

9/24/77 [1]

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FORM OF DOCUMENT	CORRESPONDENTS OR TITLE	DATE	RESTRICTION
memo	From Brzezinski to The President (1 page) re: Trip to Europe/ enclosed in Hutcheson to Brzezinski 9/24/77	9/23/77	A
memo	From Brzezinski to The President (2 pp.) re: Revised statement on Geneva / enclosed in Hutcheson to Brzezinski 9/24/77	9/23/77	A

FILE LOCATION

Carter Presidential Papers- Staff Offices, Office of the Staff Sec.- Pres. Handwriting File 9/24/77 [1] Box 56

RESTRICTION CODES

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THE WHITE HOUSE
WASHINGTON

September 24, 1977

Hamilton Jordan

The attached was returned in
the President's outbox. It is
forwarded to you for appropriate
handling.

Rick Hutcheson

RE: NATIONAL COMMISSION ON
NEIGHBORHOODS

Electrostatic Copy Made
for Preservation Purposes

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

September 23, 1977

Ham
see me
J

MEMORANDUM TO THE PRESIDENT

FROM: HAMILTON JORDAN *H.J.*

SUBJECT: NATIONAL COMMISSION ON NEIGHBORHOODS

The National Commission on Neighborhoods was authorized by Public Law 91-24, enacted on April 30, 1977. The Commission is to consist of twenty members. Of the twenty, you are to appoint sixteen public members, the President of the Senate is to appoint two Members of the Senate on the recommendation of the Majority Leader, and the Speaker is to appoint two Members of the House. The law requires that only two people be confirmed by the Senate: the Chairman, whom you designate, and the Staff Director, who is selected by the entire Commission.

The Commission, which will expire at the end of one year, is directed to conduct "a comprehensive review of existing laws, policies, and programs which affect neighborhoods, to assess their impact on neighborhoods, and to recommend modifications where necessary."

The statute further specifies that of the sixteen public members, at least five shall be "elected officers of recognized neighborhood organizations engaged in development and revitalization programs", and at least five shall be "elected or appointed officials of local governments involved in preservation programs". The remaining members "shall be drawn from outstanding individuals with demonstrated experience in neighborhood revitalization activities". Of the sixteen Presidentially appointed members, no more than eight "shall be members of the same political party".

These specifications, along with our own affirmative action commitments, have made the selection process an unusually convoluted one. The recommendations have been carefully studied by members of the Personnel and Domestic Policy staffs. I recommend that you appoint all sixteen candidates, without exception.

RECOMMENDATION:

Appoint the proposed slate to the National Commission on Neighborhoods.

_____ approve

_____ disapprove

NATIONAL COMMISSION ON NEIGHBORHOODS

CHAIRMAN

Joe Timilty, Boston Democrat

NEIGHBORHOOD ORGANIZATION OFFICERS

Gale Cincotta, Chicago Independent
President of National
Peoples Action

David Lizarraga, Los Angeles Democrat
Executive Director of East
Los Angeles Community Action
Chairman of Congress for
Community Economic Develop-
ment

Peter Ujvagi, Toledo Democrat
Staff Director, East
Toledo Community Organizing
Committee

Robert O'Brien, Jr., Newark Republican
President of Carteret Savings
and Loan Association
Trustee, Neighborhood Housing
Services of America

Macler Shepherd, St. Louis Independent
President of Jeff-Vander-Lou

GENERAL

Vickie Mongiardo, D.C. Democrat
Field Director, National
Center for Urban Ethnic
Affairs

Art Naparstek, D.C. Democrat
Director of Washington
Public Affairs Center
University of Southern
California

Bathrus Bailey Williams Republican
Education Specialist,
Anacostia Community

GENERAL (continued)

Harold Greenwood, Minneapolis President of Midwest Federal Savings and Loan	Democrat
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John McClaughry, Concord Board, National Association of Property Owners	Republican
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PUBLIC OFFICIALS

Anne Bartley, Little Rock Director of Arkansas Department of Natural and Cultural Heritage	Independent
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Mayor Maynard Jackson, Atlanta	Democrat
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Nick Carbone, Hartford	Democrat
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Norman Krumholz, Cleveland City Planning Director	Independent
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Dr. Ethel Allen, Philadelphia City Council	Republican
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Gale Cincotta

121 W. Superior Street
Chicago, IL 60610
(312) 751-1601

Professional Affiliations

Executive Director, NATIONAL TRAINING AND INFORMATION CENTER (NTIC)

Chairperson, NATIONAL PEOPLES ACTION (NPA), a national coalition of over
500 grassroots community groups throughout the nation

Leader, METROPOLITAN AREA HOUSING ALLIANCE (MAHA), a Chicago metropolitan-
wide alliance of neighborhood organizations

Consultant or Member

Neighborhood Housing Services of Chicago, Inc.
(Urban Reinvestment Task Force)

Chairperson, Operations Committee
Chairperson, Site Selection Committee
Member, Central Board

Center for Governmental Studies, Washington, D.C.

Board member

National Urban Coalition, Washington, D.C.

Member, Housing Task Force
Member, Steering Committee

American Revolution Bicentennial Administration

Vice-president, Advisory Committee on Racial, Ethnic and Native American
Participation in the Bicentennial

National Center for Urban Ethnic Affairs, Washington, D.C.

Center for Community Change, Washington, D.C.

Governor's Commission on Mortgage Practices, State of Illinois (1974-75)

Presentations Before

Associated Colleges of the Midwest

Harvard University, Boston

National Urban League

University of Illinois: School of Social Sciences; School of Urban Planning

Loyola University, Chicago

McCormick Seminary, Chicago

Trinity College, San Antonio, Texas

National Conference of Neighborhood Women

Urban Reinvestment Task Force

Department of Housing and Urban Development

Catholic Urban Services

Practising Law Institute ("New Trends in Urban Development," Chicago, San Francisco and New York, 1976)

Conference on Urban Homesteading, National Association of Housing and Redevelopment Officials (NAHRO), Washington, D.C.

Fordham University, New York

Catholic Conferences on Urban Ministry (CCUM), Notre Dame University

National Conferences of Catholic Charities, Boston

Commission on Human Relations, Gary, Indiana

United States Catholic Conference

Publications

"Regulatory Agencies and the Redlining and Disinvestment Process," Housing Training and Information Center (Chicago, 1975)

"Urban Disinvestment: New Implications for Community Organization, Research and Public Policy" with Arthur Naperstak. National Training and Information Center and National Center for Urban Ethnic Affairs (Chicago and Washington, D.C., 1976)

"Redlining: Problems and Tactics, The Chicago Experience," Street Magazine of the Environment, Issue 14, Sept., 1975 (Pratt Center, New York)

"Lending Policies Exposed: Prime Factor in Neighborhood Decay," National Training and Information Center (Chicago, 1976)

Featured in:

Cities Destroyed for Cash, Brian Boyer (Follett, 1974)

A Nation of Strangers, Vance Packard (David McKay, 1972)

"I am presently engaged in a study of mortgage redlining. As I am aware of your excellent work in this field and your widespread reputation, I would most appreciate if you would send reports, project designs and any other relevant information on the subject."

Benjamin S. Rosenthal, Congress of the U.S.

"Our very great thanks for your visit and for sharing your knowledge and experiences with us. I personally gained a new viewpoint of bankers and mortgage lenders from the discussions!!"

Catherine H. Powell, Assistant Professor
Trinity University, San Antonio, Texas
April 15, 1976

"Congratulations on your outstanding performance on 'The People Against Redlining' TV program."

Sarah Austin, Vice-president, National
Urban Coalition, February 12, 1976

"Congratulations on turning around Congress, the President, etc. on the redlining bill. What's your next goal?"

Ed Marciniak, President, Institute of Urban
Life, January 5, 1976

"There is increasing awareness of the neighborhoods as a valuable national resource ... Under the leadership of Gale Cincotta ... In many instances, their coverage and persistence have brought about the desired changes."

Congressional Record, Senator Charles Percy,
July 5, 1976

"The National Peoples Action, headquartered in Chicago, was organized in 1972 on the premise that private financial institutions are not only continuing to encourage suburban growth through their lending practices, but also that these institutions are writing off areas of the city which they predict are likely to deteriorate. This practice is known as redlining."

Planning ASPO Magazine, December 1974

"Gale Cincotta, a frontliner in the anti-redlining fight, is a seasoned veteran of Chicago's communities and community involvement."

Inland Architect, January, 1976

Gale Cincotta, the outspoken chairman of NPA, the group that first won Proxmire's attention on the redlining issue: "I decided people would continue to be victims of this sort of practice unless we acted."

House and Home, July 1975

It might be insightful to quote what some other people have said about Gale Cincotta:

"I learned all I know about the secondary mortgage market and its relation to redlining from Gale Cincotta."

Robert Kutner, staff Senate Banking, Housing
and Urban Affairs Committee

"The term 'redlining' was popularized by Gale Cincotta."

Thomas J. Gradel, member Illinois Governor's
Commission on Mortgage Practices

"With NPA leader Gale Cincotta, raising her arm in victory at her group's recent annual meeting, the FDIC's Dr. Paul M. Horvitz signed a statement pledging to analyze and disclose commercial bank mortgage loan data collectively for eventual scrutiny by community groups."

S & L News, August 1976

"The nationwide drive against redlining, led by Gale Cincotta, brought hundreds of activists together in Chicago at the Fourth Annual Conference of National Peoples Action.

S & L News, June 1975

"Keep up the good work, Gale; people like you are the hope of important change in this country."

Bill Moyers, December 31, 1974

"Without exaggerating, let me say that Mrs. Cincotta and her associates are very far ahead of virtually the entire country in their understanding of the fundamental causes of housing and neighborhood deterioration, and they are at present the greatest single source of new ideas and energy directed toward the solution of those problems."

Andy Mott, Vice-president CCC, January 17, 197

R E S U M E

DAVID C. LIZARRAGA
Executive Director
The East Los Angeles Community Union

May 13, 1977

BUSINESS ADDRESS: 1330 South Atlantic Boulevard
Los Angeles, California 90022
(213) 268-6745

PERSONAL DATA: Birthdate - April 25, 1941
Married - Priscilla, wife
Michael, son

EDUCATION: East Los Angeles College, Los Angeles,
California

California State University, Los Angeles,
California

PROFESSIONAL CORPORATIONS AND ORGANIZATIONS:

TELACU Community Development Corporation
President

Banco de San Jose
Board Member

Nuestro Magazine
Chairman

Community Thrift & Loan
Chairman

TELACU Industries
Chairman

TELACU Investment Company
Chairman

ZIV Productions
Chairman



May 13, 1977

Community Credit Corporation
Chairman

National Congress for Community Economic
Development - National Chairman

Los Angeles County Overall Economic Development
Program - Member

East Los Angeles Overall Economic Development
Program - Chairman

Administrative Adjudication Commission, State
of California - Member

CIVIC AND COMMUNITY ORGANIZATIONS:

National Council of La Raza, Member

National Bicentennial Ethnic Council
Chairman - Region IX

Community Relations Conference of Southern
California - Member

Voter Organization Through Education (VOTE)
Chairman

Plaza de La Raza - Member

Casa Maravilla - Chairman of the Board

Community Youth Center - Past Chairman

Chicano Coalition - Member

Cleland House of Neighborly Services
Past Vice President

East Los Angeles Service Center - Member

California Council on Criminal Justice
Alternate Member



May 13, 1977

Federation of Barrios Unidos- Advisor

Los Angeles City Youth Council
Past President

Los Angeles County Youth Commission
Past Member

Educational Issues Coordinating Committee
Past Member

East Los Angeles Child and Youth Clinic
Past Member

Los Angeles Federation of Settlements and
Centers - Member

Grace-El Siloe Presbyterian Church
Ruling Elder

PROFESSIONAL EXPERIENCE:

Present

Executive Director - President
THE EAST LOS ANGELES COMMUNITY UNION (TELACU)

Administrate all operations of the community development corporation with the principal objective of upgrading the socio-economic conditions within the East Los Angeles community through programs in:

Economic Development - investments of venture capital into community business

Business Development and Assistance - financial counseling and loan packaging for minority businessmen

Manpower Development - community employment and apprenticeship programs

Social Services - housing projects, senior citizen affairs and community organization



David C. Lizarraga
Page four

May 3, 1977

Also administrate TELACU's two subsidiaries:

Community Planning and Development
Corporation (CPDC) - an urban planning
and housing development company

TELACU Food Stamp Distribution, Inc. -
five Food Stamp distribution centers within
the San Gabriel Valley and East Los Angeles
area

March, 1972-
March, 1974

Social Services Director
THE EAST LOS ANGELES COMMUNITY UNION (TELACU)

Coordinator for all social service programs
within the agency in the areas of health,
transportation, senior citizen affairs,
community organization and day care.

Acted as liaison between TELACU and its
constituency and affiliate agencies.

Responsible for community organization within
the Maravilla community in preparation for a
Neighborhood Development Project (NDP).

Responsible for organizing within the Maravilla
community, ultimately resulting in the
reconstruction of an entire housing project
known as the Nueva Maravilla Community and the
implementation of an affirmative action program
for the construction of said community.

March, 1969 -
March, 1972

Executive Director (Founder)
CASA MARAVILLA

Responsible for the establishment of a social
services delivery system for the former
Maravilla Projects (now the Nueva Maravilla
Community), with direct emphasis on services



May 13, 1977

to hard-core gang youth. This social services delivery system subsequently was augmented to service the total community.

Responsible for administration of all phases of operation, including:

Administrative - staffing, staff and volunteer training, fiscal management and control

In-house Programs - educational, recreational and social opportunities and experiences for all age groups

Detached Gang Work - direct services to seven barrio gangs

Community Organization and Public Relations - established and maintained viable relationships among the agency, the community and other service agencies; direct coordination with the courts, local schools, probation, parole and police departments resulted in the development of a comprehensive juvenile diversion program

Fund Raising - responsible for securing funds from the private and public sectors for implementation of programs

January, 1967 -
February, 1969

Project Administrator (Founder)
COMMUNITY YOUTH CENTERS

Exercised full authority and responsibility for the planning, operation, control and public relations of the Community Youth Centers Program, a teen-oriented project consisting of fifteen centers within the East Los Angeles-West San Gabriel Valley.



May 13, 1977

January, 1966 - Area Coordinator
January, 1967 TEEN POST PROGRAM - EYOA

Responsible for coordination of twenty-two Teen, Posts in the East Los Angeles-Whittier area, servicing marginal youth. Responsibilities included: fiscal control and management, program implementation, community organization, staff recruitment and training, and Post-Sponsor relations.

January, 1965 - Teen Post Director
January, 1966 TEEN POST PROGRAM - EYOA

Responsible for management of all Post affairs including: programming, personnel, fiscal management, public relations and police-community relations. The program was aimed at redirecting marginal youth.

July, 1963 - Youth Program Director
January, 1965 CLELAND HOUSE OF NEIGHBORLY SERVICE

Directed and coordinated all area of youth programming for this United Way supported agency. Responsibilities encompassed volunteer recruitment and training, scheduling, public and community relations.



RESUME

Peter Sandor Ujvagi
124 Paine Ave.
Toledo, Ohio 43605
(419) 691-6958
693-7103

Personal

Marital Status: Married
Wife: Elizabeth Marie
Place of Birth: Budapest Hungary
Birthdate: March 31, 1949
Immigrated to the United States: June 4, 1957
American Citizenship: 1965
Ethnicity: Hungarian/American
Children: Andrew Sandor
Krisztina Julia

Education

University of Toledo-
Major in Political Science
Minor in Economics
(four credit hours required for diploma)
St. Francis DeSales High School
Toledo, Ohio

Work Experience

1976 - Present

1. Vice President for Sales E & C Manufacturing Co., Inc.
48 Miami Street
Toledo, Ohio 43605

-Primary responsibility for maintaining contact with present customers, identifying new customers and potential markets, and doing initial phase of cost estimating on requests for quotation.

2. Neighborhood Development Consultant National Center for Urban Ethnic Affairs
Catholic Conference on Ethnic and
Neighborhood Affairs
Individual Community Organizations

-Assist grass roots community organizations primarily in the Mid-West with proposal writing, fund raising, recruiting and training staff, leadership development and program development.

3. Staff Director

East Toledo Community Organizing
Sponsoring Committee
406 East Broadway
Toledo, Ohio 43605

-Responsible for the training and supervision of a staff of 12, including eight Vista Volunteers and two community organizers.

January, 1974 - June, 1976

Assistant Director for Field Operations (January, 1974- June, 1975)

Director for Field Operations and (June, 1975 - June, 1976)

Midwest Development Coordinator

National Center for Urban Ethnic Affairs
1621 16th. Street, N.W.
Washington, D.C. 20036

- As assistant and later acting director, had primary responsibility for maintaining a network of community organizations in 25 cities, and initiating and evaluating projects, making funding recommendations, assisting in proposal development and staff recruitment.

While at the NCUEA also participated in the successful development of:

- A four city disinvestment/reinvestment project (Funded by CHD)
- Ethnic Community Arts Project (Funded by National Endowment for Arts)
- Proposals for funding community organizing projects in a number of cities (Funded by CHD, Raskob Foundation, other foundations and government funding sources)
- National and Regional conferences for Community Organizers and Parish Leaders.
- Multicultural strategies for:
 - Cultural Implications for Education
 - Ethnic Studies Projects
 - Discrimination in the Executive Suites

1972 - 1974

Assistant Purchasing Agent

E. & C. Manufacturing Co., Inc.

1970 -1972

Assistant to the Administrator

Ohio State Highway Department
District 2,
Bowling Green, Ohio

1969

Summer Youth Photography
Project Director

Toledo Metropolitan Housing Authority
435 Nebraska Ave.
Toledo, Ohio

Community Activities

1. Campaign For Human Development '72 - '75
(The Catholic Churches National Anti-Poverty Program)
- Member of the board, education committee and executive committee
2. Birmingham Neighborhood Coalition '75 - '77
(A grass roots community organization in an ethnic neighborhood of East Toledo. The B.N.C. has over the last three years generated over half million dollars of housing reinvestment.)
- Vice-President
3. Birmingham Ethnic Festival Committee '75 - '77
(Participated in developing the neighborhood ethnic festival as a concept which focuses on the multi-cultural strengths in our neighborhood and concurrently raises over \$10,000 annually to fund community organizing activities for the Birmingham Neighborhood Coalition.)
- Member of Coordinating Committee
Chairman, Publicity Committee
4. River East Economic Revitalization Corporation '75 - '77
(River East is a neighborhood commercial revitalization effort that has generated \$ 4.2 million dollars of public and private funds.)
- Board Member
Co-chairman of the Finance Committee
5. East Toledo Citizen's Participation Forum '76 - '77
(Established to meet HUD's citizen participation requirements for C.D.B.G.)
- Member of East Toledo Forum
Delegate to City Wide Central Forum
6. Information and Referral Center '76 - '77
(A Community Chest funded agency serving as a clearing house for available Social Services.)
7. Toledo Neighborhood Housing Services/Ad-Hoc Committee
(Presently developing a phased, four neighborhood NHS program)
- One of four incorporators of Toledo NHS, Inc.
8. Toledo Diocesan Assembly '77
- Delegate from St. Stephens Parish

9. Bicentennial Ethnic Racial Council '76
 (Worked to help organize a national council to advocate for a multi-cultural pluralistic bicentennial celebration.)
 - Activities included participating in the selection of initial national steering committee and developing format for conference that drew over 400 people from ethnic racial groups throughout America.
10. Catholic Conference on Ethnic and Neighborhood Affairs '75 - '76
 - Board member
11. Hungarian Club of Toledo '70 - '74
 -Member of board of trustees
12. Neighborhoods United to Save the Libraries '77
 (Ad hoc coalition of neighborhood groups from North, East and South Toledo united to prevent the Library Board from closing three neighborhood library branches in ethnic neighborhoods.)
 - Cospokesperson
13. Democratic Party '68 - '77
 - Precinct Committeeman
 Member of the Lucas County Executive Democratic Committee
 Former Chairman of the County Selection and Endorsement Committee
 Directed numerous candidate and issue campaigns
14. Vote 19, Vote 18, Register Now Drive '69 -'73
 - Coordinated a series of campaigns to lower the voting age and increase the number of registered voters in the county. By 1973 the highest number of voters in the history of Lucas County had been registered.
15. 1976 Presidential Campaign
 - On a volunteer basis worked with the Ethnic Desk in Atlanta to organize ethnic neighborhoods for the Carter campaign.
 Areas of activity included the ethnic communities in New Jersey and Ohio, as well as working with the national Hungarian press and neighborhoods for the Carter campaign.

Special Projects

1. National Neighborhood Training Institute
 1621 16th. St., N.W.
 Washington, D.C. 20036
 - Participating in the development and implementation of a training program for
 - community organizers, leaders and neighborhood economic development specialists. Presently serving as the Midwest Training Centers Coordinator and training faculty member.

2. Senior Ethnic Find Vista Project

406 East Broadway

Toledo, Ohio 43605

Toledo, Ohio 43605

-Developed a Senior citizen oriented Vista project that focuses on the social, economic, cultural, and language alianation of ethnic Senior citizens. All the Vista volunteers are bilingual and multicultural.

In two years, the project has expanded from Birmingham to East, North and South Toledo, and has been used as a model for three additional Vista projects in Akron, Dayton, and Zenia, Ohio.

3. Abauj Bethlehem Play Film Project

- Producing a 1/2 hour film about a unique medieval Hungarian folk play performed at Christmas time in the Birmingham Neighborhood that has been preserved in it's original form since it was brought to the United States by Hungarian immigrants over 70 years ago.

(Funded by the National Endowment for the Arts)

ROBERT B. O'BRIEN, JR.
866 Broad Street
Newark, New Jersey 07102

REPUBLICAN NOMINEE FOR NATIONAL COMMISSION ON NEIGHBORHOODS
FROM THE NORTHEAST REGION

Proposed by: William A. Whiteside,
Urban Reinvestment Task Force

Seconded by: Kenneth A. Gibson,
Mayor, City of Newark, New Jersey

BUSINESS EXPERIENCE

June 1975 to Date

President, Director and Chief Executive Officer,
Carteret Savings and Loan Association,
866 Broad Street,
Newark, New Jersey 07102
201 - 622-8010
(A \$700 million, 26-branch, State-wide thrift institution
with 8 inner-city branches.)

December 1973 to
June 1975

Executive Vice President,
First Federal Savings and Loan Association of New York,
1274 Avenue of the Americas,
New York, New York 10020
(Chief Administrative Officer of \$550 million-asset assoc-
iation with branches throughout 5 boroughs of New York City)

December 1971 to
December 1973

Vice President,
The Bowery Savings Bank,
110 East 42nd Street,
New York, New York 10017
(Responsibilities included Director of Marketing as well as
mortgage lending and investments for this \$3.6 billion
institution.)

For several years, was Director of Urban Affairs and was
founding officer of the Mutual Savings Bank Development
Corporation, a subsidiary of The Bowery Savings Bank which
was created to develop low-income housing in New York City.
Was deeply involved in inner-city neighborhood rebuilding and
preservation efforts resulted in a total of 1200 units of new
housing being built in central and east Harlem during my

administration of this program. This corporation acted as developer of new housing which was turn-keyed to the City Housing Authority or neighborhood non-profit housing sponsors.

1969-1971

Director (Chief Executive and Administrative Officer),
Federal Savings and Loan Insurance Corporation,
101 Indiana Avenue, N.W.,
Washington, D.C. 20552

This Government agency, which is directed by the Federal Home Loan Bank Board, regulates and insures the deposits of the nation's savings and loan associations. In this capacity I also served as Chairman of the Executive Committee of the Federal Home Loan Bank Board and was responsible for the creation of the Office of Housing and Urban Affairs at the Federal Home Loan Bank Board. This was the first time that this agency had ever been concerned with the problem of urban disinvestment; and the new office, which was created and directed by me, served to heighten the awareness of the savings and loan industry to the problems of redlining, neighborhood preservation and other forms of disinvestment.

As Chief Executive of the Federal Savings and Loan Insurance Corporation, I had charge of over \$100 million of inner city properties in the nation, by virtue of its assumption of defaulted loans formerly comprising the portfolios of savings institutions which had failed. During my administration, over \$35 million worth of these properties were sold to owner-occupants. Several home ownership programs, particularly in Chicago and its suburbs, were structured in order to provide decent housing from burned-out hulks.

1964 - 1969

Vice President,
The Bowery Savings Bank,
110 East 42nd Street,
New York, New York 10017

As Special Assistant to the Chairman, was involved in community relations and urban affairs, with heavy emphasis on the Bank's involvement with the Harlem community and its ownership and development of residential housing for that community. Publicity concerning the success of these programs led to the Governmental appointment mentioned above.

1963 - 1964

George A. Murray Company,
New York City - General contractors

1957 - 1964

Assistant Treasurer,
Bankers Trust Company, New York City

OTHER
AFFILIATIONS

Trustee of Neighborhood Housing Services of America since its inception

Member, Finance Committee, Neighborhood Housing Services, Newark, New Jersey

Formerly involved, when active in New York City, with Neighborhood Housing Services - Jamaica, Queens, New York.

Director, Greater Newark Chamber of Commerce

Director, Children's Specialized Hospital, Westfield, New Jersey

Director, New Jersey College Fund Association, Inc.

Member, Advisory Council of Credit Research Center - Purdue University

Member, Technical Advisory Committee for a Statewide neighborhood preservation program, Department of Community Affairs of New Jersey, Trenton, New Jersey

Born September 6, 1934

Married, 3 children

Education

The Pingry School,
Elizabeth, New Jersey

Lehigh University,
Bethlehem, Pennsylvania - B.A.

New York University Graduate School of Business Administration

American Institute of Banking



The National Urban Coalition

1201 Connecticut Ave., N.W. • Washington, D.C. 20036 • 202 / 331-2400

MACLER SHEPARD

314-534-3530

Macler Shepard was born in 1918 in Helena, Arkansas, and lived in Arkansas until 1932 when he moved to St. Louis. In 1941, he was drafted into the Army and he served for six years. He then attended an upholstering and refinishing school in Chicago and returned to St. Louis in 1951 to establish his own upholstering business. In 1966 he joined with Florence Aritha Spotts and Hubert Schwartzan Truber to form Jeff-Vander-Lou, Inc.

As President of JVL, Shepard has developed it from a grass-roots community group with no funds into a highly successful organization with over \$11,000,000 in capital investment and over \$1,000,000 in annual cash flow. JVL has rehabilitated over 200 housing units and constructed over seventy-five apartments. They operate two day care centers and a center for senior citizens. A community-oriented communications center organized by JVL publishes a neighborhood newsletter, as well as providing audio-visual materials for community education.

RESUME

VICTORIA MONGIARDO
3358 Toledo Terrace
Apt. H-3
Hyattsville, Md. 20782

Tel. 301/559-6172 Home
202/472-5277 Office

DESCRIPTION: ADMINISTRATOR-ORGANIZER-LEADER: HEALTH, CIVIC AND FUNDRAISING PROGRAMS.

Broad, innovative experience in planning, developing, and administering health and welfare services ... effective agent for change in institutions, especially through working with neighborhood and community groups in both rural and urban areas ... creative developer of human resources ... effective in aiding groups to achieve their goals.

SUMMARY OF BACKGROUND

Approximately twenty years of working with individuals and community groups as an agent for not-for-profit welfare and community organizations, including: goal-setting ... recruitment of key professional and managerial staff ... initiation and conduct of training and development programs ... supervision of budgets, providing technical assistance, proposal writing and fundraising for groups. Ten of these years were spent in the South working among Black and White communities, these last two years of work has been in the Mid-west and North-east with varied urban and ethnic neighborhood groups.

Well versed in formulation of organizational goals, and management by objectives. Proven ability to stimulate and maintain friendly relations of all members of management team, frequently in face of highly controversial issues.

SOME AREAS OF POTENTIAL VALUE

LEADER/ ADMINISTRATOR

As Director of Community Services for Catholic Social Services in Mobile, Alabama; administered a community and welfare network ... established and staffed new community-based programs on local and regional level ... developed the concept and saw to the implementing of the first community organization of its kind in the South.

Assumed leadership while in the Family Services Division of the same agency to revamp institutional care being provided to dependent children and that agency's institutions ... initiated and implemented innovative programs for the care of children as an alternative to the institution ... arranged for psychiatric in-service training and staff development for those serving in foster care and group home care of children.

Served on the National Campaign for Human Development which is a fundraising and fund-disbursing non-profit foundation which distributes six to eight million dollars annually to community groups around the country ... familiarity with federal, regional and state programs which can be used to assist community organization.

COORDINATOR/
ORGANIZER

As Program and Field Director for the National Center for Urban Ethnic Affairs, assisted in the launching of a new organization called Catholic Conference on Ethnic and Neighborhood Affairs which was designed to organize Catholic Church personnel to implement and support neighborhood based programs. Initiated and obtained funding for a national training center for neighborhood organizers.

While in the South, mobilized civic and church leaders to establish and support a voluntary financial support group for indigent persons needing medical care at the local city hospital... directed the coordination of services being provided to the poor by the Catholic agency and worked to establish the FISH organization which is a citywide, twenty-four hour emergency service program. Initiated the formation of an executive board of directors for the agency. Organized and directed a career counseling service for priests, ministers and others who are in the process of changing careers.

FUNDRAISER

Obtained funding from private foundations to support the operation of Community Services for two years .. obtained private funding for the first three years of the Mobile Community Development Project, the community organization mentioned earlier.

EMPLOYMENT

Transition Team, Carter-Mondale
Washington, D.C.
11/3/76 to present

Coordinator of Urban/Ethnic/Catholic Desk,
Carter-Mondale Campaign, Atlanta
8/76 - 11/76

Field Coordinator for Special Projects, National
Center for Urban Ethnic Affairs
Washington, D.C.
9/74 - 8/76

Director, Community Services, Catholic Social
Services
Mobile, Alabama
9/69 - 8/74

Caseworker and Supervisor for Institutional and
Foster Care, Catholic Social Services
Bethlehem, Pennsylvania
9/61 - 8/64

EDUCATION

Pursuing Doctorate in Public Administration and
Intercultural Education, University of Southern
California at Washington Public Affairs Center.
B.S. from Springhill College, Mobile, Alabama
specializing in psychology and sociology.
Additional seminars in Management by Objectives,
housing. Participated as resources person in
conference on neighborhood housing, health and
welfare programs, economic revitalization
programs, ethnic studies, cultural pluralism, etc.

WORKSHOPS

Served as a resource person for national conferences
and community groups in the area of ethnicity,
community and neighborhood revitalization.

Co-Coordinator of National Conference on the
Church, Neighborhood and Ethnicity (600 people)
October, 1976

PUBLICATIONS

Project Discovery

A program designed to deal with ethnic identity and neighborhood involvement on a parish and diocese level.

CIVIC
ACTIVITIES

Secretary, two years, National Campaign for Human Development

Board of Directors, Catholic Committee for Urban Ministry, past and present

One of seven chosen to participate in White House Conference on Ethnic and Neighborhood Affairs

Member, National Association of Social Workers

Member, National Conference of Catholic Charities

Member, Planning Committee for launching Italian American Foundation

Board of Directors, National Public Broadcasting

Board of Directors, LINK Society, Mobile, Alabama, a penal reform program.

PERSONAL

Born in Brooklyn, New York. First generation Italian-American

Age 38
Good health
Single

CURRICULUM VITAE

Arthur Naparstek
3315 Morrison Street, N.W.
Washington, D.C. 20015
Phone: (202) 362-3424

PERSONAL

Born: June 1, 1938

Education: Ph.D., 1972, Brandeis University, The Florence Heller School for Advanced Studies in Social Welfare Administration; M.S.W., 1962, New York University Graduate School of Social Work; B.A., 1960, Illinois Wesleyan University.

SUMMARY OF EXPERIENCE

Director: Policy Planning and Research Division, National Center For Urban Ethnic Affairs, Washington, D.C. (1973-Present)

Director: Central City Technical Assistance Project; Potomac Institute, Washington, D.C. (1972-1973)

Associate Director: Urban Development Institute, Purdue University, Calumet Campus, Hammond, Indiana (1966-1967)

- Director of Project Upward Bound, 1966-1967

- Director of Graduate and Undergraduate Student Training Program: Affiliations with Valparaiso University and University of Chicago Graduate School of Social Service Administration (1967-1969)

- Director of Mayor's Office of Program Development and Coordination, Gary, Indiana (1968-1969)

Adjunct Associate Professor: Adelphi University Graduate School of Social Work, 1976

Visiting Assistant Professor: Washington Public Affairs Center, University of Southern California, 1976

Lecturer: Valparaiso University, 1968

Instructor of Field Work: University of Chicago, School of Social Service Administration, 1967-1968

Page Two
Arthur Naparstek
Curriculum Vitae

Research Associate For Curriculum Development: University of Chicago, School of Social Service Administration (1965-1966)

Senior Health Educator: U.S. Public Health Service, University of Chicago School of Medicine, La Rabida Hospital, Chicago, Illinois (1962-1965)

Consultant For Education Leadership:

- Council On Social Work Education (1972)
- Education Planning Consultant in Administration and Urban Affairs, University of Massachusetts/ Boston, College of Public and Community Services, Boston, Massachusetts (1972-1973)
- National Training Laboratories of the National Education Association, Washington, D.C. (1969)
- Education Planning and Information Center, Title III, Battle Creek, Michigan (1968)
- U.S. Public Health Service, Washington, D.C., University of Maryland, (1965), Purdue University (1966), California Inter-Agency Council On Education and Health (1967), Kansas Inter-Agency Council On Health Education (1967)

Consultant For Organizational Development:

- Illinois State Department of Mental Health (1969)
- Model Cities Program, HUD (1969)
- Indiana Department of Public Welfare (1968)
- National Institute of Mental Health (1972)

Consultant For Urban Affairs:

- National Urban Coalition, Washington, D.C. (1970-1971)
- United State Catholic Conference (1970-1973)
- Potomac Institute (1970-1972)

- U.S. Conference of Mayors: Meeting on Neighborhood Revitalization (1975)
- American Society of Public Administration Annual Conference on Human Services (1975)
- Boston Bicentennial (1975-1976)
- Academy for Contemporary Problems, National Urban Roundtable (1975-1976)
- Testimony Before House Committee on Banking & Currency (1975-1976)
- Testimony Before Senate Committee on Banking, Housing And Urban Affairs (1975-1976)
- Commission of Private Philanthropy and Public Needs (1975-1976)

PUBLICATIONS

- Naparstek, Arthur, and Gale Cincotta. Urban disinvestment: new implications for community organization, research and public policy. (Monograph) National Center for Urban Ethnic Affairs, 1976.
- Naparstek, Arthur. Neighborhood decentralization: An option for urban policy. (Monograph) Academy for Contemporary Problems, 1976.
- Naparstek, Arthur and Karen Kollias. "Ethnic and class dimensions in neighborhood: a means for the reorganization of human service delivery systems," Journal of Sociology and Social Welfare, Vol. II, No. 3, Spring, 1975.
- Baroni, Geno, Arthur Naparstek and Karen Kollias. "Patterns of class and ethnic discrimination in the corporate and philanthropic world." The Commission on Private Philanthropy and Public Needs (Filer Commission). October 23, 1975.
- Naparstek, Arthur. Public opinion toward the war on poverty: the impact on the working class, scheduled for publication in 1976 by The National Center for Urban Ethnic Affairs.

BATHRUS BAILEY WILLIAMS

IMMEDIATE OFFICE
OF THE
SECRETARY HUD

SEP 2 4 56 PM '77

RECEIVED

PERSONAL DATA

Address: 7908 Orchid Street, N.W.
Washington, D.C. 20012

Telephone: (202) 882-1264 (home)
(202) 767-7174 (office)

Marital Status: Married to Wesley S. Williams - lawyer
Children: Wesley S. Williams, Jr. - lawyer
Marialice W. Carter - lawyer

EDUCATION

Ph.D. -- Catholic University of America,
Washington, D.C. 1967

M.S.W. -- Catholic University of America,
Washington, D.C., 1959 (also, M.A.Ed. Equivalency)

A.B. -- Virginia Union University,
Richmond, Virginia, 1940

Post Doctoral Study:

Johns Hopkins University	9 hours
Catholic University of America	6 "
Coppin State University	6 "
George Washington University	6 "
University of Maryland	6 "
Montgomery County (In Service)	6 "
Western Maryland University	3 "

TEACHING, SUPERVISORY, AND ADMINISTRATIVE EXPERIENCE

Full Time:

Sept., 1976 - Present - Assoc. Director Reading (Nat'l Institute of Health Project), Response to Educational Needs - Program in operation in Anacostia Community - Washington, D.C.
(See Attachment A)

- Summer, 1976 - HEW Consultant, Bureau of the Handicapped (Division of Innovative Programs)
- Sept., 1975 - July, 1976 - Chairman of Supplementary Services Dept. Parkland Junior High School, Rockville, Maryland; also, Member of School's Interdisciplinary Management Team
- Summer, 1974 - Montgomery County, (A.M.) Newport JHS, English Skills Lab., (P.M.) Kennedy HS, Participant and Panelist in Career Education Workshop
- Sept., 1973 - June, 1975 - Montgomery County, Kensington JHS, Teacher-Coordinator "Needs Program"; developed and implemented curriculum in Career Education (See Attachment B)
- Summer, 1973 - Montgomery County Central Office, updating curriculum for children with special needs
- Sept., 1971 - June, 1973 - Bowie State College Professor, Chr. Dept. of Special Ed. (See Attachment C)
Counseled and/or advised students in re degree requirements; made recommendations for admissions to candidacy; approved selections of topics for research papers; responsible for written and oral comprehensive examinations; responsible for directing students' research through completion of projects
- Member of Graduate Council
Secretary - College Committee on Educational Policy
Chairman - All-College Elections Committee
- July, 1968 - Sept., 1971 - Montgomery County, Rock Terrace High School
Resource Teacher (See Attachment D)
Developed Program of Volunteers; recruited and utilized over 50 Montgomery College students as Interns; structured and directed the first summer school program for secondary students with special needs (developmental, remedial and rehabilitative components); Principal of summer school 1969, 1970

- Sept., 1963 - June, 1967 - District of Columbia, Taft JHS, English teacher for 7, 8, 9th grades
School-based supervisor for 17 teachers involved in Individualization of Instruction
- Sept., 1967 - June, 1968 - Montgomery County, Key JHS, Team Teacher for students with special needs; organized Parent Education Program specifically for the parents of the "special children"
- Sept., 1959 - June, 1963 - District of Columbia, Macfarland JHS-Roosevelt HS Guidance Project Director
(See Attachment E)

Part Time: Graduate and Undergraduate College Teaching

- Catholic University of America, Washington, D.C.; Lecturer Jan., 1964 - August, 1964
Summer and Fall, 1963
- Coppin State College, Baltimore, Maryland; Off-campus Consultant to Resource Teachers' Program for Baltimore Public School System; also, lecturer Spring, 1974, Summer, 1974, Fall, 1973 and Spring, 1972
- District of Columbia Teachers College; Consultant Instructor Sept., 1975 - June, 1976, Fall, 1972, and Summers, 1964 and 1965
- Johns Hopkins University, Baltimore, Maryland; Professorial lecturer Sept., 1974 - June, 1975
- Loyola College, Baltimore, Maryland; Special Instructor January - August, 1968

OTHER PROFESSIONAL EXPERIENCE

Special Seminars: Panelist or Consultant

- Institute for the Achievement of Human Potential - Philadelphia, 1966
- Special Institute on Programs for Emotionally Disturbed -
University of N.C., 1971

International Reading Association, Regional and National Conferences
1965 through 1974

Association of Governing Boards of Universities and Colleges

"Less Time, More Options" - 1972

"The Limits of Accountability" - 1973

"The Structure of Higher Education: A World View" - 1973

"Survival of Higher Education in Years Ahead" - 1974

"The Right Things Taught in the Best Way Possible" - 1974

Workshops: Panelist or Consultant

14th Annual Institute for Workers in Parent Education,
Columbia University, April, 1960

Urban League Workshop, "Careers for Youth",
May, 1960 (Consultant)

National Association of College Women, "Youth Wants to Know"
(Consultant)

Child Study Association of America, "Parent Education Programming"
and "Parent Education in Disturbed Parent-Child Relationships"
April, 1961

Child Study Association of America, "How to Help the Teacher
Understand the Parent", April, 1972

Child Study Association of America, "Ideals of Belonging",
March, 1963

Conferences: Participant or Consultant

National Association of College Women, August, 1960,
"Youth Wants to Know" (Keynote Speaker)

Greater Cities Projects, April, 1961

1960 Delegate to White House Conference on Children & Youth

National Committee for Children & Youth, November, 1961, and May, 1962
"Unemployed Out-of-School Youth in Urban Areas"

Career Conference in Fine Arts, Howard University, April, 1962

National Association Social Workers, May, 1962

Commissioner's Youth Council - Action Seminar,
"The Neighborhood Approach to Juvenile Delinquency", Jan., 1963

22nd Annual Conference Medical Society of St. Elizabeth's,
April, 1959 - Presented a paper which was my Thesis for my
MSW Degree

D.C. Mental Health Association, February, 1962,
"Psychiatry, First or Last Resort"

Social Hygiene Society Seminar - "Illegitimacy", Spring, 1963

National Association Retarded Children, October, 1963

Junior High School Teachers Association Spring Conference,
1961 (Consultant)

Delegate to National Organization for Better Schools, March, 1963,
"New Developments in the Education of the Disadvantaged America"

National Committee for Support of Public Schools, May, 1964,
"Education & Poverty"

Dept. of Special Education D.C. Public Schools,
"Vocational Rehabilitation and How it Services the Public School"

Dept. of Pupil Personnel Services D.C. Public Schools, April, 1964,
"Educational Testing Services and How to Program"

Special Assignments:

Interdisciplinary Management Team - Parkland J.H.S. - 1975 - 1976

Assisted in developing Reading Workshop at Kensington J.H.S. - 1974

Chairman of Career Counseling Committee - Kensington J.H.S. - 1974

Chairman of E.E.O.C. Affirmative Action Committee - Kensington J.H.S.
1974

Montgomery County Superintendent's Advisory Committee on Staff
Development and Professional Advancement (Secretary) 1968 - 1969

Member of Steering Committee (Human Relations) for Seminar entitled
"Minority Group Problems" - M.C.P.S. - 1968 - 1969

Human Relations Advisory Committee, Montgomery Public Schools,
specific assignment to design a Human Relations Department Model
including job description of personnel - school year 1968 - 1969

President's Committee on Mental Retardation - member of 3 subcommittees
(a) Preparation of Teachers, (b) Education, (c) Cultural and
Psychogenic Aspects of prevention of Handicapping Conditions (1968-1969)

Superintendent's All Level Committee on Implementation of Special
Academic Program, specific assignment - position paper on
"Teacher Competencies"

Structured and implemented the first summer school for children
with learning disabilities and/or physical disabilities
in Montgomery County Public Schools, June, 1969

Special Academic Program Committee for Secondary Schools,
"Evaluation of Curriculum for Special Education Majors",
D.C. Teachers College, 1965

City-Wide Committee to "Evaluate the Special Academic Program",
specific assignment - "Classification of the Educable
Mentally Retarded", 1964

1976-1977 Special Commitments:

Consultant, Bureau of Handicapped, Department of Health,
Education and Welfare

Curriculum Consultant for Off-Campus courses for Coppin State
College

Special Education Consultant for D.C. Teachers College

Special Analyst for Board of Directors of Centers for Handicapped,
Montgomery and Prince Georges Counties, Maryland (responsible
for interpreting State and Federal laws for the education for
the handicapped)

American Association on Mental Deficiency, Washington Metropolitan
Area Chairman, Steering Committee for Annual Meetings of
Region 9; also, Executive Committee, Region 9

International Association for Scientific Study on Mental Deficiency
(conference in District of Columbia, Summer, 1976), Local
Arrangements Coordinator

Advisory Committee on Vocational Rehabilitation, D.C. Public Schools

BOARDS OF DIRECTORS OR TRUSTEES

Kingsbury Center (for Learning Disabled)

Virginia Union University (Chairman, Curriculum Committee and Program Development)

Region 9 - American Association on Mental Deficiency

Centers for the Handicapped (Program Goals Committee Chairman)

District of Columbia Advisory Council on Vocational Education (Evaluation Committee)

PROFESSIONAL ORGANIZATIONS

National Education Association

Council for Exceptional Children

American Association on Mental Deficiency

International Association for Scientific Study of Mental Deficiency

National Association of Social Workers

National Capital Area Personnel and Guidance Association

Greater Washington Reading Council

International Reading Association

American Council on Higher Education

Association of Governing Boards of Universities & Colleges

NON-PROFESSIONAL ORGANIZATIONS

National and Local Barristers Wives (Founder, 1947)

Cerebral Palsy Association

Montgomery County Association on Retarded Children

Christian Education Committee, Zion Baptist Church

Young Women's Community Service League

ARTICLES

"Mid-Term Examination", Progress Report of Macfarland/Roosevelt Guidance Project, Washington, D.C.
HEW Publication #OE-35044, U.S. Office of Education,
Washington, D.C., 1965

"A Comparative Analysis of Patients' Social Adjustment at St. Elizabeth's Hospital and at District of Columbia Village",
Washington, D.C., 1959

"The Administrative Policies and Practices of the Special Academic Program in the District of Columbia Public Schools",
Washington, D.C., 1967

"A Proposal for Training Program in Research and Follow-up Studies of Vocational Rehabilitation Projects with Mentally Retarded Children and Pre-Delinquent Oriented Children",
Washington, D.C., 1971

REFERENCES will be supplied on request.

RESUME,

HAROLD W. GREENWOOD, JR.
491 FERNDALE ROAD
WAYZATA, MINNESOTA 55391
BUSINESS ADDRESS:
801 NICOLLET MALL
MINNEAPOLIS, MINNESOTA 55402
612-372-6271



BUSINESS BACKGROUND

Present: President, Midwest Federal Savings & Loan Association

Past: Assistant Credit, Collection & Office Manager - Boutelle
M. C. Tschida Law Firm - Minneapolis
Police Officer - Edina
Operations Manager - Midwest Federal
Vice President & General Manager - Midwest Federal

MILITARY

Five years in U. S. Naval Reserve AAU811
Honorable Discharge - 1955

EDUCATION

Southwest High School - Minneapolis
University of Minnesota - Minneapolis
National Retail Credit Executives School - St. Louis
Academy of Accountancy
LaSalle School - Correspondence Law - Chicago

MEMBERSHIPS/OFFICES (Past & Present)

- Minnesota United Nations, President
- St. Mary's Junior College, Board of Governors
- Minneapolis Aquatennial, Director
- Minneapolis Chamber of Commerce, Director
- Mount Olivet Church, Director and Deacon
- Rolling Acres Camp for Retarded Children, Director
- Salvation Army, Advisory Board
- Cook County Airport Commissioners, Board
- AMICUS, Director
- Downtown Council, Member

MEMBERSHIPS/OFFICES (Past & Present) cont'd.

- Sales & Marketing Executives of Minneapolis, Member
- Young Presidents Organization of New York, Member
- Williams Scholarship Fund - University of Minnesota, Member
- Navy League of the United States, Member
- American Security Council, Member

A. ACHIEVEMENTS/AWARDS

- Governor's Advisory Committee on Savings & Loan Associations
- Savings & Loan League of Minnesota, Treasurer & Vice President
- Savings & Loan League of Minnesota, President
- Savings & Loan League of Minneapolis/St. Paul, President
- United States Savings & Loan League which formed the legislations for its 5,000 members, Steering Committee
- National League of Insured Savings Associations, Board of Governors
- Instrumental in drafting, presenting and passing the Omnibus Housing Bill which provides housing for low & middle income families
- Expert witness of the Administration on housing and federal savings legislation
- Subcommittee on procedures and blue ribbon committee on Savings & Loan Associations needs for the United States
- Special advisor to administration and aid on world housing conditions
- Consultant to congressional committees dealing with creating a home loan bank system for loans for countries throughout the world
- Champion of Freedom Award
- Boss of the Year Award
- Distinguished Service Award, Minneapolis Jaycees
- One of the top ten outstanding young men

F. FAMILY

Married - wife Carol
Two sons - William 19, Gregory 9
Two daughters - Susan 17, Barbara 11

Principal staff author of National Home Ownership Foundation Act of 1967, sponsored by all 36 Senate Republicans and 118 Republican House members, let by Sen. Charles Percy and Rep. William B. Widnall. The bill offered a neighborhood preservation strategy, expanded home ownership, grassroots initiative, private sector involvement, technical assistance, and secondary mortgage purchase. [The Democrats rejected the neighborhood self-help strategy in favor of a housing production strategy, which led to the HUD Act of 1968 and, by 1972, 240,000 units in default or foreclosure.]

Fellow, Institute of Politics, Harvard University, 1967-68; chairman of Institute Task Force on Financing Publicly Assisted Housing.

Co-author of Community Self-Determination Act of 1968, sponsored in the House by Republican Reps. Widnall, Taft, Curtis, Goodell, Rumsfeld, Steiger, and Brock (and some 26 others) and in the Senate by Senators Percy, Javits, Tower, and eleven others. The bill aimed at creating a framework whereby neighborhood people could improve the economic opportunity in their communities, and included community development banking, turnkey tax incentives, and small business assistance.

Republican Member of the Vermont House of Representatives, 1969-72. Member of Committee on Commerce, specializing in housing finance legislation and in housing and building codes.

Member of Governor's Housing Plan Commission, Vermont, 1970-71.

Consultant to Senate Employment and Manpower Subcommittee (on community development corporation legislation) 1970; and to Senate Government Operations Committee (on administration of Federal housing programs) 1973.

Member of Twentieth Century Fund's Study Group on Community Economic Development, 1971.

Member, Neighborhood Organization Research Group, Indiana University

Author of:

Expanded Ownership (Fond du Lac, Wis.: Sabre Foundation, 1972)
(Contains chapters on CDCs, home owners' equity insurance, etc.)

"The Troubled Dream: The Life and Times of \$235 of the National Housing Act" 6 Loyola (Chi.) Law Review 1 (1974)

Legal Obstacles to Neighborhood Revitalization (1975) (editor)

Legal Tools for Neighborhood Revitalization (1976)

"Recycling Declining Neighborhoods: Give the People a Chance" (1975)

Member of the Caledonia County (Vt.) Republican Committee since 1967 of the Vermont Republican State Committee since 1973. Republican County Chairman, 1973-75.

Anne Bartley's Activities Related to Appointment
to National Neighborhood Policy Commission

In 1973 I was appointed to the Little Rock Planning Commission by the Little Rock Board of Directors as a citizen who was concerned about the overall quality of life in the City of Little Rock. At that time the economy was good, construction was on an upswing, and the City Board and the Planning Commission were not concerned about growth issues, or even the lack of formalized review procedures of applications for rezoning. There was little discussion concerning rezoning applications, and policies were few to non-existent, resulting in, among other things, uneconomic and fiscally unsound rezoning decisions for the City of Little Rock's inelastic budget. I also saw these problems in my capacity as a member of the subdivision committee from 1973 to 1976.

I became very concerned about these matters, and in 1973 there was a joint meeting of the Board of Directors and the Planning Commission to discuss these problems that some of us felt were occurring from no procedures and no policies. This was the first joint meeting of these two city boards within the memory of someone who had been in City Hall for 18 years. There were a lot of good things spoken at this meeting, however little follow-up. At one of the subsequent Planning Commission meetings I made a statement to this effect, and the chairman of the Planning Commission then appointed me to chair a Joint Committee of the Board of Directors and the Planning Commission, which I conducted for several months. With the Planning Commission's staff and several members of the Board of Directors and the Planning Commission we sat as a committee once a week and reviewed and talked with members of the different city agencies in regard to the impact of their activities on the growth and development issues of the City of Little Rock. Coordination and communication among the agencies was obviously non-existent, and those city agencies which were daily making decisions that had effect on the growth and development of the City of Little Rock were not being fed back into Planning Commission decisions, nor was there any official communication among the city agencies on these land use issues. This was one of the obvious points that came out of this committee, as well as the fact that the regular city staff and the Planning Commission and Board could not handle these large and deeper issues. The consulting firm of Booz, Allen, and Hamilton has been conducting a formal

and elected by my fellow commissioners as vice chairman of the Commission. ✓

Throughout the time that I have been appointed to the Planning Commission I have been a member of the American Society of Planning Officials, receiving their publications and going to their conferences and seminars. I have always been interested and involved in the total community picture and the hard work and support it takes by all citizens for their community to prosper and flourish. Last April I talked to the national convention of the International Downtown Executives Association, where I went into this concern in more detail. This speech is attached.

In 1974 Little Rock Unlimited Progress received a \$10,000 E.D.A. grant for studying the areas adjacent to the downtown area of Little Rock. A Little Rock UP committee, working with another committee made up of representatives of all the planners and architects in the city, wrote the report called "New Town In Town" which can be seen upon request, as there are not many copies left. This report showed that there were three different areas adjacent to downtown; one which was commercial-oriented, the other two which were definitely neighborhood-residential in character, and that these existing characters of these areas should be accentuated and not destroyed. During my work on this committee, we examined these neighborhoods and commercial areas identifying their characteristics and functioning parts. A year and a half ago I was elected by my fellow board members of Little Rock UP as vice president of development and a member of the executive committee of the Board.

I am a resident of the Quapaw Quarter, which is the older downtown neighborhood of Little Rock. I have been a board member of the active Quapaw Quarter Association, which is concerned about the revitalization of the neighborhoods of this historic area, which is adjacent to downtown Little Rock, and was a part of the "New Town In Town" study. I am also a member of the Broadway Neighborhood Association, which is a group of concerned residents of the Broadway neighborhood. I am a member of the Downtown Development Corporation, which is a group of people primarily from the Broadway Neighborhood Association. We pooled our money to buy homes, repair them, and sell them to people who want to live in the neighborhood. I am also a partner in a limited partnership, Old Town Properties, which is a group of people from all over Little Rock who have, again, pooled their money and are leveraging it to buy many houses, repair them, and, again, sell them to people who want to add to the neighborhood fabric of this area of Little Rock.

growth policy study for the entire City of Little Rock for the past year and a half. We are now in Phase 3 of this study, formulating flexible land use tools to implement the Interim Growth Policies adopted by the Board and Planning Commission earlier this year. These new zoning and land use policies and procedures will be tools to help the developer and the city create a city that has better city services on a sounder fiscal base, has better development, a healthy and active building industry, and a community that continues to be a quality place where its citizens want to live.

In 1974 a proposed sign ordinance came before the Little Rock Planning Commission. There was a sub-committee formed to study the sign ordinance and made recommendations for the full public hearing of the Planning Commission. I worked on the sub-committee and became familiar with the sign ordinance and its issues. The sign ordinance became a rallying point for those citizens concerned with the visual quality and, overall quality of life of their community. After months of working on the sign ordinance I communicated with the Board of Directors on the importance of this ordinance. I was dismayed that they did not understand the importance of the ordinance, and along with other concerned citizens formed a citizens' committee to talk with other groups around the city about the importance of this city ordinance. A committee, The Citizens for the Sign Ordinance, was formed and I became the behind-the-scenes coordinator and a young lawyer in town was the chief spokesman for the group. Some of the groups behind this were the League of Women Voters, the American Institute of Architects, the Quapaw Quarter Association, the American Institute of Landscape Architects, the Arkansas Ecology Center, and the Broadway Neighborhood Association. After a presentation to the downtown businessmen's group, Little Rock Unlimited Progress, I received their support for passage of the sign ordinance. I also spoke to many garden clubs, civic groups, and other associations in the city in regard to the issues of the sign ordinance. I discovered that these quality of life issues are of great concern to many, many citizens and they felt unrepresented in the governmental process. They care deeply about their community. They communicated this to the Board of Directors (see attached green flyer). On September 3 the Board of Directors deferred vote until October 15. On October 15 the Little Rock Board of Directors voted 6 to 1 for passage of the sign ordinance for the City of Little Rock.

I was also on the Little Rock 1980 Committee for Annexation, and this year I was reappointed by the Little Rock Board of Directors to a second term on the Planning Commission,

Several years ago when I was gathering information about programs and grants that could help the revitalization of these older areas as well as the downtown area of Little Rock, I came across the Neighborhood Housing Services program of the Urban Reinvestment Task Force. Jim Coles, who is the head of the Federal Home Loan Bank Board of this region, has been the prime mover in the creation of this program for Little Rock. A year ago, as a resident member of the Neighborhood Housing Services area, I was at the two-day meeting where the financial institutions, the City of Little Rock, and the residents of the area committed to have a successful NHS program in Little Rock. I have been an active board member of the Neighborhood Housing Services program since then, and in my capacity as State Historic Preservation Officer for Arkansas I have been working closely with Bill Whiteside, Executive Director of the Urban Reinvestment Task Force, to successfully combine rehabilitation of the neighborhood with rehabilitation of the historic structures in that neighborhood. This is the first NHS program that has attempted to combine the historic and the regular rehabilitation of structures. I am very pleased that this nationwide first is occurring in Arkansas and I have a part in it.

In January 1975 I was aware that enabling legislation to create the new Department of Arkansas Natural and Cultural Heritage was introduced in the regular session of the legislature. I thought the department was necessary as it brought together the arts, historic preservation, natural areas, and two of Arkansas' most important landmarks under one department. This department also expresses that the State of Arkansas recognizes the value of its natural and cultural heritage and wants its citizens to also recognize the value of their heritage. In that session, the enabling legislation passed, for which I assisted in securing its passage. In November of 1975 I was appointed as Director of the Department by Governor Pryor. As Director of this statewide Department I am concerned about total community life, or quality of life across the state and the economic and social benefits of our activities to all our citizens. In this capacity I am also the Director of the Arkansas Historic Preservation program and the Arkansas Commemorative Commission, as well as the State Historic Preservation Officer. As such, I direct and administer the National Register program. This program identifies and inventories the buildings, structures, sites and historic districts that are the visible remains of Arkansas' heritage. It is important to identify those significant structures and districts so that they are taken into consideration in the total planning and development process of our communities. Instead of isolated structures we are looking at complete areas, particularly neighborhood and commercial districts across the

state. Attached you will find the agenda of the Governor's Conference on Historic Preservation I developed. The topic of discussion was "Community Revitalization Through Preservation". We are working with more and more communities and businessmen throughout the state using the historic character of their neighborhoods and downtown areas to revitalize and turn these around to make them economically viable. Enclosed also is the working copy of the speech that I recently made to the "Fifty of the Future" in Pine Bluff. I think this will show you the approach I have been taking and the connections between economics and heritage, or quality of life, that I have been demonstrating to business and civic groups across the state.

Throughout all of these activities that I have enumerated I have been, and am, still very concerned about a total quality environment, about doing things today so that we have an active, vital community life tomorrow, and that no one segment of our community pays an inequitable burden for our total community life. I feel that the neighborhoods are an important key to developing workable, human approaches to these problems. These are the activities that I have been involved in that qualify me for the National Neighborhood Policy Commission. Other things that I have been involved in, and am still involved in, are fully listed in my biography, which is also enclosed.

V I T A

Name: Norman Krumholz

Born: June 17, 1927

Education: B. J., Journalism, University of Missouri, 1952
M.R.P. City and Regional Planning, Cornell University, 1965

Professional Experience: Director, Cleveland City Planning Commission, November, 1969 to present. Directing 35-man staff with \$390,000 budget in new comprehensive land use and transportation plans as well as in studies of capital improvements, poverty and income, housing, managerial efficiency and new town development for this city of 750,000 in a region of over two million. Also, acting as representative and policy-advisor for the Mayor in various regional, transportation and budgeting matters.

Assistant Director, Pittsburgh City Planning Commission, June 1965 to November, 1969. Directed a staff and participated in studies of housing, data processing, neighborhood improvement, land use control, etc. for a city of 55,000.

Assistant Director, Ithaca (N.Y.) Planning Commission, part time June 1964 to June 1965, experience in all areas of local planning.

Teaching Assistant in planning law and administration, Cornell University, part time, September 1964 to June 1965.

Referènces: Former Mayor Carl B. Stokes, City Hall, Cleveland, Ohio. John T. Mauro, Director, Pittsburgh Area Transit System, Pittsburgh, Pa. Professor John W. Reps, Dept. of Urban and Regional Planning, Cornell University, Ithaca, N. Y. Professor Douglass B. Lee, Dept. of Regional Planning, University of Iowa, Iowa City, Iowa. Mayor Ralph J. Perk, City Hall, Cleveland, Ohio. Congresswoman Mary Rose Oakar (District 20), Cleveland, Ohio.

Bibliography

Norman Krumholz

Articles

"Rent Withholding As An Aid to Housing Code Enforcement," Journal of Housing, May-June, 1968.

"Public Housing and the Urban Crisis," by Mayor Carl B. Stokes, George Washington Law Review, Vol. 39, No. 4, May, 1971.

"Cleveland's Fight For A Fair Share of the Region" ASPO Planning, Nov. 1972

"The Cleveland Policy Planning Report", (with Janice Cogger and John Linner) Journal of the American Institute of Planners, Sept., 1975.

Review of Post Industrial America: Metropolitan Decline and Inter-regional Job Shifts, (with John Linner) appearing in Journal of the American Institute of Planners, Jan. 1977.

Speeches and Papers:

"Toward A Work Program For An Advocate Planning Agency" (with Ernest R. Bonner). Delivered at the 54th Annual Conference of the American Institute of Planners, San Francisco, Calif., Oct. 25, 1971.

"A Review of Transportation Planning in the Cleveland Region" for the American Institute of Planners, Cleveland, Ohio, Nov. 16, 1970.

"Federal Housing Policy: A Paper Moon in a Paper Sky" by Mayor Carl B. Stokes, for the First Urban Technology Conference, New York City, May 24, 1971.

"Current Transportation Policies," to the American Institute of Planners 6th Biennial Conference on Government Relations and Planning Policy, Jan. 29, 1971.

"Economic Trends and Public Policy," Center for Urban Studies, Cleveland State University, Cleveland, Ohio, Sept., 1970.

"Integration: Hard Facts and Hard Programs" by Mayor Carl B. Stokes, for the Dwight Eisenhower Political Lecture Series, Wichita State University, Wichita, Kansas, March 4, 1971.

Speeches and
Papers:

"Toward A National Housing Allowance Program" (with Ernest R. Bonner) by Mayor Carl B. Stokes for Colorado Municipal League Conference, Colorado Springs, Colorado, June 10, 1971.

"Planning in Cleveland: Working the Equity Side of the Street." Delivered at the American Institute of Planners 55th Annual Conference, Boston, Mass., Oct. 11, 1972.

"Improving the Planning and Management Capacity of the Chief Executive." Delivered at the 56th Annual Conference of the American Institute of Planners, Atlanta, Georgia, Oct. 24, 1973.

(Also Papers at American Society of Planning Official Annual Conferences in 1974, 1975, 1976 and 1977) dealing with Capital Improvement Programming, Housing, and Planning in the face of Declining Resources.

Special
Assignments:

Planning Associate, Institute of Local Government, University of Pittsburgh, Pittsburgh, Pa. Wrote and taught a series of courses on planning and local government to elected officials, 1966-1969.

Visiting lecturer at Case Western Reserve University, Cornell University, Carnegie-Mellon University, University of Wisconsin, University of California at Berkeley, Harvard, University of North Carolina, University of Virginia, Georgia Tech., etc.

Planning Associate, Cleveland State University, Cleveland, Ohio. Taught graduate course in city planning, Fall-Winter, 1971, and Summer, 1975.

Adjunct Professor of Planning, C.W.R.U. 1975 and 1976. Taught course on planning theory and practice.

Black Caucus 9/24/77

Alex Haley - How's the family?

Adopted child (FBI)
- or Navy - Play bow - why not Capt

~~Andy - Lance how to
get headlines~~

- Andy Young

West Bank / Panama

Pales Homeland / Jan Smith

- Dellums tailor

Barren Mitchell - "Occupant"

Trouble:

Black Caucus / White Caucus

PARTNERSHIP

Humphrey - Hawkins + 14

1000 PW - 10%

35000 jobs/wk

2x purchases black suppliers

Bakke

DC representation

PEACE
FDOJ
HRTS
SA - AFSA

THE WHITE HOUSE
WASHINGTON

September 24, 1977

Stu Eizenstat
Zbig Brzezinski
Jack Watson

The attached letter to Gov. Milliken was returned in the President's outbox today. The letter was revised and this revision is forwarded to you for your information. The signed original has been given to Bob Linder for appropriate handling.

Rick Hutcheson

RE: PROJECT SEAFARER

cc: Bob Linder

THE WHITE HOUSE

WASHINGTON

September 24, 1977

To Governor William Milliken

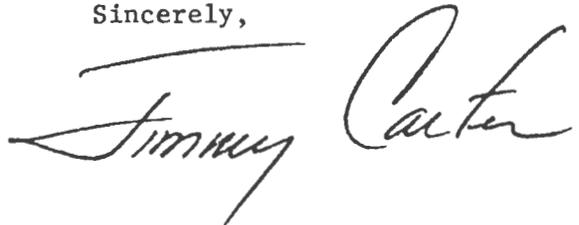
Thank you for your recent letter expressing your concerns about Project Seafarer. I hope this letter will clarify the status of my thinking on this Project.

Under the leadership of Secretary Harold Brown, the Department of Defense is reviewing, among other things, the need for and the alternatives to Project Seafarer. Several members of my own staff are following this work closely. When this analysis is complete, Secretary Brown will be forwarding his recommendations to me, accompanied by a detailed explanation of the arguments for and against Seafarer and any alternatives to it which have been found.

If I determine that it is necessary to proceed with Project Seafarer, the wishes of the people of the Upper Peninsula will be a controlling factor in my decision on whether or not the Project is built in Michigan.

I appreciate your interest in this issue and I look forward to your continued advice and counsel.

Sincerely,

A handwritten signature in cursive script that reads "Jimmy Carter". The signature is written in dark ink and is positioned to the right of the word "Sincerely,".

The Honorable William G. Milliken
Governor of Michigan
Lansing, Michigan

THE WHITE HOUSE
WASHINGTON

September 23, 1977

*Susan
Retype "B"
J*

MEMORANDUM TO THE PRESIDENT

FROM STU EIZENSTAT
KITTY SCHIRMER

Stu

SUBJECT Letter to Governor Milliken on Project
Seafarer

I feel very strongly that your reply to Governor Milliken should indicate your interest in meeting your campaign commitment. Toward the end of the campaign you said, "If elected, I would not build Project Seafarer in Michigan against the wishes of the people who live there."

The letter at Tab B states that the wishes of the people of Michigan will be "the controlling factor" in determining whether the project would be built there. While this leaves open the possibility that you would try to convince Michigan residents of the need for Seafarer (if you decide we need to have this system) it also reaffirms the basis of your campaign statement.

Zbig proposes that the reply to Governor Milliken be non-committal and simply give a status report on our deliberations on the Project. This type of letter will certainly invite another inquiry from Governor Milliken since it does not answer the question which he raises. It is also very likely to result in press stories that you have reneged on your campaign pledge.

I have discussed this with Jack Watson, and he concurs in recommending the stronger letter as a reply to Milliken.

THE WHITE HOUSE
WASHINGTONACTION

MEMORANDUM FOR: THE PRESIDENT

FROM: ZBIGNIEW BRZEZINSKI

SUBJECT: Proposed Reply to Governor Milliken's
Letter Concerning the Seafarer Project
in Michigan

Governor Milliken has sent you a letter (Tab C) asking you to reaffirm your campaign promise that Project Seafarer will not be built in the Upper Peninsula against the wishes of its citizens.

I propose that you respond with the letter at Tab A which simply states you are examining the issue further. Jack Watson, on the other hand, believes that you should reaffirm your position by answering that -- if after all the facts are in, the people in the Upper Peninsula still do not want the project built there, it will not be built. A letter to Governor Milliken that reflects his position is at Tab B.

I understand Jack's concern about the adverse political impact that an equivocal letter will have (~~Tab D~~), but I think that you should nonetheless respond as I suggest -- because of the undesirable precedent that would be set by allowing a local community to refuse an installation that national security may require. Reiterating your campaign statement would be tantamount to establishing this principle as Presidential policy affecting other installations. Moreover, if this precedent is set, and the people of Michigan then refuse Seafarer, the people of Wisconsin may then take advantage of the precedent to refuse permission for any upgrade of the Wisconsin ELF facility -- which may be the Navy's best fallback option.

RECOMMENDATION:

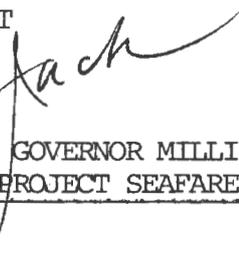
That you sign the letter to Governor Milliken at Tab A.

THE WHITE HOUSE

WASHINGTON

September 22, 1977

MEMORANDUM FOR THE PRESIDENT

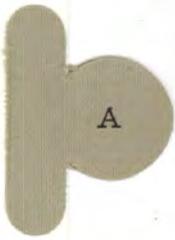
FROM: Jack Watson 
SUBJECT: RESPONSE TO GOVERNOR MILLIKEN
REGARDING "PROJECT SEAFARER"

Two brief additional comments:

(1) I think the situation reduces essentially to whether or not you are going to keep your word. I disagree with Zbig about this being an "undesirable precedent" with respect to the placement of future defense installations. The only precedent being set here is the precedent of fulfilling a clear and specific personal commitment. (During the campaign your statement was, "If elected, I would not build Project Seafarer in Michigan against the wishes of the people who live there.")

(2) The letter proposed by Zbig is not responsive to Governor Milliken's letter which asks essentially only one question, namely whether, as promised, you intend to respect the wishes of the people in Michigan. Zbig's proposed response will provoke two inevitable reactions - a further inquiry by Governor Milliken to his unanswered question, and a very negative public and press reaction in Michigan.

I recommend that you sign the letter at Tab B.



THE WHITE HOUSE
WASHINGTON

To Governor William Milliken

Thank you for your recent letter expressing your concerns about Project Seafarer. I hope this letter will clarify the status of this Project.

Under the leadership of Secretary Harold Brown, the Department of Defense is reviewing, among other things, the need for and the alternatives to Project Seafarer. Several members of my own staff are following this work closely. When this analysis is complete, Secretary Brown will be forwarding his recommendations to me, accompanied by a detailed explanation of the arguments for and against Seafarer and any alternatives to it which have been found.

I appreciate your interest in this issue, and I look forward to your continued advice and counsel.

Sincerely,

The Honorable William G. Milliken
Governor of Michigan
Lansing, Michigan 48909

B

Pres.
hand.
?

THE WHITE HOUSE
WASHINGTON

To Governor William Milliken

Thank you for your recent letter expressing your concerns about Project Seafarer. I hope this letter will clarify the status of my thinking on this Project.

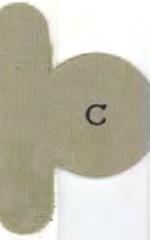
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If I determine that it is necessary to proceed with Project Seafarer, the wishes of the people of the Upper Peninsula will be ~~the~~^a controlling factor in my decision on whether or not the Project is built in Michigan.

I appreciate your interest in this issue and I look forward to your continued advice and counsel.

Sincerely,

The Honorable William G. Milliken
Governor of Michigan
Lansing, Michigan



c



STATE OF MICHIGAN

OFFICE OF THE GOVERNOR

LANSING

WILLIAM G. MILLIKEN
GOVERNOR

1977 AUG 15 PM 3 17



August 12, 1977

The Honorable Jimmy Carter
President of the United States
The White House
Washington, D.C.

Dear Mr. President:

The Defense Department's handling of the Seafarer issue prompts me to again write you to reiterate my opposition to the Project and to urge you to assure that commitments made to the people of Michigan will be honored.

On February 12, 1976, the Department of Defense assured me it would recommend Michigan as a site for Seafarer "only with your concurrence."

It was reassuring during the campaign when you indicated that so far as you were concerned, the system would not be built in Michigan's Upper Peninsula if the people did not want it there.

On January 31, I wrote asking for your confirmation of the continuation of our agreement with the Department of Defense. On February 4, Jack Watson of your staff indicated in a call to me that the basic understanding would be honored.

Yet, Pentagon officials periodically make statements at variance with this understanding. On May 26, for example, Navy Secretary Claytor suggested that the Pentagon's 1976 commitment to me merely "recognizes the importance placed on responsible public opinion in the decision-making process."

On March 21, I sent you a letter containing the text of the reasons I gave to Secretary of Defense Brown for my objections to further consideration of Michigan as a site for Seafarer, whose planned size by then had more than doubled from the original plans.

I was encouraged by your June 24 statement that the plans to which I objected "are ill advised." Does this mean that this particular plan for Seafarer has been abandoned?

I noted in your June 24 statement that you referred to an "exploratory plan" which would involve "two relatively small transmission line placements" that "would not be placed on private lands at all ... away from where anybody lives, and with the complete elimination of any possibility any human being would be affected."

Page 2

The Honorable Jimmy Carter
August 12, 1977

I assume this is the plan that Deputy Secretary of Defense Duncan referred to in a July 8 letter to me which said, "It appears that a system composed of a 130-mile total length antenna in Michigan, combined electromagnetically with the small Wisconsin test site, could be useful." We have had no assurance that this "foot-in-the-door" would not later be expanded.

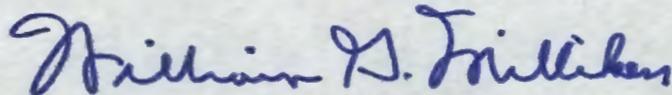
In view of your recent letter to Congressman Elford Cederberg that you would personally review any recommendation on locating Seafarer, you should be aware that on June 10, Wisconsin Governor Patrick J. Lucey and I said "two small grids cannot be considered acceptable as an alternative to one unacceptable large one -- particularly since neither Wisconsin's nor Michigan's rejection of the Project was contingent upon size alone.

In recent days, Pentagon officials have been indicating to media representatives that I am considering a reversal of my position.

I want to not only reiterate my opposition to locating Seafarer in Michigan, but also to again urge a direct confirmation from you that the wishes of the people will be respected.

Kind personal regards.

Sincerely,

A handwritten signature in blue ink that reads "William W. Milliken". The signature is written in a cursive style with a large initial 'W'.

Governor

THE WHITE HOUSE
WASHINGTON

file

Not submitted

*replaced by
updated
version*

THE WHITE HOUSE

WASHINGTON

September 15, 1977

MEMORANDUM TO THE PRESIDENT

FROM: Jack Watson *Jack*

SUBJECT: PROPOSED REPLY TO GOVERNOR MILLIKEN'S
LETTER CONCERNING THE SEAFARER
PROJECT IN MICHIGAN

I am very concerned about the probable impact the letter Stu and Zbig are suggesting will have on Governor Milliken, and people in Michigan. During my private meeting with the Governor last week in Detroit, Seafarer was the only subject he raised concerning State of Michigan affairs; everything else we discussed was in the context of his Chairmanship of the National Governors' Association.

Governor Milliken feels very strongly, as, according to him, do the people in the Upper Peninsular of Michigan, that you made a firm and clear commitment during the campaign that Project Seafarer would not be built in the Upper Peninsular against the wishes of the citizens there (see the attached copy of an October 26, 1976 article in the Iron Mountain News quoting you extensively on the subject). Governor Milliken believes that the primary issue here is not the arguments for and against Project Seafarer, but rather the integrity of your commitment and, consequently, your credibility.

I am informed by the Defense Department that the voters in eight counties in the Upper Peninsular expressed their overwhelming (81.5%) opposition to the project in referenda on the issue in the Spring/Fall of 1976.

I think a great deal is at stake here and wanted you to know how serious the issue remains in Michigan and how concerned Governor Milliken is about it. I think the letter, as drafted, even though it is vague and equivocal, will be viewed as a repudiation of your earlier commitment.

I think your letter should reaffirm your position that, if after all the facts are in, the people in the Upper Peninsula still do not want the project built there, it will not be built.

Carter opposed to Seafarer

Democratic Presidential candidate Jimmy Carter said he is opposed to Project Seafarer being built in Northern Michigan. The statement was issued after weeks of discussion between the Carter and Francis Brouillette campaigns.

- "The Navy's proposed extremely low frequency submarine communication system should not be built in Michigan's Upper Peninsula against the wishes of the people who live there," Carter said. "The people of the Upper Peninsula have made their opposition to Project Seafarer known through referenda and I have discussed the project with Francis Brouillette, the Democratic candidate for Congress from the 11th District.

"I share the concern of Fran Brouillette and those who voted on Project Seafarer that the effects of this communication system on the environment and our people have not been adequately studied or evaluated. I share the concerns of the property owners in the Upper Peninsula that this project will jeopardize their investment in their homes, farms and land. I do not feel the Navy or the Department of Defense have been open or forthcoming about the effect of Project Seafarer and I intend to change that if elected."

"The Navy has yet to satisfactorily demonstrate the military necessity of Project Seafarer. But even if this particular system is shown to be needed, there are other places where it can be built, including the land owned by the federal government which is already dedicated to military use," Carter continued.

"If I am elected on Nov. 2, Project Seafarer will not be built in the Upper Peninsula against the wishes of its citizens."

OCT. 26, 1976

THE WHITE HOUSE
WASHINGTON

September 24, 1977

Secretary Califano

The attached was returned in
the President's outbox. It is
forwarded to you for appropriate
handling.

Rick Hutcheson

RE: RESOLUTION OF MAJOR STATE
FINANCIAL CLAIMS AGAINST
HEW

THE WHITE HOUSE
WASHINGTON

September 24, 1977

Charles Schultze
Stu Eizenstat
Jack Watson

The attached was returned in the President's outbox and is forwarded to you for your information. A copy has also been forwarded to Secretary Califano for his appropriate handling.

Rick Hutcheson

cc: Tim Kraft

RE: RESOLUTION OF MAJOR STATE
FINANCIAL CLAIMS AGAINST
HEW

cc: *Jim McIntyre*

THE WHITE HOUSE
WASHINGTON

<input type="checkbox"/>	FOR STAFFING
<input type="checkbox"/>	FOR INFORMATION
<input checked="" type="checkbox"/>	FROM PRESIDENT'S OUTBOX
<input type="checkbox"/>	LOG IN/TO PRESIDENT TODAY
<input type="checkbox"/>	IMMEDIATE TURNAROUND

cc Calman

ACTION	FYI	
		MONDALE
		COSTANZA
<input checked="" type="checkbox"/>		EIZENSTAT
		JORDAN
		LIPSHUTZ
		MOORE
		POWELL
<input checked="" type="checkbox"/>		WATSON
		LANCE
		SCHULTZE

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER
	Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

	ARAGON
	BOURNE
	BRZEZINSKI
	BUTLER
	CARP
	H. CARTER
	CLOUGH
	FALLOWS
	FIRST LADY
	HARDEN
	HUTCHESON
	JAGODA
	KING

	KRAFT
	LINDER
	MITCHELL
	MOE
	PETERSON
	PETTIGREW
	POSTON
	PRESS
	SCHLESINGER
	SCHNEIDERS
	STRAUSS
	VOORDE
	WARREN

THE WHITE HOUSE
WASHINGTON

9/23/77

Mr. President:

Eizenstat, Schultze, Watson, and OMB concur with Califano. Jordan has no comment.

Kraft recommends that no meetings be scheduled with Governors until after Congress adjourns.

Jim Parham adds some background:

HEW under the Nixon/Ford Administrations tried to prevent state expenditure of congressionally-approved funds (Title IV-A/social services) by cumbersome, highly restrictive regulations for states. This conflict, finally resolved by congressional prohibition of the proposed regulations, formed the background for these claims. These unnecessary, non-productive regulations created an adversarial, distrustful relationship between HEW and the states which should be resolved. Parham strongly concurs with Califano, for Watson.

---Rick



THE PRESIDENT AND VICE PRESIDENT

THE SECRETARY OF HEALTH, EDUCATION, AND WELFARE
WASHINGTON, D. C. 20201

SEP 21 1977

*Joe - ok -
proceed - no
meeting between
me & Governors
JC*

MEMORANDUM FOR THE PRESIDENT

SUBJECT: Resolution of Major State Financial Claims
Against HEW

As you know, the prior Administration refused to reimburse a number of states for social service payments made pursuant to several titles of the Social Security Act between 1969 and 1975. In addition, the Department undertook administrative and legal action to require re-payment by the states of many claims which had been reimbursed by HEW. These payments were made before October of 1975 when the new Social Service Title to the Social Security Act put a lid on payments to states.

The total of disputed claims in the 28 affected states is \$2.6 Billion. According to many of the representatives of the states, this long unresolved issue has been the single greatest source of irritation in Federal-State relations affecting HEW.

Under Secretary Hale Champion, with the support and clearance of OMB, has developed a formula and process to settle these claims. Our offer will require the expenditure of \$543 Million to settle the \$2.6 Billion in disputed claims.

In a series of delicate negotiations and meetings, Mr. Champion has secured the verbal agreement of all the states involved to this settlement.

The approach has been cleared by appropriate state staff with each Governor and, where necessary, state welfare board. The following states will receive the majority of the funds:

**Electrostatic Copy Made
for Preservation Purposes**

1.	New York	\$215 Million
2.	Massachusetts	76
3.	Wisconsin	37
4.	Texas	35
5.	Michigan	34
6.	Illinois	33
7.	Connecticut	23
8.	Minnesota	20
9.	Washington	20
10.	Oklahoma	19
11.	Maryland	15
12.	Florida	12

These numbers are necessarily approximate because of certain contingencies built into the formula which could increase the payment. In no event will the total payment exceed the OMB approved total of \$543 Million.

In addition to these payments, the agreement includes a commitment by HEW to close all outstanding audits and Federal challenges now pending to any reimbursements made previously under these Social Service Titles. This part of the agreement benefits a number of states not receiving significant cash payments. For example:

1.	Arizona	\$5 Million
2.	Arkansas	4
3.	Georgia	7
4.	Kentucky	2
5.	Louisiana	17

A number of states receiving cash payments under the settlement will also benefit by our commitment to withdraw challenges to previously paid reimbursements.

I have attached a summary list for your information on how each state with a contested claim will fare under the settlement proposal.

The settlement will only become effective after the Congress has passed, and you have signed, legislation which appropriates the necessary funds and writes the substantive elements of the agreement into law.

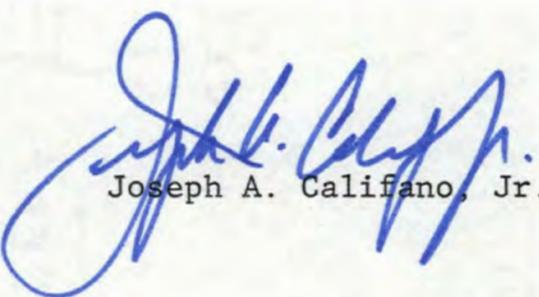
Hale Champion, in the spirit of your February 25 Memorandum requiring continuing consultation with local government, directly involved the states in the development of this proposal. In fact, the formula and legislative language were co-authored by the states and HEW.

I cannot exaggerate the importance of Mr. Champion's leadership and skill in getting this agreement, or the appreciation of the states involved.

I believe the achievement is worthy of your personal and public attention.

I am trying to get Senators Long and Moynihan to agree to enact legislation to effect this settlement and to postpone consideration of the controversial \$1 Billion in fiscal relief that is currently a part of H.R. 7200. We could then deal with the question of some kind of fiscal relief before the Welfare Reform Proposal becomes effective in the course of the hearings in the Senate next year.

If we can put all of this together and if time permits, it might be well for you to invite some of the Governors involved to the White House along with some of the key Senators to announce it publicly as an example of what you mean by better Federal/State relations.



Joseph A. Califano, Jr.

State	Total claims (millions)	Unpaid claims (millions)	Formula payment (millions)	Contingency share
Alabama	1.0	--	--	2.1
Alaska	.7	--	--	.2
Arizona	5.2	--	--	1.2
Arkansas	3.8	3.8	2.3	--
California	1.5	--	--	12.3
Colorado	--	--	--	1.2
Connecticut	44.2	38.2	22.9	--
Delaware	--	--	--	.3
Dist. of Col.	--	--	--	.4
Florida	57.8	28.7	11.5	--
Georgia	6.7	.7	.3	2.6
Guam	--	--	--	--
Hawaii	--	--	--	.5
Idaho	1.7	1.7	1.0	--
Illinois	275.7	87.3	33.1	--
Indiana	--	--	--	3.2
Iowa	--	--	--	1.7
Kansas	--	--	--	1.4
Kentucky	2.4	--	--	2.0
Louisiana	16.7	--	--	2.2
Maine	2.2	2.2	1.3	--
Maryland	24.8	24.8	14.9	--
Massachusetts	142.4	141.5	75.8	--
Michigan	65.5	57.1	33.6	--
Minnesota	33.0	33.0	19.8	--
Mississippi	--	--	--	1.4

State	Total claims (millions)	Unpaid claims (millions)	Formula payment (millions)	Contingency share
Missouri	.2	--	--	2.9
Montana	--	--	--	.4
Nebraska	--	--	--	.9
Nevada	--	--	--	.3
New Hampshire	--	--	--	.5
New Jersey	1.3	1.3	.8	3.7
New Mexico	--	--	--	.6
New York	1554.4	1063.7	214.9	--
North Carolina	--	--	--	3.1
North Dakota	--	--	--	.4
Ohio	20.1	15.1	6.0	.4
Oklahoma	60.7	46.9	18.8	--
Oregon	--	--	--	1.3
Pennsylvania	7.0	4.2	1.7	5.5
Puerto Rico	--	--	--	.2
Rhode Island	1.2	.02	.01	.6
South Carolina	--	--	--	1.6
South Dakota	--	--	--	.4
Tennessee	.5	.004	.002	2.4
Texas	128.8	94.0	35.4	--
Utah	--	--	--	.7
Vermont	--	--	--	.3
Virgin Islands	--	--	--	--
Virginia	--	--	--	2.9
Washington	38.5	32.9	19.7	--
West Virginia	--	--	--	1.1
Wisconsin	71.0	64.9	37.4	--
Wyoming	--	--	--	.2

THE WHITE HOUSE

WASHINGTON

Date: September 21, 1977

MEMORANDUM

FOR ACTION:

Stu Eizenstat *concur per camp*
 Frank Moore (Les Francis) *- why push this?*
 Jack Watson *They will concur*
 Bert Lance *concur*
 Tim Kraft *attached - delay*

FOR INFORMATION:

The Vice President
 Hamilton Jordan *HC*
 Bob Lipshutz
 Charles Schultze *concur*

Francis

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Califano memo dated 9/21/77 re Resolution of Major State Financial Claims Against HEW

YOUR RESPONSE MUST BE DELIVERED
 TO THE STAFF SECRETARY BY:

TIME: 12:00 NOON

DAY: Friday

DATE: September 23, 1977

ACTION REQUESTED:

Your comments

Other:

STAFF RESPONSE:

I concur.

No comment.

Please note other comments below:

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

Date: September 21, 1977

MEMORANDUM

FOR ACTION:

Stu Eizenstat
Frank Moore (Les Francis)
Jack Watson
Bert Lance
Tim Kraft

FOR INFORMATION:

The Vice President
Hamilton Jordan
Bob Lipshutz
Charles Schultze

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TIME: 12:00 NOON

DAY: Friday

DATE: September 23, 1977

ACTION REQUESTED:

Your comments

Other:

STAFF RESPONSE:

I concur.

No comment.

Please note other comments below:

Recommend against such a ceremony until Congress adjourns; pulling governors into town always generates requests for bi-lateral meetings, & even more time from Presidents sched.
TTI

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

Date: September 21, 1977

MEMORANDUM

FOR ACTION:
 Stu Eizenstat
 Frank Moore (Les Francis)
 Jack Watson
 Bert Lance
 Tim Kraft

FOR INFORMATION:
 The Vice President
 Hamilton Jordan
 Bob Lipshutz
 Charles Schultze

1977 SEP 21 PM 3 05

FROM: Rick Hutcheson, Staff Secretary

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 TO THE STAFF SECRETARY BY:

TIME: 12:00 NOON

DAY: Friday

DATE: September 23, 1977

ACTION REQUESTED:

 Your comments

Other:

STAFF RESPONSE:

 I concur. No comment.*Please note other comments below:*

The President will recall that during the period from about November 1972 through 1973 and 1974, there was a struggle between the previous administrations and the States over regulations governing the Title IV-A social services funds. Secretary Weinberger tried to prevent State expenditure of Congressionally approved funds by cumbersome, highly restrictive regulations. It was this conflict, finally resolved by Congressional prohibition of the proposed regulations, that formed the background for all these contested claims. Millions of man-hours of the time of human service administrators and staff over the country have been spent in needless documentation of program activities to meet unnecessary, non-productive regulations. It created an adversarial, distrustful, relationship between HEW and the States that should be resolved. I strongly concur with the recommendation by Secretary Califano.

Small point: I believe the October referred to in the first paragraph should be 1972 rather than 1975.

Jim Parham.

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

THE WHITE HOUSE
WASHINGTON

/	FOR STAFFING
	FOR INFORMATION
	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

ACTION	FYI	
/		MONDALE
		COSTANZA
/		EIZENSTAT
/		JORDAN
/		LIPSHUTZ
/		MOORE
		POWELL
/		WATSON
/		LANCE
/		SCHULTZE

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER
	Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

	ARAGON
	BOURNE
	BRZEZINSKI
	BUTLER
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	H. CARTER
	CLOUGH
	FALLOWS
	FIRST LADY
	HARDEN
	HUTCHESON
	JAGODA
	KING

/	KRAFT
	LINDER
	MITCHELL
	MOE
	PETERSON
	PETTIGREW
	POSTON
	PRESS
	SCHLESINGER
	SCHNEIDERS
	STRAUSS
	VOORDE
	WARREN

29
Date: September 21, 1977

MEMORANDUM

<p>FOR ACTION:</p> <p>Stu Eizenstat</p> <p>Frank Moore (Les Francis)</p> <p>Jack Watson</p> <p>Bert Lance</p> <p>Tim Kraft</p>
--

FOR INFORMATION:

The Vice President

Hamilton Jordan

Bob Lipshutz

Charles Schultze



FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Califano memo dated 9/21/77 re Resolution of Major State Financial Claims Against HEW

<p>YOUR RESPONSE MUST BE DELIVERED TO THE STAFF SECRETARY BY:</p>

TIME: 12:00 NOON

DAY: Friday

DATE: September 23, 1977

ACTION REQUESTED:

 Your comments

Other:

STAFF RESPONSE:

 I concur. No comment.*Please note other comments below:*PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

Lance

THE WHITE HOUSE
WASHINGTON

Califano memo - concur



THE SECRETARY OF HEALTH, EDUCATION, AND WELFARE
WASHINGTON, D. C. 20201

SEP 21 1977

MEMORANDUM FOR THE PRESIDENT

SUBJECT: Resolution of Major State Financial Claims
Against HEW

As you know, the prior Administration refused to reimburse a number of states for social service payments made pursuant to several titles of the Social Security Act between 1969 and 1975. In addition, the Department undertook administrative and legal action to require re-payment by the states of many claims which had been reimbursed by HEW. These payments were made before October of 1975 when the new Social Service Title to the Social Security Act put a lid on payments to states.

The total of disputed claims in the 28 affected states is \$2.6 Billion. According to many of the representatives of the states, this long unresolved issue has been the single greatest source of irritation in Federal-State relations affecting HEW.

Under Secretary Hale Champion, with the support and clearance of OMB, has developed a formula and process to settle these claims. Our offer will require the expenditure of \$543 Million to settle the \$2.6 Billion in disputed claims.

In a series of delicate negotiations and meetings, Mr. Champion has secured the verbal agreement of all the states involved to this settlement.

The approach has been cleared by appropriate state staff with each Governor and, where necessary, state welfare board. The following states will receive the majority of the funds:

1.	New York	\$215 Million
2.	Massachusetts	76
3.	Wisconsin	37
4.	Texas	35
5.	Michigan	34
6.	Illinois	33
7.	Connecticut	23
8.	Minnesota	20
9.	Washington	20
10.	Oklahoma	19
11.	Maryland	15
12.	Florida	12

These numbers are necessarily approximate because of certain contingencies built into the formula which could increase the payment. In no event will the total payment exceed the OMB approved total of \$543 Million.

In addition to these payments, the agreement includes a commitment by HEW to close all outstanding audits and Federal challenges now pending to any reimbursements made previously under these Social Service Titles. This part of the agreement benefits a number of states not receiving significant cash payments. For example:

1.	Arizona	\$5 Million
2.	Arkansas	4
3.	Georgia	7
4.	Kentucky	2
5.	Louisiana	17

A number of states receiving cash payments under the settlement will also benefit by our commitment to withdraw challenges to previously paid reimbursements.

I have attached a summary list for your information on how each state with a contested claim will fare under the settlement proposal.

The settlement will only become effective after the Congress has passed, and you have signed, legislation which appropriates the necessary funds and writes the substantive elements of the agreement into law.

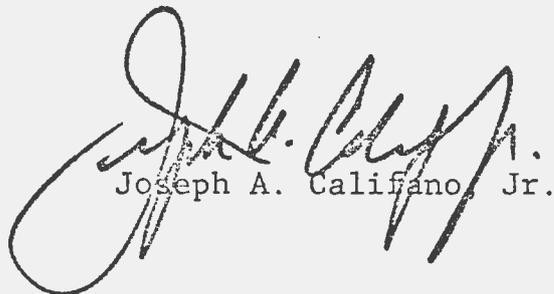
Hale Champion, in the spirit of your February 25 Memorandum requiring continuing consultation with local government, directly involved the states in the development of this proposal. In fact, the formula and legislative language were co-authored by the states and HEW.

I cannot exaggerate the importance of Mr. Champion's leadership and skill in getting this agreement, or the appreciation of the states involved.

I believe the achievement is worthy of your personal and public attention.

I am trying to get Senators Long and Moynihan to agree to enact legislation to effect this settlement and to postpone consideration of the controversial \$1 Billion in fiscal relief that is currently a part of H.R. 7200. We could then deal with the question of some kind of fiscal relief before the Welfare Reform Proposal becomes effective in the course of the hearings in the Senate next year.

If we can put all of this together and if time permits, it might be well for you to invite some of the Governors involved to the White House along with some of the key Senators to announce it publicly as an example of what you mean by better Federal/State relations.



Joseph A. Califano, Jr.

State	Total claims (millions)	Unpaid claims (millions)	Formula payment (millions)	Contingency share
Alabama	1.0	--	--	2.1
Alaska	.7	--	--	.2
Arizona	5.2	--	--	1.2
Arkansas	3.8	3.8	2.3	--
California	1.5	--	--	12.3
Colorado	--	--	--	1.2
Connecticut	44.2	38.2	22.9	--
Delaware	--	--	--	.3
Dist. of Col.	--	--	--	.4
Florida	57.8	28.7	11.5	--
Georgia	6.7	.7	.3	2.6
Guam	--	--	--	--
Hawaii	--	--	--	.5
Idaho	1.7	1.7	1.0	--
Illinois	275.7	87.3	33.1	--
Indiana	--	--	--	3.2
Iowa	--	--	--	1.7
Kansas	--	--	--	1.4
Kentucky	2.4	--	--	2.0
Louisiana	16.7	--	--	2.2
Maine	2.2	2.2	1.3	--
Maryland	24.8	24.8	14.9	--
Massachusetts	142.4	141.5	75.8	--
Michigan	65.5	57.1	33.6	--
Minnesota	33.0	33.0	19.8	--
Mississippi	--	--	--	1.4

State	Total claims (millions)	Unpaid claims (millions)	Formula payment (millions)	Contingency share
Missouri	.2	--	--	2.9
Montana	--	--	--	.4
Nebraska	--	--	--	.9
Nevada	--	--	--	.3
New Hampshire	--	--	--	.5
New Jersey	1.3	1.3	.8	3.7
New Mexico	--	--	--	.6
New York	1554.4	1063.7	214.9	--
North Carolina	--	--	--	3.1
North Dakota	--	--	--	.4
Ohio	20.1	15.1	6.0	.4
Oklahoma	60.7	46.9	18.8	--
Oregon	--	--	--	1.3
Pennsylvania	7.0	4.2	1.7	5.5
Puerto Rico	--	--	--	.2
Rhode Island	1.2	.02	.01	.6
South Carolina	--	--	--	1.6
South Dakota	--	--	--	.4
Tennessee	.5	.004	.002	2.4
Texas	128.8	94.0	35.4	--
Utah	--	--	--	.7
Vermont	--	--	--	.3
Virgin Islands	--	--	--	--
Virginia	--	--	--	2.9
Washington	38.5	32.9	19.7	--
West Virginia	--	--	--	1.1
Wisconsin	71.0	64.9	37.4	--
Wyoming	--	--	--	.2

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

September 24, 1977

MEMORANDUM FOR THE PRESIDENT

FROM: JIM FALLOWS *JF*

SUBJECT: Black Caucus

To the extent you want to mention specific initiatives, the Domestic Council suggests these:

1. Humphrey-Hawkins. You endorsed the concept in the campaign, and full employment is still our goal. We are near agreement with Senator Humphrey and Rep. Hawkins and are now trying to work out the few remaining differences -- such as specific timetables for reaching our goals. The Administration is committed, as part of welfare reform, to creating 1.4 million jobs as a fair test of the concept of government as last resort employer.

2. Speeding up and retargetting our employment and training programs. Congress authorized a \$1.5 billion Youth Employment and Demonstrations Projects Act, which we requested to test many new concepts and approaches for helping unemployed youth. Only \$1 billion of that was appropriated for FY 78, for 200,000 employment and training slots.

- You are asking now that Congress appropriate the other \$500 million to provide another 100,000 opportunities.

- You are directing the Secretary of Labor to retarget up to \$100 million in Job Corps money toward young people in the inner cities.

3. Supporting Minority Businesses. You have met, for the first time, with your Cabinet level Minority Business Group. Also:

- in the local Public Works bill, there is a minority business requirement, that 10 per cent of all contracts be let to minority businesses.

- You have directed the Cabinet to double their Departments' purchases of goods and services from minority contractors in the next two years, to a total of \$1 billion.

4. Affirmative Action. Your steps include:

- issuing the memo to Cabinet Secretaries urging compliance with Title VII of the Civil Rights Act (on employment discrimination);

- beginning a reorganization study of civil rights agencies;

- presenting the government's position in the Bakke case, reaffirming our strong commitment to affirmative action. (The Black Caucus, of course, opposes our position, being firmly committed to the University's view of the case.)

5. Urban Policy. We'll announce a comprehensive urban program early next year.

6. Full Congressional representation for the District of Columbia (sponsored by Walter Fauntroy, who will be there).

BLACK CAUCUS

- > 1. Andy has turned out to be a really creative diplomat. The other day he came up with a plan to solve the problems of the Mid-east and Panama all at once. His idea was to make the West Bank of the Canal into a Palestinian homeland. *Ian Smith will be looking for a place to serve.*
2. Everybody knows about Alex Haley's roots, but I didn't have so much luck with mine. The Mormons worked out my genealogy for 12 generations back, and all they found was a few horsetheives and a newspaperman.
3. Alex Haley and I both started our careers in the Navy, and we were both later so successful that Playboy interviewed us. We both wrote books about our family backgrounds, too. Mine was called "Why Not the Best?" His was.
- > 4. I thought Alex might appreciate it if I asked the FBI to see if they could add anything to the information he's already dug up about his forebears. The Bureau did turn up one kind of interesting fact. He's adopted.
- > 5. The Black Caucus always does a good job of reminding me just where I stand. For example, whenever they send me a letter at the White House, they address it, "Occupant".
6. For a while I was worried about our relations with the Urban League, frankly. But then Andy explained to me that there was nothing to worry about, that Vernon Jordan was actually a stabilizing influence.

7. I know that sometimes Parren Mitchell and his colleagues haven't seen exactly eye-to-eye with me, but sometimes I wish we could disagree a little more quietly. Basically, I guess what the Carter Administration wants from the Black Caucus is a little benign neglect.

> 8. No, the truth is I find dealing with the Black Caucus a real pleasure. I get most of my real trouble from the White Caucus.

> 9. I'm sorry we're running a little late tonight. On the way in I ran into Alex Haley and made the mistake of asking him, "How's the family?" (Pause) And he told me.

10. The Bakke case raises complex questions about quota systems and affirmative action and the merit system. By the way, I finally found out what the merit system is. It's when you have your rich uncle take the med school dean out for a round of golf at the country club.

11. As I stand here tonight before this audience, I realize what a brave man Jackie Robinson was.

12. (Note: the following gag comes from President Ford's joke writer, whose loyalties to the administration are, frankly, suspect): I love the way this program is set up. First there's Parren Mitchell; then me; then Andy Young and Alex Haley. Now I know how the filling must feel in an Oreo cookie ...

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

CONGRESSIONAL BLACK CAUCUS DINNER

SATURDAY - SEPTEMBER 24, 1977

Departure: 9:20 p.m.

Attire: Dark Business
Suit

From: Tim Kraft

SEQUENCE

9:20 p.m. You and Mrs. Carter board motorcade on South Lawn and depart en route Washington Hilton Hotel.

9:30 p.m. Motorcade arrives Washington Hilton Hotel.

PRESS POOL COVERAGE
CLOSED ARRIVAL

You and Mrs. Carter will be met by:

Ambassador Andrew Young
Rep. Parren Mitchell (D-Md.)
Mr. Alex Haley

Escorted by Amb. Young, Rep. Mitchell and Mr. Haley, you and Mrs. Carter proceed to offstage announcement area.

9:34 p.m.

Announcement.

Escorted by Amb. Young, Rep. Mitchell, and Mr. Haley, you and Mrs. Carter proceed on stage for your address to the Congressional Black Caucus Dinner.

2.

OPEN PRESS COVERAGE

ATTENDANCE: 3000

You proceed directly to microphone area.

9:35 p.m.

PRESIDENTIAL REMARKS.

FULL PRESS COVERAGE

9:45 p.m.

Remarks conclude. You and Mrs. Carter thank your hosts, and escorted by Amb. Young, Rep. Mitchell and Mr. Haley, depart stage en route motorcade for boarding.

9:50 p.m.

Motorcade departs Washington Hilton Hotel en route South Grounds.

10:00 p.m.

Arrive South Grounds.

100
100
100

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE
WASHINGTON

9.24.77

Dear Mr. President--

I hope you can get a laugh out of these. If you can't, my only defense is that they represent not only Jerry Doolittle's efforts, but also those of Art Buchwald, Frank Mankiewicz, Bob Orben (my counterpart under President Ford, who has published 43 joke books), Jeff Greenfield, Harvey Miller, PJ O'Rourke (the editor of the National Lampoon), and two local comedians named Bob Smith and Tom Maeder. The only famous comedian we didn't try was Woody Allen, and we'll get him next time.

JF
Jim Fallows

Electrostatic Copy Made
for Preservation Purposes

Humble - Va Pres = 8X Ga
Rainbow Ticket - Maddox - End?
Va - lovers - lustre
Pres - JFK desk, HST sign - LBJ cabinet
J Davis staff

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Henry Howell - Betty Gov
Chuck Robb - Linda LtG
Ed Lane - Ann Jean AG
1973 - Governor - Businessman
Populist - Home Rule
Utilities - 15% - DeReg
Public disclosure
Open debate - "indiscreet"
Va - non partisan
Balance budget - No gas tax
Padlocks off the schools

Mayor Taylor ^{Hoob} Harris - John Fishwick
Roanoke - Coal N&W RR
Drought - Tobacco - P/N
Boone's Mill

See him in Gov Mansion
Norfolk - Mayor Thomas
GE - Ford - Navy Yd
Bad Gov slept in
1009 Buckingham Ave

W'burg - Touched
Surrey Co - James River

THE PRESIDENT HAS SEEN.

TOR!

3:42 P.M. EST

Sep 77

C

VZCZCWHB412
OO WTE 13
DE WTE 5233 2671927
O 241940Z SEP 77
FM WHITE HOUSE //RICK HERTZBERG//
TO NORFOLK TRIP SITE //JODY POWELL//
ZEM
UNCLAS #H70436

RICK HERTZBERG

JODY POWELL

SEPTEMBER 24, 1977

FRANK MANKIEWICZ SUGGESTS THIS ONE FOR THE BLACK CAUCUS
DINNER:

"THE CONGRESSIONAL BLACK CAUCUS AND I HAVE HAD OUR
DIFFERENCES, BUT I DO WHOLEHEARTEDLY SUPPORT THE EFFORT
OF THE BLACK CAUCUS TO SEE TO IT THAT EVERY AMERICAN
CAN AFFORD FOR BELLUMS' TAILOR."

AND THIS THROWAWAY LINE, IF VERNON JORDON IS THERE:

"I'M GLAD TO SEE VERNON JORDON HERE. HE AND I WILL BE
POSING FOR PICTURES LATER."

314
5233

Electrostatic Copy Made
for Preservation Purposes

THE WHITE HOUSE
WASHINGTON

September 24, 1977

Jim McIntyre

The attached was returned in
the President's outbox. It is
forwarded to you for appropriate
handling.

Rick Hutcheson

RE: ZERO BASE BUDGETING

THE WHITE HOUSE
WASHINGTON

	FOR STAFFING
	FOR INFORMATION
X	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

ACTION
FYI

	MONDALE
	COSTANZA
	EIZENSTAT
	JORDAN
	LIPSHUTZ
	MOORE
	POWELL
	WATSON
X	LANCE <i>McLarty</i>
	SCHULTZE

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER

Comments due to
Carp/Huron within
48 hours; due to
Staff Secretary
next day

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	BOURNE
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	PRESS
	SCHLESINGER
	SCHNEIDERS
	STRAUSS
	VOORDE
	WARREN



EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

cc To Jim
J

SEP 22 1977

INFORMATION

MEMORANDUM FOR: THE PRESIDENT
FROM: Bert Lance *Jim McIntyre, for*
SUBJECT: Status Report on Zero-Base Budgeting

Agency budget requests for 1979 are due in OMB this month. All agencies in the Executive Branch have used zero-base budgeting to develop their budget requests. The decision packages and ranking tables comprise the bulk of the justification materials being submitted. This report assesses the processes used by the cabinet departments and the major independent agencies, that will comprise over 98% of the total Federal budget.

General

It appears that most agencies have made a genuine effort to make the ZBB process work. The implementation has been smoother than originally expected and we are generally pleased with the first year results.

Most agencies have been able to work within the instructions. However, there have been some concerns expressed over the increased paperwork volume, the requirement for a single agency ranking, and the increased amount of time required to review the budget proposals. Nonetheless, we expect that most agencies will submit their budget requests on time.

Volume of the Budget Requests

Of the 23 agencies covered, all but one (Interior) report that the volume of their 1979 budget submission will be greater than for 1978. In four agencies, none of which are cabinet departments, the volume is projected to be in excess of two times greater. However, most of the 23 agencies report that the increased volume is both manageable and valuable in reviewing the budget. Several have noted that the additional volume, although caused by the ZBB formats, served top management as an excellent source of information about agency programs.

*Plan a post mortem to
reduce paperwork volume
for FY 80 budget
JC*

We estimate that 26,000 decision packages have been prepared. Of this number, approximately 9,500 will be submitted to OMB.

Sub-current levels

Except in very unusual circumstances, minimum levels are identified for all programs. However, there is concern among OMB examiners with the validity of some of those levels. We intend to give special emphasis to this area during the review process and will make a number of recommendations for reduced program levels below the current levels.

Program objectives

Agencies have developed objectives for all programs. To the extent that clear program objectives are established, some potentially overlapping program areas may be identified. However, the objectives developed by the agencies vary greatly as to clarity and measurability and policy people in a few agencies have not participated as they should. OMB intends to evaluate the objectives during the Fall review process.

Ranking

Most agencies experienced some difficulty with ranking. The largest, most complex agencies experienced the most difficulty. The majority of agencies ranked decision packages at 3 organizational levels, although 7 of the 23 agencies ranked at 4 or more levels.

Only HEW and Agriculture requested significant exceptions to the requirement for a single agency ranking. We agreed that the Secretarial level need only make agency-wide choices within the 10% to 15% range around the planning ceiling. Even with this restriction, however, both agencies are making agency-wide priority choices among larger numbers of decision packages (300 for HEW and 200 for Agriculture).

The ranking process has had the expected desirable effect of stimulating greater management involvement in determining budget priorities. All but 4 of the 23 agencies report more management involvement at various organizational levels, generally, than for 1978.

Reasons for other 4?

JC

Conclusion

You may recall that we were advised during the spring that many agencies would not make sincere efforts to implement ZBB. In that connection, we are watching to determine whether reports of a "cosmetic only" approach by some agencies are true. Generally, however, the attitudes expressed by top policy level staff are positive and cooperative. We are very pleased with the extensive individual efforts that have been made.

We will continue to advise you of significant developments as they occur. Further, we are beginning an in-depth evaluation of the zero-base budgeting process within the agencies and within OMB. The results of this evaluation will be presented to you after your budget is transmitted at which time we will recommend any needed modification to the process for FY 1980.

*oh. In analysis,
rank agencies re
different factors -*

*JC
(I'd like to congratulate
publicly the very best
one -)*

THE WHITE HOUSE
WASHINGTON

	FOR STAFFING
/	FOR INFORMATION
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	STRAUSS
	VOORDE
	WARREN

THE WHITE HOUSE
WASHINGTON

September 22, 1977

The Vice President
Stu Eizenstat
Hamilton Jordan
Jody Powell
Jack Watson
Charles Schultze

The attached will be submitted to
the President. This copy is forwarded
to you for your information.

Rick Hutcheson

RE: STATUS REPORT ON ZERO-BASE BUDGETING