

**BUDGET AND FINANCE COMMITTEE**  
**DECEMBER 6, 2011**  
**3:20 P.M.**

Councilwoman Berz, Chairwoman, called the meeting of the Budget and Finance Committee to order with Councilpersons Ladd, Rico, Benson, Gilbert, Scott, Robinson, and Murphy present. Councilman McGary joined the meeting later. City Attorney Michael McMahan and Shirley Crownover, Assistant Clerk to the Council, were also present.

Others present included Dan Johnson, Daisy Madison, Christy Creel, Chief Maffett, Ulystein Oates, Richard Beeland, Dickie Hutsell, Fredia Kitchen and David Crockett.

Chairwoman Berz stated that there would be three topics tonight: A Presentation by United Way regarding Social Services appropriations; Debt Management Policy; and Presentations from the Chamber and Urban League regarding \$75,000 budgetary appropriation.

**UNITED WAY**

Chairwoman Berz stated that United Way was present because of several recommendations regarding Social Service agencies and using United Way to vet these agencies; that United Way had approached us, and she presented a list of Non-Profit and Quasi-Governmental Agencies that is made a part of this minute material. She called on the representative from United Way.

**Mr. Ross Schram** made the presentation, stating that he would outline how they could deliver more effective services. He is on the Allocation Oversight Committee of United Way and would show how they allocated millions of dollars raised with the greatest positive impact. He stated that with him was Eva Dillard and Julie Thompson of United Way; that as Chairwoman Berz had explained, the genesis of this idea came during the Budget and Finance hearings earlier this year; that as he sat in on the hearings, he reflected on different agencies having to present these causes and the Council's job to prioritize the different agencies' requests; that it struck him that there was a more effective and efficient way to invest wisely and professionally in a cost-effective manner. He went on to say that he had worked with Public/Private Economic Development with combined resources going to promote economic development, and he saw no reason not to take this Public/Private Partnership more into the public service arena; that the money could be allocated in a more comprehensive manner using their knowledge and expertise in directing funds to the areas of the greatest need.

Mr. Schram stated that they had had preliminary conversations with Mayor Littlefield, Mayor Copping, and Chairwoman Berz and that Chairwoman Berz had recommended that he come before the Council. He stated that their proposal was straightforward; that they would accept responsibility for allocating funds in each year's Budget for social services; that the agency allocations would be far broader than social services; that true social services were about \$700,000 to \$1 million of the total, and these funds would be allocated on behalf of the City; that Economic Development and the Arts would not be within their scope. He stated that they brought hundreds of volunteers and an expert Staff; that efforts would be made to meet needs in a cost-effective way; that they would encourage collaboration among all and would monitor social services to make sure the system is not abused and there was no gap in services.

Mr. Schram explained that this was a two-stage process; that in 2012, they would review the proposed social service applications and they would be posted on the City's website with the review application, and they would make recommendations to the City as to how this money should be allocated; that if this trial period was successful, in 2013 they could envision the city's design for how much should go to Social Services and these funds would be dedicated to United Way to be allocated; that it makes common sense to combine the Private/Public sector into a single process for better coverage to the community in need of service. He stated that objective results would be used; that they would take into account how the service was doing and how it fits into the network; that there would be a comprehensive approach for better stewards of resources, and they could provide for the Greater Chattanooga to become more self-sufficient and productive. He noted that they had information packets to be handed out.

Councilman Benson commended Mr. Schram and United Way for accepting this challenge and burden in allocating to agencies. He stated that United Way had a very well developed process and had a mechanism in place to do this; that they had a variety of representation and a way to distribute; that they had oversight and required a benefit outcome; that he had been through this when he was with Big Brothers, and he appreciated their sophisticated style, and this would take the politics out of this task; that he was thrilled but would ask that they allow that the Council be able to recommend one or two to the Allocation Committee.

Mr. Schram stated that Councilman Benson had made an elegant presentation, and they would ensure that the funds are properly invested; that they would welcome anyone who was interested in joining the Allocation Committee—that they had three different levels of allocation, one being the Committee that he was on; then they had individual panels; and Community Advisory Boards with leaders of the community.

Councilman Benson stated that when the Allocation Committee made a visit, that the agency was put under scrutiny; that the Council does not have this resource, and this is the main job of United Way.

Mr. Schram stated that Mayor Littlefield had said that government can't do it all; that it takes each working together; that the Council has a lot on their plates, and United Way had a single unified focus; that they were offering to be of assistance and for these social service agencies to be included in the United Way process.

Councilwoman Ladd stated that she could echo the comments made by Councilman Benson; that the Council had sat through Budget sessions gnashing their teeth over agencies—that all of the agencies are worthy, but there are only so many dollars, and this had held the Council up, and that she had suggested giving this duty to United Way and removing the politics from it; that oftentimes Councilmembers vet for personal favorite agencies and agencies are constantly calling Councilmembers, and there is a lot of conflict; that we can remove this element and put it where it belongs; that United Way is best able to see duplication of services and will have a business-like approach—that they are the pros. She asked if an agency would have to be a member of United Way in order to get an appropriation from the City? Mr. Schram responded “no”; that they would work with agencies that are not United Way funded but from the community at large; that anyone receiving funds would be asked to sign an agreement that they would adhere to the reporting requirements.

Secondly, Councilwoman Ladd asked if there would be an administrative cost to the City? Mr. Schram responded that they did not anticipate any cost; that there should be no significant increase in overhead. Councilwoman Ladd stated that our hats were off to them.

Councilwoman Scott wanted to know which agencies would be considered social service agencies and the agencies that we were looking at; if we were going by their list, and she asked Mr. Schram to tell the Council the agencies involved. Mr. Schram stated that this information was available, and he could distribute it.

Councilwoman Scott went on to say that it was common knowledge with city funding that some agencies are excluded from government funding; that she would like to know that if it is a City allocation it would be used for a social service agency within the City; that when a resident says this amount of money is to be used for these agencies, how will the Council be able to answer, wanting to know if it would service all of Hamilton County and everything that United Way covers. She wanted to know if our allocations would be used in the City for City residents—that she was struggling with this. Mr. Schram responded that they would not use these funds for North Georgia; that the funds would be restricted to Hamilton County; that they were looking at the greater community because problems are not limited within a geographic area; that the funds will be used for citizens of Chattanooga but in terms of city contributions only being used for x, y, and z, he could not say.

Councilwoman Scott wanted to know if United Way had approached all of the cities in Hamilton County about this and would they all contribute? Mr. Schram responded that they had previous conversations with Mayor Littlefield and Mayor Coppinger about this being beneficial.

She asked if there was no commitment from other cities? Mr. Schram responded “no” and also no commitment from the City of Chattanooga; that United Way takes a look at the funds and go through the allocation process; that there will be no entitlement for three-year funding, but they will be evaluating for pressing needs; that they would be as pro-active as possible in expending services.

Councilwoman Scott asked if they intended to approach other cities, as they had us, with this option? Mr. Schram responded that he saw no reason not to—that they looked at the entire community in terms of social services—that the more they invested, the less likelihood of using these funds to keep someone incarcerated.

Councilman Rico stated that Councilwoman Scott should recognize that we went to the United Way, not them coming to us. Chairwoman Berz corrected, saying that United Way did come to us. Councilman Rico stated that he agreed with everything Councilman Benson said other than us putting someone on the Allocation Committee—that this would just put politics back in it if we put someone on the committee—that they should leave us out. Mr. Schram explained that they had members that served on the United Way Board of Directors and not the Allocation Committee.

Councilwoman Robinson pointed out that the first name of this organization is “United”; that this Council had engaged in “hair-splitting”, and it had been a very tedious process—that she did not think the citizens that live here are well serviced by this type of “parsing”—that she thought to some extent it was an exercise in futility; that small towns would not be able to be a full partner, and she did not think we should hold this new effort up just because we don’t get little municipalities involved. She stated that she would like to see a model of how this will work and how many organizations will be involved; that she would be interested in seeing how much the County is supporting this—that she would like to see that; that she did think we should have some oversight—that some organizations we fund are tiny and vulnerable; that she did like the idea of us participating; that we need to look at the big picture.

Councilman Murphy stated that this money comes out of payments we make to the United Way, but at the end of the day, this is tax money, and the Council should remember that we are an elected body; that he had heard the recommendations, but he thought this function should remain with us—that he did not know if it would be there in the same way. Mr. Schram responded that he hoped it would not be in the same way; that we were trying to remove that element; that all agencies have compelling stories and someone has to make the tough decisions; that they wanted to fund in a way that would make the biggest impact and would be the most cost-effective and make the quality of life better for each and every one; that this runs contrary to what Councilman Murphy is saying.

Councilman Murphy noted that support for this is significant; that his constituents would be calling him, and he would not want to have to say “this is what United Way decided”.

Councilman Benson agreed that this is tax money and not free will; that we want the politics removed; that he would go along with a Councilmember being on the committee so that we will still have some connection with the people; that the County can support getting various municipalities to join. He stated that his only concern was that the “Fund Raising Window” blocks out at certain times of the year, and he would like them to be more flexible.

Eva Dillard of United Way explained that they had only one fund-raising rule between July 1st and mid November; that asking for corporation support during this time is prohibited. Councilman Benson asked how they would handle this. She responded that there would be no block-out for funding.

Councilman McGary mentioned Allied Arts, which is an umbrella for other organizations; that he did not agree and did not necessarily see United Way acting in this capacity; that one of his more pertinent concerns was seeing who would be funded—that he, like Councilman Murphy, thought handing this over to United Way “carte blanche” was too much; that he would hate to start a precedent. Mr. Schram reminded that economic development is not a part of this. Chairwoman Berz pointed out that this first list is our list and not United Way’s; that this whole conversation is centered around the City and County and who funds what—that unless we have an agreement with the County, it is doomed to fail; that we need to come to a greater agreement as to who we are funding.

Councilman Rico stated that he agreed with everyone to a certain extent; that we are making a decision to let professionals do this because we don’t have the expertise; that they are professionals and are doing an outstanding job.

Chairwoman Berz asked if there was a consensus to proceed with this. Councilwoman Scott questioned if we should not talk more about this. Chairwoman Berz asked if the Council wanted to continue conversation? Councilman Benson stated that he wanted to move towards this. There was a consensus vote to move forward from everyone but Councilman Murphy. Eva Dillard is to contact the Council further.

### **DEBT MANAGEMENT POLICY**

Chairwoman Berz stated that everyone had received the Resolution adopting a Revised Debt Management Policy; that she had heard from no one with further questions; that Councilwoman Scott might not be totally satisfied.

Ms. Madison approached the podium at this time, stating that that she wished to do a Public Hearing regarding the Debt Management Policy and would give a general overview with a power point presentation. She stated that she would try to make it quick; that since the beginning of time, Tennessee Code Annotated (TCA) had had an issue with debt and early in the

1990's our Policy was approved by the Legislative Body; that the State Fund Board had passed a law that puts additional requirements on entities within the State in the interest of transparency and professional assistance with transactions; that we had edited our Policy to adhere with the State. She then proceeded to go over the Power Point Presentation, page by page, and this Report is made a part of this minute material.

Chairwoman Berz stated that this Resolution is on tonight's agenda and will be discussed further at that time.

**PROPOSAL OF THE URBAN LEAGUE/WARREN E. LOGAN, JR.**

Chairwoman Berz explained that this is a discussion regarding the \$75,000 that has been held in abeyance for a Minority Business initiative; this initiative was formerly handled by the Multi-Cultural Chamber. She turned the meeting over to Warren Logan.

**Mr. Logan** stated that he was the President and CEO of the Urban League of Greater Chattanooga, and he thanked the Council for the opportunity to share their Plan. He noted that next year would be the 30<sup>th</sup> anniversary of the Urban League. His proposal is made a part of this minute material. He highlighted areas of interest going over seven program objectives: (1) Serve at least 120 individuals annually in the Entrepreneurship Center through management skill assessment and linkages to business resources and training; (2) Provide monthly business management classes that impact at least 180 individuals annually; (3) Provide individualized, one-on-one business consulting to at least 50% of clients accessing the Entrepreneurship Center annually; (4) Train at least 60 individuals through the SpringBoard program annually, an 8-week business development program; (5) Ensure that 50% of SpringBoard graduates complete a business plan and participate in one-on-one coaching sessions provided by facilitators; (6) Host an annual Entrepreneurship Center showcase event to celebrate clients' successes in launching or expanding their business; and (7) Create a Venture Fund to address capital access issues for minority and women-owned businesses across the urban centers of the state.

He went on to list success measures tracking: (1) Number of jobs created/saved; (2) Number of hours of individualized counseling; (3) Number of hours of group training; (4) Dollar amount of new contracts obtained by clients; and (5) Dollar amount of financing obtained by existing and new clients.

Mr. Logan went over some of the core components of the Center, which are (1) Entrepreneurship Center; (2) Business Skills Assessment; (3) Business Management Training; (4) SpringBoard; (5) Business Consulting and Mentoring; (6) Strategic Partnerships (mentioning BrightBridge, Inc.); and (7) Venture Fund.

The proposed budget is \$105,000 in total project funds. The revenue sources are \$75,000 from the City of Chattanooga; \$10,000 from Brightbridge, Inc.; and \$20,000 from the Urban League. Mr. Logan stated that he was open for questions.

Councilman McGary noted that a large amount of money had been invested with the Multi-Cultural Chamber and wanted to know what aspects of this Chamber would be taken—questioning the continuity of their goals or a clean break? Mr. Logan responded that they would provide continuity; that they had a fairly accurate list of minority firms; that they did not see a significant break but there would be some additional services.

Councilman McGary continued, noting that they were asking for \$75,000 and here we were with  $\frac{3}{4}$  of the year behind us. He asked if they could see a substantial reduction of this amount? Mr. Logan responded that he did not foresee a reduced amount; that this would take them through the month of August.

Councilwoman Ladd thanked Mr. Logan for his presentation and asked him about the outreach efforts of his program. Mr. Logan responded that they would be in touch with minority firms and work with them to train people. Also, they would identify contractors for the county; that when the county lets a contract they would touch base with minority contractors. She asked if there would be any fees for the businesses they would be assisting? Mr. Logan responded that the SpringBoard Program costs \$135 per participant, and they had a 95% partner rate; that these were normal fees. Councilwoman Ladd asked when they would plan on becoming self-sustaining, in other words a point where the program will pay for itself? Mr. Logan stated that a trustee was working on short-term and long-term.

Councilwoman Scott spoke to obtaining sustainability and asked if they would go to an organization or person who has benefitted to see if there was any concept that if they were successful, they would pay forward to help sustainability? Mr. Logan responded that they were in the area of employment; that they would ask them to consider Urban League membership; that if they were working with groups or firms that were increasing their gross receipts, they might ask for some minor consideration.

Councilwoman Scott complimented Mr. Logan on his organization being bold enough to set objectives—that he had set out what their goals and objectives were, and she thanked him for doing this—that it was a gutsy move to make.

Councilman Rico stated that they were doing a great job; however the Urban League and the Chamber are two different functions; that existing businesses go to the Chamber for networking and this gives them clout. He questioned why minority businesses had gone to the Multi-Cultural Chamber and not the Urban League? He stated that if one is in business, they need to belong to a Chamber.

Mr. Logan responded that Tom Edd Wilson had invited him to network; that there was a collaboration to make this work; that the Chamber dealt with businesses that were a number of years old; that they had a group of firms that were not chamber-ready; that they offered one-on-one hands-on assistance, and they were more equipped to do this.

**CHAMBER OF COMMERCE/TOM EDD WILSON**

**Tom Edd Wilson** introduced himself as the CEO of the Chamber of Commerce, stating that he appreciated this opportunity and was happy to make a presentation for the Minority Business initiative. He stated that they already leverage economic development money and had one of the most successful small incubators in the country with 90% staying in business five years and \$2.5 million dollars of new business. He went on to say that this year they had done something different and created an International Business Council to serve the needs of a growing international business community; that they had members from 36 countries, speaking 11 languages and three generations; that this had been an unbelievable revelation—this foreign group. He stated that they recognized the need to attract and retain young professionals and offered maximum opportunity to have networking.

He stated that their proposal was to launch a new program to support minority-owned companies; that they had the current expertise and infrastructure to jump start this program and to provide an existing foundation of accounting, human resources, database management, marketing, communications, event planning, and information technology; that they would hire a fulltime Senior Management employee to administer support and to begin marketing; that the new program will be based on feedback from the minority community. He stated that he did not know what all the customers would need or what business products to supply the needs, but they would develop a program; that they would set up a service to receive requests for proposals. He added that there would be classes and new major events, which would entail a great deal of planning—that they would showcase with new events. He stated that they would work into their Chamber a program similar to this; that they had sent three people to Montgomery, Alabama because they wanted to see a city with minority proven assistance within a Chamber; that Montgomery has this, and they spent three days there and came away quite impressed; that Montgomery had received a great deal of national acclaim with their annual events with hundreds of people. He stated that they were able to establish beneficial feedback.

Mr. Wilson went on to say that 1,600 companies belong to the Chamber of Commerce; that they received money from the City of Chattanooga and the County for the Chamber Foundation but not for the Chamber of Commerce; that they offered hundreds of opportunities to connect with 11,000 business people; that their incubator provides assistance to small businesses, and there is a program for tenants. He noted that their renovated building was a big improvement. He talked about free or low cost classes for business orientation; that they had a professional staff to offer support that works fulltime. Leadership Chattanooga is also available.

He went on to say that they would hire two new staff people at the senior management level; that they would use these funds to expand existing programs and would do research to see what types of programs are needed. He stated that there was an under-served population that deserves the opportunity that all businesses have; that companies are looking at Chattanooga,



and the Chamber is hosting them; that this is an exciting time where we are in play all around the world and everyone should be able to share in this.

Chairwoman Berz asked if he could suggest a budget or wanted to comment on this? He responded that if they land this initiative that next year they could be more exacting and had nothing more to add on the budget.

Councilwoman Scott stated that first of all, last year when the Council was looking at what different agencies do, she was surprised what the Chamber does with minority businesses; that they are doing more than people have learned about—that it is an unheralded process. She stated that her question concerned one of the things listed as a potential benefit, which was certification of minority-owned businesses and questioned why this was a benefit.

Mr. Wilson explained that as a benefit, trainers come in to certify certain companies to obtain government-backed jobs and contracts; that the Multi-Cultural Chamber did this and they had tended to stay away because they did not want to interfere—that this was done by the Multi-Cultural Chamber and now this was opened up; that they would offer this.

Councilman Murphy thanked Mr. Wilson for his presentation., noting that the City and County appropriated \$1 million + to the Chamber Foundation, noting that if we funded the Urban League that these people would not be prohibited from joining the Chamber. Mr. Wilson responded that networking was provided to members of the Chamber. Councilman Murphy noted that they could belong to the Urban League and also the Chamber of Commerce in the scheme of things. He noted that Mr. Wilson had mentioned an under-served population and asked why nothing had been done for them previous to now?

Mr. Wilson responded that the Multi-Cultural Chamber was created prior to his getting the Chamber business—that it was called the African-American Chamber, and this created sensitivity in the community; that it was a very sensitive subject during the period of time; that there was cooperation between the two organizations; that he guessed in a way sensitivity caused them not to be aggressive.

Councilman Benson stated that he would like to clear something up—that a friend of his with a small business wanted to work with the Chamber but could not afford to. He asked if we would be able to get service from the Chamber if we get into this? He asked about a comfort level where the membership fee would not keep someone from getting service.

Mr. Wilson responded that these are hard times, and their past dues were creeping up; that people did drop out because of dues; that it was logical to say this about running a small business (that they were a small business), and it was safe to say in this day and time cash flows are struggling and one of the things that goes first is membership dues; that people have had to drop out because of the economy.

Councilman Benson noted that if we make \$75,000 accessible, they still can't serve people without a charge. Mr. Wilson responded that they would be developing a program to find out how to access a number of programs; that one would not have to belong to the Chamber to get these services. Councilman Benson stated that we pushed for unification; that he did not know what the Multi-Cultural Chamber charged as a membership fee. Mr. Wilson explained that they were a C-6 Service Organization; that people pay dues and are given access.

Councilwoman Ladd noted that to become a member of the Chamber, a sliding scale is based on the size of employees; that they are great stewards of investments and members get a great return for their investment; that there is a system of networking; that it should be fee-structured and self-sustaining; that  $\frac{3}{4}$  of her business came from networking through the Chamber. She went on to say that she had received a personal visit from a person wanting to apply for the Senior Management job and had several signatures supporting his selection. She asked Mr. Wilson if he had made a selection for a Senior Manager? Mr. Wilson stated that he was getting the same thing. He stated that they had not chosen anyone; that they would set up a Search Committee which would be charged to go into the community to conduct a hiring process; that there was no Search Committee, and the process had not started. He noted that some were being very aggressive about wanting the job. Councilwoman Ladd indicated that it was confusing to her. Mr. Wilson went on to say that the Search Committee would be made up of a number of African-Americans and a number of Whites—that it would be a mixed committee of thoughtful people; that he anticipated that immediately after they hired this person that he would become a member of the Senior Management Team.

Councilwoman Ladd stated that her second question concerned the budget; that there is a salary mentioned of \$100,000; that without knowing the program tasks and what level of skills are needed she questioned this; that she thought one should build a program first and then assess the needs of the salary; that she was concerned that the salary amount was already made; that this was problematic to her. Mr. Wilson pointed out that the \$100,000 was for two people. He went on to say "take my salary" (to which Councilwoman Ladd stated "okay"); that 60% is from the Chamber Foundation and 40% from the Chamber of Commerce—that 60% of the Chamber Foundation portion is private and 40% is public. He noted that they started in 2002 going to the private sector and raising money. He went on to say that they were a Chamber of Commerce and were doing nothing different from what they were doing 125 years ago; that they would take the programs already there and this money would help them get this program into the minority community; that they would augment their existing programs.

Councilman Gilbert thanked Mr. Wilson for coming. He stated that he had been listening and both entities had good programs; that he would like to go to constituents and ask their opinion; that some would like both. He stated that the Unity Group had given him a task and had asked him to ask questions; that there were concerns before the Multi-Cultural or African-American Chamber; that some people said they tried to sit down with the Chamber and pursue what they

were proposing to do, and the Chamber did not receive them; that the Multi-Cultural Chamber was developed because the Chamber would not listen.

Mr. Wilson stated that at that time he was a business member of the City and sat on the Chamber's Board; that he was not aware of this but had heard this also—that perhaps there is a need there; that today is a significantly different time economically with a lot more at stake; that he came in 2002 and after being there 3-4 months came to the realization that he could not meet the payroll; that conditions then were drastically different from now; that we are now a job-producing city, and it is a different time and place; that he did not know the answer back then because he was not involved.

Councilman Gilbert reiterated that both entities are good programs; however some don't trust what the Chamber is proposing to do—that these are two good programs, and they should work together; that the Chamber's salary is larger—that the Urban Leagues' is just about half; that Mr. Logan has the trust of the people, and he urged the two to get together and let Mr. Logan run the program. He went on to say that the Mission needs to be in place; that both are good business people; that if the two organizations are doing well with good points, they could come together as a whole. He asked Mr. Wilson if he could see something like this?

Mr. Wilson stated that he would have to think about this; that it had been tried before and nothing worked out—that the Chamber's programs were their programs, and they would run them; that it was difficult to give up programs, and he was not sure this would be a workable solution; that in terms of coming together and sharing programs, he was not sure it would work.

Councilman Gilbert stated that he was referring to resources; that this is the Mission, and we have to follow the Mission, and the resources are to help the community; that this should be more workable; that Mr. Logan is a representative in the community and people feel comfortable with him and he lives in the community; that the Chamber does have resources and can give more opportunities. He urged both to sit down and discuss what can be worked out concerning the Mission itself.

Mr. Wilson responded that the Chamber would have its own Mission, which would tie in to the overall structure; that in terms of working with someone else, the way Councilman Gilbert was describing it, he was not sure how it would work.

Councilman Gilbert stated that the Chamber has an overall Mission for the Chamber; that this was because of a Mission that is currently there; that he wanted to be sure that this Mission remains, and he felt like Mr. Wilson could agree—that the two could get together and communicate.

Councilman McGary stated that he would ask Mr. Wilson the same question that he asked Mr. Logan—would there be continuity or a break from what the Multi-Cultural Chamber was doing—would they pick up the thread? He noted that initially it was called the African-American Chamber, questioning if there was not a movement to join hands because of a sensitivity to the name?

Mr. Wilson stated that he did not say that—that he said sensitivity was created.

Councilman McGary noted that it remained the African-American Chamber for several years and then became the Multi-Cultural Chamber; that the question had been asked why there was not a further union between the downtown Chamber and the Multi-Cultural Chamber. He stated that Mr. Wilson had talked about the downtown Chamber focusing on bigger businesses and not on small businesses; that he was very curious as to what has changed now?

Mr. Wilson responded that he did not remember saying it like that; that the Chamber does focus on larger businesses; that they concentrated in both areas; that the first two campaigns, the bulk of the money went to recruiting large businesses; that they were now concentrating on small businesses.

Councilman McGary asked about actual objectives—if the objectives were the bullet points listed? Mr. Wilson responded that it was some of the objectives; that they did not want to re-invent the wheel; that this would be put in the hands of a skilled person who knows this community and what programs are needed. Councilman McGary noted that currently no numbers are associated with the program, questioning the budget. Mr. Wilson responded that the marketing would be done through a skilled person who would create more information and build a program based on that; that he did not pretend to know all the programs that are needed for the African-American community.

The meeting was adjourned at 5:30 P.M.