

Correspondence – G-I

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Mr. Neil Sader. Issue Staff
Atlanta Ga.

8/22/76

MA

Dear Campaign Members on Issues;-

It is my avowed intention to have this issue laid to rest forever; and the best way is to present it to the Ford Campaign right away. I could not hope for a better opportunity than the fund raising dinner in Georgia. If this does not take the stem out of Ford's big talk about us democrats being so all fired liberal that we would give the capital dome away; I miss my guess. This really points the way that the G.O.P. Republican Party has milked the American public and on top of that tried to tell us we should be grateful to the Nixon, Ford, and from my point of view Eisenhower, because he committed the unpardonable act of leaving our boys and girls overseas, also our hardware, didn't we have enough of that, when our boys captured American made guns from Germany and Japan, yet he Eisenhower deliberately let the enemy keep them. It certainly has no point to say we gave the South their guns and horses, they are our own brothers and sisters. Why will the G.O.P. not use humanitarian principles regarding amnesty to our conscientious objectors. I sure would enjoy making Ford and his side ~~be~~ kick a firm and yell why that is treason, reply why you as Republican Hip ~~a~~ aided and abetted shoving us into a fight of no consequence to America, only dragged our name in the mud abroad. If you want Ford to have a copy of this, that is; if it does not uncork any rebuttal material, let our next President decide, but please see that, that outfit gets the enclosed copy to Americans.

Sincerely



Roy E. Little R.D.#, Greenville, Pa/ I6I25

TRITON INTERNATIONAL
MANAGEMENT CONSULTANTS

22 BATTERY STREET
SAN FRANCISCO, CALIFORNIA 94111

TELEPHONE (415) 398-6000
CABLE ADDRESS: TRITINT, U.S.A.

July 28, 1976

Mr. G. W. Holsinger
Administrative Assistant to
Congressman Leo J. Ryan, M.C.
181 Second Avenue
San Mateo, California 94401

Dear Mr. Holsinger:

The following position paper will describe briefly the program of Technology Utilization we have developed over the past ten years to convert California's prodigious technical and manpower resources from the laboratories of aerospace technology into new products, new industries and new jobs.

In view of the critical economic dislocations throughout the country today, the business and private-industry orientation of the California pilot plant demonstration model provides a working blueprint for a rallying point to catalyze the support of the private business sector.

As you suggested, the following prospectus will review briefly for the Issues Coordinator the parameters of the project implementation in California. Only minor modifications adjusting to local and regional economic variations would make it workable on a national scale, since it was purposely engineered to be "exportable".

The use of technology utilization as a means of converting research and development into new industry faced its severest test in California. With almost half the state's research and production facilities in some form of advanced energy and technical manufacture in the late 60's, California was vulnerable to the economic dislocations threatened by aerospace and defense cut backs. More than a third of the country's total investment in government and private R. & D. was also at stake.

But rather than phasing out the enormous resources that had been assembled in technology and skilled manpower, the private business sector visualized the transfer of technical innovation from the laboratory to the marketplace. The spin-off provided new kinds of products, industries and jobs to take up the slack.

Corporate management in California formed new alliances with labor and government to apply its marketing strategies and concepts of economic feasibility to the skills it knows best: the manufacturing of new products and industries -- the new jobs would follow. And they did, in fields for which new job descriptions had not yet been written.

American businessmen across the country can be marshaled to active participation in what might be called a national council of businessmen to support at state and national levels candidates who can perceive, and utilize, the contribution of the private sector to the country's economic development.

The California demonstration model provides a working blueprint. In essence, the private business sector can re-cycle labor and production by its systematic application of "economic feasibility" as the cornerstone of "demand" marketing principles.

As opposed to the "supply" orientation of make-work pump priming government handouts, economic feasibility research is first used by the business sector to forecast potential market demand for new goods and services. Business then expands its labor and production facilities to meet the projected demand, or looks for new products that will.

American businessmen, as we found in California, will welcome a program of technical utilization that shifts emphasis from the subsidized "supply" orientation of the government bulldozer, which sponsors make work programs rather than incentives to the private industry to create meaningful employment through new products.

It is this difference between the supply orientation of government and the demand orientation of business that characterizes the re-cycling of California industry. If the methodology has worked in one of the country's hardest hit high-technology states, it is reasonable that it would work elsewhere, nation wide.

That would be a reasonable assumption if the same techniques and methodology were applied. Since the project was engineered and designed to be "exportable" to other labor and capital intensive industrialized business communities, the same components of government, labor unions, industrial associations and marketing management presently exist in virtually every part of the country.

One of the prime requisites of the project was that every phase of the program would already exist to some degree. In other words, it would utilize only those factors of technology, labor, R & D, government and business management currently available. No further investment would be required, but only the re-direction of available resources along paths of the economic feasibility of the business orientated demand marketing concept.

More than twelve thousand representatives of California's leading manufacturing, research, labor, governmental and financial organizations have participated in the program since 1967. Periodic meetings of the innovation council convene to consult with and advise innovators on the legal and marketing strategies for the transfer of their inventions from the drawing boards to the commercial marketplace.

Industrial expositions bring together the technical innov-

ation resources and the potential manufacturers of their products. Patent lawyers provide legal counsel; R & D expertise from the state's leading research institutions bridge the gap from the working model to production model; marketing strategies are developed by economic feasibility studies; financial and capital resources are investigated by investment institutions.

Industry by industry, potential new products and services are matched up with existing or projected production facilities by means of audits and inventories.

Economic feasibility studies and market/product research then answer such questions as: what types of new products coming from the laboratories of technology can we profitably make with our existing assembly lines and equipment? what modifications will be necessary to convert the "little black box" into a desirable consumer or industrial use? what new manufacturing equipment will be needed to add a new product line? what will be the product's profitability next year and in five or ten years? what will be the manpower requirements for expansion of existing product lines or to enter new foreign and domestic sales territories?

These are questions the businessman asks every day. In his own enlightened self interest, he can be expected to support a national program that employs the private business disciplines to increase production and employment.

Buried in the data banks of modern industrial technology lie the potential solutions to natural resource management, mass transit and low cost housing, waste disposal and new sources of energy. Publicly funded governmental and private research have already issued hundreds of thousands of technical data specs, orphan patents, NASA and ERDA citations and licenses to solve these social and economic problems.

The practical use of them by private industry to put people to work in the hard core central cities will return to the tax payer his investment.

Twenty years after American technology was first able to explore outer space, inner space earthbound dislocations remain. What has caused this waste has been the absence of government incentives to utilize everyday corporate management techniques.

The viable working outreach of the California pilot demonstration model of technical utilization has pioneered in the formulation of a prototype that could revitalize the role of business throughout the country. The extension of the California project on a national scale would obviously require modifications. But as a starting point, Triton International, as a private management contractor, is entitled to make available for further review such supporting documentation and operational procedures as are deemed necessary.

Respectfully submitted,


Neil Shaver
President

N/A

277 South 51st Place
Springfield, Oregon 97477
August 24, 1976

Neil Sader
Issues Staff
Jimmy Carter Presidential Campaign
P.O. Box 1976
Atlanta, Georgia 30301

Dear Mr. Sader:

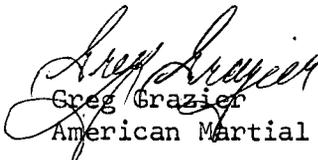
Thank you for your letter of August 16, 1976, which I just received yesterday. It was very promising and is the only reply received from any Presidential Campaign. However, Martial Artists in Oregon need more than promises. They need immediate action, because the malicious prosecution and police harassment over the issue of possession and use of Martial Arts Weapons as training tools is unending and getting worse.

Enclosed is a more recent letter that I have written. Hopefully it will add further light on my problem.

The Secretary of State, the State Ombudsman, Jim Weaver, Mark Hatfield, Governor Bob Straub, and all other Federal, State, and Local officials who have bothered to reply stated they couldn't help because they have no jurisdiction over the actions of public officials. I ask you, "Who does?" I was also unable to raise sufficient funds to pay an attorney to write the bylaws to incorporate a non-profit organization which would have been called American Martial Artists Against Oppressive Legislation.

I truly hope there is something Jimmy Carter can do to help insure the Civil Rights of American Martial Artists in Oregon. Thank you.

Sincerely,


Greg Grazier
American Martial Artist

Enclosure

August 26, 1976

Mr. K. P. Johnson
Barnett Bank of Murray Hill
P. O. Box 6779
840 S. Edgewood Avenue
Jacksonville, Florida 32205

Dear Mr. Johnson:

Governor Carter has referred your letter to me for response. He is not in a position at the present time to support specific legislation, but your remarks concerning the holder in due course doctrine and the promulgation of federal regulations will receive our fullest consideration.

Your interest in the campaign is appreciated.

Sincerely,

Jerry Jasinowski
National Issues and Policies

JJ/mg



ISSUES
DEPT
HOLDER IN
DUE COURSE

Barnett Bank of Murray Hill

P.O. Box 6779
840 S. Edgewood Avenue
Jacksonville, Florida 32205
904/384-7592

August 13, 1976

*Not supporting
legislation*

Honorable Jimmy Carter, Governor
P. O. Box 7667
Atlanta, Ga. 39309

Re: Holder in Due Course Doctrine
FTC Rule - May 14, 1976

Dear Governor:

The above arbitrary ruling by the Federal Trade Commission has abolished the Holder in Due Course Doctrine which has been in effect for many years, and was implemented to improve the economy of this nation by encouraging banks and finance institutions to buy credit contracts from businesses.

This ruling has gone far beyond the FTC's goal of protecting consumer's rights, and if allowed to remain in its present form will endanger the present cost level and the continued flow of sufficient funds for consumer credit.

The ruling among other things, appears to have definitely invaded what state rights we have left, imposes unreasonable burdens on all lenders, preempts the numerous safeguards already written into Federal and State laws, and very likely could conceivably disrupt the Consumer sector of this nation's economy.

There now appears a growing concern over this ruling at the Congressional level by the introduction of the following bills; S.2903, S.2925, H.R.6110, 9312, 11340, 12048, 13897 and 14687, which appears very encouraging.

I respectfully request you give favorable consideration in your capacity, to promote and support this legislation to overturn the FTC's ruling abolishing the Holder in Due Course Doctrine, or at least require all rules and regulations promulgated by various agencies in the executive branch of the Federal government, be submitted to Congress for approval.

Sincerely,

K. P. Johnson

LINDSEY HOLLAND

65 East Nasa Boulevard
Melbourne, Florida 32901

Phone: 724-1226

August 18, 1976

MA

Mr. Neil S. Sader
Issues Staff
Jimmy Carter Presidential Campaign
P. O. Box 1976
Atlanta, Georgia 30301

Dear Mr. Sader:

Thank you very much for your letter of August 9th which refers to my letter of April 5th. The enclosures and this letter may seem redundant but I want to be sure that your file reflects my full feelings, and my willingness to serve Governor Carter after he is elected, in any way that I can contribute on these issues.

I mentioned this very briefly to our candidate at the Hollywood, Florida gathering on July 7th. Jimmy Carter is the only candidate for national office, to my knowledge, who appears to appreciate long-range nuclear and environmental problems of worldwide scope.

Sincerely,


Lindsey Holland

LH/rhd

Enclosures

cc: Copy of my letter of 2/5/76 to Gov. Carter
Copy of Gov. Carter's letter of 3/4/76
Copy of my letter of 6/29/76 to Hon. Richard Swann
Copy of my letter of 7/19/76 to Gov. Carter
Copy of my letter of 4/5/76 to Gov. Carter
Copy of my letter of 7/14/76 to Hon. Lawton Chiles

E. SMYTHE GAMBRELL
HAROLD L. RUSSELL
THEODORE M. FORBES, JR.
JAMES H. BRATTON, JR.
EDWARD W. KILLORIN
DAVID A. HANDLEY
WALTER W. MITCHELL
SEWELL K. LOGGINS
HOWARD E. TURNER
DAVID M. BROWN
THOMAS W. RHODES
TOBIN N. WATT
ROBERT E. LEE GARNER
JACK O. MORSE
JOHN M. HANOS
THOMAS C. GILLILAND
ROBERT G. AMES
DONALD L. RICKERTSEN
MICHAEL V. ELSEBERRY
DOUGLAS N. CAMPBELL
S. L. HIGGINBOTTOM, JR.
DANIEL B. COLTRANE
JONATHAN H. WALLER
JAY JOHN SCHNELL

LAW OFFICES

GAMBRELL, RUSSELL, KILLORIN & FORBES

4000 FIRST NATIONAL BANK TOWER

ATLANTA, GEORGIA 30303

(404) 658-1620

June 7, 1976

Mr. Francis S. Harmon
464 Riverside Drive
New York, New York 10027

NFA

Dear Francis:

Thank you for your June 3 letter enclosing Richard Gilbert's brochure "Ethics for Everybody", which I found interesting reading.

✓ You have suggested that Jimmy Carter ought to have Mr. Gilbert's services in the field of religious and moral values. ✓

I don't know Mr. Gilbert, but I do know you (my Harvard Law classmate of 1922), and if he is built in your mold, he would be a valuable person in anybody's political household.

✓ I am passing your letter and the material on to Jimmy Carter with the thought that he and his staff will communicate directly with you in whatever way they deem appropriate. ✓

I have been missing you in recent times and hope our paths may cross very soon.

With warm regards and best wishes, I am

Sincerely,

E. Smythe Gambrell
E. Smythe Gambrell

ESG:ps
cc: Honorable Jimmy Carter ✓

COPY

DEMOCRATIC

NATIONAL COMMITTEE 1625 Massachusetts Ave., N.W. Washington, D.C. 20036 (202) 797-5900

19 August, 1976.

Dear Neil:

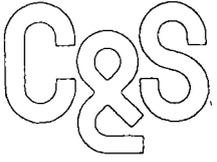
Part of my job as research director is to fill public requests for information. The enclosed letters request materials that we do not have here at the DNC and as yet have not been assured of receiving in the near future—photographs, bios, issues and position papers, and the like—although I am certain that we will get them some time before November.

Until we do get them, could you please fill these requests? Any requests for platforms and other Party publications have been taken care of. And once we do receive a supply of Carter/Mondale materials we will, of course, be happy to fill these kinds of requests.

Thanks!



Ellen Goldstein
Director
Research Division



The Citizens and Southern National Bank

Desues

Marietta and Broad, 99 Annex, Atlanta, Georgia 30399. Telephone 404 581-2121

August 23, 1976

Joseph L. Powell
Press Secretary to
Governor Carter
Carter Presidential Campaign
Headquarters
P. O. Box 1976
Atlanta, Georgia 30301

Dear Jody:

Enclosed is a copy of an article written in the American Banker based on views of Mr. Hutnyan obtained around Atlanta. I thought the article was excellent and aided Jimmy's "business" standing. This might be something you could use in other areas, particularly in addressing the business community.

Very truly yours,


Hubert L. Harris, Jr.
Vice President

cc: Landon Butler

Once Dubious Financial Industry Won By Carter Performance as Governor

By JOSEPH D. HUTNYAN

ATLANTA. — Democrat Jimmy Carter enters the Presidential campaign this year with enthusiastic support from the Georgia financial community, which opposed him when he ran for governor in 1970.

Some of the Carter mania here obviously is a manifestation of regional pride, but most of it results simply because Georgia financial institutions were impressed by the manner in which he ran the state during his four years as its chief executive.

This theme evolved during interviews here with bankers, lobbyists, state officials, politicians, legislators and executives of credit unions, savings and loan associations and finan-

cial trade associations. Consumerists also gave Mr. Carter high marks.

Their reasons for endorsing Mr. Carter were as varied as the groups they represent.

Long-time Carter watchers also offered some observations on how he views bankers; why bankers among his political associates were drawn to him; how he responds to financial lobby pressure; his contacts with consumer organizations; Mr. Carter's problem-solving techniques, and some ideas about how he might deal with financial issues if elected President.

On the latter point, it was stressed that prophesying the record of a Carter Presidency, based on the per-

formance of his Georgia governorship, was an intriguing exercise — but only that.

"If he is elected, once he crosses that Georgia border we may see a Jimmy Carter we have never seen before," one of Mr. Carter's friends put it.

Meanwhile, some of the events often mentioned among those shaping the relationship between Mr. Carter and Georgia financial institutions during those 1971-74 gubernatorial years were these:

• When Mr. Carter consolidated Georgia's 300 state agencies into 22,

(Continued on page 10)

among the agencies left relatively intact was the State Department of Banking and Finance.

• Some additional regulatory responsibilities were proposed for the bank agency, but Gov. Carter did not press for them when they ran into opposition from the industry and from some politicians.

• Two of Mr. Carter's cabinet members were former bankers—one of whom was his choice to succeed him as governor, since Georgia law prohibits a second consecutive term.

• Mr. Carter selected a former banker to run the State Department of Banking and Finance, and stood by him when he was attacked on conflict-of-interest charges.

• Gov. Carter remained neutral in a knockdown battle between country bankers and large Georgia banks, a position which seemed to earn him respect from both sides.

• Early in his administration, Mr. Carter made a rule that the State Banking Department would draft and lobby for its own legislation, and that all regulatory decisions would be completely divorced from politics in general, and the governor's office in particular.

• The major financial bill passed during the Carter years was a recodification of state banking laws. His biggest defeat in this sector was failure to get a consumer credit bill through the legislature.

When Gov. Carter submitted his plan in 1971 to reorganize the Georgia state government, it was considered one of the most controversial bills ever to land in the legislature. It became law less than a year later, essentially in the form proposed.

The legislation had only a minimal effect on the State Banking Department, which regulated Georgia's 379 state-chartered banks, and 175 credit unions.

The Carter reorganization law changed the name of the agency to the State Department of Banking and Finance and transferred to it regulation of Georgia's six state-chartered savings and loan associations, which had been supervised by the secretary of state.

The governor originally proposed also to transfer to the department small loan companies regulated by the comptroller general, and supervision of securities firms which were regulated by the secretary of state.

Mr. Carter decided not to disturb the loan company regulatory setup when the transfer was opposed by the industry's lobby and by the banking industry. The state banking agency also was not eager to add the assignment.

"Since there was no public money in finance companies, Gov. Carter decided it was not worth making an issue out of it" a state official said.

When Ben W. Fortson Jr., secretary of state, balked at giving up securities regulation, Mr. Carter also dropped this proposal from his bank agency reorganization plan.

In 1970, when Mr. Carter ran for governor, almost all business groups, including bankers, supported former Gov. Carl Sanders, who was a popular and respected political figure.

However, one Georgia banker who supported Mr. Carter was 45-year-old T. Bert Lance. He is still a close political associate of the Georgia Democrat, and is helping raise funds for his Presidential campaign.

When Mr. Carter was governor, Mr. Lance served as his commissioner of transportation. Mr. Lance also was Gov. Carter's personal choice to succeed him as governor but he lost to George Busbee, now in the office.

Mr. Lance currently is president and chief operating officer of the \$280 million-deposit National Bank of Georgia, Atlanta. Political observers here expect him to make another try at the governorship.

Asked in an interview what attracted him to Mr. Carter when they first met in 1966, during a regional planning commission meeting, Mr. Lance replied:

"He was a businessman who was interested in serving the needs of the public. I'm always impressed by businessmen who want to do that.

"There was no question about his commitment and intelligence, which came through loud and strong. It was a composite of these things."

Mr. Lance was asked about concerns expressed privately by some national bank leaders that Mr. Carter's populist ideas sound like the first phase of a new era of increased Federal spending if he is elected.

"Jimmy Carter has a belief and trust in the need for thrift and a capital formation in this country," Mr. Lance replied, "and he knows what inflation does to these things. He instinctively understands that process better than anyone I know.

"He's not a man given to throwing away money, or being loose with it. He didn't operate his own business that way. He didn't operate Georgia that way."

The other banker in the Carter administration was Edward D. (Jack) Dunn, whom Mr. Carter appointed in 1972 as Commissioner of Banking and Finance, a post he still holds. Mr. Dunn had been chairman of the First National Bank of Glenwood, now the \$12.4 million-deposit First National Bank of DeKalb County, Decatur.

Mr. Carter's decision to place a former banker in charge of the Georgia bank regulatory agency is an intriguing bit of history being mulled over these days in Washington bank lobbyists' offices.

Because of Mr. Carter's often expressed concern about "revolving door" regulation—the term he uses to describe the practice of industry officials' working for a time with a government regulatory agency, then returning to the industry they regulated — it was widely inferred that if Mr. Carter were elected President, he probably would not appoint a banker to a Federal banking agency.

Mr. Carter's friends here again resurrect that caveat mentioned previously—namely, that what Mr. Carter does in Washington, if he gets there, may be much different from what he did in Atlanta.

It also was pointed out that in selecting a Georgia Banking Commissioner, Gov. Carter's options were somewhat fewer than would be the case in making Federal appointments. Georgia law requires that its Banking Commissioner have either a minimum of five years' experience in banking, or be a career employee of the Banking Department. No such restrictions are included in Federal law.

Asked about Gov. Carter's philosophy of bank regulation, Commissioner Dunn said in an interview that when he took the job, Mr. Carter said he expected him to make all regulatory and legislative decisions independently, and without political interference.

"He had this philosophy that if we needed him, he would help us on legislation, but otherwise he wanted us to run the whole show," Mr. Dunn added.

This standard appeared to be upheld fairly rigorously during the Carter administration, according to a state official, who worked in the governor's office during the Carter years.

He said that during a three-year period, approximately five bank charter and branch applications were bucked to the governor's office because of their political sensitivity.

"In each instance," the source said, "Jimmy sent the letter back to Commissioner Dunn with a note saying something like 'do what you think is right.'"

The source said that even when the application involved a relationship which required Mr. Carter to answer personally a letter regarding a charter application, the governor usually requested the Banking Department to draft it.

Asked about Mr. Carter's procedures for dealing with a request from a bank lobbyist, Mr. Dunn said, "He would be courteous and talk to him, and then I would get a memorandum asking me to give him a recommendation."

The remodeling of bank laws enacted during the Carter governorship was actually a result of studies and negotiations that had been under way before Mr. Carter took over.

The consumer credit protection law which Mr. Carter proposed was opposed by most financial lobbies, and subsequently failed after a fight in which the governor was highly critical of special-interest pressures.

At one point during the Carter administration, legislation was promoted to permit state-chartered bank holding companies. Gov. Carter said he would veto the bill because he could not determine at that point what effect it would have on the state banking industry. The bank holding company bill was finally passed by the Georgia Legislature this year.

Another banking issue which made news during the Carter administration involved a confrontation between the state's large and small banks—again a struggle that was under way before Mr. Carter moved into the governor's mansion.

It was reflected in a suit which had been initiated by the Independent Bankers Association of Georgia against the \$2.3 billion-deposit Citizens & Southern National Bank, Atlanta, challenging the legality of C&S' acquisition policies.

The IBAG also became critical of Commissioner Dunn, contending that he was biased in favor of the large banks, a charge he denied.

The fight took a politically sensitive turn in the spring of 1974 with the publication of news stories about a \$75,000 personal loan to Commissioner Dunn from C&S, which the stories stated had an ownership interest in 33 state-chartered banks regulated by Mr. Dunn.

Newspaper reports also asserted that bank loans totaling several million dollars had been made by C&S, affiliated companies to firms in which Mr. Dunn owned stock.

Arthur K. Bolton, Georgia attorney general subsequently issued a legal opinion stating that Mr. Dunn violated no law in his dealings with the banks.

Gov. Carter conducted his own investigation and came to the same conclusion. "I think Jack has revealed all relationships to me adequately," the governor was quoted in a story in the Atlanta Constitution on April 19, 1974.

The newspaper also quoted Mr. Carter as adding that a public official "has got to conduct normal business. He can't abandon everything he had done during the four years he serves in the state position."

Despite the fact that he supported Mr. Dunn, Gov. Carter still had strong following among independent bankers in Georgia.

"Our criticism was primarily of Dunn and not of Carter," said Thomas C. Watson, IBAG executive director, in an interview here. "Carter stayed out of the fight. He did not try to butter himself up, so to speak, to the big banks or small banks."

This view also was shared by another Georgia small-town banker—Charles O. Maddox, president of the IBAG's parent organization, the Independent Bankers Association of America.

Regarding the IBAG fight with Mr. Dunn, Mr. Maddox said in an interview that Gov. Carter "was asked to review that, and he took the position he did because of the attorney general's ruling."

"We had a good relationship with Gov. Carter," added Mr. Maddox, who is president of the \$17 million-deposit Peoples Bank, Winder. "I won't say he was one of our prime supporters, but he wasn't on the other side either. He generally has been sympathetic with small-bank problems and positions."

Mr. Maddox also said that under Gov. Carter, the State Banking and Finance Department did "an excellent job." He noted it was one of the three state bank regulatory agencies asked to join in an experimental Federal Deposit Insurance Corp. plan to allow the states to take over some Federal functions in the bank examination field.

The Georgia banker, who stressed that he was speaking personally and not for the IBAA, said he planned to work in the Carter campaign.

"I know Carter is concerned with the adequacy of ore it and deposits for rural areas because he is from a rural area," Mr. Maddox added. "I can't see him getting into office and turning his back on business."

Mr. Carter's seemingly amicable relations with Georgia financial institutions is all the more remarkable since he ran for office campaigning against them and other business lobbies.

As recently as last year, in his autobiography "Why Not the Best?" Gov. Carter warned against self-serving aspects of business lobby power.

"The lobbyists who fill the halls of Congress, state capitols, county courthouses, and city halls often represent well-meaning and admirable grounds," he wrote. . . . What is often forgotten, however, is that lobbyists seldom represent the average citizen, and often express the most selfish aspect of the character of their clients."

Despite suspicion on both sides, Gov. Carter and the Georgia financial community seemed to reach an accommodation early in his term.

"Carter was aware of the self-interest of bankers but also was impressed by the role they play in the economy of their communities," a bank lobbyist observed here in an interview. "He recruited their expertise on all kinds of studies and commissions every chance he could."

"Bankers on the other hand were nervous about Carter's populist ideas," he added, "but felt reassured by his sound business instincts as reflected in the way he managed the state government."

While Mr. Carter was impressing financial institutions here, he also was winning support of Georgia credit unions and consumer militants which, at least on the national level, seldom are found in coalition with financial lobbies.

"We think Gov. Carter understands credit unions," Robert L. Hawkins, managing director of the Georgia Credit Union League, said. "We did not have any input into the selection of Commissioner Dunn, but we have found him approachable and reasonable."

He also said that many "CU people are intimate with Carter and his staff" and that because he was a governor, Mr. Carter probably has had more contacts with CU members than most Washington officials.

Consumer leaders said they were especially impressed by Mr. Carter's sensitivity to consumer issues because the consumer movement was still getting organized and was not a political force during his gubernatorial years.

Among those sharing this view was Peter J. Petkas, executive director of the Southern Regional Council, Inc. This

organization was originally established as a civil rights group but which now has branched out into numerous public-interest areas, including consumerism.

Mr. Petkas said that during those years, Gov. Carter developed close ties with the national consumer movement. He noted that it was Mr. Carter and his staff who lobbied through a resolution endorsing a proposed Federal consumer agency bill during the 1973 Governors Conference.

Mr. Petkas also said that Georgia consumer leaders had access to Mr. Carter when he was governor. He said consumers were especially impressed by his refusal to compromise on the consumer protection bill, which eventually went down to defeat in the legislature.

Mr. Petkas said that "political sophisticates" wanted Gov. Carter to reach an accommodation on the consumer protection proposal, but consumer leaders felt this would result in a meaningless law which would be worse than none at all.

"I think consumer groups agreed with his decision to take the hard line," he said. "It won him many friends here."

Numerous observers of Georgia politics cite Mr. Carter's inflexibility on certain issues as an important part of his style.

"He will approach an issue by listening to all diverse viewpoints — even those which he knows in advance he can't tolerate," one former legislative leader said. "Then he makes up his mind, and he's as stubborn as a Georgia mule."

It was generally agreed among bank lobbyists here that the best chance to influence Mr. Carter on important legislation came when it was in the drafting stage.

Gov. Carter's friend and political ally, Mr. Lance, was asked during the interview about concerns expressed about a Carter Presidency by some of his banker colleagues outside Georgia.

One of them is that Mr. Carter is so surrounded by liberal advisers that, if elected, he likely would make appointments to the Federal Reserve Board which would erase or erode the emphasis on controlling inflation.

"I think Jimmy will have a lot of advisers," the Atlanta banker replied. "He has a great capacity for listening to diverse opinions."

But he said that Mr. Carter is the first nominee for the Presidency who won the job without making commitments to special interest groups of any kind.

"I don't think Jimmy is going to choose a bunch of liberals and say we are going to turn over the Federal Reserve Board to you. That goes contrary to his convictions about thrift and capital formation."

Mr. Lance said he would not be surprised if a President Carter departed from the traditional businessman-economist orientation in making Fed appointments and named a consumerist, farmer, small businessman, labor representative or a woman.

But Mr. Lance said that any person whom Mr. Carter might select to serve on the Fed would reflect Mr. Carter's personal concern about thrift and capital formation, regardless of the appointee's background.

In response to another question, Mr. Lance said that a statement in which Mr. Carter is supposed to have taken a position against the income-tax deduction for mortgage interest was reported "out of context."

"He is strictly a cause-and-effect executive. He is not going to talk about eliminating interest deductions without knowing what effect it will have. He is strong on homebuilding and the need for home ownership, and anything he does in that area is going to be carefully thought out."

Mr. Lance said that the biggest appeal to the business community is that he is not one to act in a rash manner.

"The key word that relates to Jimmy Carter and how he does things is predictability," he added. "You don't change programs and guidelines every 30 days. He thinks planning agencies and regulations ought to be something that is predictable to a businessman."

August 23, 1976

Mr. E. Holleran
702 Farmington Avenue
West Hartford, Connecticut 06119

Dear Mr. Holleran:

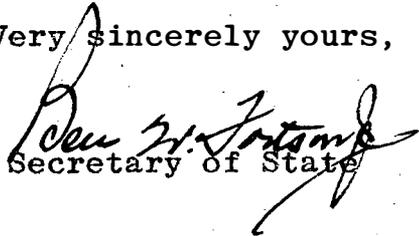
Thank you for sending me your letter and for enclosing therein a presentation of some of the results supposedly found in the great campaigns investigating Jimmy Carter. We, of course, welcome these investigators and wish them well. They will have to dig up something by association (in the manner in which you present) because they are not going to find anything against the man - except that he is a Southerner. That really does rile a great many of the Northerners, the Easterners, and the Westerners. I meant every word I said on that program and I have known Jimmy Carter much longer than you have ever heard of him.

This presentation reminds me of the hundreds of people that come into my Office. The mere fact that I shake hands with them and ask them if I can help them does not mean that I approve what they do out in life or that they are my close personal friends. I do not confer guilt by association on anyone.

Jimmy Carter is not the greatest man in the world but I would put him up against Mr. Ford, Mr. Rockefeller, Mr. Dole or any of the others.

Thank you so much for writing and expressing yourself. As long as I have a breath of life, I will give any man the right to express his opinions.

Very sincerely yours,


Secretary of State



Ben M. Fortson, Jr.
SECRETARY OF STATE

Secretary of State
State Capital
Atlanta
30334

Ann L. Adamson
ASSISTANT
SECRETARY OF STATE

August 23, 1976

FOR YOUR INFORMATION

Ben M. Fortson Jr.

To Ben F. Artson, Secretary of State
for Georgia

From:

E. Holleran
702 Farmington Avenue
West Hartford, Conn. 06119

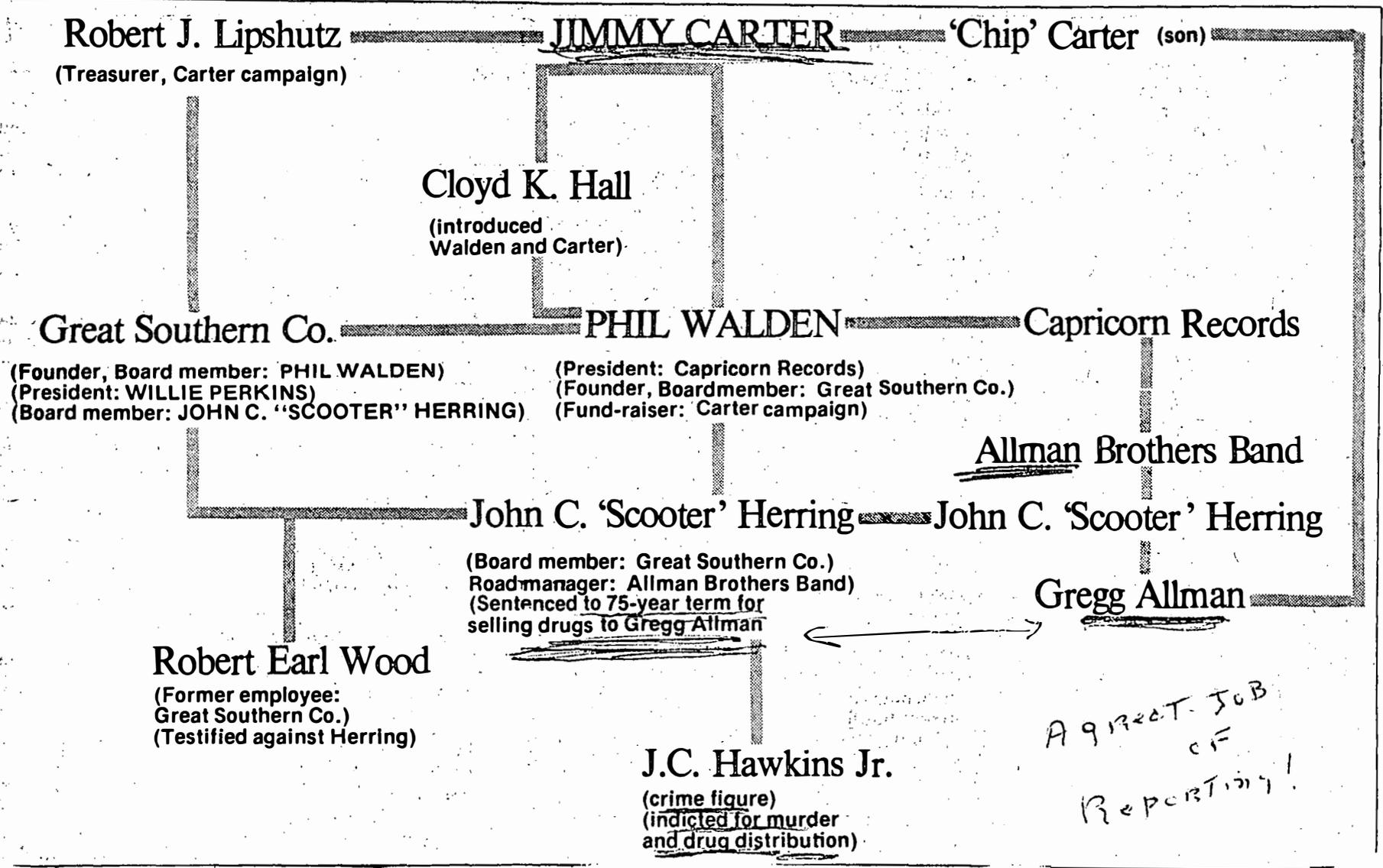
RECEIVED
AUG 23 1 04 PM '76
BEN W. FORTSON
SECRETARY
OF STATE

Re: Your appearance on
Robert MacNeil program

Comment: You mentioned that investigators
had spent two weeks in Georgia trying to
dig up information to use against
Carter. Their quest apparently failed.
Perhaps the search would have been
too confusing - or too dangerous - if they
had uncovered the enclosed diagram. No
doubt, data like this is kept
"under wraps." The Spotlight doesn't give us!
Farter, the born-again Christian,
is keeping strange company. His
public appearances with these questionable
characters - for example his friendship with
Grey Allman - all point to his close
association with unsavory characters.

An interesting MAZE with implications more significant than WATERGATE!

Found to Cocaine-Selling Ro



A GREAT JOB
OF
REPORTING!

The
Center *for the Study of Democratic Institutions / The Fund for the Republic, Inc.*



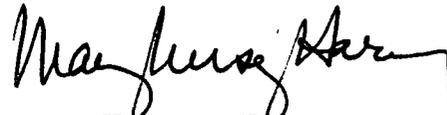
September 30, 1976

Mr. Bertram Carp
P.O. Box 1976
Atlanta, Georgia 30301

Dear Mr. Carp:

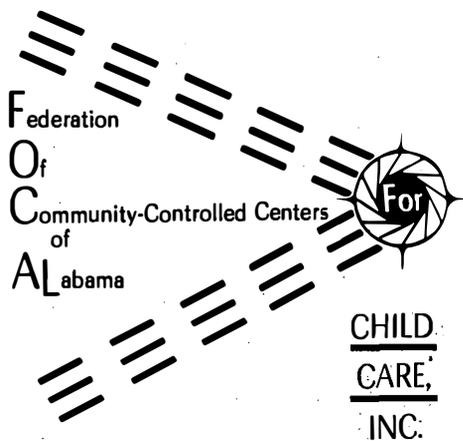
Many thanks for sending along the text of Senator Mondale's August 30 speech. Now I am wondering if someone on your staff could send along the text of the recent San Diego speech of Governor Carter which was reported in The New York Times. (See attached.)

With thanks and the best of luck,



Mary Kersey Harvey
Editor, World Issues

enc:



FOCAL, INC.

125 Washington Avenue
Suite 112
Montgomery, AL 36104
PHONE: 205/262-3456

September 30, 1976

Mr. Burt Carp
Mondale Issues
P.O. Box 1976
Atlanta, Ga. 30301

Dear Mr. Carp:

The Board of Directors of FOCAL has asked me to invite you to attend our Fifth Annual Meeting to be held on the fourth and fifth of December in Birmingham. We would like you to address our members on Saturday, the fourth, at ten in the morning.

The past five years have been exciting for FOCAL. We have grown to such an extent that 67 day care centers and 650 individuals have joined our efforts. As a result we need no longer expend energy on program expansion, membership recruitment, and other growth activities. Instead, we are engaged in solidifying our position as an advocate of black and poor children in rural communities. As a result of creating public awareness about the needs of our membership, we have established state-wide credibility as the advocate for poor people.

We do hope your schedule will permit you to come to Birmingham. We will telephone you October 8, to confirm arrangements.

Sincerely yours,

Sophia Bracy Harris
Sophia Bracy Harris
Director

SBH/gb



Jimmy Carter

Presidential Campaign

For America's third century, why not our best?

Dear Friend,

In the course of this year's Presidential primaries, many candidates have left contention, while other candidates have emerged as winners. Those candidates who have left the race have been dedicated public servants of integrity and intelligence. Their supporters must now look for the same high standards in the candidate they choose as an alternative.

I hope that since your first choice, Governor Milton Shapp, has withdrawn from contention, you will consider supporting Jimmy Carter. If you supported Shapp because of his business-like approach to government, you will find the same approach in Jimmy Carter, a successful businessman and former governor. A chief executive of Georgia, Carter reorganized state government and drastically cut administrative costs. As a result, the state was able to devote increased funds to services to Georgia citizens. When Carter left office, there was a surplus of \$116 million in the state coffers.

There are many things worth knowing about Jimmy Carter, but I will list just a few. He would make a job for every American a top priority,

P. O. Box 1976 Atlanta, Georgia 30301 404/897-7100

A copy of our report is filed with the Federal Election Commission and is available for purchase from the Federal Election Commission, Washington, D.C.



government, greatly reducing administrative costs and freeing more funds for services. Throughout his life, Carter has been a strong advocate of civil rights for all minorities. As governor of Georgia, Carter had an excellent record as a protector of the environment and the consumer. A strong supporter of organized labor, Carter would sign a repeal of the Right to Work Law.

Jimmy Carter, in his successive victories in New Hampshire, Florida, Illinois, and North Carolina, has proved himself to be a candidate with appeal to a broad cross-section of voters. The enclosed polls are evidence that of all the Democratic candidates, Carter holds the greatest promise of uniting the party and leading it to victory in November. To do this, he needs the help of every voter, especially of leaders like yourself who are running as delegate-candidates to the National Convention.

I hope you will decide that Jimmy Carter is the best candidate for President. Although it is no longer possible for your pledge to be changed on the ballot, we would deeply appreciate your being with us. If you plan to support Carter or would like to know more about our Pennsylvania campaign, please feel free to contact the people listed in this letter.

Jimmy Carter feels that the decision-making process of the American government is no longer in touch with the minds of Americans. Carter's

Page 3

goal is an administration which accurately reflects the thoughts and the aspirations of the American people. If you would like to help him achieve this goal, please let us know so we can work together.

Sincerely,

A handwritten signature in cursive script that reads "Hamilton Jordan".

Hamilton Jordan
National Campaign Director

Contact:

Tim Kraft
115 S. 22nd
Philadelphia, Pa. 19103
(215) 567-4471

Brent Wynja
1000 Victory Building
212 Ninth Street
Pittsburg, Pa. 15222
(412) 391-6251

Gallup Poll Finds Carter Ahead Of Ford by Margin of 47 to 42%

Former Gov. Jimmy Carter of Georgia, a contender for the Democratic Presidential nomination, would defeat President Ford if the election was held now, according to a special Gallup poll released today.

Mr. Carter leads Mr. Ford by 47 to 42 percent among voters nationwide, while Senator Hubert H. Humphrey of Minnesota, who is not an active candidate for the Democratic nomination, trails the President by a margin of 43 percent to 48 percent. Senator Henry M. Jackson of Washington trails Mr. Ford by a still wider margin, 39 percent to 49 percent.

However, a Time magazine poll released yesterday and conducted by the opinion research concern of Yankelovich, Skelly and White Inc. concluded that Mr. Ford would defeat Mr. Carter by 46 to 38 percent, with 16 percent undecided, if the election were held now.

In the Time magazine poll, Mr. Carter runs better than Senator Humphrey, who, the poll says, would be beaten by Mr. Ford by 52 to 37 percent, with 11 percent undecided, and better than Senator Jackson, who would be defeated by 53 to 30 percent, with 17 percent undecided.

In both surveys, Democrats

and independents were asked their choice among the Democratic candidates. In the Gallup Poll, Mr. Carter and Mr. Humphrey emerged in a virtual tie, with the Senator winning 27 percent and Mr. Carter 26 percent. Next are Senator Jackson and Gov. George C. Wallace of Alabama, with each candidate receiving 15 percent.

Mr. Humphrey narrowly outpolled Mr. Carter in the Time magazine poll, receiving 32 percent to Mr. Carter's 28 percent. Mr. Wallace received 14 percent in the Time poll, followed by Senator Jackson, who had 11 percent.

Poll Finds Members Of Unions Divided In Democratic Race

Support by labor union members for a Democratic Presidential nominee is widely divided, according to the latest Gallup Poll.

The survey indicated that former Gov. Jimmy Carter of Georgia, whose candidacy has been opposed by some labor leaders, had the support of 16 percent of the nation's union families. The survey also indicated that Senator Henry M. Jackson of Washington, who has received strong support from many labor leaders, had the support of only 6 percent of union members.

The poll, taken from Feb. 27 to March 1 and involving 375 union households, found that Senatore Hubert H. Humphrey of Minnesota, who is not actively campaigning for the Democratic Nomination, had the support of 23 percent of those interviewed.

Gov. George C. Wallace of Alabama, who has long held strong support from union members, had 22 percent of the

labor vote, the survey indicated.

Some labor union leaders have opposed Mr. Carter's candidacy because, as Governor of Georgia, he did not support the repeal of a so-called "right-to-work" law in the state.

This was the question asked in the survey: "Here is a list of people who have been mentioned as possible Presidential candidates for the Democratic Party in 1976. Which one would you like to see nominated as the Democratic candidate for President in 1976?"

Following are the names of persons who have been listed as Presidential candidates or possible candidates, with their percentage of support from labor union families in the survey:

| | |
|-----------------------|----|
| Humphrey | 23 |
| Wallace | 22 |
| Carter | 16 |
| Jackson | 6 |
| Edmund Muskie | 5 |
| George McGovern | 5 |
| Sargent Shriver | 3 |
| Morris Udall | 3 |
| Birch Bayh | 2 |
| Robert Byrd | 1 |
| Frank Church | 1 |
| Fred Harris | 1 |
| Milton Shapp | 1 |
| Undecided | 11 |

Jackson vs. Carter

Pennsylvania may be the showdown

By David S. Broder

WASHINGTON — As that well-known 17th Century political writer, Will Shakespeare, noted, "There is a tide in the affairs of men which, taken at the flood, leads on to fortune."

The tide is running strong these days for Jimmy Carter, who continues to set the pace — and force the race — for the remaining runners in the Democratic presidential field.

NBC analyst Richard Scammon has compared Carter's tactics to those of a sprinter in the mile run. While others carefully paced themselves, picking their primaries and hoarding their hard-won campaign cash, Carter started running flat-out, full-speed from the first caucus, never worrying about how he might sustain his drive if early victories came.

Thus far, that tactical decision looks nothing less than brilliant. Under the hammering of Carter's

hard-nosed tactics, the field has been cut more than half in the first month's primaries. And the astonishing thing is that it could be sliced just as dramatically again; if Carter can sustain his pace for just another month.

In fact, if the former Georgia governor is able to add three more victories to his skein between now and April 27, he would be on the verge of locking up the nomination at an astonishingly early date.

Of his three remaining active opponents, George Wallace faces a moment of truth Tuesday in North Carolina; Morris K. Udall has the same sort of must-win situation in Wisconsin on April 6; and Henry M. Jackson is looking at a showdown in Pennsylvania on April 27.

In North Carolina, where neither Jackson nor Udall has made a major effort, Carter and Wallace face their third contest in as many weeks. In both Florida and Illinois, Carter finished first and the Alabama governor

second.

Carter has no business being favored over Wallace in North Carolina or over Udall in Wisconsin. And yet there are knowledgeable observers in both states betting he will win. Should that prove true, it would leave him facing Jackson in Pennsylvania on April 27 in what would be virtually a two-man race.

Jackson has played his hand as shrewdly as Carter so far, but his is a strategy as cautious as Carter's has been bold.

He skipped New Hampshire entirely, scored a surprise success in Massachusetts, made a modest show of strength in Florida and now has committed his major resources to New York's April 6 contest, where he seems certain of victory over Carter and Udall.

But Jackson now knows he must face Carter again in Pennsylvania. The three-week campaign leading up to that April 27 contest could be the most dramatic yet in the Democratic race.

Again, the odds favor Carter's opponent, for Pennsylvania is the prime example of a state where the old-line labor union-city organization forces exercise immense sway in the Democratic party. And those forces will be on Jackson's side. Yet Pennsylvania Democrats have given their nominations to such maverick anti-organization figures as Gov. Milton Shapp and Pittsburgh Mayor Pete Flaherty in recent years. Carter cannot be counted out in the Keystone State.

A victory in Pennsylvania would not guarantee Carter the nomination. There would still be favorite-sons, uncommitted slates and draft efforts focused on Sen. Hubert H. Humphrey — all aimed at denying the Georgian a majority of the delegates.

But the fact remains that the Georgian is much closer to his prize today than almost anyone but he and his campaign manager, Hamilton Jordan, thought, possible three months ago. And their go-for-broke tactics have broken all but the last three opponents.

Paul

file

~~SECRET~~

111 El Camino Real
Berkeley California 94705
August 1, 1976

Stuart Eizenstat
Carter for President Headquarters
P.O. Box 1976
Atlanta, Georgia 30301

Dear Mr. Eizenstat:

I have read over all of Mr. Carter's issues statements very carefully and agree with most of them. However, I believe I might be of help in a couple of areas: (1) the effect of a wide variety of public policies on national urban population dispersal (see the enclosed articles); and (2) the impact of private power structures on public government structure and vice versa (see the attached book jacket). I also have some detailed knowledge about the effect of many types of public policies on international geopolitics. To give you some idea of my background, I enclose a copy of a career summary. Since it was prepared for other purposes, it is more detailed than you would probably like, but I have marked especially relevant experience and inked in references. I phoned the Carter headquarters in this area, shortly after they were established, to let them know my willingness to contribute services, but -- as you know -- the California Carter primary campaign was somewhat nominal. I did manage to make a modest contribution directly at the hustings, but my real value is as a public policy "expert". I would very much like to help -- both in the immediate campaign and in the administration after election. I know there is a search for qualified women, and I am most certainly qualified! My name sometimes does not turn up on the lists because my career has been and is so unorthodox. I maintain a year-round home in Berkeley and commute during the academic year to teach in Detroit, which divides my impact between California and Michigan, but then it also means I have valuable connections in and knowledge of both these very important states. I will be in Berkeley this year until about midSeptember and then will be in Detroit. The address in Detroit is 630 Merrick, Apartment 304, zip 48202. I will be delighted to prepare background papers on the above-mentioned topics or to do whatever else I can to help.

Sincerely,

Corinne L. Gilb

Corinne L. Gilb



HARVARD LAW SCHOOL

CAMBRIDGE · MASSACHUSETTS · 02138

May 26, 1976

Mr. Orin Kramer
c/o Jimmy Carter for President
P.O. Box 1976
Atlanta, Georgia

Dear Mr. Kramer:

The following is the composition thus far of the Task Force on Housing, Land Use and the Environment:

(Myself) Charles M. Haar, Brandeis Prof. of Law, Harvard University, Cambridge, Mass. 02138, CHAIRMAN;

K. Dunn Gifford, Cabot, Cabot and Forbes, 28 State St. Boston, Mass., VICE-CHAIRMAN;

Daniel W. Fessler, Professor of Law, University of California, Davis, VICE-CHAIRMAN.

The other members are as follows:

Kas Kalba, Kalba Bowen Associates, Inc., Cambridge, Mass;
Lawrence Susskind, Assoc. Prof. of Urban Studies and Planning, M.I.T., Cambridge, Mass.;

Lawrence D. Mann, Prof. of City and Regional Planning, Gund Hall, Harvard University; Cambridge, Mass.;

Kerry Vandell, 1320 Cavalier, Apt. 404, Richardson, Texas;

David Barrett, Regional and Urban Planning Implementation, Inc., 16 Elliot St., Cambridge, Mass.;

Alan Feld, Professor, Boston University, Boston, Mass.;

David A. Crane, The Crane Design Group, 3501 W. Alabama St., Houston, Tex.

Letter to Mr. Orin Kramer
from Charles M. Haar

Lance Liebman, Professor of Law, Harvard University,
(Langell West 335), Cambridge, Mass. 02138;

Robert Healey, Washington, D.C.;

James Rouse, Pres., Rouse Development Corporation, Columbia,
Maryland;

Karl Hill, Macon, Georgia;

Connie Perrin, Washington, D.C.

Barbara Heller, Los Angeles, Washington, D.C.

Raymond H. Lapin

R. H. Lapin and Co., Inc., San Francisco, California;

Vondal S. Gravlee, 3100 Lorna Rd. #305, Birmingham, Ala.,
Vice-Pres., National Association of Homebuilders;

Richard N. Grant, Washington Federal Savings and Loan
Association, 1390 St. Michael.

Sincerely yours,



Charles M. Haar
Brandeis Prof. of Law

TRITON INTERNATIONAL
MANAGEMENT CONSULTANTS

22 BATTERY STREET
SAN FRANCISCO, CALIFORNIA 94111

TELEPHONE (415) 398-6000
CABLE ADDRESS: TRITINT, U.S.A.

Dick Munn

9/21/76

As discussed on phone this morning, attached is position paper prepared for Stu Sisenstadt at recommendation of Holsinger in California. Discussed it briefly with Stu in San Francisco last month at Press Club meeting.

Major thrust of "technology" as a position and policy issue is that historically Republican administrations have rejected subject out of fear of conflicts with Big Business' own R & D. But in California we have succeeded in proving "technology" can be a partnership between Business and

the public's investment in public
and private research thru' taxation.

Please pass this along to Stu
as a reminder that it has
strong pro-economy appeal
as well as anti-administration
loss of wasted resources.

Regards,

Neil Shaver

TRITON INTERNATIONAL
MANAGEMENT CONSULTANTS

22 BATTERY STREET
SAN FRANCISCO, CALIFORNIA 94111

TELEPHONE (415) 398-6000
CABLE ADDRESS: TRITINT, U.S.A.

July 28, 1976

Mr. G. W. Holsinger
Administrative Assistant to
Congressman Leo J. Ryan, M.C.
181 Second Avenue
San Mateo, California 94401

Dear Mr. Holsinger:

The following position paper will describe briefly the program of Technology Utilization we have developed over the past ten years to convert California's prodigious technical and manpower resources from the laboratories of aerospace technology into new products, new industries and new jobs.

In view of the critical economic dislocations throughout the country today, the business and private-industry orientation of the California pilot plant demonstration model provides a working blueprint for a rallying point to catalyze the support of the private business sector.

As you suggested, the following prospectus will review briefly for the Issues Coordinator the parameters of the project implementation in California. Only minor modifications adjusting to local and regional economic variations would make it workable on a national scale, since it was purposely engineered to be "exportable".

The use of technology utilization as a means of converting research and development into new industry faced its severest test in California. With almost half the state's research and production facilities in some form of advanced energy and technical manufacture in the late 60's, California was vulnerable to the economic dislocations threatened by aerospace and defense cut backs. More than a third of the country's total investment in government and private R. & D. was also at stake.

But rather than phasing out the enormous resources that had been assembled in technology and skilled manpower, the private business sector visualized the transfer of technical innovation from the laboratory to the marketplace. The spin-off provided new kinds of products, industries and jobs to take up the slack.

Corporate management in California formed new alliances with labor and government to apply its marketing strategies and concepts of economic feasibility to the skills it knows best: the manufacturing of new products and industries -- the new jobs would follow. And they did, in fields for which new job descriptions had not yet been written.

American businessmen across the country can be marshaled to active participation in what might be called a national council of businessmen to support at state and national levels candidates who can perceive, and utilize, the contribution of the private sector to the country's economic development.

The California demonstration model provides a working blueprint. In essence, the private business sector can re-cycle labor and production by its systematic application of "economic feasibility" as the cornerstone of "demand" marketing principles.

As opposed to the "supply" orientation of make-work pump priming government handouts, economic feasibility research is first used by the business sector to forecast potential market demand for new goods and services. Business then expands its labor and production facilities to meet the projected demand, or looks for new products that will.

American businessmen, as we found in California, will welcome a program of technical utilization that shifts emphasis from the subsidized "supply" orientation of the government bulldozer, which sponsors make work programs rather than incentives to the private industry to create meaningful employment through new products.

It is this difference between the supply orientation of government and the demand orientation of business that characterizes the re-cycling of California industry. If the methodology has worked in one of the country's hardest hit high-technology states, it is reasonable that it would work elsewhere, nation wide.

That would be a reasonable assumption if the same techniques and methodology were applied. Since the project was engineered and designed to be "exportable" to other labor and capital intensive industrialized business communities, the same components of government, labor unions, industrial associations and marketing management presently exist in virtually every part of the country.

One of the prime requisites of the project was that every phase of the program would already exist to some degree. In other words, it would utilize only those factors of technology, labor, R & D, government and business management currently available. No further investment would be required, but only the re-direction of available resources along paths of the economic feasibility of the business orientated demand marketing concept.

More than twelve thousand representatives of California's leading manufacturing, research, labor, governmental and financial organizations have participated in the program since 1967. Periodic meetings of the innovation council convene to consult with and advise innovators on the legal and marketing strategies for the transfer of their inventions from the drawing boards to the commercial marketplace.

Industrial expositions bring together the technical innov-

ation resources and the potential manufacturers of their products. Patent lawyers provide legal counsel; R & D expertise from the state's leading research institutions bridge the gap from the working model to production model; marketing strategies are developed by economic feasibility studies; financial and capital resources are investigated by investment institutions.

Industry by industry, potential new products and services are matched up with existing or projected production facilities by means of audits and inventories.

Economic feasibility studies and market/product research then answer such questions as: what types of new products coming from the laboratories of technology can we profitably make with our existing assembly lines and equipment? what modifications will be necessary to convert the "little black box" into a desirable consumer or industrial use? what new manufacturing equipment will be needed to add a new product line? what will be the product's profitability next year and in five or ten years? what will be the manpower requirements for expansion of existing product lines or to enter new foreign and domestic sales territories?

These are questions the businessman asks every day. In his own enlightened self interest, he can be expected to support a national program that employs the private business disciplines to increase production and employment.

Buried in the data banks of modern industrial technology lie the potential solutions to natural resource management, mass transit and low cost housing, waste disposal and new sources of energy. Publicly funded governmental and private research have already issued hundreds of thousands of technical data specs, orphan patents, NASA and ERDA citations and licenses to solve these social and economic problems.

The practical use of them by private industry to put people to work in the hard core central cities will return to the tax payer his investment.

Twenty years after American technology was first able to explore outer space, inner space earthbound dislocations remain. What has caused this waste has been the absence of government incentives to utilize everyday corporate management techniques.

The viable working outreach of the California pilot demonstration model of technical utilization has pioneered in the formulation of a prototype that could revitalize the role of business throughout the country. The extension of the California project on a national scale would obviously require modifications. But as a starting point, Triton International, as a private management contractor, is entitled to make available for further review such supporting documentation and operational procedures as are deemed necessary.

Respectfully submitted,


Neil Shaver
President



State of California

COMMISSION FOR
ECONOMIC DEVELOPMENT
1400 TENTH STREET
SACRAMENTO 95814
PHONE: (916) 445-1025

LIEUTENANT GOVERNOR
CHAIRMAN

February 25, 1975

Mr. Neil Shaver
202 South Street
Sausalito, California 94965

Dear Mr. Shaver:

Thank you for agreeing to serve as Chairman of the Commission for Economic Development's Task Force on Technology Utilization. It is with pleasure that I appoint you to this position.

As you know, my number one concern is the economic recovery and development of California, and I know that your Task Force will be a valuable contribution toward this end.

Again, thank you, and I look forward to working with you.

Sincerely,

A handwritten signature in dark ink, appearing to read "Mervyn M. Dymally".

MERVYN M. DYMALLY

MMD:p1



Carter - Mondale Presidential Campaign

For America's third century, why not our best?

October 12, 1976

Mr. James Harford
Executive Secretary
American Institute of
Aeronautics and Astronautics
1290 Avenue of the Americas
New York, N.Y. 10019

Dear Mr. Harford:

Attached is a statement of Governor Carter's views on NASA and aeronautics and astronautics generally.

We hope the statement is responsive to the thrust of your original AIAA questionnaire and to Mr. Benson's Letter to Governor Carter outlining a number of important aerospace developments in addition to communication satellites. The attached statement expands substantially on our response to Question 8 of the Engineering Societies' Questionnaire.

We appreciate very much the opportunity to share Governor Carter's ideas with your membership and certainly welcome any comments or feedback.

You of course are welcome to use this statement in any of your publications and in connection with conferences or meetings you may have scheduled in the coming weeks.

Sincerely,

Fred B. Wood

Fred B. Wood
Science & Technology Coordinator,
Organizational Liaison Office

FBW:e

Attachment

cc: Johan Benson

bcc: John Newbauer (Editor-in-Chief, Aeronautics & Astronautics)

bcc: Gilbert W. Keyes (Staff Director, Senate Aeronautical and
Space Sciences)

1800 M. STREET, N.W. WASHINGTON, D.C. 20036 202/857-1600

The GOP's long-shot campaign: A choice on spending

Ford will run on economic issues, citing inflation as the most severe problem

Even before the last exhausted Republican had left Kansas City after the party's noisiest and most competitive convention in 24 years, the GOP nominee, Gerald Ford, and his advisers were blueprinting a tough campaign against Democratic candidate Jimmy Carter. Carter was running roughly 2 to 1 ahead of Ford in most public opinion polls taken before the GOP's convention started, and Ford staffers admit they are mounting a long-shot campaign. But they say that Ford will offer voters clear options in the economic area.

White House adviser L. William Seidman sounded the unifying theme: "The Democrats advocate increased government spending; we Republicans advocate tax cuts. The American people have a clear choice." And he added, "There is not a single new spending initiative in our platform;

there are 62 in the Democrats'."

Despite the bitter convention fight between Ford and former California Governor Ronald Reagan, adherents of both men agreed that the party's campaign must accomplish these goals:

- Smoke out Carter and make him amplify his position on specific issues. Said Treasury Secretary William Simon: "Carter is vague on how much his national health insurance plan will cost, and on how much Humphrey-Hawkins [the Democrats' full employment bill] and his aid to cities will cost."

- Emphasize inflation as the nation's most serious economic problem. "Inflation destroys jobs," said a Ford economic adviser. His view was echoed by that of a top Reagan aide who told BUSINESS WEEK: "If we get inflation under control, the job situation will improve."

- Take an activist position on President Ford's 55 vetoes of legislation since he came to office. "The vetoes were actions to contribute to economic growth and stability," said another

Ford aide, "and we have to explain that to the people."

Ford will try to paint Carter as a traditional, liberal big spender whose social and jobs programs would cost \$100 billion or more. He will try to blunt Carter's appeal as a populist outsider and will attempt to turn the anti-Washington feeling that Carter tapped into an anti-Congress feeling.

Economic issue. At Kansas City, the Republicans made their first stabs at costing out Democratic programs. They claimed that just 5 of the 62 programs in the Democratic platform would boost the budget by more than \$100 billion by 1979 and cause personal taxes to rise more than 50%. Speakers at the convention in Kemper Arena used numbers that ranged from \$110 billion to more than \$200 billion.

Speaking to the platform committee, James T. Lynn, director of the Office of Management & Budget, charged that such spending would be totally inconsistent with Carter's pledge to balance the budget by 1980. "These are general estimates," Lynn explained, "but they

Ir. A. E. Q. VAN HEZIK
Architect-Civil Ingenieur
Grote Houw 341 - Tel. 87 69 63
BREDA

Breda, August 24, 1976
The Netherlands
Grote Houw 341 Breda 4302

President Patent Company
House Building

Mr. Neil S. Sader, Issues Staff
Jimmy Carter Presidential Campaign
P.O.Box 1976 Atlanta Georgia 30301.

Dear Mr. Sader,

After receipt of your answer of August 17, 1976 today, I send you my main material, from which are derived the two issues that Mr. Jordan received.

Full employment and price-inflation + interest rate inflation are conflicting occasionally, but Full employment and currency-inflation are never conflicting because for the long term the full production rate increases more than the need of domestic money therefor and this will decline the currency-inflation. There is one condition: An average higher quality of jobs and therefor high rise quality of city-developments gives the most natural and long term guarantee which will be wanted.

I suppose people does not fear temporary inflations, which are to be neutralized, if they understand why. Varying from BusinessWeek p.18 August 30, 1976:

If we get (interest rate) inflation under control, the job situation will improve. If we create average higher quality jobs (for youngsters), currency inflation will become under control, no matter what the aid to cities costs.

I hope this may be of use to your director Mr. Eisenstat, I read about him in B.Week.

If he wants to discuss this matter private with me and my economic assistant when we are travelling to New York and to South Carolina next month for my patent affairs, you will send me a cable as soon as possible.

Yours truly,

