

PN-AMU-669

12m-44259

**Summary of Capabilities
in Assessing Private and
Voluntary Organizations**

CONTENTS

	Page
Introduction.....	1
The Urban Institute in Brief.....	1
Summary of Experience.....	3
Possible Additional Applications.....	5
Senior Staff for International Assignments.....	7

Introduction

This document provides an Introduction to the Urban Institute and, more specifically, to our program of studies and policy advisories in the utilization and effectiveness of nonprofit organizations as service delivery agents. The proper role of these organizations -- as the vehicle of donor governments and as service providers in the host country -- is not well understood or developed, despite their traditional use in both contexts. Institute staff have been considering the proper utilization of such groups, as described further below.

The balance of this document consists of four parts. The first gives a brief overview of the Urban Institute. The second sketches the type of work recently undertaken by the staff in this area. The third then suggests applications of this experience in the developing country environment. The final section introduces the people who have done this work who are available for international assignments.

Additional information is available from Raymond Struyk, who coordinates the Institute's international work, or from Les Salamon who directs much of the work in this area.

The Urban Institute in Brief

The Urban Institute is a nonprofit policy and research organization established in Washington, D.C., in 1968. Its primary focus is the investigation of social and economic problems confronting the United States and the government policies and programs designed to alleviate such problems. A secondary focus is the analysis of similar areas in third world and other developed nations.

Institute research encompasses the full range of domestic social

policy as well as specifically urban problems. This dual orientation stems from the Institute's conviction that urban policy should focus on the relationships between place-specific problems and policies (such as housing and urban transportation systems) and people-specific problems that may be especially concentrated in urban areas (such as poverty, unemployment, and the need for social services).

The Institute produces approximately 100 studies each year, which represent a mix of short-term policy analyses and longer-term research efforts. Much of the Institute's work is supported by project contracts and grants, primarily from the federal government in the United States. Unrestricted grants from foundations and corporations enable the Institute to fulfill its broader research and educational role. These grants permit the Institute to engage in independent research that either extends the scope of government-sponsored agencies or allows investigation of issues not on the current government agenda but judged by the Institute's trustees and staff to have long-term significance in areas where government is, will be, or could appropriately be involved.

Principal areas of work undertaken by the staff are:

Municipal finance	Housing and housing finance
Delivery of local public services	Community Development
Employment and training	Role and effectiveness of
Economic development	private and voluntary
Demographics and population studies	organizations
Health policy	Pension policy
Social services policy	Welfare policy and programs
Infrastructure planning and finance	Transportation

In each of these areas, expertise includes program design, administrative efficiency issues, and evaluation.

While the staff's experience is based primarily on work for the

United States, it also includes significant work in other industrial countries and over a dozen developing nations. Sponsors of this work include the World Bank, the U.S. Agency for International Development, the German Marshall Fund, host countries, and foundations.

Summary of Experience

During the past several decades, a "technological revolution" has occurred with respect to the tools of action employed by the public sector, as loans, loan guarantees, insurance, new types of regulations, block grants, purchase-of-service contracts with nonprofit organizations, and other policy instruments have come into widespread use. Institute staff members have pioneered in the conceptualization of this major set of changes and is undertaking serious inquiry into its implications.

Two major inquiries have been completed that illuminate several key issues raised by this framework. The first of these documented, for the first time, the extent of government reliance on private nonprofit organizations to assist in carrying out public purposes and identified the major federal programs through which such support flows. This research demonstrated that private nonprofit organizations receive a larger share of their revenues from public sources than from all private sources combined.

The second project was a detailed evaluation of the extent and the determinants of success of nonprofit neighborhood development organizations in meeting the objectives stated in funding proposals made to HUD's Neighborhood Self-Help Demonstration program. Proposal activities included housing construction and rehabilitation, commercial revitaliza-

tion, and economic development. The examination included 99 NDOs, 30 of which were studied intensively in two waves of field visits. The final report, building on prior work on this subject, was able to suggest strongly the factors associated with success.

Another focus of this work has been public-private cooperation. This effort grew out of the realization in recent years that effective action on national problems frequently requires the cooperation of both the public and private sectors. Research in this area has centered on the scope and character of and preconditions for public-private cooperation. A major portion of this work was an examination of the interaction between government and private nonprofit institutions. This research has led to the creation of a new information system to assess the implications of federal budget decisions for private nonprofit organizations and to a way to evaluate the implications of changes in tax policy for individual charitable giving. The information has proved useful to nonprofit organizations, corporate and foundation officers, and government officials in determining appropriate responses to governmental retrenchment and in understanding the scope and character of a sector that is an important vehicle of both private philanthropic and public action.

The Institute is now engaged in an extensive analysis of the adjustments made in service delivery, client profiles, and organization viability in response to federal and state funding cuts of nonprofit agencies in 16 areas of the country. This work includes time series surveys of representative samples of agencies in each area.

Possible Additional Applications

This work has developed a perspective and a body of experience that has several potential applications concerning developing nations.

o Use of Nonprofit Organizations in the Delivery of Foreign Assistance.

The United States and other governments make active use of private, nonprofit, voluntary organizations in the delivery of certain kinds of foreign assistance, particularly refugee assistance and food aid, and various health and population-control aid. Work in this general area might include assessments of the value of this approach to providing assistance, evaluations of particular agencies or particular programs, and identification of other areas where direct governmental provision might be replaced by contractual arrangements with nonprofit organizations.

o Nonprofit Organizations in the Developing World.

Just as the governments of donor countries have turned extensively to nonprofit organizations to help deliver public services in order to avoid the growth of excessive governmental bureaucracy, so too public and private agencies involved in international assistance activities might have an interest in exploring the potential uses for such organizations in the delivery of services in developing countries. Work in this area might include assessments of the

capabilities of the nonprofit sector, or of sub-components of it, in particular countries; analyses of how public and private assistance might encourage the strengthening of this set of organizations; or technical assistance to particular organizations for governments involved in projects that rely upon nonprofit agencies.

o Tools of Government Action.

The Institute's work on the "tools of government action" seeks to identify the characteristics of various alternative mechanisms for pursuing public purposes, and thus to provide a basis for decisions that governments must make on the design of their programs. This work can help those countries make decisions about the proper vehicles to use for pursuing public purposes, and thus help them guarantee that the instruments they choose are consistent with their policy objectives, their institutional structures, and their administrative capabilities. All parts of the Institute consider these issues within specialized areas -- e.g. health, housing, social services -- but it is also analyzed from a more abstract perspective by some staff members.

Senior Staff for International Work

The areas of expertise for the staff who can accept assignments outside of the United States are summarized in the chart on the next page. All of those listed in the upper part of the chart are members of the senior staff at the Urban Institute, and as such all have substantial research experience. Those in the lower portion have lesser experience in the area. Further information on each person is provided in his or her resume; the resumes follow the chart and are ordered as the names of the staff are in the chart.

Summary of Staff Experience

<u>Staff Members</u>	<u>Effectiveness of Non-Profit Organizations</u>	<u>Tools of Government Action</u>
<u>Salamon</u>	*	*
<u>Gutowski</u>	*	
<u>Marshall</u>	*	
<u>Mayer</u>	*	
<u>Musselwhite</u>	*	*
<u>Abramson</u>	*	*
<u>Goldman</u>	*	
<u>MacIntosh</u>	*	

LESTER M. SALAMON
Director, Public Management and Economic Development Research

Education

1971 Ph.D., Government, Harvard University
1964 B.A., Economics, Public Policy, Princeton University

Career Brief

Mr. Salamon is currently the Director for the Center for Public Management and Economic Development Research, The Urban Institute.

PREVIOUS POSITIONS

- Deputy Associate Director for Organization Studies, Office of Management and Budget, Washington, D.C., 1977-December 1979.

Responsible for developing and supervising major organization and management studies and reviewing agency reorganization proposals affecting the Departments of Commerce, Agriculture, Transportation, Housing and Urban Development, and Labor, the Small Business Administration and related agencies on behalf of the Director of OMB and top Executive Office of the President officials. This involved directing the work of a core staff and providing leadership to a number of study teams in planning and conducting studies and formulating and defending proposals for improving Federal organization and management. Major studies undertaken focused on: community and economic development programs, food and nutrition programs, economic policy and trade, minority enterprise, surface transportation, planning assistance, and employment/economic development linkages. Also responsible for designing and implementing Executive Order 12074 and OMB Circular A-116 on urban and community impact analysis, which involves monitoring all major legislative, budget, and regulatory initiatives of the Federal Government on a continuing basis to make sure the potential urban and community impacts of major decisions are analyzed and brought to the attention of senior Administration officials. These responsibilities entailed supervision of 60-100 professionals, extensive outside speaking, and regular contact with interest group members and staff (e.g. mayors, governors, highway and transit officials, business and labor groups), members of Congress and their staffs, and top White House and agency officials.

LESTER M. SALAMON

Page two

- Director, Program in Urban and Regional Development Policy and Associate Professor of Political Science and Policy Sciences, Duke University, Durham, North Carolina, 1973-1980 (on leave, 1977-1980).

Responsible for teaching graduate and undergraduate courses on the Politics of the Policy Process, Urban Policy and Politics, National Development Policy, and American Government. Responsible for developing a teaching and research program in urban and regional development policy at Duke's Institute of Policy Sciences and Public Affairs. Organized and directed major research projects on problems of urban housing, minority landownership, national development policy, and urban services.

- Assistant Professor of Political Science, Vanderbilt University, Nashville, Tennessee, 1970-1973.

Responsible for courses in American Government, Urban Politics and Policy, Urban Land Use Policy, and the Politics of Social Change. Directed research projects on urban budgeting and urban land policy.

- Instructor, Department of Political Science, Tougaloo College, Tougaloo, Mississippi, 1966-1967.

Served as a Woodrow Wilson Teaching Intern responsible for courses in American Government and Urban Policy. Organized and coached Tougaloo's first intercollegiate debate team and participated in various voter education and registration efforts.

OTHER EXPERIENCE

- Senior Consultant, Presidential Management Panel, National Academy of Public Administration, 1979-1980.
- Ford Foundation Associate, 1976-1977

Responsible for preparing a major monograph on the welfare problem and the options for welfare reform for a blue ribbon advisory panel assembled by the Ford Foundation. This work involved analysis of written materials and extensive interviews with interest group representatives, members of Congress, Congressional staff, Federal officials, state and local officials, and outside experts. The resulting book has been published by Praeger Publishers and is entitled Welfare: The Elusive Consensus.

- Director, Duke-OMBE Land Project, 1973-1977

Designed and directed a series of research projects that examined the patterns and trends of minority landownership in the South and explored ways to reverse the loss of minority-owned land and make use of this land in minority economic development efforts. Funded by the Office of Minority Business Enterprise in the Department of Commerce, this project involved supervision of 15 professionals and led to the publication by the U.S. Government Printing Office of a book entitled Land and Minority Enterprise: The Crisis and the Opportunity.

- Associate, Brookings Institution, 1975-1976

Responsible for field work at three of the 30 sites selected for analysis in the Brookings community development block grant monitoring project (Raleigh, Durham, and Warrenton, North Carolina). This involved extensive discussions with state and local officials, Federal officials, and local citizens; review of documentary materials; assistance in the formulation of research instruments; and preparation of reports on program operations.

- Director, Banking Committee Study, Ralph Nader Congress Project, 1972-1973

Directed a four-person research team in a study of the House and Senate Banking Committees and their role in the formulation of Federal housing, urban development, banking, and economic stabilization policies. This involved analysis of written documents and extensive interviews with Committee members and staff, interest group representatives, and agency officials in the housing, banking, and urban affairs areas. The resulting book was published by Viking Press under the title, The Money Committees.

- Associate, Abt Associates, Inc., 1970-1973

Supervised the conduct of evaluation studies of OEO's Community Economic Development program in several sites. Served as a technical assistance consultant to the Nashville Concentrated Employment Program and to the Atlanta Regional Office of the Department of Labor. This work involved designing and supervising the implementation of management systems and the establishment of review procedures for the Concentrated Employment Program in Nashville and the Southeast.

- Coordinator, Tennessee Property Tax Study, 1971

Directed a study of property taxation on coal-bearing land in eastern Kentucky that led to a reassessment of this land. This involved supervision of a team of field researchers, work with local legal experts and legislators, and preparation of reports and legislation.

- Associate, Ralph Nader's Center for Study of Responsive Law, 1969-1970

Responsible for helping to organize consumer and poverty group participation in the 1969 White House Conference on Food, Nutrition, and Health. This involved monitoring the work of the dozens of expert panels convened prior to the Conference; analyzing the recommendations of those panels from the perspective of their impact on the poor and consumers; and working with civil rights, poverty, and consumer groups to formulate responses.

- Research Associate, Hudson Institute, Harmon-on-Hudson, New York, 1966

Worked with Herman Kahn and Associates on research on alternative world futures and war termination.

- Management Intern, Office of the Secretary of Defense, 1963

Responsible for policy analysis in the Office of the Assistant Secretary of Defense for Installations and Logistics. Prepared decision memoranda and back-up analyses on major aircraft systems purchases, uses of helicopters in counterinsurgency combat support, and the future of the Antarctica naval station.

PROFESSIONAL ACTIVITIES

Member of the Editorial Board, Administration and Society

Member of the Editorial Board, Law and Contemporary Problems

Member of the Review Board, Intercollegiate Case Clearing House, Public Policy and Management Program

Member, American Political Science Association (Member of the Committee on Professional Development)

Member, Policy Studies Organization

HONORS, PRIZES, FELLOWSHIPS

Phi Beta Kappa, Princeton University, 1964

Class of 1924 Award (Co-recipient), Princeton University, 1963

Myron T. Herrick Award (Co-recipient), Princeton University, 1964

Doris Duke and Carnegie Foundation Fellowships for Study in the USSR, 1962

Omicron Delta Epsilon, National Economics Honorary Society

Woodrow Wilson Fellowship, 1964-1965

Harvard Prize Fellowship, 1964-1969

Woodrow Wilson Foundation Internship Program, Tougaloo College, 1966-1967

Harvard Prize Traveling Fellowship, 1969

Laverne Burchfield Award, American Society for Public Administration, 1978
(for an article in Public Administration Review)

PUBLICATIONS

BOOKS, MONOGRAPHS:

The Federal Budget and the Nonprofit Sector (with Alan J. Abramson)
(Washington, D.C.: The Urban Institute, 1982).

The Illusion of Presidential Government (with Hugh Heclo) (Denver:
Westview Press, 1981).

The Federal Government and the Nonprofit Sector: The Impact of the 1981
Tax Act on Individual Charitable Giving (with Charles T. Clotfelter)
(Washington, D.C.: The Urban Institute, 1981).

The Federal Government and the Nonprofit Sector: Implications of the
Reagan Budget Proposals (with Alan J. Abramson) (Washington, D.C.:
The Urban Institute, 1981).

Managing Growth in an Age of Scarcity (editor), Special Symposium Issue of
Law and Contemporary Problems, November 1980.

Welfare: The Elusive Consensus--Where We Are, How We Got There, and What's
Ahead (New York: Praeger Publishers, 1978).

The Inner-City Landlord in the Urban South: A Cloud with a Silver Lining,
Report to the National League of Cities and the Department of Housing
and Urban Development, 1976.

The Money Committees: A Study of the House Banking and Currency Committee
and the Senate Banking, Housing, and Urban Affairs Committee (New
York: Grossman, 1975). (Prepared in conjunction with the Ralph Nader
Congress Project.)

Land and Minority Enterprise: The Crisis and the Opportunity (Washington:
U.S. Government Printing Office, 1976).

Economic Development and Minority Landowners: A Compendium of Major Public
and Private Development Projects in Areas of Substantial Minority
Landownership in the South, 1976.

President Nixon's Hunger Happening: The 1969 White House Conference on
Food, Nutrition, and Health (with Harrison Wellford), (Washington,
D.C.: Center for Study of Responsive Law, 1970).

ARTICLES:

"The Nonprofit Sector" (with Alan J. Abramson) in The Reagan Experiment,
John L. Palmer and Isabel V. Sawhill (editors) (Washington, D.C.: The
Urban Institute), pp. 219-243.

- "The Impact of the 1981 Tax Act on Individual Charitable Giving," with Charles T. Clotfelter, National Tax Journal (June 1982), pp. 171-187.
- "Federal Regulation: A New Arena for Presidential Power?" in The Illusion of Presidential Government, Hugh Heclo and Lester M. Salamon (editors) (Denver: Westview Press, 1981).
- "The Presidency and Domestic Policy Formulation," in The Illusion of Presidential Government, Hugh Heclo and Lester M. Salamon (editors) (Denver: Westview Press, 1981).
- "Beyond the Presidential Illusion--Toward a Constitutional Presidency," in The Illusion of Presidential Government, Hugh Heclo and Lester M. Salamon (editors) (Denver: Westview Press, 1981).
- "Rethinking Public Management: Third-Party Government and the Changing Forms of Government Action," Public Policy, Vol. 29 (Summer 1981), pp. 255-275.
- "The Goals of Reorganization: A Framework for Analysis," Administration and Society, Vol. 12 (February 1981), pp. 471-499.
- "In Quest of Reorganization: The Question of Goals," in Peter Szanton (ed.) Federal Reorganization: What Have We Learned (Chatham: Chatham House Publishers, 1981), pp. 58-84.
- "The Budget: A Weak Reed," The Wall Street Journal, Op-Ed Page, December 8, 1980.
- "The Rise of Third-Party Government," The Washington Post, Op-Ed Page, June 29, 1980.
- "Urban and Community Impact Analysis: From Promise to Implementation" in N. Glickman, ed., The Urban Impacts of Federal Policies (Baltimore: Johns Hopkins University Press, 1979).
- "The Time Dimension in Policy Evaluation: The Case of the New Deal Land Reform Experiments," Public Policy (Spring 1979), pp. 129-183.
- "Economic Power and Political Influence: The Impact of Industry Structure on Public Policy" (with John J. Siegfried), American Political Science Review, Vol. LXXI, No. 3 (September 1977), pp. 1026-1043.
- "Urban Politics, Urban Policy, Case Studies, and Political Theory," Public Administration Review, Vol. 36, No. 4 (July/August 1977), pp. 418-428. (Winner of the American Society for Public Administration's Laverne Burchfield Award.)
- "Proposal: A Citizen's Budget," Policy Analysis, Vol. II, No. 4 (Fall 1976), pp. 693-696.
- "The Buck Starts Here," New York Times, Op-Ed Page, February 17, 1976.

- "Follow-Ups, Let-Downs, and Sleepers: The Time Dimension in Policy Evaluation" in Charles Jones and Robert Thomas, Public Policymaking in a Federal System (Beverly Hills: Sage Publications, 1976), pp. 257-284.
- "Anti-Poverty Policy: The Resettlement Program Model," Ripon Quarterly, II, 2 (Winter 1975), pp. 36-39.
- "The World As New Haven: Miracle City, U.S.A." (A review of Raymond Wolfinger's The Politics of Progress.) Contemporary Sociology (Spring 1976).
- "Roots of Political Activism--Social or Psychological?" (A Review of Stanley A. Renshon's Psychological Needs and Political Behavior.) Contemporary Psychology (October 1975), pp. 772-774.
- "The Politics of Urban Land Policy" in Benjamin Walters, ed., Growing Metropolis (Nashville: Vanderbilt University Press, 1975), pp. 141-190.
- "The City Operating Budget as a Steering Device" (with Gary L. Wamsley) in Benjamin W. Walters, ed., Growing Metropolis (Nashville: Vanderbilt University Press, 1975).
- "The Relationship Between Economic Structure and Political Power: The Energy Industry" (with John J. Siegfried) in P. Duchesneau, Competition in the U.S. Energy Industry (Cambridge: Ballinger Press, 1975).
- "The Federal Bureaucracy: Responsive to Whom?" (with Gary L. Wamsley) in Leroy Rieselbach, ed., People vs. Government: The Responsiveness of American Institutions (Bloomington: Indiana University Press, 1975), pp. 151-188.
- "Fear, Apathy, and Discrimination: A Test of Three Explanations of Political Participation," American Political Science Review, Vol. 67, No. 4 (December 1973), pp. 1288-1306.
- "Fear Revisited," American Political Science Review, Vol. 67, No. 4 (December 1973), pp. 1319-1326.
- "Leadership and Political Modernization: The Emerging Black Political Elite in the American South," Journal of Politics, Vol. 35, No. 4 (August 1973), pp. 615-646.
- Reprinted in Readings in American Politics (Falls Church, Va.: College and University Press, 1975).
- "Mississippi Post-Mortem: The 1971 Elections," New South, Vol. 27, No. 1 (Winter 1972).
- "President Nixon's Welfare Plan: The Stakes in the Rural South," The New Republic (February 21, 1971).

LESTER M. SALAMON

Page eight

"Comparative History and the Theory of Modernization," World Politics,
XXIII, No. 1 (October 1970), pp. 83-103.

Reprinted in Non Dan, Vol. 7, No. 3 (November-December 1971), pp. 45-
69. (Non Dan is one in the DIALOGUE group of scholarly journals
issued by the U.S. Information Agency.)

Reprinted in Paul G. Lewis and David C. Potter, The Practice of Com-
parative Politics (London: Longman, 1973), pp. 314-335.

Reprinted in Cyril Black, Modernization: A Reader (New York: Mac-
millan, 1975).

MICHAEL F. GUTOWSKI
Senior Research Associate

Education

1979 . Ph.D., Economics, George Washington University
1968 M.A., Economics, Brown University
1966 B.A., Economics, Wayne State University

Career Brief

Mr. Gutowski's recent research efforts include analysis of housing policies, social services programs, and the special needs of both the disabled and elderly populations. Recent analysis of the Title XX program included investigation of approaches for integrating housing and social services programs for elderly households. Current research efforts focus on assessing the impact of the growing suburban elderly population on needs for housing and social services.

Mr. Gutowski assisted in developing reporting systems to monitor the costs and effectiveness of federally sponsored demonstration projects designed to develop independent living capability for adults with severe mental or physical disabilities. Other research related to the disabled population included developing manpower forecasts for all sectors of the rehabilitation industry and developing and monitoring state agency performance in meeting vocational rehabilitation standards.

Professional Background

1976-present Senior Research Associate, The Urban Institute
1975-76 Senior Analyst, Congressional Budget Office
1974-75 Assistant Director, Research and Economics, Mortgage Bankers Association
1973-74 Urban Economist, Montgomery County Planning Board, Silver Spring, Maryland
1972-73 Economist, PRC Systems Sciences Corporation
1970-72 Economics Instructor, George Mason University
1968-70 Economist, Research Analysis Corporation

Publications

"Forecasting Manpower Needs in the Rehabilitation Industry." The Urban Institute, July 1980.

Publications (cont'd)

"The Graying of Suburbia," Urban Institute Paper 1226-01, 1979.

"Integrating Housing and Social Services Activities for the Elderly Household," HUD Occasional Research Papers, Vol. 1, 1978.

"Housing Related Needs of the Suburban Elderly," paper presented at the First National Conference on Community Housing Choices for Older Americans, April 1978.

Methods of Assessing Age Discrimination in Federal Programs, Urban Institute Paper, November 1977.

"Design Options for U. S. Civil Rights Commission Study of Age Discrimination in Federal Programs," Urban Institute Working Paper 5079-1, 1976.

"The Performance Standards of the Vocational Rehabilitation System," Urban Institute, Contract Report 995-12, 1976.

"The Usage of Similar Benefits in Vocational Rehabilitation," Urban Institute Contract Report, 1976.

"New Financing Programs May Spur Mobile Home Market," The Mortgage Banker, April 1975.

A Methodology for Conducting Economic and Demand Analysis of New Transportation Systems (5 volumes), PRC Systems Sciences Corporation, 1973.

SUE A. MARSHALL
Senior Research Associate

Education

1975 M.A. Economics, University of Maryland
1972 Thomas J. Watson Fellow in Economics
1971 B.A., Economics, Antioch College

Career Brief

Ms. Marshall is an experienced housing market analyst who has in her ten years with The Urban Institute been involved in research in housing, community development, neighborhood preservation and the market effects of several national federal housing programs including Section 8, the Experimental Housing Allowance Program and Public Housing. She has a particularly keen understanding of the problems of minorities and women in the housing market. Other recent work includes an analysis of how well selected HUD programs serve women and families with children and an analysis of the Community Development Block Grant Program in 25 cities, with a focus on the issues of racial deconcentration and displacement. Ms. Marshall has also worked with the Institute's Minorities and Social Policy Center to develop a research design for the analysis of racial disparities including those caused by segregation and discrimination.

Ms. Marshall is currently the co-principal investigator for a large-scale study of the impact of external funding of neighborhood development organizations (NDOs). She is responsible for the management and day-to-day operation of this two-year effort, which includes field interviews of NDO staff, local government officials and private funders, is designed to assess the NDO's performance in implementing specific development projects and the impact of external funding on organizational capacity building.

In addition to analytic skills, Ms. Marshall has first-hand knowledge of both local and federal government operation. She has served as the Staff Economist to the D.C. Council's Committee on Finance and Revenue where she helped write the Anti-Real Estate Speculation Tax bill, which is the first law of its kind in an urban area. She has also worked with the Office of Community Planning and Development at the Department of Housing and Urban Development and served as a consultant of the NAACP, the National Urban League and several non-profit community based organizations.

Professional Background

1979-Present Senior Research Associate, The Urban Institute
1978-79 Consultant, U.S. Department of Housing and Urban Development, Office of Community Planning and Development

SUE A. MARSHALL

Page two

1977-78 Staff Economist, Committee on Finance and Revenue,
 District of Columbia City Council

1973-77 Research Associate, The Urban Institute

1972-73 Research Assistant, The Urban Institute

1970 Research Assistant, Dayton Model Cities Program

1969 Statistician, Cleveland City Planning Commission

Selected Publications

"A Profile of Revitalization Projects Being Implemented by Neighborhood Development Organizations," The Urban Institute, September 1981.

"Research Plan for the Study of the Impact of External Funding on Neighborhood Development Organizations" (with Neil Mayer), The Urban Institute, August 1981.

"The Community Development Block Grant Program and the Housing Needs of Low-Income Communities," presented at the Allied Social Science Association Annual Meeting, Denver, Colo., September, 1980 and The Urban League Review, June 1981.

"How Selected HUD Programs Serve Low and Moderate Income Families With Children" (with James P. Zais), The Urban Institute, April 1980.

"Black Community Development and Revitalization: The Effects of Federal Policy" (with David Swinton), presented at the Ninth Annual Conference on the State of the Black Economy, sponsored by the Chicago Economic Development Corporation, and The Review of Black Political Economy, Vol. 10, Fall, 1979.

"Housing Policies for the Urban Poor" (with Larry Ozanne and Raymond Struyk), The Urban Institute, September 1978.

"Assessing the Long-Term Effects of the Section 8 Housing Program" (with Raymond Struyk), Urban Institute Contract Report, January 1977.

"Manual for Operation of The Urban Institute Housing Model," Urban Institute Working Paper, January 1977.

"Urban Homeownership" (with Raymond Struyk), Lexington Books, 1976.

"The Urban Institute Housing Model: Application to South Bend, Indiana," Urban Institute Contract Report, June 1976.

SUE A. MARSHALL

Page three

"Some Projections of Housing in Urban America in 1980" (with Raymond Struyk), Urban Institute Contract Report, September 1976.

"House: A Program to Solve The Urban Institute housing Model," Urban Institute Working Paper, November 1976.

"Income and Urban Homeownership" (with Raymond Struyk), Review of Economics and Statistics, Volume LVII, No. 1, February 1975.

"The Urban Institute Housing Model: Application to Pittsburgh for Seven and Ten-Year Periods" (with Raymond Struyk), Urban Institute Contract Report, April 1975.

"Applications of The Urban Institute Model: Appraisal of Past Work and Initial Short Period Application (with Frank de Leeuw and Raymond Struyk), Urban Institute Contract Report, August 1975.

"The Web of Urban Housing: Analyzing Policy with a Market Simulation Model" with Frank de Leeuw, et al., The Urban Institute, December 1975.

"Developmental Work on The Urban Institute Housing Model" (with Frank de Leeuw, et al.), Urban Institute Working Paper, February 1974.

"The Market Effects of Housing Policies" (with Frank de Leeuw, et al.), Urban Institute Paper, April 1974.

"Economic Determinants of Urban Homeownership" (with Raymond Struyk), Urban Institute Contract Report, May 1974.

"The Urban Institute Housing Model: Implications for Housing Policies" (with Frank de Leeuw, et al.), Urban Institute Contract Report, June 1974.

"The Urban Institute Housing Model: Allocation of New Construction" (with Ann B. Schnare), Urban Institute Contract Report, August 1974.

"Determinants of the Rate of Homeownership of Black Relative to White Households" (with Raymond Struyk), Urban Institute Contract Report, June 1973.

NEIL S. MAYER
Senior Research Associate

Education

1978 Ph.D., Economics, University of California at Berkeley
1968 B.A., Economics, Harvard University

Career Brief

Dr. Mayer is an experienced analyst in the fields of community development and housing. His most recent work focuses on neighborhood revitalization and improvement of the existing housing stock. He has directed major studies of the role of community organizations in the revitalization process, including a two-year analysis of nearly 100 neighborhood group projects throughout the country. He has written extensively about the growth and success of community organizations in housing and economic development projects and practical ways to assist them.

Dr. Mayer has directed a series of projects concerned with housing repair and rehabilitation and related components of the neighborhood revitalization process. Recent projects include analysis of the effectiveness of federal programs in helping elderly homeowners repair their homes; the level and process of private rehabilitation by all types of homeowners; key determinants of rehabilitation of rental housing, including lenders' willingness to provide financing and owners' expectations about neighborhood change; and the process and prevention of displacement. Dr. Mayer is also experienced in assessing housing cost patterns and their causes and impacts and in addressing related housing assistance and finance issues.

Dr. Mayer has substantial hands-on experience in housing and land-use policymaking on the local level. He has served as technical advisor to locally elected officials, chairman of a local housing commission, and member of a local planning commission. His activities in these capacities have included developing a municipal housing rehabilitation program, devising financial packages for local redevelopment, co-authoring widely-copied neighborhood preservation legislation, and analyzing growth potential in the local economy.

Professional Background

1978-present Senior Research Associate, The Urban Institute
1980-present National Science Foundation Resident Scientist
1977-78 Research Associate I, The Urban Institute
1975-77 Economist, Human Resources and Community Development Division, The Congressional Budget Office

NEIL S. MAYER

Page two

- 1972 Staff Economist, David Dornbusch and Company, San Francisco, California
- 1971 Postgraduate Research Associate, Institute of Governmental Studies, University of California at Berkeley
- 1970 Economist, Office of the Deputy Undersecretary, U.S. Department of Housing and Urban Development
- 1969 Technical Staff Member, Optimum Systems, Inc., Palo Alto, California

Memberships

- 1974-75 Member, City of Berkeley Housing Conservation Task Force
- 1971-75 Chairman, City of Berkeley Housing Committee
- 1971-73 Planning Commissioner, City of Berkeley Planning Commission
- 1972-73 and 1981-present Guest Lecturer, University of California at Berkeley

Publications

"Who Is Doing Neighborhood-Based Development: Projects, Skills, Resources, and Limitations," The Urban Institute, May 1982.

"Building Neighborhood Organization Capabilities in Community Development" (with Jennifer Blake, forthcoming), The Journal of Community Action.

"Market Study for a Community-Based Energy Business," April 1982.

"Rehabilitation Decisions in Rental Housing: An Empirical Analysis," Journal of Urban Economics, July 1981.

Keys to the Growth of Neighborhood Development Organizations, The Urban Institute Press, July 1981.

"The Role of Lending, Race, and Ownership in Rental Housing Rehabilitation," Urban Institute Report 1131-1, submitted for external publication.

"Toward Policies for Conserving Rental Housing," submitted for external publication.

- "Federal Home Repair Programs and Elderly Homeowners' Needs" (with Olson Lee), The Gerontologist, June 1981.
- "Grants, Loans, and Housing Repair for the Elderly," Journal of the American Planners Association, January 1981.
- "Helping the Elderly Repair their Homes," HUD Challenge, September 1980.
- "The Berkeley Economy: The Prospects for Economic Development Planning" (with Ann Markusen, et al.), U.C. Berkeley Institute of Urban and Regional Development, July 1981.
- "New York City Alternative Management Program, Management and Work Plan" (with Lorene Yap, Principal Investigator), Urban Institute Report 1431, October 1980.
- "The Growth and Effectiveness of Neighborhood Development Organizations," paper presented to Urban Institute Board of Trustees, April 1980.
- "The Roles of Lending, Race, Ownership, and Neighborhood Change in Rental Housing Rehabilitation," Urban Institute Report 1131-1, 1979.
- "The Effectiveness of Federal Home Repair and Improvement Programs in Meeting Elderly Homeowner Needs," Urban Institute Report 1283-1, 1979.
- "Factors in the Success of Neighborhood Organizations in Community Development: Interim Report," The Urban Institute, 1979.
- "Constructing Longitudinal Data Files of Quarterly Residential Alteration and Repair Activity, with Illustrative Computations," Urban Institute Report, 1132-2, 1979.
- "Landlord Housing Rehabilitation Decisions," paper presented to the American Real Estate and Urban Economics Association meeting, 1978.
- "Design of a Study of Displacement in Neighborhoods Undergoing Private Revitalization (with Margaret Drury), Urban Institute Report, 1978.
- "Determinants of Landlord Housing Rehabilitation Decisions: Empirical Analysis and Policy Evaluation," Ph.D Dissertation, January 1978.
- "Housing Occupancy Costs: Current Problems and Means to Relieve Them," Urban Institute Report 263-1, 1977.
- "Homeownership: The Changing Relationship of Costs and Incomes, and Possible Federal Roles," Congressional Budget Office Report, 1976.

NEIL S. MAYER
Page four

"Housing Finance: Federal Programs and Issues," Congressional Budget Office Report, 1976.

"Berkeley Housing Rehabilitation Program," legislative program proposal to the Berkeley City Council on behalf of two council members, 1975.

"Housing Prices in a Limited Construction Competitive Market," working paper, U.C. Berkeley Economics Department, 1973.

"Impact of Intensive High-Rise Development in San Francisco, California," David Dornbusch and Company Contract Report to HUD, 1972.

"Perspective in the Assessment of Large Scale Technology: The Case of the STOL Aircraft System," U.C. Berkeley, Institute of Governmental Studies report to NASA, 1971.

"Mismatch Re-Examined: Supply vs. Demand," HUD working paper, 1970.

JAMES C. MUSSELWHITE, JR.
Research Associate I
Center for Public Management and Economic Development Research

Education

1981 Ph.D., Political Science, The Johns Hopkins University
1977-1978 Dorothy Danforth Compton Fellow (The Institute for the Study of World Politics) and James Hart Fellow (The Johns Hopkins University) in Mexico City
1976 M.A., Political Science, The Johns Hopkins University
1972 A.B., Political Science, Duke University

Career Brief

Dr. Musselwhite's research career has been devoted to the study of comparative public policy and politics. He joined the Center for Public Management and Economic Development Research at the Urban Institute in the fall of 1981. He is involved in two major projects at the Center. These include a multi-year study of the role of nonprofit organizations in the U.S. and a study of the kinds of tools governments use to accomplish their goals and the implications of using such tools.

Prior to joining the Institute Dr. Musselwhite was a Research Associate in the Governmental Studies program at The Brookings Institution where he co-authored a two-year study of the community development block grant program in fifty jurisdictions across the U.S. Before coming to Brookings, Dr. Musselwhite spent a year in Mexico doing dissertation research on Mexican health policy. He is continuing research in this area, and beginning a new joint project on a comparative analysis of urban problems in the U.S., Europe, and Latin America.

Professional Background

1981-present Research Associate I, Center for Public Management and Economic Development Research, The Urban Institute
1981 Consultant, Center for Public Management and Economic Development Research, The Urban Institute
1981 Research Associate, The Governmental Studies Program, The Brookings Institution
1978-1981 Research Assistant, The Governmental Studies Program, The Brookings Institution
1977 Part-Time Assistant Professor of Political Science, Morgan State University

JAMES C. MUSSELWHITE, JR.

Page Two

- 1977 Teaching Assistant, Political Science, The Johns Hopkins University
- 1976 Instructor of Political Science, The Johns Hopkins University (Intersession course)
- 1975-1976 Research Assistant, Center for Metropolitan Studies and Planning, The Johns Hopkins University
- 1975 Teaching Assistant, Political Science, The Johns Hopkins University
- 1973-1974 Research Assistant, Institute of Policy Sciences and Public Affairs, Duke University
- 1972-1973 Research Assistant, Laboratory for Political Research, University of Iowa

Publications

Paul R. Dommel, James C. Musselwhite, Jr., Sarah F. Liebshutz, and Associates, Implementing Community Development, a study done by The Brookings Institution for the U.S. Department of Housing and Urban Development (Washington, D.C.: U.S. Government Printing Office, 1982)

ALAN J. ABRAMSON
Research Associate
Public Management Program

Education

1976-present Ph.D. candidate, Political Science, Yale University (on leave of absence September 1979-present)

1979 M. Phil., Political Science, Yale University

1977 M.A., Political Science, Yale University

1976 B.A., Government and Psychology, Wesleyan University

Career Brief

Mr. Abramson joined the public management program of the Urban Institute in October 1980. At the Institute he has assisted in a project looking at the various forms of federal governmental action--direct loans, loan guarantees, insurance programs, tax subsidies, government corporations, regulation, and grants; prepared supporting material for a book on The Presidency and the Management of Domestic Policy; and, contributed to a study of federal funding of nonprofit organizations, The Federal Government and the Nonprofit Sector: Implications of the Reagan Budget Proposals.

Prior to coming to the Urban Institute, Mr. Abramson was a research assistant at the National Academy of Public Administration where he wrote background papers on presidential policy formulation, federal regulations, and changes in the broad context in which the president manages for the National Academy's project, A Presidency for the 1980s. He also assisted in an Academy study of the General Services Administration.

Professional Background

1980-present Research Associate, Urban Institute

1979-1980 Research Assistant, National Academy of Public Administration

1980 Special Guest Privileges, Brookings Institution

1979 Teaching Fellow, Department of Political Science, Yale University

Honors and Grants

- 1979 Lyndon B. Johnson Foundation, travel grant for research at Lyndon B. Johnson Library
- 1977-1979 National Science Foundation Graduate Fellowship
- 1976-1977 Yale University Graduate Fellowship
- 1976 Davenport Prize (co-recipient), Department of Government, Wesleyan University
- 1976 Graduated Magna Cum Laude from Wesleyan University
- 1975 Phi Beta Kappa
- 1975 Wesleyan University Summer Study Grant

Papers

Salamon, Lester M. with Alan J. Abramson (May 1981). The Federal Government and the Nonprofit Sector: Implications of the Reagan Budget Proposals. Washington, D.C.: Urban Institute.

LEAH GOLDMAN
Research Assistant

Education

1980 B.A. in Economics, University of Illinois, Champaign-Urbana

Career Brief

Ms. Goldman has joined the Center for Governance and Management Research as a research assistant and is currently working on a project to identify the role and character of private nonprofit organizations, and to evaluate the impact of current public policy changes on these organizations.

Prior to joining The Urban Institute, she worked at the Institute for Policy Studies as a research assistant on a forthcoming book analyzing the international monetary system. In addition, she monitored legislative changes in the domestic banking laws and evaluated the impact of such changes on the international banking system. She also researched the policies and procedures of international lending organizations and their ability to mediate the escalating debt service crisis of developed and developing nations.

Previously, Ms. Goldman was employed as a consultant to the Urban Mass Transportation Administration. Projects included evaluating management procedures for the Office of Safety and Product Qualification, and lending technical assistance to the Office of Civil Rights.

As a research assistant in Third World Studies at the Center for Strategic and International Studies, Ms. Goldman contributed to two series of monographs. The first was an in-depth economic analysis of several countries in Africa, and the second evaluated and proposed changes to existing international trade legislation. She initiated a project investigating the availability of capital and the debt financing problems of developing nations, and also assisted in the development of a slide presentation depicting the general characteristics and obstacles facing the developing world.

Professional Background

1982-present	Research Assistant, The Urban Institute
1981-1982	Research Assistant, Institute for Policy Studies
1980-1981	Consultant, The Washington Consulting Group
1980	Research Intern, The Georgetown Center for Strategic and International Studies

ANITA R. MACINTOSH
Research Associate I

Education

1971 B.S., English Education, University of Wisconsin, Madison

1971-72 Graduate work in Education, University of Wisconsin and
U.S. International University

1973-1975 Courses in statistics and concepts of data processing,
George Washington University and U.S.D.A. Graduate School

Career Brief

Ms. MacIntosh's research career has been devoted to policy analysis in the areas of income maintenance and programs and policies affecting elderly and disabled persons. She is currently working on a three-year study of the nonprofit sector in an era of government retrenchment with responsibility for selection and design of case studies and coordination and communications with local advisory committees in 12 sites and with national nonprofit organizations.

Prior to rejoining The Urban Institute, she was a social science analyst in the U.S. Department of Health and Human Services, Office of the Assistant Secretary for Planning and Evaluation, Income Security Policy Division, with responsibilities for work on welfare reform and welfare administration. She was project officer for the preparation and publication of a two-volume final report on the 11-year Seattle/Denver Income Maintenance Experiments.

Her work in the field of aging involved a study of the interaction of federal, state and local benefit programs for the elderly, conducted by The Urban Institute for the Federal Council on Aging. At the American Association for Retired Persons she conducted program evaluations and served as grants officer for the NRTA-AARP Andrus Foundation which awards grants to colleges and universities for action research in social gerontology.

Her earlier work at The Urban Institute focused on the growth of families headed by women, the AFDC program, marital instability, and the consequences for children. In addition, she worked on two studies conducted for the Rehabilitation Services Administration, one on the utilization of outside resources in vocational rehabilitation and another on refinement and expansion of the general standards for evaluation of the performance of the vocational rehabilitation program.

Professional Background

- 1982-present Research Associate I, Center for Governance and Management Research, The Urban Institute
- 1980-1982 Social Science Analyst, U.S. Department of Health and Human Services, Office of the Secretary, Assistant Secretary for Planning and Evaluation, Income Security Policy Division
- 1976-1980 Research Associate, Planning and Research Department, American Association for Retired Persons (AARP)
- 1972-1976 Research Associate II, Income Maintenance Program and Social Services Research Program, The Urban Institute
- 1971-1972 Teacher, English and Social Studies, Edina Public Schools, Edina Minnesota

Publications

- "Monthly Reporting Research: A Summary Assessment," with John M. Bayne, DHHS/OS/ASPE/ISP, June 18, 1981.
- "The Medicare Appeals Process: A Survey of Beneficiaries," with Judith, Blanchard for NRTA-AARP, October 1979.
- "The Usage of Similar Benefits in Vocational Rehabilitation," with Patricia Barry and Joseph LaRocca, project report for the Rehabilitation Services Administration, July 1976.
- Time of Transition: The Growth of Families Headed by Women, contributor, with I.V. Sawhill and H.L. Ross, The Urban Institute, 1975.
- "Programs for Older Americans in Four States: A Case Study of Federal, State, and Local Benefit Programs," prepared for the Federal Council on Aging, 1975.
- "Racial Differences in Family Stability," with I.V. Sawhill and H.L. Ross, Urban Institute Working Paper, 1974.
- "The Emergence of Households Headed by Women," with H.L. Ross, Urban Institute Working Paper, 1973.