



November 12, 1975

Mr. Richard J. Kernion
Chief Administrative Officer
City of New Orleans
City Hall – 9th Floor
New Orleans, Louisiana 70112

Dear Richie:

The contract between the City of New Orleans and McManis Associates, Inc. which became effective March 1, 1975, terminates on December 31, 1975. Since we are quickly approaching that termination date, I think it appropriate to call to your attention a number of matters which I would characterize as pending and about which you may wish some actions and/or decisions to be taken prior to the completion of our contractual activities. Since our contract identifies the Assistant CAO for Program Development and Coordination as our contact for all contractual activities, I am taking the liberty of sending a copy of this letter to Terry Duvernay so that he will be fully informed of these matters.

(1) Report on Proposed Realignment of Duties Among Executive Staff.

At your request, we examined the duties that were assigned to the Assistant Chief Administrative Officers and to the Executive Assistants to the Mayor and developed a number of recommendations regarding the transfer of certain duties. These findings and recommendations were included in a report dated July 7, 1975, which was submitted to you (and subsequently by you to the members of the Executive Staff). Although several of the recommendations have already been implemented, there has been no formal discussion of that report. If you feel any further discussion is required, you may wish to schedule an appropriate meeting prior to December 31, 1975.

(2) Report on Citizen Complaints About City Personnel.

At your request, we examined the methods and procedures now being utilized for processing and acting upon complaints by citizens about their treatment by City employees. These findings and recommendations are contained in a report dated June 16, 1975, which we submitted to you (and which you later made available to Tony Gagliano and Bob Tucker). Although you have indicated on several occasions

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a desire to have a meeting on this report with Tony, Bob and me, no such meeting has ever been held. Again, if you still feel such a meeting is desirable, you may wish to schedule it prior to December 31, 1975.

(3) Interim Coordinator for Community Development.

On our recommendation, you designated Vince Peuler to serve as interim coordinator for the Community Development program. Vince has, in our view, done a superb job and has helped resolve a number of problems which were clogging the management system as it applies to the CD program. However, Vince's assumption of these duties has always been regarded as temporary, and we fear that should he be left in that position for too long, the role of the coordinator may become a crutch upon which others in the management system will become dependent. Therefore, we believe that a decision should be made in the very near future as to when the interim appointment can be terminated. It would seem appropriate for such termination to occur between December 31st and January 31st.

(4) Problems in Monitoring of CD Programs and Projects.

There continue to be serious problems in carrying out the proper monitoring of CD projects and programs, including capital projects. The details of these problems have been made known to Doug Augustin by Vince Peuler, and their resolution now requires only appropriate action by Doug.

(5) Problem in Program Development and Coordination.

One problem which has been discussed several times previously is the need for Terry Duvernay to have assigned to him an operations supervisor who could relieve him of many daily details and who could act on problems in Terry's absence. While all are agreed to the need for such a person, that position remains unfilled and was stricken from his budget requests for next year.

(6) Problems in Program Development Unit.

Although we have on several occasions discussed the need for additional personnel to be assigned to Rene Steinkamp's unit, no additional personnel have been hired as of this date. However, Rene has somehow managed to eliminate the roadblock which was interfering with the flow of documents from his unit to others in the management system, and the shortage of personnel is not at this moment a critical matter.

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(7) Need for Additional Evaluation Personnel and Training.

One of the specific assignments we have under our existing contract is to provide appropriate training to members of the Evaluation unit. We have been trying to initiate such training since mid-summer and have, on at least two occasions, set specific dates for J. Michael Casey of our staff to be in New Orleans to initiate the training sessions. However, City staff has found it necessary to repeatedly postpone training because of difficulties in obtaining additional Evaluation staff. We consider this a critical matter, not just because of the disrupted training schedule, but because of the inadequate number of personnel currently available to handle the increasing workload of the Evaluation unit. We therefore recommend that action be taken as soon as possible to resolve this problem which has existed for several months. *Although our contractual obligations officially cease on December 31, 1975, we are willing to provide five or six mandays of training assistance to the Evaluation staff beyond the contract termination date as long as said training can be completed by February 15, 1976.*

The above matters are, in our judgment, the most important items pending as we approach the conclusion of the aforementioned contract. I will await word from you as to any specific actions you wish us to take prior to December 31st.

Summary:

Aside from those items, the management system is working reasonably well. The Policy Planning element is extremely well organized, especially as executed by OPPA, and decisions on improving the data base element are in the process of being made by the Executive Staff. The Budgeting component is functioning properly. The Monitoring component still has problems, as mentioned above. Program Development seems to be working productively despite personnel shortages. Evaluation is also functioning well but, because of inadequate manpower, will soon be pressed to keep up with demands. A series of coordinative problems among the various organizational elements have been corrected, thanks largely to the efforts of Vince Peuler.

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If you would like to discuss any of these matters in greater detail, please let me know. For your information, I plan to be in New Orleans on December 1, 2, and 3, and again on December 29, 30, and 31.

Sincerely,

McManis Associates, Inc.

Allan C. Rusten
Director, Public Administration
Division

cc: Terrence R. Duvernay
Assistant Chief Administrative
Officer