Services Programs (NASCSPP). The Symposium was part of a “New National Conversation on Poverty and Economic Security” and has been described as a “design charrette” to identify national goals, accountability measures and strategies for the next ten to twenty years. Tasks included: help identify and recruit 20 organizations and individuals to be on the Advisory Committee; manage preparation of background materials on the economy, social values, and demographic trends; and prepare assessments of the effectiveness of anti-poverty strategies currently in use in the U.S. and the rest of the world.

**Consultant/designer** for the Unity Summit sponsored by CAP, NASCSPP NCAF, and CAPLAW held in Boston in July of 2005. Created the framework, drafted the process guidance materials and the ‘job descriptions’ for the facilitators, helped identify the facilitators and resource people, and conducted orientation of the facilitators.

**Principal Consultant** on anti-poverty definitions and measurement for the HHS/OCS project to develop a 21<sup>st</sup> Century Model to Reduce Poverty. Funded by OCS, this project

involved over 100 national organizations in a series of retreats at the Aspen Institute. The report from this 2-year long project can be found at [www.cencomfut.com](http://www.cencomfut.com)

**Consultant** to the Move-the-Mountain group to develop formats and processes for states or communities to use to develop plans to end poverty. As a board member of MtM, helped create partnerships with Ruby Payne's Aha! Process, and Wider Opportunities for Women to expand Circles of Support.

**Participant** in the project to create a Master Plan to End Poverty in California created by the California State Legislature under the leadership of Senator Richard Alarcon. Member, Community Economic Development Task Force.

**Co-designer**, with Rick-Breeze-Martin, the Strength Based Needs Assessment (SBNA) methodology to help CAA's. This is funded by OCS to Cal-Neva, and operates with advice from CSD. We help the local agency conduct the SBNA and create a three-year capacity building plan. We have worked with five CAA's in California.

**Task Force Leader** for the National Congress for Community Economic Development to identify and assess results and outcome measures currently in use by Community Development Corporations. Meeting Planner for the NCCED annual conferences in 2003, 2004 and 2005.

**Consultant/Member** of the H.H.S. O.C.S. Monitoring and Assessment Task Force that created the Results Oriented Management and Accountability system (ROMA). Assisted H.H.S. and the Community Services network on development of outcome measures for the Community Services Block Grant, and on development of a customer satisfaction measurement methods. Member of the T&TA Subcommittee.

**Consultant/Member of the Advisory Committee** on National ROMA Peer-To-Peer Training Program. This is funded by HHS/OCS through the Community Action Association of Pennsylvania and is known as the "Virtual Outcomes College." This project is managed by Fred Richmond and CAMP.

Assisted the USDA on implementation of the **Government Performance and Results Act** (GPRA) which requires development of strategic plans and results/outcome measures. Facilitated development of the USDA Farmer's Home Administration's multi-year Strategic Plan in 1994 and the five-year Rural Development Mission Area Strategic Plan in 1995 and 1996. Designed the process and the agendas. Facilitated the planning retreats attended by the political appointees and senior civil servants; helped prepare the reports and action plans.

Assisted the National Association of Community Action Agencies on their **National Dialogue Project**. Many CAA's conducted local "town meetings." 1996, 2000, 2004. Helped plan and implement the **National Forums on Poverty**.

**National Reporting System for the Community Services Block Grant.** Project Director for the design, installation and operation of the CSBG Information System in collaboration with the N.G.A. and NASCSP. 1983-1987. Praised by David Bradley (NCAF) and the General Accounting Office.

In a joint venture with the Reinventing Government Network and the Public Strategies Group we conducted a series of workshops in 1996 and 1997 on applying the principles of **Reinventing Government** to state and local government operations. Speakers include David Osborne, former Oregon Governor Barbara Roberts, and others.

Assisted the Policy and Planning Unit of the USDA Rural Development Mission Area to establish **methods for creating priorities among 51 change-oriented projects.**

Assisted the USDA Under Secretary for Rural Development and her Executive Council to develop **an implementation plan** for the Rural Community Assistance Program, a new strategy and organizational approach created by the 1995 “Farm Bill” to change Federal lending operations in rural areas into a partnership between the USDA, the governors, other rural development organizations and community-based organizations. Trained the State Office Directors and other personnel on strategic planning to help them prepare the 50 state-level strategic plans. Wrote the “model” state plan for use in the training.

Developed and managed the **Food Stamp Alert** in New York City, to increase applicants to the Food Stamp Program. Used radio commercials, television shows, subway and bus posters, shopping-bag inserts and outreach through community groups. Over 40,000 people applied for Food Stamps as a result of this campaign. Yeah!

**Advisor** to the Berkeley City Manager’s Office on Team Building. Facilitator for the Berkeley City Manager’s Office **Management Team Retreat.**

Consultant on design and facilitator for the Berkeley Department of Public Works ongoing **team-building process.** Assist in creation of front-line work team. Help them to acquire the knowledge and skills to function on more of a self-directed basis. Assist the Council for Change and the management structure to devise policies, procedures and training to support the development of teams. Conducted workshops for sanitation workers on anger management.

**Project Director** for the NACAA “New Partnerships” project to help CAA Associations in California and Florida to develop new expectations about performance standards among CAA’s and to devise new ways to help CAA’s assist others that are having problems. The peer-review, self-evaluation and other instruments developed during that project are included in the H.H.S. funded Evaluation Manual (published by NACAA).

**Principal consultant** to the U.S. Department of Agriculture on implementation of the the rural Empowerment Zone and Enterprise Community Initiative. Drafted the planning guidance, selection criteria, trained the proposal reviewers.

Project Manager and **Training Director** for nationwide installation of the Grantee Program Management System in 932 CAA's. Over 8,000 people received training from over 100 trainers. This was a three-year project on which I worked as a consultant approximately half-time.

Chaired the planning committee that created the **comprehensive facility plan for seismic upgrading and rehabilitation** of all schools in the Berkeley Unified School District. Co-chaired the bond campaign. Over 70% of voters voted YES and approved a \$158,000,000 bond measure. Hired as facilitator for the subsequent community-based planning process to change the grade configurations and the anti-discrimination policy.

**Trained 128 agencies** who were members of the United Way of the Bay Area agencies **in strategic planning**; helped to review their strategic plans.

**Cofounder**, along with Henry Mestre and Michael Freedland, of the California Community Economic Development Association (CCEDA) the trade association of Community Development Corporations in California. **Conference Planner and Manager** for their annual teaching-and-learning events, 1989, 1992, 1993, 1996 – 2008. Received a Lifetime Achievement Award in 2008.

**Team Leader for evaluation** of several rural CAA's and large city CAA's in the 1960's, including Des Moines, IA and St. Louis, MO. These were the days when a team of 15 people would go to the CAA for a week and evaluate all aspects of its operations.

**Team leader** for the Dallas, TX CAA collapse and rebuild in 1992. This CAA had a spectacular scandal, Board disintegration, theft of funds, indictment of several staff, firing of many staff, loss of sponsorship of many programs, questioned and disallowed costs in the amount of hundreds of thousands of dollars -- just about everything that could go wrong. I went to Dallas several times at the request of H.H.S., NACAA and the Court Appointed Receiver to assist in development of a plan and implementation of a plan to rebuild the CAA.

Conducted on-site Board training for California County CAA's including Riverside, San Bernardino, San Mateo, Los Angeles, Contra Costa, Butte, and Humboldt. Conducted on-site Board Training for city CAA's including Los Angeles and San Francisco.

#### **E. Examples of Conference Management and Seminar Development.**

Develop and deliver workshops at CAP (NACAA) Annual Conventions and State and Regional CAA Association meetings. Described by Ed Block, former NACAA Executive Director, as "Community action's man for all seasons" and as "One of the foremost trainers in the community action network."

Developed and delivered a ½ day workshop on "The History of Community Action" for NASCSP in October, 2008. All the participants were the staff of HHS/OCS.

Developed a two-day open-market seminar **Leadership for CAA's** with co-trainers Mary Ann Vandemark, Lois Carson, James Norman and John Johnston.

Developed and presented open-market seminars on **Strategic Planning, Results and Outcomes for Head Start Programs**.

Developed and manage the **Summer Institutes on Case Management and Family Development** for Head Start programs. We are in the twelfth year of these Institute. There are four different Institutes. Each is four-days long, and each offers 3 college credits from California State University East Bay (at Hayward), or CEU's for M.F.T.'s and L.C.S.W.s. I am the instructor of record for 21 college credits from California State University.

**Profit Making for Nonprofits and Social Enterprise.** Contrary to the official mythology of public policy, there will never be enough jobs in the private sector at high wages with benefits for all who want to work. That is the nature of our economic system. Nonprofit organizations can create hybrid organizations called "social enterprises" that provide training, work experience and permanent employment. For some nonprofits, the motive for creating a venture is to generate revenue they can use for other purposes. The Center for Community Futures was started as the profit-making arm of the nonprofit Center for Local and Community Research (of which I was the Executive Director). The CCF was created to sell seminars and publications developed on government grants – after the grant had ended. This product-life extension strategy generated revenue for the CLACR. In 1991, we decided to put CLACR on the shelf and I bought the assets of the CCF. I have operated it as a sole proprietorship since then.

In 1999, I created a training conference on **Social Enterprise**, July 14 -- 17, 1999, for nonprofits to learn how to start and run business ventures to: provide employment; work experience; and to generate revenue for their agency. This was cosponsored by (mostly California) organizations such as CAMEO, CCEDA, Cal-Neva, CRLA, LAFLA. We the second Social Enterprise Conference on November 20—22, 2002. It is cosponsored by the National Economic Development and Law Center, the National Congress for Community Economic Development, and the CA organizations named above. I also published a workbook, available free from [www.cenfomcut.com](http://www.cenfomcut.com), and do training and consulting on this topic.

**Microenterprise Program Development.** During the height of the industrial economy, the general perception of people in America was that everybody should work for a corporation -- with good pay and benefits. Most strategies adopted by the Federal government were focused on helping people get a j-o-b working for somebody else. You were either employed at the large company, or you were unemployed. And, 87% of Americans did work from somebody else. Beginning in the 1970's, it became clear that many people sitting on the sidelines of the industrial economy such as women, minorities, immigrants or who were laid off as the industrial economy began to morph into the information economy, could be self employed. The adoption of approaches initiated by Mohammed Yunis and the Grameen Bank may have happened first in the arena of International development, but in the U.S. we were not far behind. In 1986, I began working with anti-poverty organizations on development of microbusiness programs to import and use the strategies developed in other countries. In the early 1990's, with experts like Lynn

Robson (who ran loan programs in Montana) and Diane Meyerhoff (who ran a training and loan program in Vermont), I created a set of technical assistance materials and a “how to” seminar which was presented several times around the United States. In our Washington D.C. seminar Senator Charles Grassley, R-Iowa, came to the event and shared his ideas for helping welfare recipients start businesses. We have assisted over 50 local agencies to start microbusiness programs.

**Child Care.** I created and managed the Child Care Program Development Conference, March 1-3, 1999, to help local Head Start programs to start or expand both nonprofit and for-profit child care. It was cosponsored by the National Head Start Assn, National Association of CAA’s, the California Head Start Association, and the California State Department of Community Services and Development. About 150 people came to learn how to start child care ventures and programs.

**Developer and Trainer** with John Johnston for two seminars provided by the Community Action Partnership (National Association of Community Action Agencies). They are: “Essentials of Community Action” and “Anti-poverty Planning, Outcomes and ROMA.”

Sponsor of the **Social Enterprise Conference**, a three-day event focused on revenue generating ventures for CAA’s and CDC’s. These took place in 1999 and in 2002

Designed and delivered eight workshops on **Business Opportunities in Weatherization and Preparing a Weatherization-related Business Plan.** Cosponsored with NACAA.

Designed and delivered two-day long workshops for CAA’s on **Marketing Your Services to Utilities**, and on **The Future of Community Action.**

**Conference Planner** and Manager for the California Nevada Community Action Association Annual Conference, 2001.

**Facilitated the curriculum design process** for energy training programs for the Conference on Alternative State and Local Policy. The 26 energy workshops they conducted in various states helped people increase their commitment to alternative energy sources and to initiate new projects not dependent on federal funds.

Event Coordinator for the **National Economic Development and Law Center's 25th anniversary celebration**, January, 1995.

Developed seminars on **Case Management, Assessment and Testing, Evaluation and Training of Trainers** for CAA’s. Work with John Johnston on **Total Quality Management (TQM) for CAA’s.**

Just after the CSBG was passed, I developed and delivered the CSBG implementation workshop at the National Governors' Association **Conferences on Block Grant Implementation.** We did these conferences in six cities.



Designed and moderated the national conference, **Helping the Homeless** in St. Louis. November, 1987. The Center cosponsored this event with the National Community Action Foundation (NCAF) and NACAA.

Packaged and managed 24 **Leadership Development Seminars** for the United Way of the Bay Area, for agency staff and corporate volunteers. We conducted 3 cycles of the seminars, in the Spring of 1988; the Fall of 1988; and the Summer of 1989.

Curriculum planner for the 1991 NACAA and National Head Start Association Conference on **CAA/Head Start** relationship issues.

Conference Designer and Master of Ceremonies for the **JTPA Conference**, cosponsored by the National Alliance of Business and the United Way of the Bay Area.

Event Coordinator and Master of Ceremonies for San Francisco Mayor Art Agnos' **Symposium on Substance Abuse**, June 2, 1988. (1,200 participants.)

Conference Planner for the **HOUSING CALIFORNIA** in 1993 and 1994. Over 1,200 housing developers and homeless program operators attend.

Luncheon Speaker for the California Department of Economic Opportunity's **Energy Conference**, and Banquet Speaker for the Indiana Weatherization Program's Annual Conference, "Critical Choices for the 1990's."

Selected as a **Master Trainer** by H.H.S. to work with a team of 20 people who designed a one-week long "Training of Trainers" curriculum. We then delivered the training on a state-by-state basis to all 50 state offices of alcohol and substance abuse prevention and treatment.

Developed and managed the **Food Stamp Alert** in New York City, to increase applicants to the Food Stamp Program. Used radio commercials, television shows, subway and bus posters, shopping-bag inserts and outreach through community groups. Over 40,000 people applied for Food Stamps as a result of this campaign.

## **F. Examples of Publications.**

**Wrote the History of Community Action Agencies**, published in the Commemorative Program for the NACAA Conference in 1989 which was the 25<sup>th</sup> Anniversary Celebration of the passage of the Economic Opportunity Act of 1964. Re-wrote and updated the **History of Community Action Agencies** for the Commemorative Program for the 2004 NACAA/CAP conference which was the 40<sup>th</sup> anniversary of the passage of the Economic Opportunity Act.

Wrote articles and editorials for the NASCSP newsletter in 2004, 2005 and 2006, such as: *The Current Situation: an Economic, Social Value and Demographic Environmental Scan*,

*Symbiotic Relationships: Programs That Have Them Do Well, and Eliminate the Use of Obsolete Terms: Stop Calling People Clients*

Interviewed Barbara Blum, former President of the American Public Human Service Association and Jule Sugarman, one of the founders of Head Start and former administrator of the New York City HRA and the State of Washington Department of Social Services and wrote the 'past, present and future' article for the APHSA 75<sup>th</sup> Anniversary Program, September, 2004.

Wrote the CAA Executive Directors Manual, published by NACAA in April, 1989, updated, December, 1994.

Wrote and edited the CAA Board Manual, published by NACAA, Fall, 1990.

Wrote and edited the CAA Planning Manual, published by NACAA, Fall, 1990, updated, February, 1995.

Wrote and edited the CAA Marketing Manual, published by NACAA, Fall, 1990.

Wrote and edited the CAA Management Information Systems Manual, published by NACAA, Fall, 1991.

Wrote and edited the CAA Evaluation Manual, published by NACAA, Fall, 1991.

Wrote and edited the CAA Staff Training Manual, published by NACAA, Summer, 1992.

Wrote and edited the New Partnerships Workbook. OCS funded this project to NACAA. I worked with state CAA Associations to develop quality standards that were agreed-upon by the state CSBG office, the State Association and CAA's, and to develop new mechanisms to assist CAA's to meet those standards, and to develop new rapid intervention methods for CAA's that were not.

Project Director for the Emergency Management Series: Lessons Learned from Past Natural Disasters. OCS funded this project to NACAA. I assessed the past responses to natural disasters and offered guidance to CAA's to enhance their role in future disasters.

Prepared Board Training Manuals for CAA's, energy contractors and Limited Purpose Agencies funded by the California Department of Economic Opportunity. Conducted the training, 1988 and 1989.

Conceived, designed and edited the workbooks Profit Making for Nonprofits and Future Trends in Human Services.

Principal Researcher and Author, Implementing the Alcohol, Drug Abuse, and Mental Health Services Block Grant. National Governor's Association.

Conceived, designed and edited the series of Job Training Partnership Act Participation Manuals. Program Structure, Programs and Activities Under JTPA, and Community Based Organization and JTPA.

Developed and published:

the CAA Salary and Benefits Surveys in 1987, 1990, 1993, 1996, 1999, 2002, 2008.

the JTPA Salary Survey in 1991, 1994 and 1997, and 2000.

the Head Start Salary and Benefits Survey in 2000, 2003, 2006, 2009.

Publish Policies on Diskette, over 300 drafts of local policies for local Head Start programs in a word processing format of your choice. Updated annually.

Conduct customer satisfaction surveys for several Head Start programs each year. Design the questionnaires, edit the returns, code them, enter the data, conduct the analysis, and write the reports.

Marketing consultant to University of California at San Francisco, OMB Watch, Professional Conservation Products and Systems, and software companies such as Orion and The Tracker.

#### **G. Personal.**

B.A. Cultural Anthropology, University of Kansas. Two years graduate study, Cultural Anthropology, University of Kansas.

Master of Science in International Business. With Honors. St. Mary's College, Moraga, CA

Certified Community Action Professional (CCAP) from the National Community Action Partnership.,

Certified Economic Development Finance Professional, National Development Council, April 2011.

Certified trainer for the NX Level microbusiness and business startup curricula, University of Colorado at Denver.

U. S. Army, Honorable Discharge.

Board member, Move the Mountain. Currently the Treasurer.

Board member, ISED Solutions.

Board Member. Rotary Club of Berkeley, CA.

Past President, Brooklyn Heights Association, Brooklyn, NY. One of the oldest and largest neighborhood organizations in the United States. Formed in 1910, it has over 1,000 dues-paying members.

Former Vice President and Corporate Secretary, Jayhawk Land Resources. Construction Project Manager on a gut-rehabilitation of a five story building in Brooklyn. Converted a partially burned building into a multi-unit co-op, from acquisition to planning and construction, through issuance of the Certificate of Occupancy, approval of the tax abatements and take-out financing.

Past President, 57 Montague Street Tenants Association, a 110 unit building in Brooklyn, NY that I led through a co-op conversion process.

Past Board Member, West Berkeley Neighborhood Development Corporation. Former Chair of the Economic Development Task Force.

Assisted in numerous community organization and community campaign efforts. Managed the process to develop the plan to rehabilitate all schools in the Berkeley Unified School District. Co-chaired the bond campaign. Over 70% of voters voted YES and approved a \$158,000,000 bond measure.

Traveled to ALL of the 50 states. Traveled to other countries, including:

Australia	France	West Germany	Costa Rica
Bahrain	Hong Kong	Thailand	Peru
Slovenia	Italy	Switzerland	Vietnam
Romania	Japan	Singapore	Serbia
Guadalupe	Mexico	England	Bosnia
St. Lucia	China	Russia (1995, 2000)	India
Sweden	Egypt	Kenya	Turkey
Chile	Argentina	Czech Republic	Brazil
Saipan			

Married to Patricia Ditton, Ph.D. Clinical Psychologist.

## H. Chronological Employment

Field Representative, U.S. Office of Economic Opportunity June, 1966 – May, 1970. Kansas City, Missouri Regional Office

Worked with most of the CAA's in Missouri as their Field Rep, including the St. Louis Human Development Corporation (HDC) (1967 – 1970). I succeeded John Buckstead as the Field Rep for HDC. Worked with Head Start, multi-service centers, youth programs, and employment and training. Served as OEO representative on the Missouri State CAMPS Committee; St. Louis Federal Executive Board, and dozens of Headquarters task forces on T&TA.

Mayoral Appointee

May, 1970 to August, 1975

New York City Government

Special Assistant to the Budget Director,  
then Director of Evaluation in the Human Resources Administration (HRA)  
then Assistant Deputy Administrator for Operations, HRA Department of Community Development

Created and managed a new Department of Community Development, within the New York City HRA. Managed the HRA neighborhood government/service integration project. Created coterminous sub-city boundaries used by all HRA programs. Created district advisory councils district service cabinets chaired by the DCD District Manager. Selected the District Managers and 460 other staff who were located in the 22 new district offices. This was a community-organizing and advocacy agency. I reported both to HRA Administrator Jule Sugarman and to CAA Director Major Owens. We worked with elected officials, city agencies community leaders to create and operate programs in tenant management, consumer education, health care, and improving the operations of community based organizations. Legitimized the concept that MSWs who worked for a city agency should do community organization.

I also supervised the Multiservice Center Unit, which created several comprehensive neighborhood centers which housed dozens of city programs. We used HUD funds for renovation and construction.

Director of Evaluation for the New York City Human Resources Administration. The 36 professionals in this unit conducted evaluations on many programs. When I was promoted to Assistant Deputy Administrator, this unit remained in my department and the new director reported to me. We lifted a lot of rocks and many things crawled out.

Self Employed since August, 1975.