

PROGRAM IDEAS FOR THE ALLIANCE

~~Agenda Paper No. 3~~

January 27, 1967

The Urban Alliance should engage in a broad range of programs to gain public attention and support for the needs of urban areas. Many of these programs should be specially designed to establish a liaison with a specific group by stressing a community of interest with that group, thereby drawing it into the Alliance. These programs will be aimed as much at forming the Alliance as at furthering its objectives. For example:

- (1) A conference on mass transit might be a vehicle for developing ties with the steel industry, the space industry, the electronics industry, the railroads.
- (2) A broad-scale voter registration drive on a national urban scale to insure greater participation in the democratic process might be sponsored with civil rights groups, churches and labor unions.
- (3) A study group on the use of computers and systems analysis to modernize governmental operations might stimulate general support among the business community.
- (4) A joint project to develop new techniques of housing rehabilitation might be undertaken with the lumber industry.

Programs must also be developed which will define the long-range goals of the Urban Alliance and which will focus attention on urban needs.

- (1) A task force of Mayors could conduct on-site inspections of the efforts of various cities to deal with major problems. The inspection tour

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would bring national attention to the ability of cities to handle problems such as law enforcement and urban renewal.

- (2) The Urban Economic Council could bring an urban perspective to national economic policy considerations and could help project the needs of localities for financial assistance for service programs and physical development projects.
- (3) A movie or television program could be designed to emphasize the needs of cities as well as the ability of cities to deal with their problems if given adequate financial assistance. For example, a tour of a blighted area in city #1 might be followed by a view of an urban renewal project in a similar area in city #2; a description of large-scale unemployment in city #2 might then be followed by a tour of a manpower program in city #1.
- (4) Conferences might be organized for Mayors and deans of Schools of Public Administration to discuss the multiplicity of demands on an urban administrator.
- (5) A series of monographs might be produced on various problems with case histories of the different ways in which different cities have dealt with the problem.
- (6) Magazine articles should be stimulated on dramatic urban programs.

URBAN ALLIANCE

Agenda Paper No. 1

January 27, 1967

The needs of our urban areas have been emphasized with increasing intensity during the past year. There has been a continuing recitation of the ills of our cities. Concern for the cities has been expressed by many groups. But there has been no molding of such groups to obtain a strong, unified voice, urging a national commitment to meeting these needs. Business groups, civil rights organizations, labor, religious institutions, and representatives of local governments have expressed concern individually. They have not collectively expressed the need for a national commitment to meeting the problems of the cities.

It is proposed that Urban America serve as a catalyst in bringing these groups together. The focal point is, of course, the Mayors, who are responsible for the administration of America's cities. It is proposed, therefore, that Urban America proceed to hold a series of meetings between representatives of the component groups of an Urban Alliance and a representative group from the Ad Hoc Committee of Mayors. These meetings would be for the purpose of developing an agenda for a national commitment to our cities.

Concurrent with the holding of these preparatory meetings between the Mayors and each of the prospective components in the Alliance, will be the preparation of specific staff work, including:

1. a delineation of the magnitude of urban needs
2. a recitation of the extent to which cities have increased expenditures to meet these needs

3. a description of those administrative and organizational innovations that cities have adopted in order to meet the increased demand for services
4. a statement on the importance, efficacy, and accomplishments of existing urban programs
5. a preliminary agenda paper outlining the basic elements of a national commitment.

Urban America proposes that it proceed immediately to the preparation of the staff papers and that it initiate meetings between the Mayors and representatives of groups who will compose the Urban Alliance.

Urban America also proposes that another meeting of the Ad Hoc Committee of Mayors be scheduled in early spring to review the proposed agenda for the Urban Alliance and to approve the next phase of operation.

URBAN ECONOMIC COUNCIL

Agenda Paper No. 2

January 27, 1967

The members of the Ad Hoc Committee of Mayors, at the meeting held on January 9, 1967, agreed on the need for an Urban Economic Council. The establishment of such a council would provide a means for examining the impact of economic policy on urban areas, building an urban information bank, and collecting data relating directly to urban area needs. In addition, it would propose economic policies aimed at improving the urban economy.

Specifically, its functions would be: (1) to comment on the urban impact of economic policy, (2) to evaluate the impact of monetary and fiscal policy on the urban economy, (3) to study the multiplier effect and economic value of urban development programs, and (4) to collect and assess basic data necessary to make economic projections.

The Council itself would consist of three nationally-known economists associated with institutions or organizations of some standing.

One staff economist, serving as an executive aide to the Council, would be required to supervise the preparation of base papers and studies and to deal directly with consultants and Council members. Data collection could be handled through arrangements with an organization such as the National Planning Association. Editing, publication, and distribution of materials would be the responsibility of Urban America's Urban Information Center.

The Urban Economic Council could be organized in two phases. In the period January 27-March 1 (1967) the Council members would be named,

URBAN ECONOMIC COUNCIL
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the staff economist hired, and an initial meeting of the Council held. The period March 1-June 1 (1967) would be used to complete an initial three-month project and to develop a plan for one-year operation.

A Technical Advisory Committee would be established to guide the development of the Council's program and to help select the members of the Urban Economic Council.

January 20th

MEMORANDUM

TO: Ann

FROM: Dan

The Urban American meeting will include a luncheon at 12:30
Friday, January 27th at the Madison Hotel. Luncheon and session
following should be over no later than 4:30 pm.

Also ask Mr. Allen if he has seen any news articles about Steven
Currier and his wife being lost on airplane in the Bahamas.

URBAN AMERICA INC.
1717 Massachusetts Ave., N.W.
Washington, D.C. 20036
(202) 265-2224

William L. Slayton
Executive Vice President

January 20, 1967

ANNO?
DAN SWEAT?

The Honorable Ivan Allen, Jr.
Mayor of the City of Atlanta
City Hall
Atlanta, Georgia

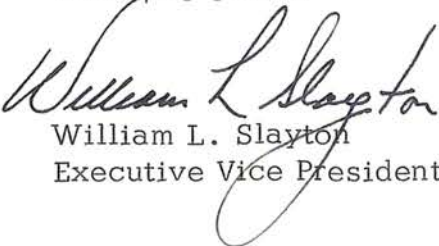
Dear Mr. Mayor:

In accordance with Mr. Stephen Currier's letter to you of January 13, I am enclosing a copy of the minutes of the January 9, 1967, meeting of the Ad Hoc Committee of Mayors.

Our January 27 meeting is set for 12:30 p.m. in the Mount Vernon Room of the Madison Hotel in Washington, D.C. I should appreciate it very much if you or one of your staff members would notify Mr. Ron Linton of our office by Tuesday, January 24, as to whether or not you plan to attend. If it is possible at this time, please also list the names of the people who will accompany you.

Mr. James W. Rouse, president of The Rouse Company in Baltimore, will serve as chairman of the meeting, representing Urban America.

Sincerely yours,


William L. Slayton
Executive Vice President

Enclosure

AD HOC COMMITTEE OF MAYORS

Minutes of Meeting
January 9, 1967

The first meeting of the Ad Hoc Committee of Mayors was called to order by Mr. Stephen R. Currier at 10 a.m. on January 9, 1967, in the Board Room of Urban America. Participating in that meeting were Mayors Theodore R. McKeldin of Baltimore, Thomas G. Currigan of Denver, Jerome P. Cavanagh of Detroit, Robert King High of Miami, Henry W. Maier of Milwaukee, John V. Lindsay of New York City, Joseph M. Barr of Pittsburgh, and Harold Tollefson of Tacoma. Unable to attend were Mayors John F. Collins of Boston, Terry D. Schruck of Portland (Ore.), and John F. Shelley of San Francisco. Unable to attend, but represented by staff members, were Mayors Ivan Allen, Jr. of Atlanta, Richard J. Daley of Chicago, Richard C. Lee of New Haven, and James H. J. Tate of Philadelphia.

Mr. Currier opened the session by stressing the importance of obtaining a national commitment to meet urban needs. He outlined various needs to be met: the need for a more definitive statement of urban problems, the need to tell the story of the performance of cities in the line of self help, the need to gain a greater commitment for cities from Federal appropriations, the need to mobilize support from a variety of interest groups (such as business, labor, civil rights, education).

Mayor Lindsay emphasized the need for consolidation of existing programs, rather than cutbacks on any of them. He said lack of financial resources was crucial to the governing of cities.

Mayor Cavanagh maintained that the Great Society programs themselves have been successful - the financing of the programs has been the failure. In any event, it would be "catastrophic" if any of these programs were cut back.

Mayor Cavanagh noted that mayors were looked upon in Washington as "special-interest pleaders." He suggested that Urban America be the catalyst in putting together a national coalition for urban improvement and said that the calling of this initial meeting had been most helpful. Continuance of lobbying by the U.S. Conference of Mayors and the National League of Cities is not enough; a broad new coalition is needed (education, civil rights, labor, business).

Mayor Cavanagh also suggested the forming of a Council of Economic Advisors for Cities to serve as an information resource to mayors. Such an information bank would be drawn upon for discussion of Federal allocations to cities and in the formation of alternatives to Federal economic policy.

Mayor McKeldin commented that money could solve most of Baltimore's problems. He concurred with Mayor Lindsay's discouragement at the lack of financial resources available to cities. In Baltimore, he explained, there is only one form of taxation - the property tax; since many people are leaving the city, this tax base is dwindling. The City is now fighting for a payroll tax, though the people are against it.

Mayor Currihan said that transportation is one of the biggest problems in Denver and that there is no alternative except public ownership. His city is also pressed "to the wall" by the tax situation; Denver has a sales and a property tax, but the State Constitution prohibits a much-needed income tax.

Mayor Currigan stressed his hope that the mayors stay united in their efforts. He was concerned that Urban America might begin competing with the U.S. Conference of Mayors and the National League of Cities, the latter two being "too splintered" already. He mentioned that time is a critical factor and that he hoped this meeting could lead to a program of action.

Mr. Currier interjected a definition of Urban America's role in relation to the other groups. Urban America will act, he said, as a voice for citizens groups (business, public, etc.).

Mayor High pointed up the misunderstanding on the part of the public when it comes to urban programs and needs. "Somehow we have not gotten across the role cities play, that the destiny of the country is wrapped up in cities." The press makes a fetish of deprecating cities, and people look upon the Great Society as a handout and react to it with horror.

Mayor Cavanagh commented that many people think cities aren't imaginative when they must try to solve their own problems but that actually, many imaginative programs translated into Federal legislation have originated in cities (e.g. Model Cities, urban renewal, and the poverty program).

Mayor Tollefson warned against interpreting the last election to mean there should be a cutback on Federal programs. He suggested the first step be to present the problems to Congress and the second, telling people in cities that these programs are needed and good.

Mayor Maier said it is imperative to tackle the problem of allocation of resources and that the tactic of using a neutral force (Urban America) to project

this agenda item is a good one. The National League of Cities has been conducting an educational campaign on resources, but the League cannot do it alone. A broad alliance of ad hoc groups and special task forces is needed. This has been done in Milwaukee to organize forces in order to attack the state legislature. He mentioned gratitude to Urban America for offering to take on this task.

Mayor Barr said the greatest thing Urban America could do was to get to people the mayors can't reach as easily (e.g. businessmen). As the mayors' biggest enemy he cited columnists' interpretations of the elections.

Mr. Slayton directed the discussion to the method of forming a national coalition with the following questions: should we plan a meeting with mayors and the nation's top business leaders, civil rights leaders, etc.? should Urban America undertake some special studies or publish some certain publications?

Patrick Healy of the National League of Cities offered two suggestions for relieving the financial burden on cities: (1) have the Federal Government completely responsible for welfare (payments and administration), since it is a national problem, and (2) have states completely responsible for schools and education (60% of property taxes goes for welfare and schools).

He mentioned that we shouldn't ignore state action to meet urban needs, saying that the U.S. Chamber of Commerce has been concerned over a lack of state action in this area.

John Gunther of the U.S. Conference of Mayors emphasized the need for a national organization of local groups.

Mr. Gunther praised the idea of a Council of Economic Advisors because of the need for solid information in the local government sector. He suggested, however, that the emphasis be placed on information-gathering rather than on advising. He urged the systematic collection of information.

Mayor Cavanagh suggested that Urban America proceed along the following lines: (1) start sounding out the national coalition idea - i.e. investigate the mechanics of forming such a coalition, (2) study the possible structure of a Council of Economic Advisors, (3) examine feasible ways of establishing the credibility of urban leaders (emphasizing a new breed of leadership and narrowing of the credibility gap). In line with the latter, place greater emphasis on programs considered good today and the source from which they originated.

At the suggestion of Mayor Cavanagh, it was decided to hold another meeting of the same group, to be held on January 27 (luncheon and an afternoon meeting). It was also agreed that certain statements should be included in any comments to press people: (1) that there are many other leaders and interest groups in the country which the mayors propose to ask to join them in articulating the needs of our urban areas, (2) that this was more than a meeting to discuss ways of getting more Federal money, and (3) that it would be catastrophic to cut back expenditures for current Federal programs.

The meeting was adjourned at 3 p.m. after final editing of the press release. The next meeting will be held at 12:30 p.m. on January 27, 1967.

CITY OF ATLANTA



January 13, 1967

CITY HALL ATLANTA, GA. 30303

Tel. 522-4463 Area Code 404

IVAN ALLEN, JR., MAYOR


R. EARL LANDERS, Administrative Assistant

MRS. ANN M. MOSES, Executive Secretary

DAN E. SWEAT, JR., Director of Governmental Liaison

MEMORANDUM

To: Mayor Ivan Allen, Jr.

From: Dan Sweat 

Subject: Urban America Conference

Attached is a clipping from the Washington Post reporting on the Mayors Conference which I attended for you in Washington on Monday, January 9.

A follow-up meeting has been scheduled for noon on January 27. Urban America is to:

1. Follow up on steps to form the coalition of Mayors and other key groups such as business, labor, civil rights, etc.
2. Explore means to structure an economic advisory board for cities, possibly similar to the President's Council of Economic Advisors for the Federal Government.
3. Make suggestions and recommendations toward a better public relations program to make known the good things cities are doing.

I would strongly urge that you attend the January 27 meeting if at all possible. I feel that this group needs your personal

Mayor Allen
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assistance and that the City of Atlanta will benefit greatly from your participation with this group.

I had an interesting conversation with Stephen Currier, President of Urban America, while at the meeting. Mr. Currier said he was anxious to come to Atlanta and get a chance to meet you and that his organization intended to assist our housing efforts in some significant way. Although he wasn't sure as to what form this assistance would take he indicated very keen interest and the desire that they do participate. As you know, Mr. Currier's main occupation is giving away his money and I think we are in an ideal position to offer our services in seeing that some of it gets spent for the best possible good of mankind.

DS:fy

URBAN AMERICA INC.
1717 Massachusetts Ave., N.W.
Washington, D.C. 20036
(202) 265-2224

January 13, 1967

The Honorable Ivan Allen, Jr.
Mayor of the City of Atlanta
City Hall
Atlanta, Georgia

Dear Mr. Mayor:

I sincerely regret that circumstances prevented your joining the mayors on January 9. I am grateful that you were able to send a representative, who, I trust, has informed you of what took place.

The meeting was most successful, and we agreed to reconvene on January 27. At that time we expect to consider steps to implement the mayors' requests for establishment of an urban coalition and an urban economic council. Background papers are now being prepared.

You will be sent a copy of the Minutes of the January 9 meeting.

Arrangements have been made for a luncheon and afternoon meeting in the Mount Vernon Room of the Madison Hotel, beginning at 12:30 p.m. on January 27. It will be my pleasure to have you as a guest for luncheon; I look forward to seeing you then.

Sincerely yours,


Stephen R. Currier
President



NATIONAL LEAGUE OF CITIES

(Formerly American Municipal Association)

CITY BUILDING, 1612 K STREET, N.W., WASHINGTON, D. C., 20006

NATIONAL LEGISLATIVE BULLETIN

January 12, 1967

THE 90TH CONGRESS

The Tone - go slow

A cautious and conciliatory President Johnson presented his fifth State of the Union message to Congress Tuesday night. The new Congress had already indicated its mood by denying one of its members a seat and by selecting some conservatives for leadership positions.

Congress responded quickly to the mild "Guns and Butter" Administration program. In the face of a proposal to raise income taxes (less than enough to balance the budget) prevailing Congressional attitude seemed to favor reducing the already minimal funding of many domestic programs. The recommended 6% income surtax received polite support at best.

Nevertheless, cities have reason to be cautiously optimistic. While neither the President's message nor the Congressional response represented a strong conviction that there is urgency in attacking the obvious "Crisis of the Cities," the President did state his support of a number of essential federal-urban programs.

The Mission - retreat and regroup

As lawmakers returned to Washington they were admonished by Senate Majority Leader Mike Mansfield not to anticipate many new Administration proposals but to concentrate on a "major re-examination" of existing programs. This followed on the heels of demands by Democratic Governors to slow the pace set by the 89th Congress.

The President agreed. As the first of his four steps "to carry forward our progress" the President said, "We must see to it that these new programs work effectively.... Every program will be thoroughly evaluated. Grant-in-aid programs will be improved and simplified...."

The President stated a frequently heard complaint that could further delay additional federal commitments to meet urban area needs.

Each State, county and city needs to examine its capacity for government in today's world. Some will need to reorganize and reshape their methods of administration--as we are doing. Others will need to revise their constitutions and their laws to bring them up to date--as we are doing. Above all, we must find ways in which the multitudes of small jurisdictions can be brought together more efficiently.

The Commitment - "to continue to build a better America"

The President rededicated the Administration to the support of a number of programs of primary interest to cities:

"I recommend we intensify our efforts to give the poor a chance to join

(over)

the Nation's progress....I urge special methods and special funds to reach Americans trapped in the ghettos of our cities - and through Head Start to reach out to our young children."

"We should transform our decaying slums into places of decency through the landmark Model Cities Program. I intend to seek for this effort the full amount Congress authorized last year."

"We should call upon the genius of private industry and the most advanced technology to help rebuild our cities."

"We should vastly expand the fight for clean air with a total attack on pollution at its source..."

"We should carry to every corner of the Nation our campaign for a Beautiful America - creating more parks, more seashores, and more open spaces..."

The Safe Streets and Crime Control Act of 1967 - the one major new proposal

In contrast to the rhetorical treatment of other urban problems and programs, the President spelled out details of an "allout effort to attack crime." The President proposed federal grants to state and local communities of

-90% of the cost of developing state and local plans to combat crime,

-60% of the cost of training new tactical units, developing instant communications and special alarm systems, and introducing the latest equipment and techniques to combat crime,

-50% of the cost of crime laboratories and police academy-type centers to assure the best-trained equipped police, and

"We will recommend new methods to prevent juvenile delinquents from becoming adult delinquents. We will seek new partnerships with States and cities to deal with the narcotics problem."

Congressional Leadership Shifts

In the Senate, conservative Robert C. Byrd (D-W.Va.) defeated Pennsylvania liberal Joseph S. Clarke by a vote of 35-28 for the position of Secretary of the Senate Democratic Conference, the third-ranking Democratic leadership position in the Senate.

California's conservative junior Senator, George Murphy, defeated Hugh Scott, Pennsylvania moderate, for chairmanship of the Republican Senatorial Campaign Committee.

The death of Rep. John E. Fogarty (D-R.I.) on the opening day represents a severe blow to supporters of health legislation. Fogarty has been chairman of the House Appropriations Subcommittee on Labor, Health, Education and Welfare.

Rep. Carl D. Perkins (D-Ky.) succeeds Adam Clayton Powell (D-N.Y.) as chairman of the House Education and Labor Committee. Perkins has been a strong supporter of Administration legislation during the 89th Congress.

Rules - another debate

The Senate started its work this week with its annual debate over amending Rule 22, the cloture procedure for ending filibusters. The Rule is not likely to be altered this year. Debate will continue into next week.

House leadership lost an opening day skirmish when the House refused to retain the 21-day rule adopted by the 89th Congress. That rule permits the Speaker to call upon a legislative committee to call up a bill favorably reported if the bill had not been considered by the House Rules Committee with 21 days. This could result in a showdown or blocking of key Administration legislation. House leaders have another ace to play -- the Rules Committee may have two liberals added to its membership to outvote its current conservative alignment headed by its new chairman William M. Colmer (D-Miss.). Colmer replaced Howard W. Smith (D-Va.) who was not returned to Congress.

Coming Up

The Senate Subcommittee on Intergovernmental Relations (Muskie, Chm.) will resume hearings on the effectiveness of grant-in-aid programs. Governors will appear the last week in January. Local government spokesmen will testify February 6, 7 and 9.

House Ways and Means Committee (Mills, Chm.) will open its activity with consideration of Social Security Amendments. It will not get to the proposed income tax increase until early April.

President's budget message is expected to reach Congress about January 24. Details of State of the Union recommendations should start flowing to the Congress about the same time.

Senate Subcommittee on Air and Water Pollution (Muskie, Chm.) will hold hearings on automotive air pollution during February in Los Angeles, Denver, and Detroit. Other hearings in New York and Washington and other cities will be scheduled later.

London
Oct 17 1911

Urban Alliance Committee
(Urban America)

Office of the Mayor

ATLANTA, GEORGIA

ROUTE SLIP

TO: Mayor Allen

FROM: Dan E. Sweat, Jr.

- For your information
- Please refer to the attached correspondence and make the necessary reply.
- Advise me the status of the attached.

Thanks!

DES

Office of the Mayor

ATLANTA, GEORGIA

PHONE JA. 2-4463

Ivan Allen, Jr., Mayor

DAN

Return to me

(CARRINGTON)

Call us

Lundy

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Mayors Seek Coalition to Fight Crisis in Cities

By Robert E. Baker
Washington Post Staff Writer

Eight big-city mayors—led by Republican John V. Lindsay of New York and Democrat Jerome P. Cavanagh of Detroit—yesterday called for a new coalition to fight the crises in the cities.

The group, meeting here on the eve of President Johnson's State of the Union message, also defended present Federal programs and said it would be "catastrophic" if they were cut back.

The coalition envisioned by the mayors would consist of business, labor unions and leaders of the civil rights movement.

The purpose is to develop a national consensus that will make the solutions to urban problems a top national priority.

The catalyst for forming the coalition is Urban America, Inc., a non-profit organization

concerned with the quality of life in cities, whose president, Stephen R. Currier, had invited the mayors to yesterday's meeting.

The mayors told reporters after the session that they had talked about the problems of their cities and how they have attempted to handle them. The next step, they said, is to establish a list of priorities for the coalition and to reach agreement on common objectives.

They stressed that they were concerned with more than Federal money. Currier said they would solicit help from "many other interests in this country."

Cited as city problems were dwindling taxes, rising welfare costs, housing deterioration, shortages of operating revenue and transportation snarls.

Currier described the coalition effort as an educational one that would project ideas.

"Ideas are pretty persuasive," he said.

But Detroit's Cavanagh added that the coalition would also have "political muscle."

"Obviously, every mayor is a political creature of sorts," he said.

Cavanagh said the Urban America coalition effort would differ in its emphasis from the U.S. Conference of Mayors and the National League of Cities. He heads both groups, which he characterized as city lobbies. Urban America, he said, will have a broader base and will be "an articulate voice on the national level."

Cavanagh, who previously had called on President Johnson to reconsider any planned cuts in poverty, housing and education programs, yesterday took the occasion to support the full \$200-million funding of the War on Poverty's community action programs.

New York's Lindsay put in

a plug for "reasonable" funding of the Administration's demonstration cities program and said the Federal Government should consider taking over all welfare programs.

The action by the mayors yesterday was significant for two reasons. It further voiced their support of antipoverty programs, reportedly now in jeopardy, which some of them had initially opposed.

And the proposed coalition may provide new spirit and direction for the civil rights movement.

Mayors attending the Urban America session, in addition

to Cavanagh and Lindsay were Theodore R. McKeldin Jr. of Baltimore; T. G. Curran of Denver; Robert K. High of Miami; Henry J. Maier of Milwaukee; Joseph M. Barr of Pittsburgh, and Harold Tollefson of Tacoma, Wash.

Also attending were representatives of Mayors Ivan Allen Jr. of Atlanta, John Collins of Boston, Richard Daley of Chicago, Richard C. Lee of New Haven, James J. Tate of Philadelphia, Terence Schunk of Portland, Ore., and John F. Shelley of San Francisco.