


MEMORANDUM

TO: Local Coalitions

FROM: Associate Director 

SUBJECT: Educational Television Program - "Read Your Way Up"

As part of our effort to inform local urban coalitions of current developments in the various program areas, we are pleased to pass on the following information.

Beginning July 8, a basic course in reading skills, to be known as "Read Your Way Up", will be televised in 30 lessons of one-half hour each produced by the Manpower Education Institute and the National Broadcasting Company. There will be five weekday programs each week for six weeks. NBC is making the program available to local affiliated stations which choose to participate. Study kits for practice reading will be available at cost through TV stations carrying the program or from the Manpower Education Institute, 405 Lexington Avenue, New York City. We believe "Read Your Way Up" is an impressive attempt to reach a large target group with a useful program.

You may wish to urge your local NBC station to carry this program and to assist in local publicity efforts for this series. In addition, you may wish to consider supporting free distribution of the reading kits to induce wider participation.

If you have any questions about this program please feel free to contact the Manpower Education Institute, 405 Lexington Avenue, New York, New York, (Area Code 212 - 867-9405) or James Kelly, Program Development Unit of The Urban Coalition, 1815 H Street, N.W., Washington, D.C., 20006, (Area Code 202 - 638-6674).

Attachment: Press Release

JD:lyt

NEW YORK, N.Y. May 28--Beginning July 8, a basic course in reading skills will be televised from coast to coast in 30 lessons of one-half hour each. This the latest of a series of projects initiated by the Manpower Education Institute to enable workers, including the unskilled employed and the unemployed, to advance themselves in the ranks of American Labor.

While designed to benefit viewers of all ages, from school dropouts to college graduates, the course is being timed for maximum availability to the 1,000,000 young men and women who will be participating in summer youth programs including job training in business, industry and government offices. The National Broadcasting Company, cooperating as a public service, has scheduled the program to run Mondays through Fridays from 9:30 to 10 A.M. for six weeks on Channel 4 in the metropolitan area and from outlets in other cities. It will make the program available to other affiliated stations wherever local community participation is indicated.

This city's former Commissioner of Labor, James J. McFadden, national director of the non-profit Manpower Education Institute, announced that the reading skill program, along with the summer youth job project, had the full support of the united labor movement, business organizations and the city administration. Harry Van Arsdale, Jr., president of the Central Trades and Labor Council, AFL-CIO is chairman of the Manpower Education Institute.

The television series, to be know as "Read Your Way Up", will include basic reading skills, speed and comprehension in reading, word mastery, reading for pleasure, and effective use of libraries

and reference materials. In announcing the program, Mr. McFadden said: "Almost everybody, regardless of how much or how little formal education he has had can improve his reading skill and get greater benefits from the printed word. Once he has gained the reading skills, improvement will come every day with practice."

For many of the unemployed and the unskilled, reading deficiency has blocked the way to employment and job advancement.

This happens when job applicants are unable to comprehend readily the printed instructions for operating procedures, safety cautions or other material.

The National Alliance of Businessmen, cooperating with the Institute, has circularized all employers cooperating in the national summer youth job program, asking them to provide viewing facilities on the job to permit their trainees to watch the half-hour programs. In New York, where the Commerce and Industry Association has called the program to the attention of 3,900 companies, such business leaders as Equitable Life, New York Telephone and Chase Manhattan Bank are among the many that will not only enable their summer trainees to view the color programs but will provide supplementary instruction by staff members or other educators.

The City administration here, which is putting 15,000 youths in summer municipal jobs, is providing television viewings for all of them except those in scattered field assignments, as in parks. The City's Urban Corps, consisting of 3,000 college students, will give an additional hour of supplementary assistance following each

half-hour TV program to the trainees in city agencies.

Mayor John V. Lindsay is taking measures to bring the benefits of the improved reading skills to thousands who are outside the summer job training program. He has directed the City's Human Resources Administration to inform all welfare clients of the television series and to notify them that they can obtain, free of cost, a reading kit with course outlines, lesson reviews and supplementary reading information. The kits will be given out at all welfare centers. The program will be made available also to patients in municipal hospitals, and inmates of houses of detention and other institutions.

Many of the companies in the summer job program are providing the reading kits free to their trainees. Individual home viewers may obtain the kits by sending \$2.50 to Box 310, Grand Central Post Office, New York 10017, for the entire 30 lessons.

The curriculum has been prepared for the Manpower Education Institute by some of the nation's leading educators and specialists in reading skills. The consultants, headed by Dr. Clyde Weinhold, Director of education of the New Jersey Department of Education and Robert H. Coates, Director of School District of Philadelphia, are Dr. Nila B. Smith, Distinguished Service Professor, Glassboro State College; Eleanor T. Smith, Library Services Program Officer of the U.S. Department of Health, Education and Welfare; Bernice A. MacDonald, Coordinator of Adult Services, New York Public Library; Chris McHoney, Director of Education for the Department of the Army; Gladys Alessi of the municipal Welfare Education Department; and Professor Ann McKillop.

READING SKILLS . . . .4

The program will be given by Dr. Melvin Howards, Chairman of the Reading Department, and Director of the Reading Improvement Center, Northeastern University, and former professor at New York University's reading center.

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# The Urban Coalition

1815 H Street, N.W.  
Washington, D.C. 20006  
Telephone: 347-9630

CHAIRMAN: John W. Gardner

CO-CHAIRMEN: Andrew Heiskell / A. Philip Randolph

June 19, 1968

Mr. Dan Sweat, representing  
Mayor Ivan Allen, Jr.  
City Hall  
Atlanta, Georgia

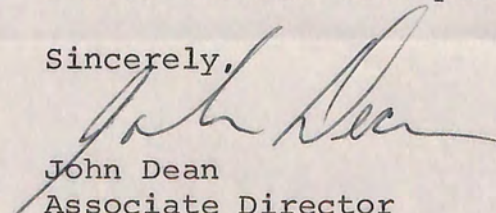
Dear Mr. Sweat:

Last month I joined the national Urban Coalition staff and, I am now your principal contact with the national Coalition. I have assumed primary responsibility, along with my colleagues, for advising and rendering technical assistance to Local Coalitions in the Southeastern States. My colleagues and I have or will be visiting you in the very near future to become acquainted with your efforts and to discuss ways in which the national Coalition may be of assistance to you.

Enclosed for your information is a list of the cities in our region reporting the organization of a local Coalition along with the names of the persons to be contacted in that Coalition.

I look forward with pleasure to being of service to you.

Sincerely,

  
John Dean  
Associate Director

JD:cds

Enclosure

# The Urban Coalition

1815 H Street, N.W.  
Washington, D.C. 20006  
Telephone: 347-9630

CHAIRMAN: John W. Gardner

CO-CHAIRMEN: Andrew Heiskell / A. Philip Randolph

June 13, 1968

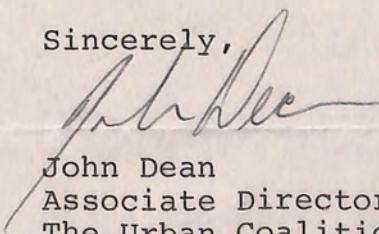
Dan Sweat  
City Hall  
Atlanta, Georgia

Dear Dan,

Enclosed is an outline of some of the points I would like to discuss with you and any other community leader involved with the local coalition that you would believe it useful for me to talk to during my June 17 visit. I know that the Atlanta effort has not progressed to the point where many of the questions are relevant, but we can focus on those that are.

Looking forward to seeing you  
around 10:00 a.m.

Sincerely,



John Dean  
Associate Director  
The Urban Coalition

JD/ae  
Encl.

NOTE: This is an interim report on follow-up to the June 10 Policy Council meeting.

MEMORANDUM

THE URBAN COALITION ACTION COUNCIL

June 14, 1968

TO: Members of the Policy Council

FROM: John W. Gardner

SUBJECT: Meeting with House of Representatives Leadership,  
June 11, 1968

Andrew Heiskell, Arthur Flemming, Clarence Mitchell and I visited leading House members on June 11. We had conversations with Speaker McCormack, Majority Leader Carl Albert, Whip Hale Boggs, Appropriations Chairman George Mahon, Minority Leader Gerald Ford, and Ways and Means Chairman Wilbur Mills.

Although we talked about all of the various objectives of the Coalition, we gave special emphasis to the desirability of sparing the crucial urban programs in the \$6 billion budget cut. We also stressed the severe and very immediate need for the 75 million dollars for the OEO summer job programs and the 25 million dollars for Headstart.

We received the following reactions from the various members of Congress:

The Speaker, Mr. Albert, Mr. Boggs. They did not wish to make any cuts in the urban programs and hoped the Urban Coalition would help them prevent such cuts. They offered hope that, if the Republican leadership would go along, the 75 million dollars for jobs could be restored in the regular supplemental budget. The Senate would have to add it.

They felt this could be done even though the President has not requested it.

They told us that Congress will cut approximately three billion dollars, leaving the rest to the President, and felt that the President would have wide discretion to provide funding for urban programs.



George Mahon. His attitude was quite negative. He said that the Kerner report had contributed substantially to the unrest, and furthermore, the country could not buy its way out of riots. He felt that whatever was done on the Hill would make no difference.

When we stressed the need for 75 million dollars for the OEO summer job program, he responded that he had been told by the Bureau of the Budget that there would be 40% percent more jobs this year than last and that although this was not the best situation, it was "pretty good". He did not explain how the Budget Bureau arrived at its estimate.

Gerald Ford. Mr. Ford said Congress would cut around three billion dollars and the rest would be left to the President. He was somewhat optimistic about the 75 million dollars for OEO summer jobs and stated that possibly this could be accomplished. He stressed that it could be accomplished far more easily, however, if the President were to ask for it. He indicated that if it were to come back from the Senate it was possible that it could be sustained in conference.

Wilbur D. Mills. We had a long session with Mr. Mills who stated unequivocally that the \$6 billion could be cut without touching any of the crucial programs for the cities and the poor. He told us that Congress would cut around three billion dollars and stated further that cuts would be made in research and development and foreign aid.

He indicated that he favored the OEO program, and at the same time said that it was in some trouble. The request is 2.18 billion dollars and he stated that Congress probably would appropriate two billion.

He said further that all new "starts" in public works would be stopped. The highway program would continue; however, no new dams and other such public works projects would be built. He said that the Bureau of the Budget and the President agree with this.

In addition, he said that he believed the President was fully aware of the need to provide full funding for programs that affect urban areas.

# NEW YORK SEVEN-UP

DIVISION OF



JOYCE, INC.

SIDNEY P. MUDD  
PRESIDENT

JOYCE ROAD  
NEW ROCHELLE, N.Y.  
10802

May 9, 1968

A handwritten signature in black ink, appearing to read 'S. P. Mudd', with a long, sweeping underline that extends to the left and then curves back under the signature.

The Hon. Ivan Allen, Jr.  
Mayor of Atlanta  
Atlanta, Georgia

Dear Mayor Allen:

Having noted in the April 27 issue of Business Week the "Who's who in coalition leadership," I thought you might be interested in these first steps being taken here in New Rochelle, a suburb of New York City, toward what you hope to achieve nationally.

Every best wish for the full success of what you are so generously doing for all of us.

Sincerely,

A handwritten signature in black ink, appearing to read 'S. P. Mudd', written in a cursive style.

Sidney P. Mudd

# UNIVERSITY OF COMMUNITY INVOLVEMENT

c/o City Manager  
City Hall  
New Rochelle, New York

The University of Community Involvement offers a solid and yet dramatic way in which to meet the challenge of the most pressing American domestic problem: Human Attitudes.

The University is dedicated not to any one group alone but to black and white and poor and rich. It is a partnership between private and governmental enterprises. It focuses on youth, but through organization and mechanics it involves the entire community in programs which lead to open hearts and better understanding.

The basic ingredient stems from a 1967 summer operation of 2 separate programs

- a. Student interns in government (20-mostly middle class white)
- b. Police Partners (50-all Negro, but from varying economic strata)

This year the basic unit will be a single group of 70 youth (17 to 25) drawn from all races and economic castes, put to work in all departments of municipal government.

As a condition of employment youth will participate in extra curricular activities in addition to receiving departmental training in government. Classrooms are City Hall and the streets and neighborhoods; faculty includes elected officials, Chamber of Commerce, P. T. A. , League of Women Voters, and neighborhood feudal chieftains.

## The mechanics and effects of the involvement process:

Youth to Youth: By mandating weekly luncheon seminars and attendance at Board of Education meetings, City Council sessions, Planning Board, Chamber of Commerce, County Board of Supervisors, etc., etc. and by assigning the responsibility to organize some participation by the younger youth of the poverty programs, this group of white and black and rich and poor mix in a work-study team and begin to evaluate each other as human beings.

Adult to Adult: By arranging the above programs and by arranging for the youth to be guests in the various ethnic neighborhoods at combined picnic-seminar affairs hosted by the local power barons the adults have visible evidence that youth (and therefore youth's parents) are interested not only in the problems of his own race or caste but also in the broad problems of the total community. We shall capitalize on this initial reaction by drawing the parents together into critique and coffee hours in City Hall.

Police to Community: By assigning up to 50 youth (mostly Negro youth) to operate as Police Partners a vital 2-way exchange begins; the beneficial effect on youth might well be outweighed by the beneficial effect upon police.

The Total Community: It is engaged in a giving of self and substance to provide initial funding and to demonstrate to government its willingness and its readiness for commitment to action.

May 8, 1968

Mr. George V. Neagu  
Executive Director  
South Bend Human Relations and  
Fair Employment Practices Commission  
City Hall Building  
214 North Main Street  
South Bend, Indiana 46601

Dear Mr. Neagu:

Mayor Ivan Allen has asked that I respond to your letter requesting information on Atlanta's Urban Coalition. I am sending you information which should answer your first two questions.

To be perfectly truthful, we have not formalized the Coalition beyond these initial steps. This is basically because the City of Atlanta has operated for years with an informal, unstructured coalition of government, business and civil rights groups. There are moves underway now to extend the Coalition beyond the original organization, but nothing is definite at this point.

Sincerely yours,

Dan Sweat

DS:fy



LLOYD M. ALLEN  
MAYOR

SOUTH BEND HUMAN RELATIONS AND  
FAIR EMPLOYMENT PRACTICES COMMISSION

CITY HALL BUILDING  
214 NORTH MAIN STREET • SOUTH BEND, INDIANA 46601 • TELEPHONE 288-9161 EXT. 295 or 296



GEORGE V. NEAGU  
EXECUTIVE DIRECTOR

COMMISSIONERS

LEO A. NEWMAN  
Chairman

RICHARD D. BONEWITZ  
MRS. MILTON BUTTS  
WILLIAM A. HOSINSKI  
ARTHUR SHIREMAN  
JAMES W. SILVER  
BERNARD W. STREETS  
JOHN H. TIDWELL  
LOUIS A. TIEDGE

Staff Secretary  
VERA BRECHTEL

SS  
May 2, 1968

Dear Mayor:

Your city is listed on The Urban Coalition Action Report as one which has established a local coalition.

Our Mayor - Hon. Lloyd M. Allen - has formed a Technical Advisory Committee to explore the application of the Urban Coalition concept to our city. As a member of this committee, I am seeking information from you regarding the following items:

- (1) What procedure did your city adopt in planning your Coalition? Please be as specific as possible.
- (2) What is the structure of your Urban Coalition? (Representation, number of persons involved, etc.)
- (3) How effective is it thus far?
- (4) Is there anything either in the planning or as your Coalition is formed which you would do differently on the basis of your experience?

I am mindful of the busy schedule of all of us in government but our city will be deeply grateful to you for sharing your experience with us.

Thank you for your cooperation.

Sincerely yours,

*George V. Neagu*

George V. Neagu,  
Executive Director

GVN/vb

OFFICE OF ECONOMIC  
OPPORTUNITY

EXECUTIVE OFFICE OF THE PRESIDENT  
WASHINGTON, D.C. 20506

May 6, 1968

Mr. Dan E. Sweat, Jr.  
Director of Government Liaison  
City Hall  
Atlanta, Georgia 30303

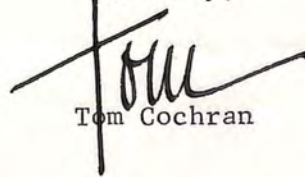
Dear Dan:

Thanks for the information last week concerning your plans for the Atlanta Urban Coalition. I am definitely interested in this and I would appreciate your informing me on your future plans or progress toward establishing a local office there. Needless to say, I was relieved when the National Urban Coalition Office here in Washington gave me Mr. Sweat's name in Atlanta to contact. I know the organization is in good hands.

Let me know when you are coming to Washington and if your schedule permits, I'd like to meet with you to further discuss the matter. Or if I'm coming to Atlanta any time soon, I'll let you know and maybe we could meet there.

With best wishes.

Sincerely,

  
Tom Cochran

Steering Committee Co-chairmen: Andrew Heiskell | A. Philip Randolph

April 15, 1968

Mr. Dan E. Sweat, Jr.  
Director of Governmental Liaison  
Office of the Mayor  
City Hall  
Atlanta, Georgia

Dear Dan:

Thank you very much for forwarding the materials developed within the Atlanta city administration relative to potential implementation of the Riot Commission Report. The steps taken by Mayor Allen in this respect are a good example of what enlightened municipal administration might do around the country. It just adds further to that mountain of evidence that Atlanta has an exceptional municipal government.

I hope you have begun to recover from the strains imposed by the assassination of Dr. King. Many thanks for your help to this office in connection with Mr. Gardner's attendance at the funeral.

Sincerely,



Christopher M. Mould  
Staff Director

March 28, 1968

Mr. Robert L. Harris  
145 Lisa Lane  
Yellow Springs, Ohio 45387

Dear Mr. Harris:

I am attaching a copy of a newspaper clipping on the formation of the Atlanta Urban Coalition.

Also included is a copy of the Statement adopted by the Atlanta Urban Coalition Steering Committee at its meeting on October 29, 1967.

Sincerely yours,

Dan Sweat

DS:fy

Enclosures



145 Lisa Lane  
Yellow Springs, Ohio 45387  
March 4, 1968

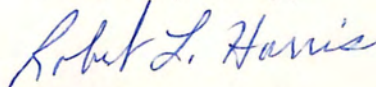
Office of the Mayor  
City Hall  
Atlanta, Georgia

Dear Sir:

Please send me any information that you may have on the work or organization of the local Urban Coalition in your community.

I am a graduate student in business administration at the University of Dayton and am preparing a term paper on the National Urban Coalition for a course entitled "Business and Society." It is my personal feeling that it offers the greatest potential for success of any organization yet conceived. Thanking you in advance.

Yours very truly,



Robert L. Harris

March 28, 1968

Mrs. Joseph Pepe  
Executive Assistant  
Mayor's Urban Coalition  
Office of the Mayor  
City of Riverside  
Riverside, California

Dear Mrs. Pepe:

I am attaching information on formation of the Atlanta Urban Coalition.

In answer to your specific questions:

1. There is no budget for the function of the Urban Coalition. At the present time we have no definite plans for setting up a more formal type organization although this might be done some time in the future.
2. The City of Atlanta does have a Community Relations Commission which was established by the City Government. The Chairman of the Commission, Reverend Samuel Williams, represents all civil rights organizations of the community as a member of the Atlanta Urban Coalition.

I hope this information might be of some value to you.

Sincerely yours,

Dan Sweat

DS:fy

OFFICE OF  
BEN H. LEWIS  
MAYOR



TELEPHONE  
CITY HALL  
787-7551

6 March 1968

The Urban Coalition  
c/o Mayor's Office  
Atlanta, Georgia

Dear Sir:

The February issue of the Urban Coalition Action Report listed your city as one that had established a local Coalition. We in Riverside are seeking ideas to establish guidelines for our own newly formed Coalition. I would appreciate it very much if you would send us the following information:

1. Have you prepared a budget? If so, what are the items you have included and what is your source of money?
2. Do you have a Human or Community Relations Council as a part of city government? If so, what role are its members playing in the newly formed coalition?

An immediate reply is vital to me as meetings of the finance committee and executive committee are in the immediate offing. Please find enclosed a self-addressed, stamped envelope for your convenience.

Thank you for your prompt attention in this matter.

Sincerely,

A handwritten signature in blue ink that reads 'Ruth Pepe'.

(Mrs.) Joseph Pepe  
Executive Assistant  
Mayor's Urban Coalition

RP:bth

## ORGANIZATION AND STATUS

### 1. History

- a. How, when and by whom was the local coalition formed?

### 2. Membership

- a. By whom are various community elements represented? Secure a list of coalition members, and the affiliation and address of each member.
- b. Evaluation of Coalition Membership:  
Are the coalition members the most influential representatives of the various elements? What is the level of participation by local government, business, labor, religion, civil rights, ghetto youth and neighborhood groups, ethnic organizations, school officials, community service organizations and communications media?

### 3. Purposes

- a. What are the goals and objectives of the local coalition? Are these stated in writing? Secure a copy of the statement of purpose.

### 4. Staff

- a. What is the size, composition, and organization of the present staff?
- b. What plans, if any, exist for expansion of the staff?
- c. Who is the staff contact person for the national coalition? - name, address, telephone number.

### 5. Management and Funding

- a. What management or administrative problems, if any, have arisen? Which are still current? How were the others resolved?
- b. How is the local coalition funded? How much has it raised? From what sources? How adequate is this funding? What are future prospects?
- c. What management, administrative or funding problems, if any, would the local coalition like the national coalition to assist in resolving?

6. Organization

- a. Who makes the basic policy decisions? Who makes implementing decisions?
- b. What is the composition and authority of the policy making body (executive or steering committee)?
- c. What are the nature, composition, and responsibilities of its task forces (committees)?

PROGRAM ACTIVITY

1. Priorities

- a. What are the program priorities of the local coalition?
- b. How were these determined?

2. Operations

- a. What programs and projects does the local coalition have presently underway? How far along? Who is doing what?
- b. What programs and projects has the local coalition completed?
- c. How could the national coalition assist in devising, planning and implementing programs.

3. Relations with other organizations

- a. What are the relations between the coalition and business groups, e.g., NAB, Chamber of Commerce, etc.
- b. How have other organizations taken the entry of the coalition onto the local scene.

4. Accomplishments

- a. What have the various local coalition programs and projects accomplished to date?
- b. What programs, projects or other local coalition activities are of such an outstanding nature that they are worthy of emulation in other communities?

CITIES REPORTING ORGANIZATION OF LOCAL COALITIONS

May 31, 1968

ALABAMA

CITY	CHAIRMAN	EXECUTIVE DIRECTOR	CONTACT
Huntsville, Ala.	Dr. Frederik S. Schultz Pres., Assn of Huntsville Area Companies Consultant Scientist General Electric Company 4040 Memorial Parkway Huntsville, Alabama 35802 205/883-3221	Lemmon C. McMillan Executive Director Assn of Huntsville Area Companies Suite 692 State Natl Bank Bldg Huntsville, Ala 35805 205/534-0233	Exec. Dir.

MARYLAND

CITY	CHAIRMAN	EXECUTIVE DIRECTOR	CONTACT
Baltimore, Md.	Theodore R. McKeldin 10 Light Street Suite 1035 Baltimore, Md. 301/752-6682	Walter Lively 222 St. Paul Place Baltimore, Maryland 21202 301/752-8470	Executive Director

TENNESSEE

CITY	CHAIRMAN	EXECUTIVE DIRECTOR	CONTACT
Chattanooga, Tenn.			Robert A. Elmore Executive Director Chattanooga Full Employment Committee 825 McCallie Avenue Chattanooga, Tenn. 615/267-3792



VIRGINIA

CITY

CHAIRMAN

EXECUTIVE DIRECTOR

CONTACT

Norfolk, Va.

T. H. Willcox, Jr.  
Attorney at Law  
Virginia Nat'l Bank Bldg  
Norfolk, Va.  
703/627-0611



Steering Committee Co-chairmen: Andrew Heiskell / A. Philip Randolph

March 25, 1968

MEMORANDUM

TO: Steering Committee and Working Committee Members  
FROM: The Urban Coalition Office  
SUBJECT: CORRECTION--Executive Committee Meeting Minutes

Enclosed you will find the fourth page of the Executive Committee minutes which were sent to you as an attachment to the last National Coordinator's Weekly Report. Our mailers inadvertently omitted this page.

MINUTES  
March 11th Meeting  
Page 4

Committee members, the Committee endorsed the proposal. (The statement of the Urban Coalition Executive Committee with regard to an OEO supplemental appropriation was sent as an attachment to the last National Coordinator's Weekly Report).

The final legislative item considered was the need for further action this Spring to support the passage by Congress of appropriate legislation creating a public service employment program as called for in the Coalition's Statement of Principles, Goals, and Commitments.

It was pointed out that a bill for this purpose had been recently introduced by Senator Joseph Clark (D-Pa.) and that similar bills were expected shortly from Rep. James O'Hara (D-Mich.) and Senator Jacob Javits (R-NY).

The Committee then unanimously agreed to a restatement to the public of the Coalition's position on public service employment as previously expressed in a September statement supporting the then-pending Clark-Javits bill. (This statement was also an attachment to the last Weekly Report).

Discussion then ensued concerning the possibility of a comprehensive public statement to be released by Chairman Gardner speaking for the Executive Committee covering housing, employment and the OEO supplemental appropriation. After considerable discussion, it was agreed that the Chairman should issue as soon as possible a comprehensive statement combining the three separate documents agreed upon by appending a single page summary (Summary was sent as attachment to last Weekly Report).

The next item of business considered was the report of the President's Advisory Commission on Civil Disorders. Mayor John Lindsay shared with the Committee his perspective on the report as Co-Chairman of the Advisory Commission. After hearing from Mayor Lindsay and after a brief discussion, the Committee unanimously voted to go on record as strongly endorsing the Commission report. (A statement endorsing the report was attached to the last Weekly Report).

The final action taken by the Executive Committee was to set April 8th as the date of the next meetings of the Executive Committee and of the Steering Committee. Both meetings will be in Washington--the Executive Committee meeting at 2:00 p.m. (to further consider the organizational plans of Chairman Gardner) and the Steering Committee meeting at 4:00 p.m. (to receive the recommendations of the Executive Committee).

Chairman Gardner adjourned the meeting at 6:55 p.m.

*The Urban Coalition* / Federal Bar Building West / 1819 H Street, N.W. Washington, D. C. / 20006

Steering Committee Co-chairmen: Andrew Heiskell / A. Philip Randolph

February 26, 1968

MEMORANDUM

TO: Public Relations Representatives of Steering  
Committee Members

FROM: Joseph H. Allen, President, McGraw-Hill Publications  
and Co-Chairman, Task Force on Communications and  
Public Support of The Urban Coalition

SUBJECT: Meeting of Public Relations Representatives, March 8,  
1968, New York City

As you know, the members of the Steering Committee of The Urban Coalition have provided fine leadership in the Coalition's efforts to stimulate national action on the problems of the cities.

We feel that the public relations directors of the organizations represented on the Steering Committee--or people who sometimes act in a public relations capacity--can make a meaningful contribution to this great effort. We think you will also find it helpful to be fully informed about Coalition activities.

You are invited to attend a meeting planned exclusively for the public relations people at the Time-Life Building, Rockefeller Center, New York City, on March 8th. The meeting will begin at 4 p.m. in the 8th floor auditorium. Following the session, Time-Life will host a social hour and buffet supper.

John W. Gardner has advised me that he plans to attend the meeting. This will afford us the opportunity to discuss with him the present and future activities of the Coalition.

We will appreciate hearing at an early date whether you can be with us. Please leave word with Mrs. Marcia Greene at the Coalition office (202/293-1530).

NATIONAL LEGISLATIVE INFORMATION FOR URBAN COALITIONS

The Urban Coalition will provide leadership of local coalitions with a weekly summary of information about the status of national legislation important to solving the problems of the cities and particularly legislation bearing on the primary objectives of the Coalition.

Javits-Yarborough Bill Would Increase OEO Funds: Senators Jacob Javits (R-N.Y.) and Ralph Yarborough (D-Texas) introduced a bill last week to tack \$150 million for OEO onto a FY 1968 supplemental appropriations bill already passed by the House. Javits, along with Senators Edward Brooke (R-Mass.) and Fred Harris (D-Okla.) also testified in support of the measure, as did Mayor John Lindsay of New York. The Committee will meet in executive session Monday, March 4 to decide whether or not to add the extra funds. Attached is a fact sheet prepared before the Javits-Yarborough measure was introduced which gives further insight into the need for a supplemental appropriation.

HUD-Agriculture Cooperation Proposed for Rural Development: The President's farm message (February 27) reveals a move to settle debate over responsibility for federal urban development programs in rural areas. Apparently Agriculture will not be permitted to expand its own kit of community development programs, but will coordinate other agency programs in the country's more rural areas. HUD, for example, will enter into agreements with Agriculture for Agriculture to administer certain HUD programs in rural areas in accordance with HUD standards. Similar arrangements will be developed between Agriculture and other agencies.

The message called for increased federal assistance in providing housing and employment in rural areas. It recommended reducing interest rates and expanding eligibility for rural housing loan programs and insuring that rent supplements are available outside urban areas. It also provided for credit programs and construction loans for firms locating in rural regions, and a broadened job training.

Housing and Urban Development Act of 1968: Legislation to implement the President's Cities Message was introduced February 26 and 27: S.3029 (Sparkman, D-Ala.) and H.R.15624 (Patman, D-Texas). Hearings begin in Senator John Sparkman's Senate Housing Subcommittee March 5,

National Legislative Information

For Urban Coalitions

Page 2

and Rep. William Barrett's (D-Pa.) House Housing Subcommittee March 12. Mayor James H.J. Tate of Philadelphia, will testify before the Senate group March 7 and before the House Subcommittee March 14. Hearings will also consider riot insurance bills: The National Insurance Development Corporation Act of 1968, S.3028 and H.R.15625. Details of the 1968 program will be the subject of a forthcoming analysis.

House Appropriations Subcommittee (Evins, D-Tenn., Chmn.) will open hearings March 18 on HUD FY 1969 budget requests. Several mayors representing NLC will appear March 27.

March 8, 1968

LEGISLATIVE REPORT

SENATE HEARINGS ON HOUSING BILL CUT SHORT BY CIVIL RIGHTS DEBATE:

Senator John Sparkman's (D-Ala.) Banking and Currency Housing Subcommittee opened hearings March 5 on the Housing and Urban Development Act of 1968 (S.3029 and H.R. 15624) but important votes on civil rights legislation kept the Subcommittee from hearing anyone other than HUD Secretary Robert Weaver. Senators quizzed Weaver on whether or not the proposed bill would meet the needs of low income families. Weaver suggested the President's 10-year program was designed to do the job and he believed the Riot Commissions proposal to accomplish the goal in only five years was unrealistic. Hearings begin before the House Banking and Currency Committee's Housing Subcommittee (Barrett, D-Pa., Chrmn.)

OEO SUMMER FUNDS APPROVED BY SENATE COMMITTEE: The Senate Appropriations Committee has reported the 1968 Supplemental Appropriations bill for floor action with the inclusion of \$75 million for OEO summer activities. No problem is expected in securing Senate approval. The real difficulties will be encountered in the House.

CLARK SUBMITS EMERGENCY EMPLOYMENT TRAINING BILL: Senator Joseph Clark (D-Pa.) has introduced a bill to provide jobs and job training in both public and private sectors for 2.4 million hard-core unemployed during the next four years. The bill, S.3063, is similar to Senator Clark's emergency employment amendment to last year's OEO legislation which was narrowly defeated. It puts in legislative language the job opportunities in the business section (JOBS) program announced by President Johnson in his State of the Union and manpower messages. Last year the Urban Coalition led attempts to get Senate approval of the provision for public sector jobs.



Steering Committee Co-chairmen: Andrew Heiskell / A. Philip Randolph

March 8, 1968

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*Steering Committee Co-chairmen: Andrew Heiskell / A. Philip Randolph*

January 3, 1968

MEMORANDUM

TO: STEERING COMMITTEE MEMBERS  
FROM: JOHN FEILD & RON LINTON, NATIONAL COORDINATORS  
SUBJECT: BACKGROUND MATERIALS FOR STEERING COMMITTEE MEETING

Attached you will find current reports from six of the seven Task Forces. Additional commentary will be made upon them at the Steering Committee meeting. Not all of the co-chairmen were available to review these summaries.

In addition you will find a memo entitled "Organizational Proposal" which has grown out of reactions and discussions with individual Steering Committee members since the earlier report of the Committee on Organization was sent to you for the December meeting.

January 3, 1968

MEMORANDUM

TO:                   The Steering Committee

FROM:                 The Task Force on Local Coalitions

The Emergency Convocation, held in August, appealed to communities across the country to form counterpart local coalitions. This appeal was predicated on the knowledge that achievement of the goals adopted by The Urban Coalition is dependent upon the degree to which active support for those goals develops in a significant number of urban communities.

The Urban Coalition also recognized that merely issuing an appeal for formation of local coalitions would not be sufficient. The Task Force on Local Coalitions was created to assist communities in establishing coalitions.

As of December 31, 1967, nineteen local coalitions had been created. A minimum of ten more and possibly as many as twenty may be formed in January 1968. An organizing committee, to prepare for convening the newly authorized National Council of Urban Coalitions, is scheduled to meet in Washington on January 29, 1968, at the Mayflower Hotel.

The response to the Convocation call for counterpart coalitions was overwhelming, measured by the volume of requests from community leadership across the country for organizing and programming assistance. The number of such requests was beyond the capacity of the small national coordinating staff to service. The decision was therefore made to convene three regional conferences for community leadership interested in mobilizing coalitions. To date, two such conferences have been held, one in Chicago, in October, and a second in San Francisco, the end of November.

The aggregate attendance at these two meetings represented over ninety different cities in the west and mid-west. A third conference for the eastern part of the country will be held on January 12th in New York City.

Page Two  
Report to the Steering Committee

Our second approach to assisting communities is in the form of Guidelines, which have been carefully developed by a Task Force working group and the coordinating staff. The Guidelines, a copy of which was recently sent to each of you, have now been printed in pamphlet form. The pamphlet will serve not only to explain the nature and purpose of The Urban Coalition, but to counsel community leadership on possible approaches to community mobilization.

The need for action task forces as the working arms of local coalitions has been stressed both in the planning conferences and the Guidelines. As these local task forces emerge, mutual benefit will result from working relationships with the counterpart national task forces.

Once the regional conference schedule has been completed, the task force will meet to evaluate progress to date and to map plans for future action. We expect to intensify efforts to stimulate organizing efforts in specific communities in many of which mayoralty campaigns, this fall, precluded coalition formation. In effect, this means a shift from a wholesale to a retail approach which will have to be selective because of the very limited staff and funds now available. However, we anticipate assistance in these mobilization efforts from all those organizations and constituencies represented on the Steering Committee and, importantly, from the ranks of already operative local urban coalitions.

January 3, 1968

MEMORANDUM

TO: The Steering Committee

FROM: The Task Force on Private Employment

In order for the Task Force on Private Employment to implement the "Private Employment, Assistance and Investment Section" of The Urban Coalition's Statement of Principles, Goals, and Commitments, the program developed by the Task Force must be practical and action-oriented. The complexity of the problem and the urgency for action have been clearly stated many times. Therefore, it is not necessary to include this information in this paper.

It is generally agreed that much will depend on the commitment and action taken on the local level. Therefore, the Task Force has assigned top priority to working with local leadership throughout the country. In many cases, local employment committees will be part of the total local coalition effort. The Task Force plans to undertake the following activities:

1. Encourage and assist the business sector to develop specific manpower programs that will make an impact on the employment problem. These activities include recruitment, training, and placement programs.
2. Develop policies and procedures whereby a local employment committee may apply for direct financial assistance from the Task Force. This would be on a matching basis and be limited to a very small number of highly effective programs.
3. Assist the business sector to develop the practical techniques and mechanisms to implement programs on the local level. This would include the development of a manual of instruction and information.
4. Establish a clearinghouse for information on programs and activities being undertaken by the private sector. Case studies on specific programs would be developed and made available to interested companies throughout the country.

The Task Force has already initiated action in some of the program activities. During the months of November and December meetings were held in Baltimore, Maryland, Detroit, Michigan, and Atlanta, Georgia. The conferences focused on specific topics such as organizing local employment campaigns; recruiting, training, and placement of the hard-core unemployed; reassessing under-employment; job development and upward mobility; and promotion of economic growth in the ghetto. Future conferences are planned in Phoenix, Arizona for the western states and in Kansas City, Missouri for the midwestern states.

In addition to the area conferences, meetings with representatives for individual communities and companies have been held. It can be expected that this activity will increase as more communities and companies become involved in local coalitions and begin to develop employment programs. It has been suggested by many participants in the conferences that the Task Force serve as a clearinghouse for information and develop specific case studies on programs being undertaken by companies. The Task Force is working very closely with the National Industrial Conference Board and the National Association of Manufacturers on this activity. Information on programs is being gathered at the present time and it should be available to companies in the very near future.

The Task Force plans to invite business and labor leaders to assist the Task Force on the national level. The Task Force is presently considering a list of individuals who have expressed an interest in working with the Task Force.

Although the Task Force does not plan to become directly involved in the conduct and administration of programs, it will develop policies and procedures by which the Task Force can provide limited financial assistance in the development and implementation of specific programs. This activity will not only provide much needed financial assistance to local employment committees, but also provide the Task Force an opportunity to implement some of the goals in the "Private Employment, Assistance and Investment" Section of the Statement of Principles, Goals, and Commitments, such as "Earn and Learn Centers," recruitment, and training programs.

In summary, the major activities of the Task Force will focus on broadening the commitment and involvement of the private sector on both the national and local level. It will also develop and implement in cooperation with local employment committees a small number of specific programs to expand employment opportunities for the hard-core unemployed.

January 3, 1968

MEMORANDUM

TO: Andrew Heiskell and A. Philip Randolph

FROM: Joseph E. Allen, John Johnson, Harold Fleming

SUBJECT: Report of the Urban Coalition Task Force on Communications and Public Support

The co-chairmen of this Task Force have been in frequent communication both in person and by telephone. Our activities, current and prospective, are as follows:

Membership of Task Force

We have invited about a dozen prominent leaders in the communications field -- newspaper and magazine publishers, presidents of the major television networks, and the like -- to join with us as members of the Task Force. Acceptances to date include Mrs. Katharine Meyer Graham, Gardner Cowles, and Arthur Ocha Sulzberger. We should be able to report other acceptances when the Steering Committee meets on January 8. Within the next few weeks, as the membership of the Task Force is completed, we will have an organizational meeting at which specific plans and commitments will be agreed upon.

Meeting of Information Staffers

The Coalition staff has suggested that we convene a planning session of information staff persons associated with the various organizations and businesses represented on the Steering Committee. This group reaches a large segment of public opinion through periodicals, newsletters, and other publications, as well as in their dealings with the mass media. A concerted strategy of public education through these channels could be an important adjunct of the work of the Coalition. We intend to hold a session of the sort proposed in the very near future.

### Advertising Council Campaign

Joseph Allen and Harold Fleming have met several times with Bob Keim, President of the Advertising Council, and his associates to discuss the prospects for a Council campaign that would dramatize the urban crisis and urge people across the country to support and participate in local coalitions. The Advertising Council requires a permanent organization as sponsor of such a campaign, and Urban America has agreed to assume this role, including the major responsibility of raising the funds necessary to meeting the cost of materials for the campaign. An application from Urban America to the Ford Foundation for this purpose has recently been submitted. We very much hope that the campaign can get under way in the Spring.

### The American Business Press

Joseph Allen has met and discussed the Coalition's concerns with President John Babcock and the Board of Directors of ABP. Subsequently, Mr. Babcock has issued a strong "action" communication to all member publications, initiating a major effort in support of our common objectives. In a followup letter to his member editors, Mr. Babcock reports:

As expected, business publication editors are responding to the challenge of solving the crisis in our cities. In fact, many have been working in this area long before my memo of November 14, 1967. Reaction has been on the favorable side by a 10 to 1 ratio. Thank you for your quick and enthusiastic response.

As you will remember, one service I felt ABP could provide is to act as an "idea interchange" on what your fellow editors are publishing to tell their respective industries, businesses, or professions what has been done to help meet this most complex problem. In looking over the first samples we received, it seemed to me that many may have parallels that can be applied to other fields. By reporting or adapting these innovations by businesses outside his own field, each editor can provide stimulation, and cross-fertilization of ideas.



I have asked ABP's Editorial Division Executive Committee to study the feasibility of this idea and to consider instituting a regular INTERCHANGE Bulletin.

January 3, 1968

MEMORANDUM

TO: Steering Committee  
FROM: Task Force on Legislation  
SUBJECT: Legislative Program for 1968

The two major Congressional issues in the Congress this year of paramount interest to the Coalition will be:

- 1) The Proposed Emergency Employment Program; and
- 2) Housing for low and moderate income families.

On the issue of the Emergency Employment Program (the Public Service Employment Program) the President has indicated that the Administration will propose appropriate legislation if adequate resources cannot be made available in private industry.

Congressman Perkins of Kentucky, Chairman of the House Education Committee, promptly supported such legislation and offered to introduce an appropriate bill in the House of Representatives. The program being discussed is basically patterned after the recommendations made by the Coalition in its August 1967 Convocation.

Senator Clark of Pennsylvania, Chairman of the Labor Committee's Subcommittee on Employment has indicated that he will reintroduce a new and improved version of the Clark-Javits-Prouty Bill which nearly passed the Senate last year. Senator Clark expects to announce hearings on the measure before the end of February.

All of the major urban development programs such as public housing, urban renewal, mass transportation, etc., must be extended and anti-poverty legislation must also be refunded.

Also major legislative recommendations are in the process of being formulated by the Kaiser Committee on Urban Housing. The Task Force recommends that the Coalition can most realistically expect to make itself helpful in achieving improved housing programs by deferring any action on its own until it has had a chance to study the Kaiser Committee Report.

But the Coalition and its members should act immediately to marshal support for an Emergency Employment program as endorsed by the August Convention. This can be done most effectively by communicating support for such legislation to members of Congress. Chairman Perkins should be encouraged to introduce an appropriate bill.

All Senators should be urged to join Senator Clark as a co-sponsor for the Clark-Javits-Prouty Bill.

January 3, 1967

MEMORANDUM

TO: The Steering Committee

FROM: The Task Force on Educational Disparities

The Task Force on Educational Disparities expects to identify special activities at its next meeting on January 8th which will relate its program activities to the local coalition level.

The Task Force is preparing a summary review of current efforts to eliminate educational disparities now underway across the country. After a review of this material, it is considering a two-day session of intensive discussion with individuals involved in these current efforts.

From this meeting the Task Force expects to develop a plan of action on how urban coalitions can move to eliminate educational disparities.

January 3, 1968

## ORGANIZATIONAL PROPOSAL

### INTRODUCTION

The Steering Committee of the Urban Coalition will decide January 8 the future nature of the Coalition. Essential to this is a decision on the organizational structure to be utilized for reaching Coalition goals. Currently, the Urban Coalition is an ad hoc steering committee loosely related to some 1,200 individuals who attended the August Convocation.

The Steering Committee has spawned seven task forces and created a small professional staff which serves the task forces under the direction of two national coordinators. Functionally, there are two elements comprising Coalition activities. One is catalytic and the other is direct action. These two elements must be reconciled in the organizational structure.

### PROPOSAL

It is proposed that two companion structures be created: one to conduct the direct action activities, the second to undertake the catalytic role.

#### Catalytic Structure

The organizational structure of the catalytic element would be a non-profit corporation directed by a Board of Governors. It would have a moderate service and support staff headed by an executive director. The task forces of the present Steering Committee would become the program committees of the non-profit corporation.

The objectives of this organization would be to identify the problems for which it would undertake research and study; develop solutions and program ideas; and provide resources and service to local coalitions. The organization's funding capability should be substantial enough to allow it to provide matching grants for local projects undertaken by local coalitions.

This organization should be funded for at least a three or possibly five-year period at an annual rate of \$5,000,000. Staff support would require approximately \$500,000. The balance would be used for matching funds to local coalitions which would conduct action projects and for supporting contracts with existing organizations to do special research projects.

Membership on the Board of Governors would be available to all of the current members of the Steering Committee. The Board of Governors would elect the officers. The president or chairman should be a person of national reputation.

The Action Organization

The organizational structure would be an ad hoc Steering Committee, just as now exists, with committees where required and no staff. Its funding requirements would be minimal. Staff support would come from the U. S. Conference of Mayors and the National League of Cities.

Its activities would encompass taking positions on national policy matters and making efforts to insure that the national policy decisions became those of the government.

January 3, 1968

MEMORANDUM

TO: URBAN COALITION STEERING COMMITTEE

FROM: TASK FORCE ON EQUAL OPPORTUNITY IN HOUSING

SUBJECT: TASK FORCE PROGRAM AND OBJECTIVES

The organization of the Task Force on Equal Opportunity in Housing launched the program for achieving metropolitan open occupancy in our nation's urban centers. The initial activity of the Task Force has concentrated on planning for a national action conference to be held in Chicago, January 18, 1968.

Invitees will include all local coalition representatives and related individuals in housing, home finance, real estate, construction, insurance and fair housing groups. Task Force Co-Chairmen James Cook and Whitney Young, Jr. will address the opening session and the luncheon session respectively.

Four concurrent workshops have been planned for the Action Conference:

- I. Fair Housing Legislation
  - a. Securing federal, state and local laws
  - b. Strengthening existing fair housing laws
  - c. Effective enforcement
  - d. Meaningful use of administrative powers  
--federal, state and local.
- II. Suburban housing development for low and moderate needs.
- III. Role of voluntary programs to achieve fair housing.
- IV. Strategy of metropolitan coalition for fair housing.

The January 18th conference is viewed as the Urban Coalition's stepped-up efforts in behalf of equal opportunity in housing. Outstanding experts on the above topics are being recruited for participation in the workshop sessions. It is expected that attendance at the conference will approximate 300 persons.

Of necessity this Task Force must relate not only to the other Task Forces in a traditional sense, but of more importance is its relation to the Task Force on Housing, Reconstruction and Investment since the latter includes housing as an important element in its framework.

It is probable that none of the Task Forces have as much of a metropolitan outreach as the Task Force on Equal Opportunity in Housing. Hence, the need to identify, mobilize and activate all of the resources beyond the central city in behalf of the Task Force's goals.

*Steering Committee Co-chairmen: Andrew Heiskell / A. Philip Randolph*

January 16, 1968

MEMORANDUM

TO: MEMBERS OF THE WORKING COMMITTEE

FROM: JOHN FEILD, RON LINTON--NATIONAL COORDINATORS

SUBJECT: PUBLIC RELATIONS REPRESENTATIVES MEETING

We plan to have a meeting in early February in New York City with the public relations directors, or persons who act in that capacity, of organizations represented by the members of the Urban Coalition Steering Committee. This is a very important group in terms of our communication of Coalition goals to the public, but many of them do not feel well informed about our activities.

Would you please, as soon as possible, send us the name and title of the individual in your principal's organization to whom we should send the invitation?

*National Coordinators: John Feild / Ron M. Linton*  
*Telephone 293-1530*

January 8, 1968

STATUS REPORT - LOCAL COALITIONS

Cities in which a coalition has been announced and/or  
a steering or organizing committee is operative:

Atlanta, Ga.	Los Angeles, Calif.
Baltimore, Md.	Minneapolis, Minn.
Boston, Mass.	New York, N. Y.
Bridgeport, Conn.	Norfolk, Va.
Dayton, Ohio	Oakland, Calif.
Denver, Colo.	Pasadena, Calif.
Detroit, Mich.	Plainfield, N. J.
Fresno, Calif.	Riverside, Calif.
Gary, Ind.	Saginaw, Mich.
Huntsville, Ala.	San Diego, Calif.
Indianapolis, Ind.	Stamford, Conn.
Joliet, Ill.	Tacoma, Wash.
Kansas City, Kans.- Kansas City, Mo.	Washington, D. C.
	Winston-Salem, N. C.



January 10, 1968

*Don*

Dear Mayor:

The response of the nation's cities to The Urban Coalition's August call for mobilization of community urban coalitions has been considerable. The number of communities where coalitions have been mobilized is substantial. A significant number of additional communities are known to be moving quickly through the initial organization phase.

The Urban Coalition looks forward to convening in the first quarter of 1968 a national meeting of representatives from organized urban coalitions to form a Council of Urban Coalitions. The Council would not only play a role in the affairs of the national Coalition but constitute a vehicle for serving the mutual interests of member urban coalitions in information dissemination and program development.

In this connection, we would appreciate from you at the earliest opportunity a status report on coalition mobilization in your community. In addition, it would assist us greatly if you would advise the National Coordinators of the name and address of the most appropriate person in your city with whom they can confer subsequently on coalition matters.

We look forward to hearing from you.

Sincerely,

*Andrew Heiskell*

Andrew Heiskell  
Co-chairman

*A. Philip Randolph*

A. Philip Randolph  
Co-chairman

*Public Service Employment*

The purpose of this inquiry is to estimate the degree to which local governments in the United States could be expanding their delivery of services to their community and citizens, if the usually cited obstacles to such expansion did not exist (such as budgets).

We would appreciate your answers to the following questions after consulting with the heads and personnel chiefs in the types of agencies listed below, if such a survey has not already been conducted.

I. Assuming no limitations in budgets and facilities (including provisions and requirements for recruiting and training new personnel), in which of the following municipal functions do you believe there is a need for at least a 10% increase in services and/or personnel? Please answer in col. 1.

<u>Department or Function</u>	1 Need for Increases? (please check if need exists)	2 Ideal Staffing Increases (enter number)	3 Nonprofession- al as % of col. 2
Anti-pollution enforcement	.....	.....	.....
Education	.....	.....	.....
General administration	.....	.....	.....
Health and hospitals	.....	.....	.....
Highway and/or traffic dept.	.....	.....	.....
Planning codes and inspection	.....	.....	.....
Library	.....	.....	.....
Police	.....	.....	.....
Public works	.....	.....	.....
Park creation and parks	.....	.....	.....
Urban renewal (or rehabilitation) - including Model Cities	.....	.....	.....
Waste sanitation	.....	.....	.....
Water and sewer utility	.....	.....	.....
Other:	.....	.....	.....
_____	.....	.....	.....
(please name)			
_____	.....	.....	.....
(please name)			

II. In column 2, could you provide estimates of how many additional personnel would be needed to implement these increased services? Plausible, reasonable estimates are perfectly satisfactory here. We are not insisting on precise to-the-last-man figures.

III. In many of these potentially expanded departments and functions, there is always the strong probability that new professional personnel may not be available in the numbers desired. Partly as a means of solving this type of personnel shortage, some agencies around the country have recently begun to recruit and train

(A) men and women without the regularly required advanced preparation to perform those aspects of "professional" jobs which actually could be performed by such men and women. In other departments and functions needing more personnel, the only major reason for not hiring them is simply the problem of inadequate funds, and (B) men and women could be employed in a variety of jobs that are not rigidly professional in nature (for example, playground aides, urban beautification personnel, certain kinds of hospital employees, etc.).

In column 3, would you indicate what percent of the numbers cited in column 2 might consist of these two types of new employees? In answering this question, please do not feel constrained by any existing budgetary or entrance-requirement limitations. Again, no iron-clad precise percentage is requested here -- only your best estimate as to what proportion of these jobs could conceivably be filled by nonprofessional personnel.

*Please fill in below, names of city and person responsible*

City \_\_\_\_\_

Name \_\_\_\_\_

# The Urban Coalition / ACTION REPORT

Federal Bar Building West / 1819 H Street, N.W. / Washington, D. C. / 20006  
National Coordinators: John Feild / Ron M. Linton

January 2, 1968

The Urban Coalition ends 1967 -- and the first four months of its existence -- with a feeling of solid accomplishment and a high degree of optimism for the future. The Washington office has been established and staffed ... Task Forces, manned by many of the country's most talented and concerned people, are already producing effectively ... Local coalitions have been formed, or are being organized, in many critical areas ... press and public support of the concept of the Coalition and its goals are strong. For many people the Coalition has become a symbol of hope; others remain skeptical. Everyone is waiting to see if the powerful forces represented in the Coalition can indeed "turn the country around" and solve the crisis in the cities. We think they can, and will. We can report that in the dead of winter the individuals who came together in a common commitment in the heat of August have lost none of their concern, determination and sense of urgency. The hard work of program building goes on. The country watches -- and waits.

## PRIVATE EMPLOYMENT AND ENTREPRENEURSHIP

More than 200 participants met in Atlanta on December 13 for a very successful one-day session on private employment. Businessmen from eastern and southern states had been invited to exchange information and practical program ideas. They heard Gerald L. Phillippe, chairman of the board of the General Electric Company and co-chairman of the Task Force deliver a forceful address on the responsibility of private business in providing jobs and training for the so-called "unemployables". Other general session speakers included Mayor Ivan Allen, Jr. of Atlanta, William Flynn, director of the STEP Program for the National Association of Manufacturers, Dr. Lawrence D. Reddick, executive director of the Opportunities Industrialization Center Institute of Philadelphia, and Augustus H. Sterne, president of the Atlanta Chamber of Commerce.

A similar regional meeting will be held in Phoenix, Arizona on January 17. The meeting date for the regional meeting in Kansas City, Missouri has been changed from January 24 to February 21.

## PUBLIC SERVICE EMPLOYMENT AND URBAN LEGISLATION

Millions of people tuned in to President Johnson's television interview on all three major networks on December 19 heard the President

## *National Steering Committee*

**I. W. ABEL**, President, United Steelworkers, Pittsburgh  
**THE HONORABLE IVAN ALLEN, JR.**, Mayor of Atlanta  
**ARNOLD ARONSON**, Executive Secretary, Leadership Conference on Civil Rights, Washington, D.C.  
**ROY ASH**, President, Litton Industries, Beverly Hills  
**THE HONORABLE JOSEPH M. BARR**, Mayor of Pittsburgh, President, U. S. Conference of Mayors  
**THE HONORABLE JEROME P. CAVANAGH**, Mayor of Detroit  
**FREDERICK J. CLOSE**, Chairman of the Board, Aluminum Company of America, Pittsburgh  
**THE HONORABLE JOHN F. COLLINS**, Mayor of Boston  
**THE HONORABLE RICHARD J. DALEY**, Mayor of Chicago  
**THE MOST REV. JOHN F. DEARDEN**, Archbishop of Detroit  
**GILBERT W. FITZHUGH**, President, Metropolitan Life Insurance Company, New York  
**DR. ARTHUR FLEMMING**, President, University of Oregon, President, National Council of Churches, New York  
**HENRY FORD II**, Chairman, Ford Motor Company, Detroit  
**THE HONORABLE MILTON GRAHAM**, Mayor of Phoenix  
**ANDREW HEISKELL**, Chairman of the Board, Time, Inc., Chairman, Urban America Inc., New York  
**JOSEPH D. KEENAN**, Secretary, International Brotherhood of Electrical Workers, Washington, D.C.  
**THE REV. DR. MARTIN LUTHER KING, JR.**, President, Southern Christian Leadership Conference, Atlanta  
**THE HONORABLE JOHN V. LINDSAY**, Mayor of New York  
**GEORGE MEANY**, President, AFL-CIO, Washington, D.C.  
**J. IRWIN MILLER**, Chairman, Cummins Engine Company, Columbus (Indiana)  
**THE HONORABLE ARTHUR NAFTALIN**, Mayor of Minneapolis  
**GERALD L. PHILLIPPE**, Chairman of the Board, General Electric Company, New York  
**A. PHILIP RANDOLPH**, President, Brotherhood of Sleeping Car Porters, New York  
**WALTER REUTHER**, President, United Auto Workers, President, Citizens Crusade Against Poverty, Detroit  
**DAVID ROCKEFELLER**, President, Chase Manhattan Bank, New York  
**JAMES ROUSE**, President, The Rouse Company, President, Urban America Inc., Baltimore  
**RABBI JACOB P. RUDIN**, President, Synagogue Council of America, New York  
**THEODORE SCHLESINGER**, President, Allied Stores Corporation, New York  
**ASA T. SPAULDING**, President, North Carolina Mutual Insurance Company, Durham  
**DAVID SULLIVAN**, President, Service Employees International Union, Washington, D.C.  
**THE HONORABLE JAMES H. J. TATE**, Mayor of Philadelphia, President, National League of Cities  
**JOHN WHEELER**, President, Mechanics and Farmers Bank, Durham, President, Southern Regional Council  
**ROY WILKINS**, Executive Director, National Association for the Advancement of Colored People, New York  
**WHITNEY YOUNG, JR.**, Executive Director, National Urban League, New York  
**JOHN FEILD**, U. S. Conference of Mayors, National Coordinator  
**RON M. LINTON**, Urban America Inc., National Coordinator

*The Urban Coalition* / Federal Bar Building West / 1819 H Street, N.W. Washington, D. C. / 20006

Steering Committee Co-chairmen: Andrew Heiskell / A. Philip Randolph

December 15, 1967

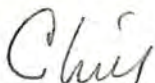
Mr. Dan E. Sweat, Jr.  
Director of Governmental Liaison  
Office of the Mayor  
City Hall  
Atlanta, Georgia 30303

Dear Dan:

Confirming your telephone conversations with John Feild and myself, we are delighted that your schedule will permit your acting as a resource person during the one-day Eastern Regional Planning Conference on mobilizing local coalitions, to be held Friday, January 12, 1968, in New York.

The conference, which will draw leadership from communities in the eastern part of the country, will be held at Loeb Student Center of New York University. Our expectation is to convene a briefing session for those persons, such as yourself, playing a leadership role in the program on Thursday evening, January 11th, in New York City. Further program details will be sent to you shortly.

Cordially,



Christopher M. Mould  
Associate National Coordinator

/alt

Steering Committee Co-chairmen: Andrew Heiskell / A. Philip Randolph

January 5, 1968

Mr. Dan E. Sweat, Jr.  
Director of Governmental Liaison  
Office of the Mayor  
City Hall  
Atlanta, Georgia 30303

Dear Dan:

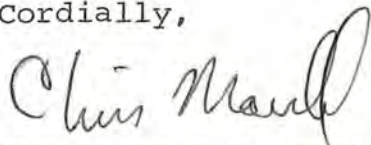
We are looking forward to your joining us as a resource panel member on January 12, 1968 at the conference on mobilization of urban coalitions.

We are conducting a briefing session for workshop chairmen and resource panel members in the Chart Room of the Time-Life Building (34th floor), in New York City at 4:30 p.m. Thursday, January 11, 1968. This meeting should adjourn no later than 6:15 p.m. We would certainly hope you can join us at that time.

Enclosed is a copy of our pamphlet, Forming Urban Coalitions, which will be the principal background piece for the January 12, 1968 meeting, in case you have not previously received one. For your information, we are also enclosing a xerox copy of the program text as it went to the printer's last evening.

A room has been reserved in your name for the evening of Thursday, January 11th at the One Fifth Avenue Hotel.

Cordially,



Christopher M. Mould  
Associate National Coordinator

CMM/alt  
Encls.

8:30 am Registration: New York University  
Loeb Student Center

9:30 am OPENING GENERAL SESSION: Eisner and Lubin Auditorium

Presiding: Andrew Heiskell  
Co-chairman, The Urban Coalition

Welcome: Dr. Allan M. Cartter  
Chancellor, New York University

Remarks: The Most Rev. John J. Maguire  
Administrator, Archdiocese of New York

Address: James F. Oates, Jr.  
Chairman of the Board - Chief Executive Officer  
Equitable Life Assurance Society  
of the United States

10:30 am MOBILIZATION WORKSHOPS

All workshops will deal with the same series of topics.  
The morning workshops will deal with methods  
of organizing local coalitions.

12:30 pm LUNCHEON SESSION: Eisner and Lubin Auditorium

Presiding: A. Philip Randolph  
Co-chairman, The Urban Coalition

Remarks: Dr. Joseph P. Sternstein  
Rabbi, Temple Ansche Chesed, New York City  
Member, Executive Committee,  
New York Board of Rabbis

Remarks: Christian A. Herter, Jr.  
Chairman, New York Coalition

Address: Honorable John V. Lindsay  
Mayor of the City of New York

2:00 pm MOBILIZATION WORKSHOPS

The afternoon workshops will deal with the de-  
velopment of task force activity at the commu-  
nity level in counterpart to the national level  
task forces on specific urban problems.



4:15 pm CONCLUDING GENERAL SESSION: Eisner and Lubin Auditorium

Presiding: Ron M. Linton  
National Coordinator, The Urban Coalition

Remarks: Dr. Edler G. Hawkins  
St. Augustine Presbyterian Church  
New York City, New York  
Former Moderator, General Assembly,  
The United Presbyterian Church U.S.A.

Address: Whitney M. Young, Jr.  
Executive Director, National Urban League

5:00 pm Adjournment

December 11, 1967

MEMORANDUM

TO: Members of the Steering Committee  
Urban Coalition

FROM: John Gunther, U. S. Conference of Mayors  
Chairman, Working Committee on Organization

SUBJECT: The Urban Coalition in 1968

Your Working Committee on Organization met and based on that meeting and subsequent discussions with individual members of the Working Committee, I submit this report.

1. The Urban Coalition should continue its efforts toward assuring an equitable share of the benefits from the nation's economy for the residents of our central cities. The Urban Coalition should be responsive to but independent of the individual elements of it. The Coalition should seek to facilitate the implementation of policies developed by it and others and concurred in by the Coalition. Areas of substantive concern should be education, employment, and housing, including related community facilities and services. The Coalition should encourage the formation of local coalitions to develop and implement plans for the solution of community problems. The National Coalition, through local coalitions and by direct action, should support policies to order private and public priorities to meet the pressing and long neglected needs of the central cities.

2. The Steering Committee is the governing body of the Coalition and it may add to its number as it deems appropriate. The Steering Committee shall select its chairman or co-chairmen from its members and shall determine the substance of the areas of the Coalition activities, establish a budget and employ a National Coordinator.

3. There shall be a Council of Local Coalitions. This Council will be made up of two representatives from each local coalition and it shall select two of its members to serve on the national Steering Committee. The Council will serve in an advisory capacity to the Steering Committee.

4. Each member of the Steering Committee may designate an individual to represent him on the Working Committee. The Working Committee shall select a chairman or co-chairman from its members, and may establish committees as needed to oversee the implementation of decisions by the Steering Committee, and prepare proposals for the consideration of the Steering Committee.
5. Areas of Coalition activity will be explored in depth by task forces established by the Steering Committee and responsible to the Steering Committee.
6. The Coalition shall employ such staff as its budgeted resources permit. The staff will be under the direction of a National Coordinator who may be retained and serve at the pleasure of the Steering Committee. The staff will provide services as necessary to the Steering Committee, the Council of Local Coalitions, the task forces and the Working Committee.
7. Staffing and funding should be planned on a one-year basis; and prior to January 1, 1969, a comprehensive review should be made to assess progress toward the objectives of the Urban Coalition and to make such recommendations as may be appropriate for its continuation.

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make a strong plea for job opportunities for all Americans through a combination of private and public programs. We thought you would be interested in comparing the President's statement with the goal contained in the Urban Coalition's Statement of Principles adopted at the Emergency Convocation:

The President

There are some half million unemployed, hard-core unemployed, in our principal cities. We just have to go and find jobs for them. I am going to call in the businessmen of America and say one of two things have to happen: You have to help me go out and find jobs for these people, or we are going to have to find jobs in the Government for them and offer every one of them a job. I think that is one thing that could be done. I think that will have to be done, as expensive as it is.

Coalition Goal

Government and business must accept responsibility to provide all Americans with opportunity to earn an adequate income. Private industry must greatly accelerate its efforts to recruit, train, and hire the hard-core unemployed. When the private sector is unable to provide employment to those who are both able and willing to work, then in a free society the government must of necessity assume the responsibility and act as the employer of last resort or must assure adequate income for those who are unable to work.

The press interpreted the President's statement as an important new policy position on the government's responsibility. At a press conference the following day, Rep. Carl D. Perkins (Ky.), chairman of the House Education and Labor Committee said he would support whatever bill in the field of employment the President sends to Congress next year. Providing jobs for those who can't find private employment, he said, "is the proper role for government".

EDUCATIONAL DISPARITIES

Despite bad weather that closed the Detroit airport for several hours on December 18, seven members of the Educational Disparities Task Force were able to get together for a scheduled meeting. They held a spirited discussion of the problems which exist in this area and began concentration on those which they felt the Coalition could effectively combat. The Task Force will meet again at 2:30 p.m. on January 8 at the Mayflower Hotel in Washington.

LOCAL COALITIONS

Encouragement and assistance in the formation of local urban coalitions continues to receive high priority. During December Washington

D. C., Boston, Baltimore, Plainfield, N. J., Stanford and Bridgeport, Connecticut announced plans for local coalitions.

Washington Mayor Walter E. Washington said in a public announcement that citizens have called for the organization of a local coalition "in terms of urgency" generated by the August Emergency Convocation. He emphasized that the local effort must have the support and participation of the Virginia and Maryland suburbs.

The next regional mobilization conference will be held in New York City on January 12 -- at New York University's Loeb Center.

#### EQUAL HOUSING

Plans are in progress for a National Action Session on Equal Housing Opportunities to be held in Chicago at the Conrad Hilton Hotel on January 18. The Task Force has concentrated on the completion of program development papers.

#### COMMUNICATION AND PUBLIC SUPPORT

Two well-illustrated publications are in the works and will soon be mailed to those interested in the work of the Coalition. The first is a report, including the texts of major addresses, on the Mobilization Conference held in Chicago on October 17. The second will be a similar publication reporting on the Private Employment Conference held in Atlanta on December 13.

#### HOUSING, RECONSTRUCTION AND INVESTMENT

Progress continued on the major working paper being prepared by the Task Force as a guide for the Coalition in the development of a long-range program.

#### STEERING COMMITTEE

Unavoidable scheduling problems for several of the principals on the Steering Committee resulted in a postponement of the meeting scheduled for December 18 in Detroit to January 8 in Washington, D. C. The meeting will begin at 7:30 p.m. in the Mayflower Hotel.

STATEMENT ON THE OPENING OF CONGRESS

by

The Urban Coalition

January 12, 1968

As the new year begins and the second session of the 90th Congress convenes, The Urban Coalition reaffirms its call for recognition of the compelling needs of the people of our nation's cities and for immediate and positive action to meet those needs. No longer can this country tolerate the serious unemployment, housing deficiencies, educational disparities and urban decay which plague urban America. The Urban Coalition calls upon American citizens to insist that this session of Congress enact the legislation necessary to restore health to our cities.

The nation can no longer ignore the intolerable conditions of life which cripple too many of our fellow citizens and induce the widespread discontent and disorder which have erupted year after year, warning America that it is not meeting its responsibilities to its own people.

The Urban Coalition, broadly representative of American business, labor, religion, civil rights and local government, pledges its firm and continued support for a re-ordering of national priorities and a commitment of national resources equal to meeting these responsibilities. The substantial number of communities forming counterpart Urban Coalitions all over the country is strong evidence that the citizens of our urban areas share the Urban Coalition's concern and its commitment. With the commitment of its citizens this nation has the capacity now to resolve its urban problems.

Steering Committee Co-chairmen: Andrew Heiskell / A. Philip Randolph

January 12, 1968

NATIONAL COORDINATORS WEEKLY REPORT

At a meeting in Washington the night of January 8, the Coalition Steering Committee authorized the creation of an Executive Committee and charged it with the responsibility for making an early recommendation on a permanent organizational structure for the Coalition.

The 15-man Executive Committee will be composed of representatives of all groups active in the Coalition. Membership will be allocated as follows: labor, civil rights, city government--two each; church groups--three; business--four. The Co-Chairmen of the Steering Committee will also serve on the Executive Committee.

Each group will select its own representatives for the Executive Committee, subject only to the condition that each person selected must agree with Coalition support of a three-point set of principles:

- (1) What the private sector can do on its own;
- (2) What the private sector can do in concert with government.
- (3) What the government must do to meet needs beyond the reach of private efforts.

LOCAL COALITIONS

The Task Force on Local Coalitions reported to the Steering Committee that local coalitions have been organized, or are in the process of being organized, in 27 cities (see attached list) and that there is active interest in 16 other cities.

Steering Committee Co-Chairman Andrew Heiskell commented: "I find it extremely encouraging that all sections of the country are represented in the list. This is real progress. We have felt all along that the development of strong local groups is of prime importance."

Indicative of the geographic spread of local coalitions was two trips made during the week by the National Coordinators to meet with local groups. John Feild went to Fresno, California, Ron Linton to Bridgeport, Connecticut.

On Friday, some 350 representatives from 82 cities in 21 states met in New York City for the third in the series of meetings on Mobilizing Local Coalitions. The interest was high, the speakers were excellent, and the overall staff consensus was that it was the best meeting held to date.

Speakers included Co-Chairman Andrew Heiskell, the Most Rev. John J. Maguire, Administrator of the Archdiocese of New York, Equitable Life Assurance Society Board Chairman James F. Oates, Jr., Rabbi Joseph P. Sternstein, Christian A. Herter, Jr. Chairman of the New York City Coalition, Mayor John Lindsay, Dr. Edler G. Hawkins, AFL-CIO Legislative Representative Ray Denison, and National Urban League Executive Director Whitney M. Young, Jr.

#### LEGISLATION

The Steering Committee authorized the release of a strong statement of legislative goals of the Coalition to coincide with the opening of the new session of Congress (see attachment).

The Washington Post commented in its Sunday edition: Much of the impetus for any crisis legislation will come from the civic-business-labor-and civil rights forces organized as The Urban Coalition, which yesterday warned Congress that "the hour is late."



Steering Committee Co-chairmen: Andrew Heiskell / A. Philip Randolph

December 8, 1967



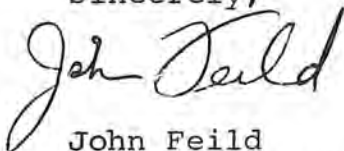
Dear Friend:

We have learned that the Plans for Progress is holding a National Conference on Employment for major employers in Washington, D. C. on January 24, 1968, the same date as our Midwestern Regional Conference on Expanding Employment Opportunities.

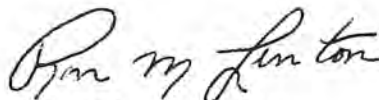
Since many of the same persons would be involved in both conferences, we have agreed to reschedule our Kansas City conference from January 24, 1968, to February 21, 1968.

We expect to forward further details on the program in the future.

Sincerely,



John Feild  
National Coordinator



Ron M. Linton  
National Coordinator

We call upon the Congress, the Administration and the nation to move without delay on urban programs. The Administration's Open Housing legislation should be enacted into law now.

Definite steps should be taken now to assure government-generated employment to every citizen able and willing to work but unable to find private employment.

The Administration's Safe Streets and Crime Control Act and Juvenile Delinquency amendments were drastically altered in the House of Representatives last year to channel the programs and funds through a state planning and allocation process which would delay and frustrate their effectiveness. The original Administration version of these bills should be passed by the Senate so as to mount an efficient and effective attack on the root causes of violence, crime and delinquency coupled with the development of improved local law enforcement.

A supplementary appropriation bill should be immediately introduced and enacted to fund fully the President's anti-poverty programs as authorized for this fiscal year.

Programs for low and moderate income housing, urban development, model cities, mass transportation and community facilities should be extended, expanded and adequately funded now.

The repressive welfare program amendments enacted last year, penalizing children born into one-parent homes and shifting the financing burden to local government, should be repealed immediately.

We know these legislative aims are more easily stated than accomplished. But we also know the needs are massive and urgent, and the hour is late. We pledge our full support for the legislative action required and ask the help of Congress and the nation.

Andrew Heiskell  
Co-Chairman, The Urban Coalition  
Chairman of the Board, Time Inc.

A. Philip Randolph  
Co-Chairman, The Urban Coalition  
Vice President, AFL-CIO

Steering Committee Co-chairmen: Andrew Heiskell / A. Philip Randolph

December 11, 1967

IMPORTANT NOTICE

TO: Members of the Steering Committee

FROM: Steering Committee Co-Chairmen

The location of the December 18th Steering Committee meeting has been changed from the Veterans Memorial Building to the Detroit Art Institute, 5200 Woodward Avenue, Detroit, Michigan. Please use the Farnsworth Street entrance to the building.

As originally planned, the meeting will commence at 4:00 pm, and will be followed by a reception and a dinner hosted by Mayor Cavanagh, at the Detroit Art Institute.

Steering Committee Co-chairmen: Andrew Heiskell | A. Philip Randolph

December 8, 1967

NATIONAL COORDINATORS WEEKLY REPORT

This week's report consists of the following schedule of Coalition activities, the rosters of two Task Forces which have now rounded out their membership and the enclosed material on the New York Coalition and the December 18th Meeting of the Steering Committee.

DECEMBER

Monday, the 18th:	Steering Committee Meeting	Detroit
	Task Force on Educational Disparities Meeting	Detroit
Tuesday, the 19th:	Ad Hoc Committee on Urban Economic Council	Detroit

JANUARY

Wednesday, the 10th:	Task Force on Communications Luncheon	New York City
Friday, the 12th:	Task Force on Local Coalitions Eastern Regional Conference	New York City
Wednesday, the 17th:	Task Force on Private Employment Western Regional Conference	Phoenix, Ariz.
Thursday, the 18th:	Task Force on Equal Housing Opportunities: National Action Conference	Chicago, Ill.
Monday, the 29th: (TENTATIVE)	Council of Urban Coalitions	Washington, D.C.
Tuesday, the 30th:	Steering Committee Meeting	Washington, D.C.

FEBRUARY

Wednesday, the 21st:	Private Employment Task Force Mid-Western Regional Conference	Kansas City, Mo.
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TASK FORCE ON EDUCATIONAL DISPARITIES

CO-CHAIRMEN: Roy Ash  
Roy Wilkins  
Arthur Fleming

MEMBERS

Walter Davis  
Director of Education  
AFL-CIO  
Washington, D.C.

Edward Hodges  
Michigan Bell Telephone Company  
Detroit, Michigan

Dr. Francis Keppel  
General Learning Corp.  
New York, New York

Dr. Paul Briggs  
Superintendent of Schools  
Cleveland, Ohio

Dr. James Redmond  
Superintendent of Schools  
Chicago, Illinois

Dr. Arthur Johnson  
Assoc. Superintendent of Schools  
Detroit, Michigan

Dr. Steven Wright  
President, Negro College Fund  
New York, New York

Dr. Charles Brown  
Superintendent of Schools  
Newton, Mass.

Dr. Elliott Shapiro  
Ass't Superintendent of Schools  
New York, New York

William Saltonstall  
Ft. Rodman Job Corps  
New Bedford, Mass.

Vernon R. Alden  
President, Ohio University  
Athens, Ohio

Thomas H. Eliot  
Chancellor, Washington University  
St. Louis, Missouri

Buell Gallagher  
President, City College  
New York, New York

TASK FORCE ON HOUSING, RECONSTRUCTION, AND INVESTMENT

CO-CHAIRMEN:           Walter Reuther  
                          Joseph D. Keenan  
                          David Rockefeller

MEMBERS

Frank E. Mackle  
Mackle Builders  
Miami, Florida

Gene Brewer  
President  
U. S. Plywood-Champion Paper  
New York, New York

Thomas J. Watson, Jr.  
Chairman of the Board  
I.B.M.  
Armonk Village, New York

Rudolph Peterson  
President  
Bank of America  
National Trust and Saving Assn.  
San Francisco, Calif.

Mr. George H. Weyerhoeuser  
President  
Weyerhoeuser Company  
Tocoma, Washington

Donald C. Burnham  
President  
Westinghouse Electric Corp.  
Pittsburgh, Pa.

James Felt  
James Felt & Company  
New York, New York

Paul Ylvisaker  
Commissioner  
Department of Community Affairs  
Trenton, New Jersey

James Rouse  
President  
Rouse Company  
Baltimore, Md.

Honorable John Collins  
Mayor of the City of Boston

Honorable Jerome Cavanagh  
Mayor of the City of Detroit

Bayard Rustin  
Executive Director  
A. Philip Randolph Institute  
New York, New York

NEW YORK COALITION TO UNDERTAKE  
IMAGINATIVE JOB TRAINING PROGRAM

Mayor John Lindsay announced last week an imaginative new program to be launched by the New York Coalition with the financial backing of the Standard Oil Company of New Jersey.

Under the \$125,000 Standard Oil grant, the city's Police Department will train men and women from poverty areas for career employment in the private sector. The approximately 50 trainees will perform civilian work in the Department during half of their work time and attend school the other half. They will be paid about \$60 a week during the six-months training period.

Calling the new endeavor an "experimental program", the Mayor said "I am delighted that Standard Oil (New Jersey) has made this project possible. It is an excellent example of cooperation between the private and public sectors."

Milo Brisco, a vice president and board member of Standard Oil (New Jersey) and the company's representative on the New York Coalition, joined the mayor in making the announcement.

They said the new program, the first to be undertaken by the New York Coalition, was developed by Police Commissioner Howard R. Leary and the company.

The Mayor said the program is not intended to prepare trainees for employment with city government, but is aimed at preparing them to qualify for jobs in the general employment market.



STEERING COMMITTEE MEETING

December 18, 1967

PROPOSED AGENDA

- I. Minutes of previous meeting
- II. Administrative and Financial report
- III. Report of Organization Committee
- IV. Report of Committee on Budget and Finance
- V. Report of Task Forces
  - Local Coalitions
  - Private Employment
  - Equal Housing Opportunities
  - Educational Disparities
  - Housing, Reconstruction, and Investment
  - Legislation--Policy Statement for 1968
  - Communications

December 11, 1967

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Urban Coalition

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Chairman, Working Committee on Organization

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Your Working Committee on Organization met and based on that meeting and subsequent discussions with individual members of the Working Committee, I submit this report.

1. The Urban Coalition should continue its efforts toward assuring an equitable share of the benefits from the nation's economy for the residents of our central cities. The Urban Coalition should be responsive to but independent of the individual elements of it. The Coalition should seek to facilitate the implementation of policies developed by it and others and concurred in by the Coalition. Areas of substantive concern should be education, employment, and housing, including related community facilities and services. The Coalition should encourage the formation of local coalitions to develop and implement plans for the solution of community problems. The National Coalition, through local coalitions and by direct action, should support policies to order private and public priorities to meet the pressing and long neglected needs of the central cities.

2. The Steering Committee is the governing body of the Coalition and it may add to its number as it deems appropriate. The Steering Committee shall select its chairman or co-chairmen from its members and shall determine the substance of the areas of the Coalition activities, establish a budget and employ a National Coordinator.

3. There shall be a Council of Local Coalitions. This Council will be made up of two representatives from each local coalition and it shall select two of its members to serve on the national Steering Committee. The Council will serve in an advisory capacity to the Steering Committee.

4. Each member of the Steering Committee may designate an individual to represent him on the Working Committee. The Working Committee shall select a chairman or co-chairman from its members, and may establish committees as needed to oversee the implementation of decisions by the Steering Committee, and prepare proposals for the consideration of the Steering Committee.
5. Areas of Coalition activity will be explored in depth by task forces established by the Steering Committee and responsible to the Steering Committee.
6. The Coalition shall employ such staff as its budgeted resources permit. The staff will be under the direction of a National Coordinator who may be retained and serve at the pleasure of the Steering Committee. The staff will provide services as necessary to the Steering Committee, the Council of Local Coalitions, the task forces and the Working Committee.
7. Staffing and funding should be planned on a one-year basis; and prior to January 1, 1969, a comprehensive review should be made to assess progress toward the objectives of the Urban Coalition and to make such recommendations as may be appropriate for its continuation.

December 18, 1967

Report of the Committee on Budget and Finance

The Committee has reviewed the financial report for the Coalition's activities from July 31, 1967 through November 30, 1967. A copy of the report is attached. It appears that the experience of the first four months of operations has produced a substantial degree of organization approximately within the projected budget approved by the Steering Committee on August 23. The Committee notes that the current and projected level of activity through January 31, 1968 will require the fulfillment of the outstanding pledges.

The Committee recommends that the Coalition extend its interim budget for an additional three months through April 30, 1968 at a level of at least \$50,000 to enable the Coalition and its Task Forces to complete its organizational phase.

Looking beyond this, the Committee believes that the future annual budget can only be determined after the Steering Committee has determined the scope of its program. The projected budget for operations developed by the staff appears reasonable and can be increased or decreased based upon the Steering Committee actions during the next several months as the organizational phase is completed.

MINUTES OF THE COMMITTEE ON BUDGET AND FINANCE  
DECEMBER 7, 1967  
New York City, N. Y.

The Committee met in New York City at 2 East 37th Street at 2 P.M., December 7, 1967. Present were Mr. Asa Spaulding, Chairman, and Mr. Theodore Schlesinger. Mayor Jerome Cavanagh was unable to attend because of severe weather. Staff members present included Mr. Ron Linton, Mr. John Feild and Mr. Alfred Eisenpreis. The Chairman opened the meeting by asking for a general review of the progress being made by the Coalition and the public response to its efforts. The staff and the Committee then discussed recent activities of the Task Forces on Local Coalitions, Private Employment, Communications and Housing.

In reviewing the financial report the question was raised concerning the status of the unpaid pledges and the likelihood of their being received. The staff reported that while there had been some delay, the outlook appeared favorable and it was hoped that the projected income would be realized by the end of January.

Mr. Schlesinger asked for clarification regarding the relationship between the Urban Coalition and Urban America and the staff reported that they were now completely separate organizations although the earlier relationship had been one of close cooperation between Urban America, the U. S. Conference of Mayors and the National League of Cities in bringing the Coalition into being.

The Committee next turned to the question of future organization in order to evaluate the tentative future budget prepared by the staff. The staff reported on the current discussions, concerning future organization and indicated that major decisions would have to be made by the Steering Committee concerning this in the immediate future. In view of this, Mr. Schlesinger proposed and Mr. Spaulding agreed that it would be more appropriate for the Committee at this stage to recommend an interim budget than to attempt any recommendations concerning an annual budget. Accordingly, the committee agreed to recommend to the Steering Committee an interim budget for a three month period beyond January 31 at a minimum level of \$50,000 with the same controls and procedures guiding the operations in order that the Coalition may complete its further organization during this period. This will enable the Steering Committee to take into account the recommendations of the various Task Forces and to make some judgments concerning the scope of the program.

The committee indicated it could comment that the projected budget prepared by the staff appeared to be reasonable, and could be adjusted upward or downward depending upon the decisions made by the Steering Committee concerning organization.

December 1, 1967

FINANCIAL REPORT\*

Accounts Payable as of 11/30/67			
Bills	\$9,129.78		
Urban America	5,316.12		
Petty Cash	251.66	\$14,697.56	
Funds Obligated through 1/31/68		7,141.69	
Funds Expended through 11/30/67		71,398.08	
Projected Expenses, 12/1/67--1/31/68		35,972.05	
			\$129,210.27
Donations Received as of 11/30/67	\$50,325.05		
Pledges Due by 1/31/68		74,000.00	
			\$124,325.05
			<hr/>
			- \$ 4,885.22

CASH FLOW REPORT

Cash Received as of 11/30/67	\$50,325.05	Funds Expended	\$71,398.08
Cash Borrowed		Cash on Hand	338.16
Urban America	\$ 4,765.00		
U.S. Conference of Mayors	16,646.19		
	21,411.19		
	<hr/>		<hr/>
	\$71,736.24		\$71,736.24

\*Transfer of funds between U.S. Conference of Mayors, Urban America and The Urban Coalition is undergoing audit.

FINANCIAL REPORT, PART II

Approved Budget	Item	Expenditures through 11/30/67 (including Accounts Payable)	Projected Expenses through 1/31/67	Total of Expendi- tures & Projected Expenses	Difference
\$ 56,000	<u>Salaries</u> (including part time & temporary help)	\$28,972.29	\$21,629.94	\$50,602.23	+ \$5,397.77
	<u>Program Expenses</u>				
\$3,000	Conferences & Meetings	\$ 948.30	\$ 700.00		
8,000	Publications & Printing	1,038.40	1,500.00		
2,500	Mailings	2,608.95	2,500.00		
5,000	Consultant Fees	2,123.60	2,000.00		
\$ 18,500	TOTAL	\$ 6,719.25	\$ 6,700.00	\$13,419.25	+ \$5,080.75
	<u>Operating Expenses</u>				
\$4,600	Office Rent	\$3,195.00	1,065.00		
3,600	Furniture Rental	3,295.62	900.00		
600	Equipment Rental	327.13	204.69		
1,200	Telephone & Telegraph	2,433.22	2,400.00		
1,500	Office Supplies	1,892.54	700.00		
250	Insurance	454.00			
5,200	Travel	6,510.78	9,500.00		
50	Subscriptions	74.55	15.00		
\$ 17,000	TOTAL	\$18,182.84	\$14,784.69	\$32,967.53	-\$15,967.53
\$ 8,500	<u>August Convocation</u>	\$25,829.08			-\$17,329.08
	<u>Undistributed Expenses</u>	\$ 6,392.18*			-\$ 6,392.18
\$100,000		\$81,629.59	\$43,114.63	\$124,744.22	-\$29,210.27

\*Accounts Payable not yet posted and fund transfers being audited.



PROPOSED BUDGET

Budget 9/1/67 - 1/31/68		Budget 2/1/68 - 4/30/68	
	<u>Personnel</u>		
\$56,000	Salaries (full time)	\$27,000	
	Part-time and Consultants	6,000	\$33,000
	<u>Program Expenses</u>		
	\$3,000	Conferences & Meetings	\$ 1,000
	8,000	Publications & Printing	2,250
	2,500	Mailings	3,600
	5,000	Consultant fees	
23,700	5,200	Travel	3,000
			9,850
	<u>Operating Expenses</u>		
	\$4,600	Office Rent	\$ 2,230
	3,600	Furniture	645
	600	Equipment	306
	1,200	Telephone & Telegraph	3,600
	1,500	Office Supplies	1,000
	250	Insurance	250
11,800	50	Subscriptions	50
			8,081
8,500		Convocation	
<hr/>			
\$100,000			\$50,931

*The Urban Coalition* / Federal Bar Building West / 1819 H Street, N.W. Washington, D. C. / 20006

Steering Committee Co-chairmen: Andrew Heiskell / A. Philip Randolph

*Ray*

December 15, 1967

Dear Friend:

You are cordially invited to attend a one-day planning conference on mobilization of local coalitions to be held in New York City at Loeb Student Center of New York University on January 12, 1968.

This is the third of a series of three regional conferences the Coalition is holding in response to requests from local community leadership across the country for assistance in organizing and programming local action counterparts to the national Urban Coalition. Leadership delegations from cities throughout the eastern part of the United States are expected to attend and participate in this meeting.

While the major portion of the meeting will be devoted to workshop sessions dealing with the organization and programming of local coalition efforts, we will have pertinent addresses from not only the session host, Mayor John V. Lindsay, but national leaders from business, labor, religion and civil rights.

We will send you a program announcement shortly and will look forward to seeing you in New York on January 12th.

Cordially,

*Andrew Heiskell*

Andrew Heiskell  
Co-chairman

*A. Philip Randolph*  
A. Philip Randolph  
Co-chairman

Steering Committee Co-chairmen: Andrew Heiskell / A. Philip Randolph

November 15, 1967

Dear Steering Committee Member:

At the last meeting of the Steering Committee, it was suggested that the Coalition should seriously consider taking a position in opposition to several of the Social Security Amendments already approved by the House of Representatives and now being considered by the Senate.

It was suggested that the House Amendments were not only contrary to general and accepted standards of welfare aid and the trend toward raising those standards; but the Amendments, if passed, would result in local governments having to assume an increased share of the costs of the total welfare load.

The Steering Committee decided that an analysis should be made of the problem and the House's position and distributed to the members. This has been accomplished and a Fact Sheet and an analysis are enclosed.

We have reviewed the Fact Sheet and analysis and concur with the Legislative Committee's estimate of the House amendments as being essentially negative in nature.

Testimony before the House Ways and Means Committee makes it clear that segments of the Nation are anxious to reverse the increase in the number of children receiving aid. However, this concern dealt with approaching the problem at the causes rather than limiting the aid.

The main objective of Social Security Amendments as originally introduced was to move families toward financial independence. The Aid to Families with Dependent Children Program was designed to keep families together. We believe the restrictions imposed by the House bill are directly contrary to these two goals.

Steering Committee - November 15, 1967

Page Two

We recommend that the Coalition oppose the House Amendments. Until the Coalition can take formal action on our recommendations, we urge you as an individual to take whatever steps you can to oppose the House Amendments.

The Senate Finance Committee has ordered reported its version of the Social Security Bill, an analysis of which will be sent to you as soon as it can be made available.

Sincerely,     Richard J. Daley  
                  John V. Lindsay  
                  A. Philip Randolph

ANALYSIS OF PUBLIC WELFARE PROVISIONS  
of  
HR 12080

The public welfare provisions of H.R. 12080 are intended, according to the House Ways and Means Committee Report (House Report #544), to reduce welfare rolls by encouraging self-support and by reducing the incidence of illegitimacy. The Bill is a marked departure from the Administration Bill, H.R. 5710, which began a modest move toward implementing the recommendations of the 1966 Public Welfare Advisory Council, "Having the Power, We Have the Duty."\*

The major provisions of H.R. 12080 can be divided into the following areas:

WORK PROVISIONS

In order to receive federal matching funds for AFDC, state agencies (1) must require that out-of-school youth over 16 and all adults in AFDC families register for employment and accept any bona fide offer of work that they are able to "engage in," even if wages fall below legal minimums; (2) must investigate the employability of every individual in the AFDC caseload at least once yearly; (3) must provide community work and training programs (Section 409 of the Social Security Act, as amended in 1962) throughout the state; and (4) must require that out-of-school youth and adults in AFDC families participate in such work and training programs when employment is not available.

Penalties for refusal to work or engage in training programs without due cause: (1) AFDC payments may be denied or suspended; or (2) payments may continue in behalf of children only (i.e. no payments to adults) if (a) they are paid to an "interested party" who will assure that money is spent only in behalf of children; or (b) they are converted to vendor rather than cash payments. Some experts interpret the Bill to mean that "refusal to work" is synonymous with child neglect, and that juvenile courts might be pressured to use this as the sole reason for a finding of neglect, which in turn, would result in the child's removal from home. This is not what the Bill says, but experience with public assistance laws and regulations shows that they are exploited in some jurisdictions to control families through threat of separation.

\* The major recommendations of the Advisory Council Report: (1) extend aid to all needy persons, irrespective of family composition, employment, etc. through one program; (2) set a national standard of assistance, adjusted only to reflect regional variations in consumer price indexes; (3) establish a legally enforceable right to certain basic social services; (4) finance the program by establishing a reasonable and equitable state share yearly, and meeting all other costs through federal funds.

Safeguards: (1) for the first time, HEW has responsibility for defining when an adult "is available" for employment, i.e. HEW must set standards (e.g. health, child care arrangements, etc.) for determining who is employable; (2) day care for children must be assured for employed AFDC mothers or those in training programs. (Federal standards for day care are provided). (3) 30 day emergency assistance can be provided when assistance is denied.

Relevant facts: A number of states require that assistance be denied or discontinued whenever employment is available, and some others deny aid to employable people whether or not work is available in the area. These provisions are particularly geared toward seasonal labor. The practice of encouraging AFDC mothers to work is widespread, and aid has always been denied in some jurisdictions when welfare workers consider the adult caretaker of children employable. Experience to date with work and training programs provides evidence that many older AFDC youth and adults are not readily employable (about 80 percent), and that to make labor force participation feasible, considerable dental, medical and social services, basic education, and job training are necessary. Day care is in very short supply in the U. S., and it is unlikely that such services can be organized sufficiently promptly to protect children if mothers are quickly forced into work or training. One important chronic reason for high relief rolls is the scarcity of unskilled jobs, so it is possible that H. R. 12080 can only accomplish its self-support goals if the federal government also embarks on a full employment policy, a public works program, or their equivalent. Only 12 states now have statewide community work and training programs, and there is evidence that many states will have difficulty organizing effective statewide programs quickly.

#### ILLEGITIMACY

H. R. 12080 intends to reduce the incidence of illegitimacy by (1) reducing the coverage of absent parent families by AFDC (see p.5 for detailed discussion); (2) encouraging the removal of children from neglectful homes (illegitimacy is cited as particular evidence of neglect; (3) extending the circumstances in which foster home care can be reimbursed from federal funds, and increasing federal matching rates; and (4) requiring states to provide statewide family planning services to be brought to the attention of all AFDC mothers or mothers likely to become eligible for AFDC.

Safeguards: Mothers are not to be forced to accept family planning.

Relevant facts: The proportion of illegitimate children receiving AFDC is estimated at about 20 percent and has increased in recent years, from 14 percent in 1959. All states have protective statutes in which neglect is defined to include promiscuity and other immoral behavior of parents. Courts have insisted, typically, that a finding of neglect rests upon tangible evidence of gross neglect, and seldom view out-of-wedlock births as sufficient alone. Foster home care is expensive, and at present states pay most of the cost. They have long urged federal participation in these costs. At present, only 26 states have AFDC-foster care programs, covering only 7,900 children. Longitudinal studies show that when families are broken up by the removal of children or the imprisonment of parents for neglect, the majority do not reunite, partially because of the scarcity of social workers to help in the process. The majority of illegitimate children are supported privately, and there is no factual evidence that treating AFDC children as a special group could reduce the overall incidence of illegitimacy; nor is there any evidence that threatening to deny aid or to remove children, or carrying out the threat, reduces the incidence of illegitimacy.

#### AFDC-UP (UNEMPLOYED PARENTS PROGRAM)

H.R. 12080 establishes a federal definition of "unemployed parent", which was previously the province of states. It includes only fathers, requires a significant attachment to the labor force, imposes a waiting period of 30 days before unemployed fathers could apply for assistance for their families, and excludes all families receiving unemployment compensation.

Relevant facts: This definition would cause a cut-back in the caseload of all 22 state AFDC-UP programs now in existence. At present AFDC covers only about 1/5 of the families below the poverty line of \$3,400 for an urban family of four. The 1966 Public Welfare Advisory Council Report suggested expanding coverage to all needy families, irrespective of employment. H. R. 5710, the Administration Bill recommended merely that AFDC-UP be made permanent.

#### NON-SUPPORT PROVISIONS

H.R. 12080 requires that state agencies organize and implement programs to establish paternity of illegitimate children and secure support from their fathers, and implement programs to secure support from fathers of abandoned children in whose behalf an AFDC grant is sought or given. To this end, federal public welfare funds are to be used to match the costs of necessary law enforcement and court services.

Relevant facts: States have previously been required to notify law enforcement officials whenever aid was requested in behalf of an abandoned child. Previously, public welfare funds have not been available to match the costs of law enforcement agencies or courts, nor has HEW felt it proper for public welfare agencies to take over law enforcement responsibilities. However, welfare workers have always been responsible for verifying and investigating the ability of relatives to support families applying for or receiving AFDC, and this task commonly preoccupies a large share of the workers' time. Vigorous law enforcement does increase support payments; it also discourages families from applying for public aid; and it puts an additional emotional strain on families already severely pressured from many directions.

#### WORK INCENTIVES

H.R. 12080 requires that all states disregard all earnings of AFDC youth under 16 years of age, part-time earnings of school youth between 16 and 21, and the first \$30, as well as 1/3 of the remaining portion of monthly earnings of adults, whenever agencies are determining the size of the grant for eligible families.

Relevant facts: Both the ESEA (Elementary and Secondary Education Act) and the EOA provide that for persons engaged in projects funded under those Acts, and also receiving public assistance, the first \$85 plus one-half of the excess over \$85 monthly shall be disregarded for purposes of determining eligibility for public assistance. H.R. 5710 provided for "disregarding" \$50 monthly of the earnings of children and adults, subject to a family maximum of \$150 monthly. Even with this more generous amount, there is an incentive for AFDC families to engage in ESEA or EOA projects rather than to enter the regular labor force.

Incentives of this type have proven effective in enabling and encouraging employment. The disregarding of earned income provision in H.R. 12080 is applicable only to persons who already are receiving assistance. Thus, applicants who went to work before applying for assistance have all of their income and resources taken into account, while families who have a member who goes to work from the assistance rolls have their earned income disregarded in the stated amounts. It is, therefore likely, that the provisions could discourage work among potential applicants for AFDC, thus serving to increase the caseload in two ways.



SOCIAL SERVICES

H.R. 12080 transfers child welfare services in behalf of AFDC families or families likely to need AFDC from Title V to Title IV of the Social Security Act, and requires that state agencies establish family planning and day care programs, as well as other services intended to enhance the capacity for self-support and to reduce the incidence of illegitimacy. Until July 1, 1969, the Bill increases federal matching rates for such services from 75 to 85 percent. Services may be organized by public welfare or purchased from voluntary and other agencies, and still receive federal matching.

Advantages: While cost accounting problems will be legion, transferring such services to Title IV (when they are provided to AFDC families or those likely to need AFDC) greatly increases federal funds for statewide social services, since Title IV grants-in-aid are open-ended and have more generous matching features. However, this change will result in more services only if states are willing and able to raise their share of the cost initially, and since H.R. 12080 imposes other financial burdens on the states, they may not locate funds for this purpose. Purchase of services has the potential for bringing a much wider scope of quality services to very poor families, assuming states can afford to meet the initial cost.

Dangers: Associating social services and financial aid increases the likelihood that services will be used to control families, force them into the labor market, etc. rather in the wide variety of constructive ways they are intended for. In August 1967 HEW announced a reorganization which separated assistance payments from social services in line with the conviction of many experts that mixing the two harmed and limited both. The Advisory Council Report recommended that all people have a legally enforceable right to receive certain basic social services. The Report was moot on the question of purchase of services. However, the Council contemplated that services would be organized on a community-wide basis, rather than for AFDC or other poor families as might well occur under H.R. 12080.

CEILING ON ABSENT PARENT SEGMENT OF AFDC CASELOAD

H.R. 12080 prohibits the use of federal matching funds in behalf of absent parent families\* in excess of the number in state AFDC caseloads as of January 1967, except as the increased caseload reflects the increased general population in states. States would still be required to assist all eligible families, but when the number exceeded the ceiling, federal matching would no longer be available.

Relevant facts: Every year more children are being raised by mothers alone, so this segment of child population is growing more rapidly than the child population, generally, or the general population. See Mollie Orshansky, SOCIAL SECURITY BULLETIN, April 1966. Cutting off federal matching shifts the expense of supporting new eligible families to the states as soon as ceilings are exceeded (which most are by now). Unless states can promptly appropriate additional funds, two adaptations are inevitable: states will reduce their standards of need (the cut-off point that separates needy from other families) so that present funds can cover the rising caseload, or accomplish the same result by decreasing the percentage of the standard actually paid to families; secondly, they will take steps to restrict eligibility in order to reduce families of all types in the caseload, e.g. instead of following former federal leadership by extending AFDC to school youth up to 21 years of age, they may well reduce age. Since the intent of AFDC is to support very poor families so that children can remain in school, and have a reasonable chance of securing the food, clothes, lodging, and other necessities of life that they need to grow into productive, effective adults, any shift in federal financing that limits the program without providing equivalent alternatives must be viewed in the long-range context. H.R. 12080 provides that states can shift some general assistance cases to AFDC, but statistically this number will be insignificant as compared with the effect of the ceiling on absent parent families. H.R. 12080 is unlike most SSA amendments in providing no relief to states in terms of higher federal matching for assistance payments, and since payments are low (\$36.95 per person monthly), and living costs rise, states must also make adjustments in this area unless they are to fall even further behind the inadequate levels of payment now existing.

While federal matching in H.R. 12080 improves remarkably in some service areas and includes others for the first time in the open-ended AFDC reimbursement formulae, as well as covering additional children from general assistance and foster home situations, thus freeing some state funds, the new requirements will force many states to spend money for purposes they have hitherto neglected. They may be tempted to lower standards of need or to pay lower percentages of their standards unless they are among the fortunate few where decreases in child population can be anticipated.

\*An "absent parent family" may be a family in which the father is deceased or disabled. Such families would not and do not normally produce additional children eligible for assistance. In the main, therefore, this provision is directed toward illegitimate children and the term, in this sense, becomes a legal euphemism.

To prevent this possibility, H.R. 12080 would have to include provisions to prohibit states from lowering standards of need or the percentages of their standards actually paid to families, and require that they maintain at least the present ratio of the standard to some given cost of living index.

Freezing the absent father caseload will discourage states from extending age limits in AFDC for school children up to 21 years of age, providing services to more "potentially dependent" families, or otherwise following federal leadership in widening eligibility. Conversely, it may encourage them to restrict eligibility.

Over the years federal leadership and the concern of the U.S. Congress have resulted in extending eligibility for assistance and services, so that family breakdown, continued dependence, and other social ills would not be encouraged by AFDC. Although some states were well in advance and others followed promptly, many lag in adopting possible extensions.

Whenever definitions or other provisions cut across the entire caseload, and a ceiling is placed on the most populous type of family in the caseload, the ceiling itself will act as a strong deterrent to extending the program. Age, exemptions of earned income, services to "potentially dependent" families all fall into this category as do other provisions. Each would serve, if adopted, to increase all types of families in the caseload. Indeed, so far as exemptions of part of earned income are concerned, it seems inherently illogical to add a requirement that cannot help but increase the caseload and to fix a ceiling on that caseload simultaneously. But even with the optional extensions, presumably Congress felt these were desirable preventive steps and wished states to follow its leadership. Since most states will now have exceeded the January 1967 ceiling, they may shortly be thinking of restricting, not extending, eligibility. If this happens, the caseload may soon include few older youth, and alternative national programs will have to be devised to assist youth in securing the very educational and employment preparation that H.R. 12080 so emphasizes.

It should be pointed out that there is no magic in recipient rates as of January 1967. AFDC has always covered only a fraction of very poor children in the U.S. Nor is there any magic in the numbers of children in the AFDC caseload by reason of their dependency or family composition. Some states made great effort to relieve childhood poverty whatever its cause; others did not; some managed to be quite

selective, preferring certain types of families to others. A state like Mississippi with its high recipient rates will suffer less with the "freeze". But children in Georgia, Arkansas, South Carolina, and Texas, for instance, where recipient rates are low and the incidence of childhood poverty high, will suffer remarkably.

On September 30, 1966 only Arkansas among the above states had extended eligibility to children up to 21 in the event that they were in certain types of schools. The states on that date that had no immediate plan or capacity to implement either the 1964 or 1965 federal age extensions for school youth included Alaska, Arizona, Connecticut, Delaware, Florida, Georgia, Kansas, Minnesota, Mississippi, Missouri, Nebraska, Nevada, New Hampshire, Oregon, Puerto Rico, South Carolina, and Texas. Since such children comprise the largest share of AFDC caseloads, the amount of money involved will be very large.

FACTS AND COMMENTS ON THE MAJOR PROVISIONS  
OF THE SOCIAL SECURITY AMENDMENTS OF 1967

INTRODUCTION:

The following is a comparison of the Administration's proposals for amending the Social Security Act and the amendments to that Act passed by the House of Representatives.

This analysis will be limited to major issues and policy variables in the areas of social security, medicare, medicaid, and public assistance.

Social Security and Public Assistance Background: Social Security constitutes a wage-related income insurance program to guard against loss of income due to death, disability or old age of a wage earner. Benefits are the right of the wage earner, his spouse, or his children, depending on the need situation of any one or combination of two or more possible beneficiaries. Benefits are paid as a matter of right and specific taxes are collected in a relatively progressive manner to fund the program. The tax does not take, nor does the benefit structure give, an amount totally adequate to meet all the financial needs generated through death, disability or old-age. It does, however, provide a basic "floor of protection" on which the majority of the American people can build a financially secure future.

Public Assistance, has neither the contributory nor the earned right aspects of social security. It is paid on the basis of need defined by statute and administrative regulation. The recipients of public assistance are such because of the conscience of, rather than their contributions to society. Therefore, Federal, state, and local governments have set down and enforce certain modes of behavior on the part of recipients which will prevent the abuse of public assistance laws and work to move, whenever possible, recipients up from welfare to more productive places in society. Philosophically, these enforced behavioral modes, or welfare rules, are set down not only to help those persons on the welfare rolls, but also to limit the burden they place on the more fortunate, more productive members of the society.

The Social Security Act deals with both the Federal social security system and the Federal contributory and management aspects of public assistance.

I. FACTS AND COMMENTS - SOCIAL SECURITY

Administration (H.R. 5710)  
Proposed

House of Representatives (H.R.12680)  
Passed

1. Benefit Increases

General Benefit Increase of 15%

General benefit increase of 12-1/2%

Minimum benefit of \$70

Minimum benefit of \$50

Benefit increase for persons 72 and over, from \$35 to \$50 for singles; from \$52.50 to \$75 for couples.

Benefit increase for persons 72 and over, from \$35 to \$40, for singles; from \$52.50 to \$60 for couples.

Special minimum benefit for long-term employment--\$100 minimum for 25 years work.

No provision

Benefits for disabled widows-- 82-1/2% of workers benefit for those disabled within 7 years of husband's death.

Benefits for severely disabled widows age 50 and over paying from 50% to 71% depending on age at onset of disability.

Comment: Both sets of benefit increases actuarially sound under the tax increase schedule in the respective bills.

However, the urban and suburban beneficiary population has experienced the phenomena of combined inflation, population explosion, and resultant property tax increases. One but need look at the mortgage foreclosures in retirement areas such as Dade County, Florida, to realize the impact of this combination on persons with fixed incomes. It has outstripped the planning and saving of much of the beneficiary population.

Near adequate benefit increases help not only their recipients but the communities in which they live and the businesses and individuals those communities tax. Actuarially sound increases: (a) reduce welfare payment at the local level, (b) reduce existing welfare caseloads, (c) prevent new processing of welfare clients, and (d) help maintain the aged, the disabled, and the widowed in viable economic units that are tax-paying and not tax-taking.

2. SOCIAL SECURITY TAX INCREASE (INCLUDING MEDICARE)

Year	Present Law	Administration (H.R. 5710)	House of Representatives (H.R. 12080)
1967	4.4	4.4 (wage base \$6600)	4.4 (wage base \$6600)
1968	4.4	4.4 (wage base \$7800)	4.4 (wage base \$7600)
1969-70	4.9	5.0	4.8
1971-72	4.9	5.0 (wage base \$9,000)	5.2
1973-75	5.4	5.5 (wage base \$10,800)	5.65
By 1987	5.65	5.8	5.9

Comment: The Administration proposal compared with the House bill:

- (a) provides a more progressive tax,
- (b) provides a lower ultimate tax rate for both employer and employee,
- (c) spreads the tax for both employer and employee in the majority of cases by taxing wages above those usually paid in industry.

3. MEDICARE

(a) Depreciation allowance - hospitals

Administration (H.R. 5710)	House of Representatives (H.R. 12080)
Require full loading in costs of depreciation of capital equipment and physical plant when cost accounting system is in accord with recommended State plan.	No provision

Comment: Lack of a provision means taxpayers (for municipal hospitals and payers of insurance premiums (for all hospitals) carry the depreciation loads for medicare recipients. The Administration proposal provides both a realistic overhead loading mechanism and an incentive to apply modern accounting and cost effectiveness techniques in an area which has long burdened cities, employers, and others who must pay for hospital services.

(b) Tax Rate

Administration (H.R. 5710)      House of Representatives (H.R. 12080)

No provision

Increase tax rate by 0.1% on employer and employee above present schedule beginning 1969.

Comment: The cost of the various liberalizations of medicare suggested in the House bill can not be determined until the medicare program has had time to work. Tax adjustment can be made as actual experience determines.

II. FACTS AND COMMENTS - PUBLIC ASSISTANCE (WELFARE)

Administration (H.R. 5710)

House of Representatives  
(H.R. 12080)

(a) Assistance payments

Requires states to meet full need as they determine it with some additional financial aid. Cash assistance standards must be at least 2/3 of income levels for medical assistance.

No provision

(b) Work incentives

Requires states to allow \$50 monthly income without reduction in assistance for AFDC adults.

Requires states to allow \$30 monthly income without reduction in assistance. For each additional \$3 earned, assistance would be reduced \$2.

(c) Community work and training

Requires States to use work and training programs provided by Dept. of Labor for all appropriate AFDC recipients.

Requires states to establish community work and training programs (75% Federal matching) for virtually all appropriate AFDC adults and children over 16 not attending school to be administered by welfare agencies.

(d) Unemployed parent program

Makes permanent present provisions.

Covers children of unemployed fathers only. Unemployment definition requires substantial prior connection with the labor force, excludes recipients of unemployment compensation.



In addition to the above, the House bill included provisions not proposed by the Administration. These include requiring states to:

- (a) develop employment programs for AFDC families where appropriate;
- (b) provide day care for AFDC mothers working or training;
- (c) provide family planning services;
- (d) attempt to determine paternity and obtain support from the father;
- (e) inform courts of unsuitable homes, one criterion of which is a parent who refused employment or training; and
- (f) freeze the rate of child dependency due to absence of parent as of January 1967 for purposes of Federal matching.

Comment: The major purpose of the House bill is to increase employment and training of welfare recipients and thereby reduce program costs. The House approach would:

1. Combine responsibility for payment, social services, training, and job placement within one agency. A single agency and, more practically, a single caseworker, would have the right to withhold payment if a family does not take what that caseworker deems "appropriate" action with regard to training, employment, family planning, and living arrangement.

2. Duplicate government functions through the placement of responsibility for training in an agency unprepared to handle it. The Welfare Administration has run limited training programs for welfare clients in the past, but always with an enrollment of less than 50,000. Under the House passed bill it will be mandatory by 1969 for that organization and its state counterparts to be prepared to handle 500,000 trainees annually. A more practical approach would be to add a new area of emphasis to on-going programs of the Manpower Administration of the Labor Department than to build a whole new bureaucracy.

3. Economic impact of Community training programs. The House Ways and Means Committee estimates a saving by 1972 of \$130 million "for persons trained who become self-sufficient". This is 7% of the 1972 program cost, indicating a reduction in the rolls of approximately that number of recipients. However, that same Committee estimates that the 1972 cost of day-care for children whose mothers are in the work and training program will be \$470 million and that the program itself will cost another \$270 million. This \$695 million is more than five times the savings in welfare payments.

4. Increase in state and local costs by imposing an AFDC ceiling. Freezing proportionately the number of AFDC children eligible for Federal matching monies does not take into account either the possibility of changing economic conditions or heavy in-migration into certain states. Either occurrence would result in the states being forced to bear the entire burden of increased AFDC costs. The alternatives to increased burden on the taxpayer are to make eligibility requirements more stringent or to lower benefits even further. The prime victim in either situation is the child of the AFDC family and, ultimately, the society he enters.

### III FACTS AND COMMENTS - MEDICAID

Administration (H.R. 5710)

House of Representatives  
(H.R. 12080)

#### 1. Limitation on Federal Matching Funds

No Federal matching for families whose income exceeds 150% of the highest state cash standard

No Federal matching for families whose income is more than 133% of the highest cash assistance payment ordinarily made to family or AFDC

#### 2. Required Services

No provision - maintains schedule of required services

Removes graduated services requirement and allows states to provide any 7 of the 14 medical services listed in the Act.

Comment: The House amendments raise eligibility requirements and lower service standards. By setting eligibility at cash payment levels instead of required services levels, the bill denies coverage to those marginal poor who are functioning as independent economic units except for medical care support. This increases the probability of their going on welfare roles at the time of their first medical crisis. By removing current service requirements, the bill allows elimination of such items as physician services and in-patient hospital care. This means that cities and states that already offer these services are penalized for their progress by forcing them to carry the full cost of such services. Although the Federal government would save by these amendments, the cities would still have to provide adequate medical services. The reduction in Federal funds and required supplement through city funds in New York City alone would be \$70 million in fiscal '69. Communities penalized in other progressive states would include those in California, Connecticut, Delaware, Illinois, Iowa, Kentucky, Maryland, Michigan, Nebraska, Oklahoma, Pennsylvania, Rhode Island and Wisconsin.

September 29, 1967

TASK FORCE ROSTER

TASK FORCE ON LOCAL COALITIONS

CO-CHAIRMEN:

Arnold Aronson  
Leadership Conference on Civil Rights

Mayor Joseph Barr  
Pittsburgh, Pennsylvania

Charles P. Taft, Esq.  
Cincinnati, Ohio

STAFF COORDINATOR: Chris Mould

PARTICIPATING REPRESENTATIVES:

Joseph Rauh  
1001 Connecticut Ave., N.W.  
Washington, D. C.

Aldo Colautti  
Mayor's Office, City Hall  
Pittsburgh, Pennsylvania

Not yet designated

TASK FORCE ON PRIVATE EMPLOYMENT EXPANSION

CO-CHAIRMEN:

Gerald L. Phillippe, Chairman of the Board  
General Electric Company

John Wheeler, President  
Mechanics and Farmers Bank

David Sullivan, President  
Building Service Employes International  
Union

STAFF COORDINATOR: Mel Cotton

PARTICIPATING REPRESENTATIVES:

William C. Hart  
General Electric Company  
570 Lexington Avenue  
New York, New York

Vernon Jordon  
Southern Regional Council  
5 Forsythe Street, N. W.  
Atlanta, Georgia

Anthony Weinlein  
900 17th Street, N. W.  
Washington, D. C.

TASK FORCE ON RECONSTRUCTION AND URBAN DEVELOPMENT

CO-CHAIRMEN:

Walter Reuther, President  
United Auto Workers

PARTICIPATING REPRESENTATIVES:

Jack Conway  
International Union Department  
815 16th Street, N. W.  
Washington, D. C.

Joseph D. Keenan, Secretary  
International Brotherhood of Electrical  
Workers

Thomas Hannigan  
IBEW  
1200 15th Street, N. W.  
Washington, D. C.

A third Co-Chairman will be designated

STAFF COORDINATOR: James Gibson

TASK FORCE ON EMERGENCY WORK

CO-CHAIRMEN:

Mayor Richard J. Daley  
Chicago, Illinois

Mayor John V. Lindsay  
New York New York

A. Philip Randolph, President  
Brotherhood of Sleeping Car Porters

STAFF COORDINATOR: Not yet designated

PARTICIPATING REPRESENTATIVES:

David Stahl  
Mayor's Office, City Hall  
Chicago, Illinois

Jay Kriegel  
Mayor's Office, City Hall  
New York, New York

Peter Tufo  
1730 K Street, N. W., Suite 319  
Washington, D. C.

Bayard Rustin  
A. Philip Randolph Institute  
217 West 125th Street  
New York, New York

TASK FORCE ON EQUAL HOUSING OPPORTUNITIES

CO-CHAIRMEN:

Archbishop John F. Dearden  
Detroit, Michigan

Whitney Young, Jr., Executive Director  
National Urban League

Frederick J. Close, Chairman of the Board  
Aluminum Company of America

PARTICIPATING REPRESENTATIVES:

Msgr. Lawrence Corcoran  
National Conference of Catholic  
Charities  
1346 Connecticut Avenue, N. W.  
Washington, D. C.

Guichard Parris  
National Urban League  
55 East 52nd Street  
New York, New York

Richard Idler  
Architectural Building Products  
Sales  
Alcoa Building  
Pittsburgh, Pennsylvania

COORDINATING STAFF: Not yet designated

TASK FORCE ON EDUCATIONAL DISPARITIES

CO-CHAIRMEN:

Roy Ash, President  
Litton Industries

Roy Wilkins, Executive Director  
National Association for the Advancement  
of Colored People

Dr. Arthur Flemming, President  
National Council of Churches

PARTICIPATING REPRESENTATIVES:

Not yet designated

Clarence Mitchell  
Washington Bureau, NAACP  
422 1st Street, S. E.  
Washington, D. C.

James Hamilton  
National Council of Churches  
110 Maryland Avenue, N. E.  
Washington, D. C.

COORDINATING STAFF: Not yet designated

TASK FORCE ON COMMUNICATIONS AND PUBLIC EDUCATION

CO-CHAIRMEN:

Joseph H. Allen, President  
McGraw-Hill Publications

John Johnson, President  
Johnson Publications

Harold Fleming, President  
Potomac Institute

PARTICIPATING REPRESENTATIVES:

Not yet designated

Not yet designated

Not yet designated

Steering Committee Co-chairmen: Andrew Heiskell | A. Philip Randolph

MEMORANDUM

TO: Working Committee Members  
FROM: John Feild and Ron Linton, National Coordinators  
SUBJECT: Luncheon for Washington Representatives  
DATE: November 10, 1967

Steering Committee Co-Chairmen A. Philip Randolph and Andrew Heiskell feel that the Washington representatives of organizations who have evidenced an interest in The Urban Coalition ought to be fully apprised of Coalition action and programs particularly as they relate to the Washington scene.

As a first step in developing a continuing relationship with Washington-based representatives of our supporters, we have invited them to a luncheon at the Statler Hilton Hotel in Washington at 11:45 on November 20th.

Mayor John Lindsay will join us to discuss with our guests the range and importance of Coalition activity here in Washington.

We are also inviting all the members of the Coalition Working Committee to attend this luncheon. Please advise Mrs. Marcia Greene (202/293-1530) at your earliest convenience if you will or will not be able to attend.

*Faye - next time  
Mel Cotton calls, remind  
me to inform Mrs. Greene.*

*12  
guis  
m Pitter*

Adams, David O.  
F. W. Woolworth  
223 Broadway  
New York, N. Y. 10007

Alexander, T. M., Sr., President  
Alexander & Company  
208 Auburn Avenue, N.E.  
Atlanta, Georgia 30303

Allegaert, John, Pres. & Chief Exec. Off.  
American Cyanamid Company  
Wayne, N. J. 07470

Allen, Joseph H., President  
McGraw-Hill Publication  
330 W. 42nd St.  
New York, N.Y. 10036

Allen, William M., President  
Boeing Corporation  
P. O. Box 3707  
Seattle, Washington 98124

Anderson, Carl E., Chmn. & Pres.  
E. W. Bliss Company  
217 Second Street, Northwest  
Canton, Ohio 44702

Ashley, J. M., V.P. - Public Relations  
Libbey Owens Ford Glass  
811 Madison Avenue  
Toledo, Ohio 43624

Ayers, Thomas G., President  
Commonwealth Edison Company  
72 West Adams Street  
Chicago, Illinois 60690

Baker, Robert, Pres.  
American Security and Trust Company  
15th & Pennsylvania Avenue, N.W.  
Washington, D. C. 20005

Barnes, V.P. & Sec., Barnard  
Time, Inc.  
Time-Life Bldg.  
New York, N. W. 10020



Bayliss, W. H.  
The Upjohn Company  
7000 Portage Road  
Kalamazoo, Michigan

Beach, P. Godd, President  
Oscar Mayer & Co.  
910 Mayer Avenue  
Madison, Wisconsin 53701

Beal, Orville E., President  
Prudential Insurance Co. of America  
Prudential Plaza  
745 Broad Street  
Newark, N. J.

Bean, Atherton, Chmn. & Chief Ex.  
International Milling Company, Inc.  
Investors Building  
Minneapolis, Minnesota 55402

Beinecke, William S., President  
Sperry and Hutchinson Co.  
330 Madison Ave.  
New York, N. Y. 10017

Bensinger, B. E., Chmn.  
Brunswick Corporation  
69 West Washington Street  
Chicago, Illinois 60602

Berquist, Raymond H.  
Director of Employee Services  
Colgate-Palmolive Co.  
300 Park Avenue  
New York, N.Y. 10022

Bickmore, Lee S., President  
National Biscuit Company  
425 Park Avenue  
New York, N. Y.

Biesel, Robert G., Vice President  
General American Transportation  
135 South LaSalle Street  
Chicago, Illinois 60690

Blessing, W. G.  
Blaw-Knox Company  
Pittsburgh, Pennsylvania

Bogard, George T., Gen. Mgr.  
Community Systems Development Division  
General Electric Company  
Lincoln Tower Building, Post Office Box 1661  
Louisville, Kentucky 40201

Borth, Robert  
Washington Representative  
General Electric  
777 14th Street, N. W.  
Washington, D. C. 20005

Brenner, Dr. Henry R., Manager of  
Personnel & Management Research  
Xerox Corporation  
Rochester, New York

Brereton, Harmer, Vice President  
Eastman Kodak Co.  
343 State Street  
Rochester, N. Y.

Brooker, Robert E.  
Montgomery Ward & Company  
619 West Chicago Avenue  
Chicago, Illinois 60610

Brooks, James A., V. P. - Employee Relations  
The Budd Company  
12141 Charlevoix  
Detroit, Michigan 48215

Buck, Harry L., Pres.  
I-T-E Circuit Breaker Company  
1900 Hamilton St.  
Philadelphia, Pa. 19130

Buck, Richard B.  
Carling Brewing Co.  
Baltimore, Md., 21227

Burck, Robert H., V. P., Public Affairs  
Braniff International  
P.O. Box 35001  
Dallas Texas, 75235

Burditt, John F., Chmn. & Chief Ex. Off.  
ACF Industries, Inc.  
750 Third Avenue  
New York, New York 10017

Burgess, Carter L.  
American Machine & Foundry Co.  
261 Madison Avenue  
New York, N. Y. 10016

Burnett, Winston A.  
Winston Burnett Construction Co.  
New York, N. Y. 10027  
(149 West 124th St.)

Burnham Burl C., President  
Westinghouse Electric Corp.  
3 Gateway Center  
Pittsburgh, Pa. 15230

Burns, John L., Chmn. & Chief Ex.  
Cities Service Company  
60 Wall Street  
New York, New York 10005

Caliri, Joseph L., Sec.  
National Dairy Products Corp.  
260 Madison Avenue  
New York, N. Y. 10016

Carry, Champ, Honorary Chmn.  
Pullman Inc.  
200 S. Michigan Avenue  
Chicago, Ill. 60604

Castle, John T.  
Man.-Marketing & Public Relations Research  
G. E. Company  
570 Lexington Ave.  
New York, N. Y. 10022

Chapin Roy D., Jr., Chmn.  
American Motors Corporation  
14250 Plymouth Road  
Detroit, Michigan 48232

Cleary, John V., Pres.  
Consolidated Edison Co., N. Y.  
4 Irving Place  
New York, N. Y. 10003

Close, Frederick J., Chairman of the Board  
Aluminum Co. of America  
Alcoa Building  
Pittsburgh, Pennsylvania 15219

Colihan, William, Jr.  
Young & Rubican, Inc.  
New York, N. Y. 10001

Collins, Arthur A.  
Collins Radio Company  
Dallas, Texas 75207

Comar, Jerome M., Exec. V. P.  
Marcmont Corp.  
168 N. Mich. Ave.  
Chicago, Ill. 60601

Conner, Hal, Special Representative  
Pacific Gas and Electric Company  
1725 K. St., N.W.  
Washington, D. C. 20006

Cook, C. W., Chairman  
General Foods Corp.  
250 N. Street  
White Plains, N. Y. 10602

Copeland, Lamot du Pont, President  
E. I. du Pont de Nemours & Co., Inc.  
1007 Market Street  
Wilmington, Delaware 19898

Cross, Bert S., Chmn. & Chief Ex.  
Minnesota Mining & Manufacturing Co.  
2501 Hudson Road  
St. Paul, Minnesota 55119

Curtis, E. F., President  
Deeke & Co.  
Moline, Ill. 61265

Custer, Power D., V.P.  
Industrial Relations  
Kellogg Co.  
235 Porter St.  
Battle Creek, Mich. 49016

DeHart, Donald M., Director  
Comm. Relations  
The Gillette Co.  
Prudential Tower Bldg.  
Boston, Mass. 02199

Devine, Gregory S., Pres.  
Chesapeake & Ohio Ry.  
Terminal Tower  
Cleveland, Ohio 44113

DeYoung, Russell, Chrm. of the Board  
The Goodyear Tire and Rubber Co.  
1144 East Market  
Akron, Ohio

Dial, Morse G., Jr., Reg. V. P.  
Union Carbide Corp.  
777 14th Street, N. W.  
Washington, D. C. 20005

Dorsey, B. R., Pres.  
Gulf Oil Corporation  
Gulf Building  
Pittsburgh, Pennsylvania 15230

Drain, James A., Pres.  
Joy Manufacturing Company  
Oliver Building  
Pittsburgh, Pennsylvania 15222

Drews, Rudolph, J., Chmn. & Pres.  
Foremost Dairies, Inc.  
111 Pine St.  
San Francisco, California 94111

Dugger, Robert W., V. P.  
J. I. Case Company  
Racine, Wisconsin 53404

Dunlop, Robert G., Pres.  
Sun Oil Co.  
1608 Walnut Street  
Philadelphia, Pennsylvania 19103

Edwards, Gordon, Pres. & Chief. Ex.  
National Dairy Products Corporation  
260 Madison Avenue  
New York, N. Y. 10016

MINUTES OF A MEETING OF THE WORKING COMMITTEE

September 5th, 1967

Washington, D. C.

LEGISLATION

The public service employment group submitted a series of four recommendations attached. There were no reservations raised in connection with items A, B, or C. Item D raised considerable discussion. It was determined to submit item D to a poll of the Steering Committee members in the following formulation:

"That the Coalition seeks a one million emergency job program. The Clark-Javits Emergency Work Title is a step in the right direction and has the support of The Urban Coalition."

The working committee representatives agreed to notify the national coordinators of the approval or disapproval of this position by their principals.

TASK FORCES

Representatives of the private employment task force have met and are now developing a plan of action.

A planning session of the educational disparities task force is being arranged.

The reconstruction investment and housing task force is still being formed.

The equal housing opportunities task force has begun some preliminary planning and will be meeting in the very near future.

Two additional task forces were proposed: a task force on local coalitions and a task force on communications. Mr. Heiskell and Mr. Randolph will appoint appropriate co-chairmen.

LOGISTICS AND FINANCE

The Coalition will establish offices in the very near future at a centrally located building, since Urban America is unable to provide adequate space. Arrangements are continuing to provide the approved budget of \$100,000 through January 31st.

#### REPORTS ON MATERIALS

The first of two reports on the Convocation have already been distributed to those who attended the August 24th Convocation. The proceedings will be completed in the very near future for distribution.

#### NEXT MEETINGS

The agenda for the next Steering Committee meeting will be discussed at the next meeting of the working committee which will be held on September 21st. The date for the next meeting of the steering committee was tentatively set for October 9th at 7:30 p.m. in New York.

## MINUTES OF A MEETING OF THE WORKING COMMITTEE

Washington, D. C.

September 21, 1967

John Feild opened the meeting and defined the working committee as a reviewing and coordinating body with the primary objective of insuring a steady flow of information to the national steering committee so that the steering committee will be able to make appropriate decisions at its meetings.

NOTE: Steering committee will meet Monday, October 9 at 7:30 PM in New York at the Time-Life Building.

### ADMINISTRATION

Office space has been secured in the Federal Bar Building West, 1819 H Street NW (telephone 293-1530). John Feild and Ron Linton will continue as coordinators for the Coalition. Full-time staff will consist of Olga Corey, information coordinator and associate coordinators Mel Cotton and Chris Mould. Jim Gibson of the Potomac Institute and Vernon Jordan of the Southern Regional Council will be available on a part-time basis on loan from their respective agencies.

NOTE: An administrative report will be sent to you before the October 9 steering committee meeting. You will also receive a roster with names, addresses and phone numbers of all steering committee members and their representatives. A budget for operating the Coalition will be presented to the steering committee on October 9.

### PUBLICATIONS

A roster of all those who attended the Convocation will be sent out before the October 9 meeting: everyone who attended will receive one. Complete proceedings are also being prepared and will also be sent to everyone registered at the Convocation.

NOTE: Because of printing costs, bulk copies of the proceedings can only be supplied at cost. Please notify Olga Corey in advance of your organization's needs.

### TASK FORCES

Two new task forces are being formed--Local Coalitions and Communications. Co-Chairmen for Local Coalitions are (1) Mayor Joseph Barr of Pittsburgh, (2) a businessman to be selected as soon as possible, and (3) Arnold Aaronson, of the Leadership Conference on Civil Rights. Co-Chairmen for Communications are (1) Joseph Allen, President of McGraw-Hill Publications, (2) John Johnson, President of Johnson Publications (Ebony, Jet), and (3) Harold Fleming, President of the Potomac Institute. Also, Roy Ash of Litton Industries has agreed to serve as Co-Chairman of the Task Force on Educational Disparities with Dr. Arthur Flemming and Roy Wilkins.



### PRIVATE EMPLOYMENT

Representatives of the Co-Chairmen of the task force met with the coordinating staff. They are considering pilot meetings (probably New York, Detroit, Atlanta) at which 10-20 representatives of the local corporate structure will generate ideas and lay the groundwork for local action. The first meeting would be held early in October. Under consideration for follow-up to the local meetings is a national meeting to launch plans for assisting local private employment programs. The task force also plans to prepare a handbook for the initiation and development of local task forces on private employment.

### LOCAL COALITIONS

Cities in which local coalitions are already in the process of formation--or are likely to be--are being identified. These cities will be contacted to send representatives to a national meeting in Chicago on October 18. At this meeting there will be presentations on the techniques of establishing and operating local coalition task forces on private employment, legislation (public service employment) and communications. Meanwhile, staff liaison from the Coalition will be available to any city coalition working in these three areas. Hopefully 50 or more local coalitions will be in operation by early November.

NOTE: All members of working committee were asked to immediately contact their principals and urge them to contact key people in local communities who could be helpful in establishing local coalitions as emphasized in the Coalition's Statement of Principles, Goals and Commitments.

### PUBLIC SERVICE EMPLOYMENT

The task force urged members of the working committee to relay to their principals the need for telegrams, calls and letters in support of the Clark-Javits bill. It was explained that the Coalition's endorsement of this legislation was taken as a result of polling members of the steering committee as agreed at the previous meeting. In order to keep procedures clear, the task force will meet before the October 9 steering committee meeting to draw up recommendations to the Committee for Coalition policy on pending legislation.

### COMMUNICATIONS

The three Co-Chairmen of this task force have defined their objectives as three-fold: (1) communicating to the public the meaning, goals and activities of the Urban Coalition, (2) working with other task forces in producing materials which will offer technical assistance and guidance in implementing coalition programs and (3) mounting a nationwide educational effort on the urgency of the urban crisis.

The national Advertising Council has registered a strong interest in assisting the Urban Coalition and has scheduled a special meeting with a coalition representative to discuss how their interests, talents and energies may best be used.

RECONSTRUCTION INVESTMENT AND URBAN DEVELOPMENT

Task force Co-Chairmen are meeting in New York on October 5. This task force will be working closely with the Insurance Committee on Urban Problems which will also be working closely with local coalitions.

EQUAL HOUSING OPPORTUNITY

Task force co-chairmen have not met yet. A task force operating in Illinois has expressed a desire to work with us.

OCTOBER 9 STEERING COMMITTEE MEETING

Four items have been proposed for the agenda of the October 9 meeting, which will be attended by principals and their representatives. These are: (1) recommendations on organization, (2) presentation of task force programs, (3) procedures for developing public policy positions and, (4) an administrative report. Since there will be discussion of the desirability of enlarging the present 33-member steering committee, especially to provide for some type of participation by local coalitions, a committee was appointed to consider this question and report on October 9. This committee consists of Richard Hirsch, Chairman, Andrew Biemiller, Alfred Eisenpreis, Harold Fleming, Bayard Rustin, Wayne Smithy and Peter Tufo.

It was also decided that the proposal for an Urban Economic Council would be presented to the steering committee at the October 9 meeting.

WORKING COMMITTEE

ROSTER

September 27, 1967

Mr. John Feild  
Mr. Ron Linton  
(202) 293-1530

Co-Chairmen

Mr. Andrew Biemiller  
(202) 628-3870

Mr. George Meany  
President  
AFL-CIO  
815 16th St., N. W.  
Washington, D. C.

Mr. Jack Conway  
(202) 393-5596  
Mr. David Cohen  
(202) 393-5581

Mr. Walter Reuther  
President  
United Auto Workers  
8000 E. Jefferson Ave.  
Detroit, Michigan

Msgr. Lawrence Corcoran  
(202) 332-2730

Archbishop John F. Dearden  
President  
National Conference of Catholic Bishops  
St. Aloysius  
1234 Washington Blvd.  
Detroit, Michigan

Mr. Jack Davies  
(212) 552-4415

Mr. David Rockefeller  
President  
Chase Manhattan Bank  
New York, N. Y.

Mr. Alfred Eisenpreis  
(212) 679-0800

Mr. Theodore Schlesinger  
President  
Allied Stores Corporation  
401 Fifth Avenue  
New York, N. Y.

Mr. Walter Fauntroy  
(202) 387-2090

The Reverend Martin Luther King  
President  
Southern Christian Leadership Conference  
330 Auburn Avenue, N. E.  
Atlanta, Georgia 30303

Mr. John Gunther  
(202) 298-7535  
Mr. Patrick Healy  
(202) 628-3440

Honorable Joseph Barr  
Mayor of the City of Pittsburgh  
City Hall  
Pittsburgh, Penn.

WORKING COMMITTEE

ROSTER  
(Page 2)

	Honorable Milton Graham Mayor of the City of Phoenix City Hall Phoenix, Arizona
	Honorable James H. J. Tate Mayor of the City of Philadelphia City Hall Philadelphia, Penn.
Mr. James Hamilton (202) 544-2350	Dr. Arthur Flemming President National Council of Churches 475 Riverside Drive New York, N. Y.
Dr. Roy Hamilton (617) 523-1100	Honorable John F. Collins Mayor of the City of Boston City Hall Boston, Mass.
Mr. Tom Hannigan (202) 265-8040	Mr. Joseph D. Keenan Secretary International Brotherhood of Electrical Workers 1200 15th St., N. W. Washington, D. C.
Mr. William C. Hart (212) 751-1311	Mr. Gerald L. Phillippe Chairman of the Board General Electric Co. 570 Lexington Avenue New York, New York
Rabbi Richard Hirsch (202) 387-2800	Rabbi Jacob Rudin President Synagogue Council of America 235 Fifth Avenue New York, N. Y.
Mr. Richard Idler (412) 553-4555	Mr. Frederick Close Chairman of the Board Aluminum Company of America Alcoa Building Pittsburgh, Penn.

WORKING COMMITTEE

ROSTER  
(Page 3)

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(404) 522-8764

Mr. Jay Kriegel  
(212) 566-6934  
Mr. Peter Tufo  
(202) 223-6694

Mr. Conrad Mallett  
(313) 963-0566

Mr. Allen Merrell  
(313) 322-2687

Mr. Clarence Mitchell  
(202) 544-5694

Mr. Charles Moeller  
(212) 578-2011

Mr. Paul Parker  
(612) 330-2100

Mr. Guichard Parris  
(212) 751-0300

Mr. John Wheeler  
President  
Mechanics and Farmers Bank  
Box 1932  
Durham, North Carolina

Honorable John V. Lindsay  
Mayor of the City of New York  
City Hall  
New York, N. Y.

Honorable Jerome P. Cavanagh  
Mayor of the City of Detroit  
City Hall  
Detroit, Michigan

Mr. Henry Ford II  
Chairman  
Ford Motor Company  
Detroit, Michigan

Mr. Roy Wilkins, Executive Director  
National Association for the  
Advancement of Colored People  
20 W. 40th St.  
New York, New York

Mr. Gilbert W. Fitzhugh  
President and Chief Executive Officer  
Metropolitan Life Insurance Co.  
One Madison Ave.  
New York, New York

Honorable Arthur Naftalin  
Mayor of the City of Minneapolis  
City Hall  
Minneapolis, Minnesota

Mr. Whitney Young, Jr.  
Executive Director  
National Urban League  
55 E. 52nd Street  
New York, N. Y.

WORKING COMMITTEE

ROSTER  
(Page 4)

Mr. Joseph Rauh  
(202) 737-7795

Mr. Bayard Rustin  
(212) 666-9510

Mr. John J. Sheehan  
(202) 638-6929

Mr. William Slayton  
(202) 265-2224

Mr. M. A. Sloan  
(919) 682-9201

Mr. Philip Sorenson  
(812) 379-6331

Mr. David Stahl  
(312) 744-3307

Mr. Arnold Aronson  
Executive Secretary  
Leadership Conference on Civil Rights  
2027 Mass. Ave., N.W.  
Washington, D. C.

Mr. A. Philip Randolph  
President  
Brotherhood of Sleeping Car Porters  
Room 301  
217 W. 125th St.  
New York, N. Y.

Mr. I. W. Abel  
President  
United Steelworkers of America  
1500 Commonwealth Building  
Pittsburgh, Penn.

Mr. Andrew Heiskell  
Chairman of the Board  
Time, Inc.  
Rockefeller Center  
New York, New York

Mr. James Rouse  
President  
The Rouse Co.  
Village of Cross Keys  
Baltimore, Md.

Mr. Asa T. Spaulding  
President  
North Carolina  
Mutual Insurance Company  
Box 201  
Durham, N. C.

Mr. J. Irwin Miller  
Chairman of the Board  
Cummins Engine Company  
301 Washington Street  
Columbus, Indiana

Honorable Richard Daley  
Mayor of the City of Chicago  
City Hall  
Chicago, Ill.

WORKING COMMITTEE

ROSTER  
(Page 5)

Mr. Dan Sweat  
(404) 522-4463

Mr. Anthony Weinlein  
Mr. Richard Murphy  
(202) 296-5940

Not yet designated

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

Mr. David Sullivan  
President  
Building Service Employees  
International Union  
900 Seventeenth St., N. W.  
Washington, D. C.

Mr. Roy Ash  
President  
Litton Industries  
9370 Santa Monica Boulevard  
Beverly Hills, California

# CITY OF ATLANTA



August 17, 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: Ann Moses

From: Dan Sweat

John Feild, U. S. Conference of Mayors, called today concerning the Urban Coalition meeting the Mayor will attend on Thursday, August 24.

They have divided the delegates into ten "mobilization sessions" and they want a Mayor and a businessman to chair each of the ten sessions. They are very anxious that Mayor Allen chair one of the sessions along with Roy Ash, President of Litton Industries.

The Mayor's topic would concern "Developing Local Support and Local Coalition for the Urban Coalition" and the second part that Mr. Ash would take would be "Ways of Expanding Private Initiative in Dealing with Central City Problems".

These sessions will be held at 2:00 p. m. and John says that if the Mayor has to leave early and catch a plane then Mr. Ash would chair the remainder of the session.

If the Mayor is in agreement, they would like his representative to be in Washington at 10:00 a. m. Monday to develop the program content. If you talk with the Mayor in the morning, would you please discuss this with him so that we can let the Conference of Mayors know as early as possible Friday whether or not he will be willing to do it.

DS:fy

*He said - emphatically, "No"*