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About the Institute

The Hunt Institute for Botanical Documentation, a research division of Carnegie Mellon University, specializes in the history of botany and all aspects of plant science and serves the international scientific community through research and documentation. To this end, the Institute acquires and maintains authoritative collections of books, plant images, manuscripts, portraits and data files, and provides publications and other modes of information service. The Institute meets the reference needs of botanists, biologists, historians, conservationists, librarians, bibliographers and the public at large, especially those concerned with any aspect of the North American flora.

Hunt Institute was dedicated in 1961 as the Rachel McMasters Miller Hunt Botanical Library, an international center for bibliographical research and service in the interests of botany and horticulture, as well as a center for the study of all aspects of the history of the plant sciences. By 1971 the Library's activities had so diversified that the name was changed to Hunt Institute for Botanical Documentation. Growth in collections and research projects led to the establishment of four programmatic departments: Archives, Art, Bibliography and the Library.

October 30, 1969

Mr. Ted Tedesco
Boulder City Manager
Municipal Building
Box 791
Boulder, Colorado 80302

Dear Ted:

I want to confirm our telephone conversation of Wednesday afternoon. The proposal for a Municipal Information System came to my office late Wednesday, not permitting sufficient time for a careful reading and examination before the deadline for submission to HUD. So that the proposal would not be excluded from consideration for the technical reason of late submission, I agreed with you to sign it, reserving to the University the opportunity to request and make changes that a careful reading may necessitate. I fully appreciate the difficulties you have had in putting together a complex proposal in a limited time, and I hope that it will not be necessary to ask for substantial alterations.

I will be in touch with you next week after the University staff has had an opportunity to read the proposal.

Best regards,

Thurston E. Manning
Vice President for
Academic Affairs

TEM:mk

cc: Dean William Briggs
Dean Lawson Crowe
Professor Askeff Love
Professor David Rogers ✓

November 3, 1969

Thurston E. Manning
Vice President for Academic Affairs
University of Colorado
Boulder, Colorado 80302

Dear Ted:

Attached are copies of the information system proposals which have been submitted to HUD. You will notice that one proposal is for the development of a prototype computer-based integrated municipal information system and that the other proposal is for the development of the physical and economic development subsystem of a total information system. The second proposal is identical to the first with the exception that several pages have been changed to reflect a scaled down version of the project.

We believe Boulder's proposal will be one of the better proposals which is submitted to HUD. We would like to thank the University for the excellent assistance which the Taximetrics Laboratory rendered in developing the proposal. We are very happy about the University's involvement in this project in the orientation, evaluation and monitoring phases.

From four to eight people in the Taximetrics Laboratory over a period of eight weeks worked on this proposal. The 160 man days involved are valued at about \$7,500. As you can see from the proposal, the University will receive a very substantial share of the 100% federal grant.

It is our belief that few of the cities submitting a proposal were successful in involving a university, a feature which the federal government stated would be highly desirable. We are especially happy at the quality of the work which the Taximetrics Laboratory performed in developing this proposal and are extremely anxious to work with them in the event we are awarded a grant.

Thurston E. Manning
November 3, 1969
Page Two

We are having additional copies of the proposal printed and will distribute copies to the Office of Research Services, Dean Crowe and Dean Briggs.

Thank you for taking the time last Wednesday to sign the proposal. Hopefully more lead time can be provided you in the future.

Very truly yours,

Ted Tedesco
City Manager

TT/ah

cc: Dean William Briggs
Dean Lawson Crowe
bc: Dave Rogers

18 September 1969

Mr. Gay Milbrandt
Aries Mid West
(hand delivery)

Dear Mr. Milbrandt:

Enclosed are some notes on the interviews held by my staff with the City of Boulder top management.

They are Brief, but, I hope, useful. Much of the information garnered from these interviews will be related to your operations personnel when they arrive in Boulder.

If you should need additional information before then, please call (303 - 443-2211, X 6712).

We look forward to working closely with you on this project - and fully expect that we shall produce a successful grant instrument.

Sincerely,

David J. Rogers
Professor and Director

DJR:GH/gm
CC: Mr. L. Blick
Encl.

21 August 1969

Mr. Ted Tedesco, City Manager
Municipal Building
Boulder, Colorado 80302

Dear Mr. Tedesco: RE: Municipal Information System under H.U.D.
Request for Proposals #H-2-70

We are writing to inform you that in consideration of our recent projects with Larry Blick and Bob Westdyke, and of recent discussion with Paul Fasching, Data Systems Manager, we are indeed interested in further dialogue concerning Data Systems Management as per RPF-H-2-70, and our participation as the University research and development based group. In the interests of our continuing communications with your office, we wish to present a brief descriptive history of the Taximetrics Laboratory and its approach to the generation and evaluative implementation of data systems, both in research and in the development of operational components of information subsystems.

The laboratory personnel consists of a research and development core, as follows:

Supervisor of Systems Design	Robert Brill
Research Mathematician	George Estabrook
Economic Systems Analyst	Gil Hersh
Operations Systems Analyst	Bill Stage
Systems Programmer	Bill Carson

with appropriate supportive personnel. The core group functions closely as an integrated team developing and maintaining a recycling analytical program developed through complex data management and systems design, implementation and evaluation. The purposes of the Taximetrics Laboratory are to develop, through Operations Research, systems for the management of unwieldy quantities of data, and through this management to produce specific subsystems for the generation, or synthesis, of particular information germane to the user of the data bank in question. Further, the Laboratory maintains a tripartite goal in its own operations: the direction of research, particularly in areas hitherto ineffectively dealt with by traditional analytical methods, the production of systems and subsystems for user-oriented tasks and investigations, and finally the teaching and dissemination of resulting systems and procedures in order to make them available to a wide variety of future users and collaborators.

The Laboratory has operated under grants to the Director, David J. Rogers, as Principal Investigator, from the Office of Naval Research, from the National Institute of General Medicine, and from the National Science Foundation's Office of Science Information Service, totalling nearly \$450,000 over the past nine years. "Taximetrics", a name derived from the Greek taxi, meaning order or form, and from metric, to measure, indicated the historical development of our research techniques from the data-based discipline of taxonomy in the biological sciences, to a modern operational automated procedure utilizing the recent progress of a specialized field of mathematics known as Combinatorics.

Currently operational, for example, although of course continually under re-evaluation and development, is an algorithm-based Information Rebriefal technique which is known as TAXIR, an integrated information management system. This system, recently used for the Wind Damage and Solid Waste Disposal surveys of the City of Boulder, is user-oriented in several ways. In terms of the HUD guidelines, it is potentially extremely transferrable, both in actual operation, being compatible with any convenient computer coding system for on-line hook-ups, intra- and extra-system flexibility, and convenience in training operating personnel; and also in its applicability, being transferrable as a system, once designed for City Management, to other cities and municipalities with only minor modification. In addition, its development and application to each particular research effort revolves within user-determined cost/effectiveness parameters at each stage of information flow within the system, thus providing in effect a completely user-directed depth of investigation. TAXIR is not the only approach utilized by the Taximetrics Laboratory, but it exemplifies the laboratory's capacity to develop systems for management and analysis in widely divergent areas of needed data assimilation.

The particular expertise required to develop and execute such systems as TAXIR, although not directly a result of experience in urban management, obviates the need for specific experience in the field, in the light of TAXIR's unique and methodological orientation. The Taximetrics Laboratory, in further consideration of the HUD guidelines, would direct its interest in this potential operation towards specifically management-level Information Retrieval for decision-making and planning, etc., and would work in close cooperation with any competent systems-software house on accounting-oriented problems. We would envision a comprehensive and continuing macro-flow analysis of the ever growing dynamics of city environment and government. The economic and demographic growth of an urban center such as Boulder would appear to be an essential application of the larger macro-environmental studies necessary to adequately conceptualize the information subsystems which will be so urgently needed both in Boulder and across the country in the imminent future.

The Resumes of the Director and the core group of the Laboratory are attached, as well as a partial listing of the more relevant publications of the key members.

21 August 1969

The Laboratory appreciates the cooperation of the Offices of the City Manager, and hopes, through this letter, to keep open all avenues of discussion concerning this proposal and any other matters of information management to which we might be of service. We hope that the additional information provided here will prove useful in your consideration of our qualifications, and that you will let us know as soon as more detailed, modularized description of our operation might be appropriate.

Sincerely,

David J. Rogers
Director, Taximetrics Laboratory

DJR:gm