

*Telefax***WESTERN UNION**

SENDING BLANK

TelefaxCALL
LETTERS

FJT

2/3/67

CHARGE
TO

City of Atlanta, Mayor's Office

Richard C. Leone
The White House
Washington, D. C.

Regret I will be unable to attend the Task Force meetings
on February 9 & 10 because of organizational meeting
of special housing commission for Atlanta.

Ivan Allen, Jr.
Mayor of Atlanta

Send the above message, subject to the terms on back hereof, which are hereby agreed to

PLEASE TYPE OR WRITE PLAINLY WITHIN BORDER—DO NOT FOLD

1269—(R 4-55)

ALL MESSAGES TAKEN BY THIS COMPANY ARE SUBJECT TO THE FOLLOWING TERMS:

To guard against mistakes or delays, the sender of a message should order it repeated, that is, telegraphed back to the originating office for comparison. For this, one-half the unreported message rate is charged in addition. Unless otherwise indicated on its face, this is an unreported message and paid for as such, in consideration whereof it is agreed between the sender of the message and the Telegraph Company as follows:

1. The Telegraph Company shall not be liable for mistakes or delays in the transmission or delivery, or for non-delivery, of any message received for transmission at the unreported message rate beyond the sum of five thousand dollars, nor for mistakes or delays in the transmission or delivery, or for non-delivery, of any message received for transmission at the repeated message rate beyond the sum of five thousand dollars, unless specially valued; nor in any case for delays arising from unavoidable interruption in the working of its lines.

2. In any event the Telegraph Company shall not be liable for damages for mistakes or delays in the transmission or delivery, or for the non-delivery, of any message, whether caused by the negligence of its servants or otherwise, beyond the actual loss, not exceeding in any event the sum of five thousand dollars, at which amount the sender of each message represents that the message is valued, unless a greater value is stated in writing by the sender thereof at the time the message is tendered for transmission, and unless the repeated message rate is paid or agreed to be paid and an additional charge equal to one-tenth of one per cent of the amount by which such valuation shall exceed five thousand dollars.

3. The Telegraph Company is hereby made the agent of the sender, without liability, to forward this message over the lines of any other company when necessary to reach its destination.

4. The applicable tariff charges on a message destined to any point in the continental United States listed in the Telegraph Company's Directory of Stations cover its delivery within the established city or community limits of the destination point. Beyond such limits and to points not listed in the Telegraph Company's Directory of Stations the Telegraph Company does not undertake to make delivery but will endeavor to arrange for delivery by any available means as the agent of the sender, with the understanding that the sender authorizes the collection of any additional charge from the addressee and agrees to pay such additional charge if it is not collected from the addressee.

5. No responsibility attaches to the Telegraph Company concerning messages until the same are accepted at one of its transmitting offices; and if a message is sent to such office by one of the Telegraph Company's messengers, he acts for that purpose as the agent of the sender, except that when the Telegraph Company sends a messenger to pick up a message, the messenger in that instance acts as the agent of the Telegraph Company in accepting the message, the Telegraph Company assuming responsibility from the sender such acceptance.

6. The Telegraph Company will not be liable for damages or statutory penalties when the claim is not presented in writing to the Telegraph Company, (a) within ninety days after the message is filed with the Telegraph Company for transmission in the case of a message between points within the United States (except in the case of an intra-state message in Texas) or between a point in the United States on the one hand and a point in Alaska, Canada, Mexico, or at, Pierre-Miquelon Islands on the other hand, or between a point in the United States and a ship at sea or in the air, (b) within 95 days after the cause of action, if any, shall have accrued in the case of an intra-state message in Texas, and (c) within 180 days after the message is filed with the Telegraph Company for transmission in the case of a message between a point in the United States and a foreign or overseas point other than the points specified above in this paragraph; provided, however, that this condition shall not apply to claims for damages or overcharges within the purview of Section 415 of the Communications Act of 1934, as amended.

7. It is agreed that in any action by the Telegraph Company to recover the tolls for any message or messages the prompt and correct transmission and delivery thereof shall be presumed, subject to rebuttal by competent evidence.

8. Special terms governing the transmission of messages according to their classes, as enumerated below, shall apply to messages in each of such respective classes in addition to all the foregoing terms.

9. No employee of the Telegraph Company is authorized to vary the foregoing.

4-54

CLASSES OF SERVICE

DOMESTIC SERVICES

TELEGRAM

The fastest domestic service.

DAY LETTER (DL)

A deferred same-day service, at low rates.

NIGHT LETTER (NL)

Economical overnight service. Accepted up to 2 A. M. for delivery the following morning, at rates lower than the Telegram or Day Letter rates.

INTERNATIONAL SERVICES

FULL RATE (FR)

The fastest overseas service. May be written in code, cipher, or in any language expressed in Roman letters.

LETTER TELEGRAM (LT)

For overnight plain language messages, at half-rate. Minimum charge for 22 words applies.

SHIP RADIOGRAM

For messages to and from ships at sea.

Telefax

WESTERN UNION

Telefax



135P EST FEB 3 67 AF163 DE4343

DE WA008 GOVT PD WUX THE WHITE HOUSE WASHINGTON DC 3 NPT

HONORABLE IVAN ALLEN, MAYOR OF ATLANTA

DONT DWR ATLANTA GA

PLEASE CONFIRM YOUR ATTENDANCE AT TASK FORCE MEETINGS ON FEBRUARY
9 & 10. GUESTS WILL INCLUDE FRANK RIESSMAN AND GARTH MANGUM
AS WELL AS REPRESENTATIVES OF THE COUNCIL ECONOMIC ADVISERS
AND OTHER AGENCIES. MEETING BEGINS 10:00 A.M., ON THURSDAY
ROOM 474, INDIAN TREATY ROOM; AND AT 9 A.M., ON FRIDAY ROOM
459

RICHARD C LEONE

9 & 10 10:00 474 9 459.

lyvp

Regets

Office of the Mayor

TELEPHONE MESSAGE

To Capt. - Ryan

Name Ryan

Telephone No. _____

- | | |
|--|---|
| <input type="checkbox"/> Wants you to call | <input type="checkbox"/> Is here to see you |
| <input type="checkbox"/> Returned your call | <input type="checkbox"/> Came by to see you |
| <input type="checkbox"/> Left the following message: | |

Ball

Secretary Taylor

9:39 → Delta 525

No room requirements

8-1 8:30

Date: _____ Time _____ a.m./p.m.

By _____



Ivan Allen, Jr., Mayor

ame
Friday

LIND

ame

Please share

Mr Dunlop

Ford Foundation

Concerning my availability

until June

NY Pl. - 2900

Task Force

Feb 23-24

Mar 9-10

Apr 23-24

May 6-7

Jun 20-21

Jul 4-5

Aug 18-19

June 1-2

June 15-16

FROM ArDEE AMES

To: Members of Task Force

For your information there
are further clippings on
the UDC proposal.

1/9/67

TRANSMITTAL SLIP

ROUTE TO:	NAME	ROOM	BUILDING
1.	Mr. Allen		
2.			
3.			
4.			
5.			
6.			

- ☐ Action ☐ As requested ☐ Surname
☐ Approval ☐ Signature ☐ Your information

☐ Prepare reply for signature of _____

REMARKS:

Attached is the travel voucher for your trip to Washington 10/28. Please sign, retain your carbon and return the original to me.

Also attached is a per diem claim sheet on which you may record any time devoted to this assignment during the period 11/6-19.

I hope the personnel documents arrived on schedule.

FROM (Name)

Mary R. Carlsen

DATE

11/11

Telefax

WESTERN UNION

Telefax



511P EST OCT 25 66 AH403 PA689

A P WB 143 PD

FAX WASHINGTON DC 25 552P EDT

HONORABLE IVAN ALLEN, MAYOR

ATLA

MEETING BEGINS 9:15 AM INSTEAD OF 10:00 AM FRIDAY, OCTOBER

28 AS PREVIOUSLY SCHEDULED BY MR. GAITHER AND MR. YLVISAKEN

ARDEE ANES

(37)g

1 Mrs. Ann Drummond 688-2659
2 Mrs. Betty Robinson 5-3383

MRS DRUMMOND

PJ 839P WIRE AM

Office of the Mayor

ATLANTA, GEORGIA

PHONE JA. 2-4463

Ivan Allen, Jr., Mayor

Ford Foundation

Paul Ylvisaker

(Mr Dunlap)

New York

PLAZA 1 - 2900

Ext 386

Paul Gaither White Her-
ren

Ward my fr.

Ward Home 456-1414

Extensi 3490

Ann Ruth Reed

Office of the Mayor

ATLANTA, GEORGIA

PHONE JA. 2-4463

Ivan Allen, Jr., Mayor

Am The Parent Schedule

*Nov 19th + 28th
cancel*

Dec 15th cancel

*Jan 67, — 12th
26th*

Office of the Mayor

ATLANTA, GEORGIA

PHONE JA. 2-4463

Ivan Allen, Jr., Mayor

Juni Grithen W/H }
Juni Grithen } 2802 7
303 Ex
Confidential groups Off
on City Bldg
10: AM

Repeating Date
May or June

- (1) Ind of Cit Decent Bld
- (2) Slum problem ^{perchance of} slum bldg

Office of the Mayor

ATLANTA, GEORGIA

PHONE JA. 2-4463

Ivan Allen, Jr., Mayor

Broad look of City
Admin or basis

Ch Paul Busch

Julius Henry

Ben Alexander

Ed Berry w/2

Stenat Clapp in NC

Arthur Dorman

Office of the Mayor

ATLANTA, GEORGIA

PHONE JA. 2-4463

Ivan Allen, Jr., Mayor

John Dunlap

Er Eankutz

Det GAW in JBP

McGraw

Phizer

Thant in letted

staff BULLETIN

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

66-77

June 27, 1966

STANDARDS OF CONDUCT

Several days ago you received summary information on the Department's revised Standards of Conduct regulations. The regulations were published in the Federal Register on June 24, and are reproduced in their entirety in the attachment. It is important that each employee carefully read all of the regulations and become familiar with them.

Information concerning reporting procedures and other implementing instructions, including the designation of Deputy Counselors, will be issued shortly. In the meantime employees should give particular attention to the provisions of Sections 0.735-203 through 0.735-205, and be prepared to file a report on any outside employment or other outside activity that requires authorization, or financial or other interest that is subject to disclosure. Unless you are occupying a position subject to the provisions of Subpart E of the regulations, a report will be required upon receipt of implementing instructions if you -

- are engaged in any outside employment or other outside activity that is subject to the prior approval provisions of Section 0.735-203(c) and (d), and such activity has not been reported previously.
- have any unreported financial or other interests that are subject to the disclosure requirements of Section 0.735-205(a).

Employees subject to Subpart E will be given special instructions concerning the filing of the statements of employment and financial interests required by 0.735-501.

If an employee (including an employee subject to Subpart E) is engaged in any outside employment or other outside activity or has a financial or other interest that now is prohibited by Sections 0.735-203(a) and (b) and 0.735-204(a), and he cannot or does not terminate such activity or interest by August 1, 1966, a report on or before that date is required, describing the steps that he has taken to conform with the referenced sections.

The attention of all employees is called to Section 0.735-106, which provides that the interest of a spouse, minor child, or a blood relative who is a full-time resident of an employee's immediate household is considered to be an interest of the employee.

Attachment

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
Reprinted from Federal Register - 31 F.R. p 8781-85
June 24, 1966

Title 24—HOUSING AND HOUSING CREDIT

Subtitle A—Office of the Secretary, Department of Housing and Urban Development

PART 0—STANDARDS OF CONDUCT

Pursuant to and in accordance with sections 201 through 209 of Title 18 of the United States Code, Executive Order 11222 of May 8, 1965 (30 F.R. 6469), and Title 5, Chapter I, Part 735 of the Code of Federal Regulations, Part 0 is added to Subtitle A of Title 24 of the Code of Federal Regulations, reading as follows:

Subpart A—General Provisions

- Sec.
0.735-101 Purpose.
0.735-102 Definitions.
0.735-103 Interpretation and advisory service.
0.735-104 Notification to employees and special Government employees.
0.735-105 Remedial action.
0.735-106 Interest of employee's or special Government employee's relatives.

Subpart B—Conduct and Responsibilities of Employees

- 0.735-201 Basic principle.
0.735-202 Gifts, entertainment, and favors.
0.735-203 Outside activity.
0.735-204 Financial interests.
0.735-205 Personal real estate transactions.
0.735-206 Use of inside information.
0.735-207 Intermediaries and product recommendations.
0.735-208 Membership in organizations.
0.735-209 Use of Government property.
0.735-210 Indebtedness.
0.735-211 Gambling, betting, and lotteries.
0.735-212 General conduct; and conduct prejudicial to the Government.

Subpart C—Conduct and Responsibilities of Special Government Employees

- 0.735-301 Use of Government employment.
0.735-302 Use of inside information.
0.735-303 Coercion.
0.735-304 Gifts, entertainment, and favors.
0.735-305 Applicability of other provisions.

Subpart D—Miscellaneous Statutory Provisions

- 0.735-401 Applicable statutory provisions.

Subpart E—Statements of Employment and Financial Interests

- 0.735-501 Submission of statements.
0.735-502 Supplementary statements.
0.735-503 Information not known by employees.
0.735-504 Information prohibited.
0.735-505 Review of statements.
0.735-506 Confidentiality of statements.
0.735-507 Effect of employee's statements on other requirements.
0.735-508 Specific provisions for special Government employees.

Appendix—List of Positions Subject to Subpart E.

AUTHORITY: The provisions of this Part 0 issued under E.O. 11222 of May 8, 1965, 30 F.R. 6469, 3 CFR, 1965 Supp.; 5 CFR 735.104.

Subpart A—General Provisions

§ 0.735-101 Purpose.

The maintenance of unusually high standards of honesty, integrity, impartiality, and conduct by Government employees and special Government employees is essential to assure the proper performance of the Government business and the maintenance of public confidence. The avoidance of misconduct and conflicts of interest on the part of Government employees and special Government employees through informed judgment is indispensable to the maintenance of these standards. To accord with these concepts, this part sets forth the Department's regulations prescribing standards of conduct and responsibilities, and governing statements of employment and financial interests for employees and special Government employees.

§ 0.735-102 Definitions.

(a) "Department" means the Department of Housing and Urban Development.

(b) "Employee" means an officer or employee of the Department, but does not include a special Government employee.

(c) "Special Government employee" means an officer or employee of the Department appointed to serve with or without compensation, for not more than 130 consecutive days during any period of 365 days, on a full-time, part-time, or intermittent basis, and who is retained, designated, appointed, or employed as a special Government employee under the provisions of section 202 of Title 18 of the United States Code.

(d) "Person" means an individual, a corporation, a company, an association, a firm, a partnership, a society, a joint stock company, or any other organization or institution.

(e) "Outside employment" means all gainful employment other than the performance of official duties. It includes, but is not limited to, working for another employer, the management or operation of a private business for profit (including personally owned businesses, partnerships, corporations, and other business entities), and other self-employment.

§ 0.735-103 Interpretation and advisory service.

(a) *Department counselor.* The General Counsel is designated Counselor for the Department and shall serve as the Department's designee to the Civil Service Commission on matters covered by

this part. He shall be responsible for coordinating the Department's counseling services and for assuring that counseling and interpretations on questions of conflicts of interest and other matters covered by this part are available to designated deputy counselors. He may form ad hoc committees to evaluate the effectiveness of the standards, or to consider any new or unusual question arising from their application.

(b) *Deputy counselors.* Such deputy counselors as may be required shall be designated to give authoritative advice and guidance to current and prospective employees and special Government employees on questions of conflicts of interest and on other matters covered by this part.

§ 0.735-104 Notification to employees and special Government employees.

The provisions of this part and all revisions thereof shall be brought to the attention of and made available to:

(a) Each employee and special Government employee at the time of issuance and at least annually thereafter;

(b) Each new employee and special Government employee at the time of employment.

§ 0.735-105 Remedial action.

A violation of this part by an employee or special Government employee may be cause for remedial or disciplinary action. Such action may include, but is not limited to:

(a) Changes in assigned duties;

(b) Divestment by the employee or special Government employee of his conflicting interest;

(c) Disciplinary action, including separation, which may be in addition to any penalty prescribed by law; or

(d) Disqualification for a particular assignment.

Remedial action, whether disciplinary or otherwise, shall be effected in accordance with any applicable laws, Executive orders, and regulations.

§ 0.735-106 Interests of employee's or special Government employee's relatives.

For the purposes of this part, the interest of a spouse, minor child, or a blood relative who is a full-time resident of an employee's or special Government employee's immediate household is considered to be an interest of the employee or special Government employee.

Subpart B—Conduct and Responsibilities of Employees

§ 0.735-201 Basic principle.

(a) Each employee must realize that the Government's basic and controlling purpose in employing him is the public interest, rather than his private or personal interest, and that he can never have a right of tenure that transcends the public good. He can properly be a Government employee only as long as it remains in the public interest for him to be one. Public trust and confidence in the integrity of the Government are paramount.

(b) (1) This basic principle applies with special force and effect in the Department of Housing and Urban Development, which deals directly with important segments of the public, and whose success depends upon public trust and confidence in its actions. The official actions of the Department often have a direct bearing upon the financial and other interests of individuals, firms, and institutions with which it does business. Furthermore, the effective accomplishment of the Department's mission is significantly dependent upon a public image that engenders confidence in the Department's integrity. Accordingly, the avoidance of any involvement that tends to damage that image is a responsibility of exceptional importance for all employees who participate in or influence official operating determinations that affect the interests of those with whom the Department does business.

(2) If there is knowledge of an employee's involvement in or association with circumstances reasonably construed to reduce public confidence in the acts or determinations of the Department, such knowledge may be sufficient cause for the initiation of action adverse to the employee. Employees, therefore, are alerted to the gravity with which the Department will view any such involvement, especially if it has to do with conflicts of interest or the compromise of integrity—whether real or only apparent.

§ 0.735-202 Gifts, entertainment, and favors.

(a) Except as provided in paragraph (b) of this section, an employee shall not solicit or accept, directly or indirectly, any gift, gratuity, favor, entertainment, loan, or any other thing of monetary value, from a person who:

(1) Has, or is seeking to obtain, contractual or other business or financial relations with the Department;

(2) Conducts operations or activities that are regulated by the Department; or

(3) Has interests that may be substantially affected by the performance or nonperformance of the employee's official duty.

(b) The prohibitions of paragraph (a) of this section do not apply to:

(1) The acceptance of customary business services from banks or other financial institutions if such services are obtained under terms and conditions available to the general public;

(2) Obvious family or personal relationships, such as those between the employee and his parents, children, or spouse, when the circumstances make it clear that it is those relationships rather than the business of the persons concerned which are the motivating factors;

(3) The acceptance of food and refreshments of nominal value on infrequent occasions in the ordinary course of a luncheon or dinner meeting or other meeting or on an inspection tour where an employee may properly be in attendance;

(4) The acceptance of unsolicited advertising or promotional material, such as pens, pencils, note pads, calendars, and other items of nominal intrinsic value.

(c) An employee shall avoid any action, whether or not specifically prohibited by the regulations in this part, which might result in, or create the appearance of:

(1) Using public office for private gain;

(2) Giving preferential treatment to any person;

(3) Impeding Government efficiency or economy;

(4) Losing complete independence or impartiality; or

(5) Making a Government decision outside official channels.

(d) An employee shall not solicit contributions from another employee for a gift, or make a donation as a gift, when such gift is for an employee in a superior official position. An employee in a superior official position shall not accept a gift presented as a contribution from employees receiving less salary than himself.

(e) An employee shall not accept a gift, present, decoration, or other thing from a foreign government unless authorized by law.

§ 0.735-203 Outside activity.

(a) An employee shall not engage in outside employment or other outside activity not compatible with the full and proper discharge of his duties and responsibilities as an employee of the Department. Incompatible activities include but are not limited to:

(1) Acceptance of a fee, compensation, gift, payment of expense, or any other thing of monetary value in circumstances in which acceptance may result in, or create the appearance of, a conflict of interest;

(2) Employment which tends to impair his mental or physical capacity to perform his official duties and responsibilities in an acceptable manner;

(3) Activities that may be construed by the public to be the official acts of the Department;

(4) Activities that establish relationships or property interests that may result in a conflict between his private interests and his official duties; and

(5) Employment that may involve the use of information secured as a result of employment in the Department to the detriment of the Department or the public interest, or that may give preferential treatment to any person, corporation, public agency, or group.

(b) An employee shall not receive any salary or anything of monetary value from a private source as compensation for his services to the Government (18 U.S.C. 209).

(c) Full-time employees and part-time employees with a regularly scheduled tour of duty must obtain the prior approval of a designated personnel officer before engaging in outside employment in the following categories:

(1) Employment related to or similar to the substantive programs conducted by any part of the Department. This includes but is not limited to the broad fields of real estate, mortgage lending, property insurance, construction, construction financing, and land and real estate planning.

(2) Employment in the same professional field as that of the individual's official position.

(3) Employment with any person, firm, or other private organization having business either directly or indirectly with the Department.

(4) Employment by State, local, or other governmental body.

(d) No full-time employee or part-time employee with a regularly scheduled tour of duty shall maintain a publicly listed place of business without the prior approval of a designated personnel officer.

(e) Except for employees subject to the requirements of Subpart E of this part, approvals required by paragraphs (c) and (d) of this section shall be requested on Form HUD-843, Request for Authorization to Engage in Outside Employment and/or Statement of Financial Interests. All pertinent facts regarding the proposed employment, such as the name of the employer, the nature of the work to be performed, and the amount of time involved, shall be set forth.

(f) (1) Employees are encouraged to engage in teaching, lecturing, and writing that is not prohibited by law, Executive order, or this part. However, an employee shall not, either for or without compensation, engage in teaching, lecturing, or writing that is dependent on information obtained as a result of his employment by the Department, except when that information has been made available to the general public or will be made available on request, or when the Secretary or his designee gives written authorization for the use of non-public information on the basis that the use is in the public interest.

(2) An employee may use his name and title in connection with articles for publication which bear upon his work in the Department only if he obtains the approval of a designated personnel officer.

(g) This section does not preclude an employee from:

(1) Accepting bona fide reimbursement, unless prohibited by law, for actual expenses for travel and such other necessary subsistence as is compatible with this part for which no Government payment or reimbursement is made. However, an employee may not be reimbursed, and payment may not be made on his behalf, for excessive personal living expenses, gifts, entertainment or other personal benefits.

(2) Participating in the affairs of or accepting an award for a meritorious public contribution or achievement given by a charitable, religious, professional, social, fraternal, nonprofit educational and recreational, public service, or civic organization.

(3) Participating in the activities of National or State political parties not proscribed by law.

§ 0.735-204 Financial interests.

(a) An employee shall not:

(1) Have a direct or indirect financial interest that conflicts, or appears to conflict, with his official duties and responsibilities.

(2) Engage in, directly or indirectly, a financial transaction as a result of, or primarily relying on, information obtained through his employment by the Department.

(3) Acquire securities issued by the Federal National Mortgage Association.

(4) Acquire ownership of stock or other interest in a rental project financed with an FHA insured mortgage as long as the insurance is in force.

(5) Acquire ownership of FHA debentures or certificates of claim.

(6) Acquire interest in a cooperative or condominium housing project financed under the National Housing Act if the interest is not for obtaining a home for himself or his family.

(7) Be an officer or director of any organization which is an FHA approved mortgagee or lending institution or which services mortgages or other securities for the Department. An employee may hold stock or shares in such organizations provided his official duties are such that the holding will not create or tend to create a conflict of interest. The prohibitions of this paragraph do not apply to Federal Credit Unions that have been approved as Title I lending institutions.

(8) Participate directly or indirectly in any real estate activities for speculative purposes as distinguished from bona fide investment purposes.

(b) This section does not preclude an employee from having a financial interest or engaging in financial transactions to the same extent as a private citizen not employed by the Department so long as it is not prohibited by law, Executive Order 11222, or this part.

§ 0.735-205 Personal real estate transactions.

(a) Because the operations of the Department are directly related to individual real estate transactions, all Department employees must exercise the utmost care in the handling of their personal

real estate activities. Employees must therefore report to a designated personnel officer the following types of personal real estate transactions (if the transaction involves FHA mortgage insurance, the report shall be filed at the time the application for such insurance is filed; other types of transactions shall be reported at the time of consummation of the transaction):

(1) Any purchase or sale of real property in which an employee has an interest.

(2) Any Title I property improvement loan obtained by the employee or in which he has a financial interest. In such case the employee must report the name of the lending institution and a description of the improvements being financed.

(3) Any interest in a cooperative or condominium housing project financed under the National Housing Act if it involves a home for himself or his family.

(b) In addition to the reporting requirements of paragraph (a) of this section, employees shall report all real estate holdings other than those held as personal residences.

(c) Except for employees subject to the requirements of Subpart E of this part, reports required by paragraphs (a) and (b) of this section shall be filed on Form HUD-843, Request for Authorization to Engage in Outside Employment and/or Statement of Financial Interests.

§ 0.735-206 Use of inside information.

Except as provided in § 0.735-203(f), no employee shall give or use inside information acquired by means of his position to advance any private interest, particularly the private interests of himself, his family, associates, or friends. For the purpose of this section "inside information" means information obtained under Government authority but which has not become part of the body of public information.

§ 0.735-207 Intermediaries and product recommendations.

No employee shall recommend or suggest the use of any particular or identified nongovernmental intermediary to deal with the Department nor shall he recommend any device or product tested by or for, or used by, the Department, except as required by his official duties.

§ 0.735-208 Membership in organizations.

(a) An employee may not, in his official capacity as an officer or employee of the Department, serve as a member of a non-Federal or private organization except where express statutory authority exists, or statutory language necessarily implies such authority. However, an employee may serve in an individual capacity as a member of a non-Federal or private organization, provided that:

(1) His membership does not violate the restrictions noted in § 0.735-203; and

(2) His official title or organization connection is not shown on any listing or presented in any activity of the organization in such a manner as to imply that he is acting in his official capacity.

(b) An employee may be designated to serve as a liaison representative of the Department to a non-Federal or private organization provided that:

(1) The activity relates to the work of the Department.

(2) The employee does not participate by vote in the policy determinations of the organization.

(3) The Department is in no way bound by any vote or action taken by the organization.

§ 0.735-209 Use of Government property.

An employee shall not directly or indirectly use, or allow the use of Department property of any kind, including property leased to the Department, for other than officially approved activities. An employee has a positive duty to protect and conserve Government property, including equipment, supplies, and other property entrusted or issued to him.

§ 0.735-210 Indebtedness.

An employee shall pay each just financial obligation in a proper and timely manner, especially one imposed by law, such as Federal, State, and local taxes. For the purpose of this section, "just financial obligation" means one acknowledged by the employee or reduced to judgment by a court, and "in a proper and timely manner" means in a manner which the Department determines does not, under the circumstances, reflect adversely on the Government as his employer. In the event of a dispute between an employee and an alleged creditor, this section does not require the Department to determine the validity or the amount of the disputed debt.

§ 0.735-211 Gambling, betting, and lotteries.

An employee shall not participate, while on Government-owned or leased property or while on duty for the Department, in any gambling activity including the operation of a gambling device, in conducting a lottery or pool, in a game for money or property, or in selling or purchasing a number slip or ticket.

§ 0.735-212 General conduct; and conduct prejudicial to the Government.

(a) Each employee shall conduct himself in a manner that facilitates the effective accomplishment of the work of the Department, observing at all times the requirements of courtesy, consideration, and promptness in dealing with the public and with persons or firms having business with the Department;

(b) An employee shall not engage in criminal, infamous, dishonest, immoral, or notoriously disgraceful conduct, or other conduct prejudicial to the Government.

Subpart C—Conduct and Responsibilities of Special Government Employees

§ 0.735-301 Use of Government employment.

A special Government employee shall not use his Government employment for

a purpose that is, or gives the appearance of being, motivated by the desire for private gain for himself or another person, particularly one with whom he has family, business, or financial ties.

§ 0.735-302 Use of inside information.

(a) A special Government employee shall not use inside information obtained as a result of his Government employment for private gain for himself or another person either by direct action on his part or by counsel, recommendation, or suggestion to another person, particularly one with whom he has family, business, or financial ties. For the purpose of this section, "inside information" means information obtained under Government authority which has not become part of the body of public information.

(b) Special Government employees may teach, lecture, or write in a manner consistent with the provisions of § 0.735-203(f).

§ 0.735-303 Coercion.

A special Government employee shall not use his Government employment to coerce, or give the appearance of coercing, a person to provide financial benefit to himself or another person, particularly one with whom he has family, business, or financial ties.

§ 0.735-304 Gifts, entertainment, and favors.

(a) Except as provided in paragraph (b) of this section, a special Government employee, while so employed or in connection with his employment, shall not receive or solicit from a person having business with the Department anything of monetary value as a gift, gratuity, loan, entertainment, or favor for himself or another person, particularly one with whom he has family, business, or financial ties.

(b) The exceptions of § 0.735-202(b), which are applicable to employees, are also applicable to special Government employees.

§ 0.735-305 Applicability of other provisions.

(a) Each special Government employee is subject to the provisions of §§ 0.735-201, 0.735-208 through 0.735-212, and 0.735-508.

(b) Each special Government employee shall acquaint himself with each statute listed in Subpart D of this part.

Subpart D—Miscellaneous Statutory Provisions

§ 0.735-401 Applicable statutory provisions.

Each employee shall acquaint himself with each statute that relates to his ethical and other conduct as an employee of the Department and of the Government. The attention of each employee is directed to the following statutory provisions:

(a) House Concurrent Resolution 175, 85th Congress, 2d Session, 72 Stat. B12, the "Code of Ethics for Government Service".

(b) Chapter 11 of Title 18, United States Code, relating to bribery, graft,

and conflicts of interest, as appropriate to the employees concerned.

(c) The prohibition against lobbying with appropriated funds (18 U.S.C. 1913).

(d) The prohibitions against disloyalty and striking (5 U.S.C. 118p, 118r).

(e) The prohibition against the employment of a member of a Communist organization (50 U.S.C. 784).

(f) The prohibitions against (1) the disclosure of classified information (18 U.S.C. 798, 50 U.S.C. 783); and (2) the disclosure of confidential information (18 U.S.C. 1905).

(g) The provision relating to the habitual use of intoxicants to excess (5 U.S.C. 640).

(h) The prohibition against the misuse of a Government vehicle (5 U.S.C. 78(c)).

(i) The prohibition against the misuse of the franking privilege (18 U.S.C. 1719).

(j) The prohibition against the use of deceit in an examination or personnel action in connection with Government employment (5 U.S.C. 637).

(k) The prohibition against fraud or false statements in a Government matter (18 U.S.C. 1001).

(l) The prohibition against mutilating or destroying a public record (18 U.S.C. 2071).

(m) The prohibition against counterfeiting and forging transportation requests (18 U.S.C. 508).

(n) The prohibitions against (1) embezzlement of Government money or property (18 U.S.C. 641); (2) failing to account for public money (18 U.S.C. 643); and (3) embezzlement of the money or property of another person in the possession of an employee by reason of his employment (18 U.S.C. 654).

(o) The prohibition against unauthorized use of documents relating to claims from or by the Government (18 U.S.C. 285).

(p) The prohibition against proscribed political activities—The Hatch Act (5 U.S.C. 118i), and 18 U.S.C. 602, 603, 607, and 608.

Subpart E—Statements of Employment and Financial Interests

§ 0.735-501 Submission of statements.

(a) Not later than 90 days after the effective date of this part, each employee occupying a position designated in the Appendix shall submit to the reviewing official specified in § 0.735-505, Form HUD-844, Statement of Employment and Financial Interests.

(b) Each employee who enters on duty after the effective date of this part in a position designated in the Appendix shall submit to the reviewing official specified in § 0.735-505 a statement not later than 30 days after his entrance on duty or 90 days after the effective date of this part, whichever is later.

(c) Additions to, deletions from, and other amendments of the list of positions in the Appendix may be made from time to time as necessary to carry out the purpose of the law, Executive Order 11222, and Part 735 of the Civil Service

Commission Regulations (5 CFR Part 735). Such amendments are effective upon actual notification to the incumbents. The amended list shall be submitted at least annually for publication in the FEDERAL REGISTER.

§ 0.735-502 Supplementary statements.

(a) Changes in, or additions to, the information contained in an employee's statement shall be reported to the appropriate reviewing official in a supplementary statement at the end of the quarter in which the change occurs. Interim memoranda reports shall be filed if required to meet the prior approval provisions of § 0.735-203 (c) and (d), or the requirements of § 0.735-205(a) concerning the timely reporting of real estate transactions. Financial interests or employment acquired during a quarter, but disposed of or terminated before the end of such quarter, shall constitute changes or additions to be reported at the end of such quarter. Quarters end March 31, June 30, September 30, and December 31. If there are no changes or additions in a quarter, a negative report is not required. However, for the purpose of annual review, a supplementary statement, negative or otherwise, is required as of June 30 of each year.

(b) A supplementary statement shall be submitted on Form HUD-844, and shall be designated "Supplementary". A supplementary statement shall furnish all information required by an initial statement and by appropriate notation, shall indicate any changes in, or additions to the information set out in the employee's initial statement or last supplementary statement.

§ 0.735-503 Information not known by employees.

If any information required to be included on a statement or supplementary statement, including holdings placed in trust, is not known to the employee but is known to another person, the employee shall request that other person to submit information in his behalf.

§ 0.735-504 Information prohibited.

This subpart does not require an employee to report information relating to his connection with, or interest in, a professional society or a charitable, religious, social, fraternal, recreational, public service, civic, or political organization or a similar organization not conducted as a business enterprise. For the purpose of this section, educational and other institutions doing research and development or related work involving grants of money from or contracts with the Government are deemed "business enterprises" and are required to be included in an employee's statement.

§ 0.735-505 Review of statements.

(a) Employees reporting directly to the Secretary shall submit their statements directly to the Secretary for review; employees reporting directly to the Under Secretary shall submit their statements directly to the Under Secretary for review.

(b) Employees reporting directly to Assistant Secretaries shall submit their

statements directly to the appropriate Assistant Secretary for review; employees reporting directly to the General Counsel shall submit their statements directly to the General Counsel for review.

(c) Employees not included in paragraph (a) or (b) of this section shall submit their statements directly to the appropriate Deputy Counselor.

(d) When a statement submitted under paragraph (b) or (c) of this section, or information from other sources, indicates a conflict between the interest of an employee and the performance of his official duties, and when the conflict or appearance of conflict cannot be resolved by the reviewing official, he shall report the information concerning the conflict or appearance of conflict to the Secretary through the Counselor. The employee concerned shall be given an opportunity to explain the conflict or appearance of conflict before any required remedial action is initiated.

§ 0.735-506 Confidentiality of statements.

After the review process has been completed, the statements submitted under § 0.735-505 shall be promptly forwarded to the personnel office having custody of the employee's official personnel file. The statements shall be held in confidence and retained in limited access files. Information from a statement may not be disclosed except as the Secretary or his designee, or the Civil Service Commission may determine for good cause shown.

§ 0.735-507 Effect of employee's statements on other requirements.

The statements and supplementary statements required of employees are in addition to, and not in substitution for, or in derogation of, any similar requirement imposed by law, order, or regulation. The submission of a statement or supplementary statement by an employee does not permit him or any other person to participate in a matter in which his or the other person's participation is prohibited by law, order or regulation.

§ 0.735-508 Specific provisions for special Government employees.

(a) Except as provided in paragraph (c) of this section, each special Government employee shall submit to the reviewing official specified in § 0.735-505, Form HUD-844-A, Statement of Employment and Financial Interests, not later than the time of his employment. He shall keep his statement current throughout his employment with the Department by the submission of supplementary statements.

(b) The provisions of §§ 0.735-503, 0.735-504, 0.735-506, and 0.735-507 are applicable to a special Government employee who is required to file a statement.

(c) The Secretary or his designee may waive the provisions of this section in the case of a special Government employee who is not a consultant or an expert when it is determined that the duties of the position held by the special Government employee are of a nature and at such level of responsibility that the submission of a statement is not necessary to protect the integrity of the Government. For the purpose of this paragraph, "consultant" and "expert" have the meanings given those terms by Chapter 304 of the Federal Personnel Manual.

This part was approved by the Civil Service Commission on May 17, 1966.

Effective date. This part shall be effective as of June 24, 1966.

ROBERT C. WEAVER,
*Secretary of Housing and
Urban Development.*

APPENDIX—LIST OF POSITIONS SUBJECT TO SUBPART E

Officers and employees in the following positions are subject to the provisions of Subpart E of this part:

(a) Employees paid at a level of the Federal Executive Salary Schedule established by the Federal Executive Salary Act of 1964, as amended, except the Secretary, who is subject to separate reporting requirements under section 401 of Executive Order 11222;

(b) Employees in grade GS-16 or above of the General Schedule established by the Classification Act of 1949, as amended, or in comparable or higher positions not subject to that Act; and

(c) Employees in the following positions:

OFFICE OF THE SECRETARY

Departmental:
Administrative Assistant to the Secretary.
Director, Low-Income Housing Demonstration Staff, Office of Program Policy.
Director, Division of Research Development, Office of Program Policy.
Director, Equal Opportunity Standards and Regulations Staff.
Deputy Director, Compliance Division.
Field Supervisory Investigators, Compliance Division.
Director, Audit Division, Office of Administration.
Deputy Director, Audit Division, Office of Administration.
Field Supervisory Auditors, Audit Division, Office of Administration.
Director, Division of Finance and Accounts, Office of Administration.
Deputy Director, Division of Finance and Accounts, Office of Administration.
Director, Division of General Services, Office of Administration.
Director, Property Management and Procurement Branch, Division of General Services, Office of Administration.
Field:
Deputy Regional Administrator.
Regional Director of Administration.
Director, Division of Community Facilities.
Deputy Director, Division of Community Facilities.
Director, Division of Urban Renewal.
Deputy Director, Division of Urban Renewal.
Director, Northwest Operations.

Deputy Director, Northwest Operations.
Regional Counsel.
Chief, Real Estate Disposition, Division of Urban Renewal.
Chief, Real Estate Acquisition, Division of Urban Renewal.

ASSISTANT SECRETARY FOR MORTGAGE CREDIT AND FEDERAL HOUSING COMMISSIONER

Federal Housing Administration

Departmental:
Director of Compliance Coordination.
Director of Examination and Audit.
Director, Audit Division.
Director, Division of General Services.
Deputy Director, Division of General Services.
Chief, Procurement and Property Section, Division of General Services.
Director, Community Disposition Staff.
Deputy Director, Community Disposition Staff.
Field Office Director, Community Disposition Staff.
Field:
Multifamily Housing Representative.
Director, Insuring Office.
Deputy Director, Insuring Office.
Assistant Director (Chief of Operations).
Chief Underwriter.
State Director (New York).
Assistant State Director.

Federal National Mortgage Association

Departmental:
Vice President.
Loan Manager.
Secretary-Treasurer.
Controller.
Director of Examination and Audit.
Field:
Agency Manager.
Assistant Agency Manager.

ASSISTANT SECRETARY FOR METROPOLITAN DEVELOPMENT

Departmental:
Director, Urban Planning Assistance Branch, Office of Planning Standards and Coordination.
Director, Division of Academic Facilities, Office of Technical Services.
Land and Facilities Development Administration:
Director, Division of Senior Citizens Housing.
Director, Division of Public Facilities Grants.
Director, Division of Public Facilities Loans.
Director, Division of Land Development.
Director, Division of College Housing.
Director, Finance Standards Staff.
Deputy Director, Finance Standards Staff.
Urban Transportation Administration:
Positions at GS-15.

URBAN RENEWAL ADMINISTRATION

Departmental:
Director, Demonstration Program Branch.
Deputy Assistant Commissioner, Rehabilitation and Codes.

PUBLIC HOUSING ADMINISTRATION

Departmental:
Director, Office Services Branch.
Financing Officer.
Field:
Regional Director.

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"TREND, TREND, WHICH WAY'S THE TREND?" That's the absorbing question which is being debated vigorously by the business and investment communities as the economy feels its way cautiously into 1967.

The difficulties of a definitive answer to the question first stated above lie in the apparent contradictions contained in the business and financial news as it unfolds day after day. For example: the rally in the stock and bond markets in the month of January seemed to be saying that the doubts and uncertainties of the year-end were really unfounded; that 1967 was going to be another strong year after all. And yet there was a nagging persistence to bearish bulletins about business itself. Automobile production was down 18% in January and 21.5% in the first half of February. Steel-making thus far in 1967 is off last year's pace, with mills currently operating at only 70% of capacity. Durable goods orders in January were down 5.1% from last year and business inventories were disturbingly high.

Through it all the war in Viet Nam keeps requiring more and more money: President Johnson's messages to the Congress point up the urgency of expanding the perimeters of the Great Society; unemployment in January held at the low level of 3.7% of the labor market (with many cities still below the "point-of-shortage"); and wages are continuing their trend of the past six months.

Although the rally in the bond and stock markets faltered in mid-February and bad news once again seemed to capture the spotlight of the public's attention, we have certainly not turned bearish. We still see no recession in the offing (by our definition) and we still would put 1967 in the "plus" column as a whole.

BASICALLY, OUR FORECASTING FOCUS IS ON CONSUMERS. During most of the year 1966, financial and capital factors were in bad trend. The stock markets were sagging, the money markets were demoralized and the whole real estate sector of the economy was dispirited. Yet consumers were more numerous, more prosperous and more fully employed. And business was good indeed!

In spite of the anomalous developments thus far in 1967, consumers are in better basic condition than they were a year ago! In most metropolitan areas, employment in this January was better than last year's. In all such areas, the average income of consumers is higher than it was at this time last year. And it is moving still higher!

It is true that about October 1, 1966, the chilling winds of doubt blew over the consumers of the U.S. with the result that their willingness to spend (not their capacity to spend) was momentarily curbed. While they waited to experience a resurgence of their buying enthusiasm, they increased their savings. In other words, they rested their buying oars and took advantage of the biggest inventory of their own goods in the history of the American family. But they did not change their fundamental habits! As spring comes --- and if their incomes hold (we think they will) --- they'll get right back into the spending stream to take advantage of the higher living standards which are within their grasp. And once they do that, we'll forget about the dwindling profits in the last quarter of 1966 and the first of 1967.

REAL ESTATE ACTIVITY NOT ONLY FAILED TO TURN AROUND in the first month of 1967, but it slipped further into the doldrums which had marked the last months of 1966. One of the reasons that the year-to-year comparisons with the first month of 1966 look so bad is that --- if you remember accurately --- last year started out impressively on the strong side, at least in the major activity factors of local real estate markets, with sales, mortgage lending and new construction well ahead of the previous year, in most areas.

Here is how these activity factors performed in the latest month for which complete national figures are available (January 1967):

Real Estate Sales

Off a little less than they were in December, sales for the nation were down 14.7% in January, with the following regional comparison with the same month last year:

<u>Region</u>	<u>Percent Change</u>
Northeast - - - - -	8.0
Great Lakes - - - - -	15.7
South - - - - -	6.2
Central Prairie and Mountain - - - - -	18.4
Pacific West - - - - -	20.1

The reasons for the slow selling pace were not much changed from those which have prevailed in the past few months. The sharp drop in new home construction and completion was a major factor. Normally the sale of a new house results in from two to five sales of other dwelling units as occupants play a game of "musical chairs" in the upgrading process. No new houses; no occupancy shifts down the line. In addition, the promise of lower mortgage money rates (given wide publicity, especially since October) has caused many prospective buyers of existing houses to wait for better terms.

On the income property side, the rapid drop in money rates acted to lower realistic capitalization rates faster than prospective buyers could adjust their sights. Moreover, improved market conditions in most space markets (especially in the Northeast, Great Lakes and South regions) caused potential sellers to scent higher occupancies and rentals --- thus causing them to firm their ideas of value. Finally, a rapidly rising stock market proved a lure to speculators looking for a fast return on investment.

We look for unfavorable year-to-year comparisons in the sales markets to continue for the first quarter of this year, after which we expect measurable improvement.

Mortgage Lending

The national decline since last year in mortgage lending for the latest month

Selected NATIONAL Economic Indicators

VALUE OF DOLLAR (1939 = 100) 41.54¢

INDICATOR	% CHANGE FROM A YEAR AGO	% CHANGE FROM A MONTH AGO
PRICES:		
Wholesale Prices	1.5	0.3
Building Costs	4.2	0.0
Farm Product Prices	- 2.7	- 1.2
Consumer Prices	3.3	0.0
Dow Jones Ind's (as of 2/23)	-11.0	- 0.4
PRODUCTION, EMPLOYMENT, INCOME:		
Total Production	4.8	- 0.7
Manufacturing	4.6	- 0.7
Persons Employed	0.3	- 0.1
Persons Unemployed	- 0.5	0.3
Construction Employment	- 0.2	0.2
Individual Income	8.4	0.9
Wages	2.6	- 1.1
MONETARY FACTORS:		
Interest Rates	14.4	- 1.6
Currency in Circulation	0.6	0.1
Government Debt	2.1	- 0.1
Checks Cashed (Dollars)	15.4	4.6
Value of Dollar	-1.2	0.0

Data latest available for each factor.

(January) was 33.5% in the number of mortgage loans closed and 42.4% in the total dollar volume of those loans. While mortgage money conditions continued to improve, the actual volume of lending was still low, due to the highly selective and cautious nature of lenders returning to the markets.

Here are the regional comparisons between the mortgage business in the latest month and that of the same month of 1966:

<u>Region</u>	<u>Dollar Volume Percent Change</u>	<u>Number of Loans Percent Change</u>
Northeast - - - - -	50.1 - - - - -	29.6
Great Lakes - - - - -	43.1 - - - - -	26.7
South - - - - -	0.4 - - - - -	22.3
Central Prairie and Mountain - - -	40.6 - - - - -	29.7
Pacific West - - - - -	46.8 - - - - -	42.1

It is obvious from the above statistics that, through the month of January at least, the improvement in mortgage money conditions was largely theoretical and technical rather than actual --- as far as real estate lenders and borrowers were concerned.

As noted above, the drop of interest rates in the basic money markets during the month of January was a little less than remarkable. However, at the end of that month and all during February, these trends were reversed. Yields on treasury bills, municipals and corporates were up steadily, week-by-week in February.

This yo-yo action of money rates in the first eight weeks of 1967 was not reflected in the mortgage money rate situation. Reason: the supply-demand ratio in the mortgage money markets did not parallel that in the basic money markets. Here were the differences:

1. The savings flow into real estate-oriented institutions was greatly improved over a year ago. On the other hand, mortgage demand (in the kind of loans scared lenders now consider acceptable) was disappointing. As a result, on balance, there was more money than there were loans.
2. In the basic money markets, demand held high and supply was not meaningfully improved. Money lenders found that they had underpriced their commodity and took a second look at their potentials.

We see no particular "threat" in the February developments to the long-term trend of mortgage money. 1967 will continue to score improvements in this sector.

New Construction

One of the much-touted "bullish" factors cited by those who are optimistic about 1967 is the belief that the ailing home-building industry will stage a comeback in the year. So-called building stocks have shown outstanding strength on the nation's stock markets as speculators have hungrily snapped them up in anticipation of higher sales and earnings.

These sentiments have not only been encouraged by the statistics of housing construction in the past three months (January housing starts were at a seasonally adjusted annual rate of 1,243,000 units --- up 14.6% from December and up a whopping 47% from last October's postwar low), but by the longer range prospects for a dramatic increase in the number of young married couples starting in 1968.

Certainly (as this Letter has pointed out for several months), the residential markets in most local areas have gained strength in virtually all local areas --- and are postured for a burst of new supply in many.

In our opinion, the high expectations of the building industry (like those which have pushed savings and loan stocks skyward since last fall) tend to exaggerate the actual prospects for building profits --- either on the part of the developer or the materials manufacturer. The reason: the costs of money, materials, labor and land are such that development profits must await a higher general rental market to encourage and support a meaningfully higher volume of new construction.

The real profits are to be made in the purchase of good, sound, well-located and well-designed existing property which will experience sharply enhanced earning power before a new building boom can get started.

THE BIGGEST REAL ESTATE PROFITS IN THE PAST FIVE MONTHS have been made in real estate stocks. Our readers will remember that we set up a Real Estate Stock Index in October of 1965. On that date we assigned the figure of 100.0 to the prices of these securities which prevailed on October 1, 1965. Here is the record of those values, monthly, since that date:

Month	1965	1966	1967
January - - - - -		106.9	101.5
February - - - - -		110.1	
March - - - - -		101.4	
April - - - - -		108.3	
May - - - - -		96.6	
June - - - - -		95.1	
July - - - - -		93.3	
August - - - - -		83.4	
September - - - - -		79.7	
October - - - - -	100.0	75.2	
November - - - - -	106.9	80.8	
December - - - - -	105.1	84.4	

Even if these real estate stocks had been purchased on October 1, 1965, their owner would have done better than if he had bought the Dow Jones Industrials on the big board.

REAL ESTATE TRENDS AT A GLANCE

FACTOR	*% CHANGE FROM A YEAR AGO					
	NATIONAL	NORTH EAST REGION I	GREAT LAKES REGION II	SOUTH REGION III	PRAIRIE MOUNTAIN REGION IV	PACIFIC WEST REGION V
REAL ESTATE SALES (Number of Transactions)	17.2	14.0	18.1	9.6	14.8	21.6
MORTGAGE LENDING (Number of Loans Closed)	33.9	33.1	28.4	19.7	31.9	42.1
(Dollar Volume)	38.0	42.6	34.7	15.9	46.8	42.6
TOTAL BUILDING (Dollar Volume)	7.3	11.4	35.0	24.3	22.9	26.1
RESIDENTIAL (NEW) (No. of Projects Started)	35.2	37.2	43.6	19.7	44.2	48.3
(Dollar Volume)	45.5	20.3	47.6	28.2	55.1	60.0
NON-RESIDENTIAL (NEW) (Dollar Volume)	10.0	15.0	102.5	25.8	9.8	40.7
MARRIAGES	7.7	3.7	6.9	11.7	12.8	9.4
EVICCTIONS	1.8	8.8	0.9	1.1	0.0	3.5

*Figures are based upon extension to National and Regional Levels of actual rates for QUARTER ending January 31, 1967.

SPECIAL RESEARCH REPORT

A LOOK AT THE "MODEL CITIES" PROGRAM

Last year, Congress passed legislation authorizing a new urban program to be administered by the Department of Housing and Urban Development (known as HUD). Originally known as the "Demonstration Cities Program," it was recently renamed the "Model Cities Program" to placate Congressmen who feared their constituents would think the bill encouraged civil rights marches and other "demonstrations!" Since this program may have important impacts upon big-city real estate markets, we will explore certain key aspects of it in this month's Special Research Report.

The Model Cities Program was originally devised to counteract the following undesirable tendencies which had appeared in the Federal government's attempts to aid cities, especially large central cities:

1. An enormous number of Federal programs were being administered by many different Federal --- and city --- departments without much coordination. A recent Office of Economic Opportunity manual lists over 250 Federal aid programs, most of which are applicable in cities.
2. Funds passed out under these programs tended to be widely dispersed over the urban landscape. Instead of really trying to upgrade a small area by focusing a whole battery of urban renewal, health, anti-delinquency, manpower training, education and other programs on it, the Federal government was scattering its shots too broadly. Hence each slum received too little assistance to counteract the forces "naturally" dominant there.
3. Each program assisted with Federal funds tended to be the same in all parts of a city, and often all over the country, both because one set of Federal rules governed it and because big-city bureaucracies wanted to adopt "uniform and equal" policies in all neighborhoods. As a result, specific programs were often badly adapted to the peculiar needs of non-typical neighborhoods, especially low-income ghettos.
4. A great deal of urban renewal assistance was designed not so much to eliminate blight or improve the living conditions of low-income residents, but to bolster the sagging economies of big-city downtown business districts. Thus the wealthy were the biggest beneficiaries, and the poor were merely shifted from one slum to another.

These complex maladies demanded a complex remedy --- and that is just what the Model Cities Program is designed to produce. In fact, the Guidelines describing how to apply for a grant to plan (but not execute) this program are over 50 pages long. Hence we can only mention their most salient features here, before analyzing some of their major implications.

Participation in the program by any given city involves three stages. The pre-application stage lasts until an application for a planning grant is completed and approved by HUD. No Federal financing is available for filling out an application. Yet it is so complex that many cities have spent months at it and only four have formally filed applications (as of February 25, 1967). HUD is likely to disapprove of almost everyone's application at first until it is adjusted to reasonable conformance with the many criteria described below. After HUD approval is obtained, the planning stage begins. This can last from six to twelve months, and can be financed up to 80% by HUD grants (though the total authorized to HUD for such planning is only \$24 million over two years). Finally, for those few cities receiving final approval, the execution stage arrives. In this stage, each city will apply for normal Federal aid for specific

programs in the Model City Area (such as 2/3 financing for urban renewal), and can get an additional "block grant" for up to 80% of the local share it would otherwise have to put up. This bonus can be used for additional activities in the Model Cities Area which would otherwise not be eligible for Federal assistance.

The myriad specific criteria which Model City plans must meet include the following major ones summarized from HUD's Program Guide:

1. The program must be comprehensive. Specifically, it should contain the following components: physical improvement, housing, transportation, education, manpower and economic development, recreation and cultural, crime reduction, health and social services and public assistance.
2. The program should provide for administrative machinery at the local level to carry out all its aspects on a consolidated and coordinated basis. Preferably, this means direct linkage to the mayor or other chief executive.
3. It should make a substantial impact on the physical, economic and social problems in the model neighborhood area.
4. It should remove or arrest blight and decay in the selected area or areas of the city.
5. It should be of sufficient magnitude to contribute to the sound development of the entire city.
6. It should make marked progress in reducing social and educational disadvantages, ill health, underemployment and lack of social services necessary to serve the poor and disadvantaged of the area.
7. It should provide for widespread citizen participation.
8. It should provide maximum opportunities for employing residents of the area in all phases of the program and enlarged opportunities for work and training.
9. It should contribute to a well-balanced city with a substantial increase in the supply of standard housing of low and moderate cost.
10. It should contribute to a well-balanced city with maximum opportunities in the choice of housing accommodations for all citizens of all income levels.
11. It should contribute to a well-balanced city with adequate public facilities, commercial facilities adequate to service the residential areas, and ease of access between residential areas and centers of employment.
12. It should provide for a comprehensive plan for the relocation of individuals, families, business concerns and nonprofit organizations.

In addition, each program should require re-examination of local laws, be consistent with comprehensive metropolitan-wide planning, be initiated within a short period of time (under five years), embody high standards of urban design, maintain historic sites, make maximum use of new technology, use cost-benefit analysis, conform to civil rights requirements, encourage maximum private enterprise, not reduce previous local spending in the Model City area, and be backed by adequate local resources.

In setting out this extraordinarily ambitious set of requirements, HUD is like a bachelor stating he will only marry a girl with Jacqueline Kennedy's poise, Jayne Mansfield's figure, Grace Kelly's face, Elizabeth Taylor's allure and Barbara Hutton's money! In fact, he would be fortunate to get any one of these charms, as HUD will be fortunate to get even a majority of its requirements actually met by any given city. Although each individual criterion seems justified, the group taken together constitute too radical a departure from present urban government practice to be fully achieved in any single city.

Specifically, we believe that HUD's program will encounter five major obstacles and will have to compromise with them in many cases. These are as follows:

1. All three of the major objectives of the Model Cities Program --- coordination, innovation and specific adaptation of programs to ghetto areas --- run counter to well-entrenched bureaucratic tendencies in city governments. City --- and Federal --- departments used to carrying out their own functions without much checking with each other will resist intimate cooperation in planning their programs. Moreover, innovation requires changing established behavior patterns, and few things are more difficult for large bureaucracies. Finally, the development of new programs tailored to the needs of ghetto residents, and different from programs in the rest of the city, will run counter to tendencies toward "equal treatment" and "uniformity" long established in some city departments.

All three of these frictions will probably be greatest regarding big-city schools. Many school boards are relatively free from direct political control by city governments; hence it will be hard for mayors to get them to change their ways to fit these criteria. Yet schools are the most important single public institution in almost all ghettos. They alone have the potential power to make up for many of the home deficiencies suffered by children from deprived families. Hence if they are not effectively integrated into the Model Cities Program in a city, and given part of its bonus "block grants," it cannot really achieve its major goals. So one of the key tactics for any city trying to make this program work must be convincing school authorities of the need to create new programs specifically designed for ghetto areas, including programs which use school buildings for many kinds of non-educational activities (such as recreation, social service distribution and adult vocational training).

2. Concentration of leadership efforts on one Model City neighborhood will be necessary to make this program work; yet this contradicts the fundamental "Law of Over-Dispersion" sacred to politicians. The desire to gain widespread political support naturally leads elected officials to spread the benefits of any program to all areas under their jurisdiction, even though this causes a loss of the economic benefits of concentration. Hence city politicians will be sensitive to the charge of focusing too much attention on the Model City neighborhood, especially since it will be a low-tax-paying ghetto area. So they may provide only half-hearted leadership in support of such concentration.
3. Even if local areas succeed in establishing coordination among their own city departments and related agencies, there is no guarantee that Federal agencies will similarly cooperate in Washington. For example, when a city asks for a grant from the Department of Health, Education and Welfare that is urgently needed for its Model City Program, it may find itself at the end of the long "normal processing line" along with all other requests, including those in no way associated with Model Cities.

4. In large cities, it will be impossible to simultaneously meet the two criteria of significant impact on the city as a whole and intensive impact in the Model City neighborhood. If an area is large enough to be a significant slice of the entire city, it will be too big for this program to effect intensively, since total Model City funds are quite limited.
5. The housing requirement in the Guidelines is ambiguous. At one point, it says that the program must provide "a substantial increase in the supply of standard housing of low and moderate cost." But in the next sentence, it says "The program should add to the overall supply of low and moderate-income housing, not decrease it." The latter requirement is virtually impossible, since any clearance of sub-standard and deteriorated units, or reduction in overcrowding, will cause a decline in total supply of low-income housing. Even building new public housing will probably not increase this total supply, though it could easily increase the standard supply.

In spite of these drawbacks, the Model Cities Program is definitely a worthwhile experiment which could have significant long-run benefits --- if it is truly conceived of as a means of demonstrating techniques which will later be applied on a much larger scale. Specifically, it may create an incentive for at least some cities to do enough innovating, coordinating, concentrating and adapting of programs to particular needs to give local governments a "shot in the arm." But eventually this tiny shot must be followed by much larger appropriations than those as yet made for Model Cities if the lessons learned are to have any truly sizeable impact upon U.S. urban problems.

(The Special Research Report series on Change in Modern Society will be continued in a later issue.)

NO QUOTATION WITHOUT PERMISSION

COMMENTS ON THE AGENDA

Part I of the attached is an attempt to determine the condition for a breakthrough in Federal policy-making on urban problems. The Task Force may wish to assign it top priority. Even if this is the case, I believe that Part II should remain in the agenda.

Agenda setting is, in a sense, a process of allocation of scarce resources (Task Force and staff time). The attached agenda represents a rough estimate of all that can be taken on in the time remaining. Changes and/or additions will be, in effect, substitutions and should be based on altering the implicit priorities in the present agenda.

Richard C. Leone

3/8/67

A Proposal for Task Force Agenda

Part I

The staff of the Task Force has spent most of the past three weeks attempting to outline future areas for investigation. Our points of departure have been based on Task Force discussions concerning the nature and location of urban ghettos; the definition and measurement of social deficit areas; the prospects for significant improvement in ghetto job opportunities; the possibility of moving from programs to "flows" (as defined in the Ylvisaker paper); and more focused research in such areas as housing and welfare programs.

These discussions, you will recall, were at a high level of generality and implied further decisions about which areas should be given intensive study- studies which hopefully would produce policy recommendations for the President.

In recent Task Force discussions and in interviews with a number of government officials another, more general theme has emerged to compete and, in a sense, out-flank the development of Task Force thinking on the above issues.

It appears clear that this group believes that the time has come for a sharp break with previous Federal policy-making and programming directed towards urban problems.* The need for a new "laundry list" of marginal adjustments and categorical aid programs is rejected. It is

* In fairness we might concede the Federal government has only recently begun to look at its role as solving urban problems as opposed to providing welfare payments, more housing etc. The fact that Feds feel this way now is of course a mamor advance. The fact that they increasingly are being held responsible for what happens in urban areas provides some assurance of the potential significance of our work.

felt, instead, that the President must alter or go outside the present framework (or even create a new framework) for decision-making about urban problems to seek ways and means for achieving national goals in urban areas. The task force believes that present activity and predictable future activity can be reshaped and criticized productively, but it also is convinced that such an approach offers faint promise as a source of significant innovation in solving urban problems. Indeed, the Task Force might go a step further and argue that the whole range of existing Federal programs and institutions primarily designed to solve urban problems have had a relatively minor impact on human and physical development in American cities.

This judgment (however qualified) is supported by the following -- admittedly over-simplified -- reasoning:

- 1) While the range and size of Federal activity has increased rapidly and while the institutions specifically charged with urban responsibility have multiplied and grown, general economic, social and physical trends have not altered significantly in any large city.
- 2) It seems therefore reasonable to assume that the forces shaping these trends are far more meaningful in affecting the quality of urban life than is the sum total of Federal programs focused on "urban needs".
- 3) It appears equally reasonable to conclude that the institutions, mechanisms, and dollars now available for developing urban policy at the Federal level are inadequate or misoriented in terms of understanding and confronting some of the most important questions in urban areas.

The implications of all this for the Task Force include the following:

- 1) Further infusions of Federal assistance through present or predictable grant-in-aid programs offer little hope of significantly altering major urban trends; therefore the Task Force should not commit a major portion of its limited resources to seeking new devices for such increases. Such devices, as well as adjustments in present devices, should have a place in Task Force recommendations only insofar as they spring from the kind of agenda suggested below.
- 2) The search for more effective levers for influencing urban trends is severely handicapped by the sorts of Federal apparatus and information available for dealing with urban problems.
(E.g. see attached paper on social deficits.)
- 3) The Task Force could most profitably allocate its time to assembling some of the major social and economic questions relevant to urban problems; indicating what kinds of institutions and/or devices for policy formulation are in existence or might be created to deal with such questions. (It is even possible that the Task Force might "solve" a question or two and have a basis for more specific policy recommendations.)

Questions might be modeled on the following:

- 1) One obvious goal for Federal policy is increasing income and, thus, consumer demand in the ghetto.

- (a) Where in the Federal establishment (in HUD?). Is there a means for sorting out the various policy alternatives which might be pursued to achieve this goal (e.g. negative income tax, family allowance, jobs for the poor, etc.).

The answer to such a question would include surveying existing scattered research and recommendations on the several alternatives and determining whether a basis exists already (though undiscovered) for packaging a Federal approach to fulfilling this goal. If this is so, we might recommend some method of pulling together urban-oriented policy-making on this questions. If, as is more likely the case, there is no sum total of effort which exhausts the alternative approaches to this problem our recommendations would include the need for same.

In short, the approach involves posing fundamental questions, determining if a solution is now available, and if not, what is needed to begin us down the road towards one.

One Task Force goal then becomes - at the most general level - not simply to look for the "real" levers in this urban game (we have neither staff, nor time, nor expertise to do a thorough job here) but rather to look for ways of elevating and refining the level and nature of urban policy-making.

It should not be difficult to start this process by agreeing on an initial list of questions. We already have some.

- 1) How can we increase consumer demand in the central city?
- 2) Have we systematically located and defined urban ghettos?
- 3) What is needed to create the capacity to calculate social defects in urban areas?
- 4) Where in the Federal establishment is work going forward on the possibilities to altering the flow of entrepreneurial activity to increase the share of central city.
- 5) etc.

Part II

The Task Force, it appears, is close to agreement on another set of concerns which can be approached by more traditional methods, and presumably would produce more traditional recommendations.

1) Changes in Federal assistance systems

The Task Force is justified in looking at such proposals as tax sharing, combining grant-in-aid programs etc., in terms of their relative impact on cities. It is clear that with a small input of staff resources we can contribute a city view to this dialogue.

2) Increasing the flow and consistency of investment into low-income housing in urban areas.

For whatever reason there seems to be a "neater" problem. We have considerable expertise among Task Force members themselves and should be able to assemble a set of recommendations in this area. In addition, while there are manpower, education and other Task forces, ours is the only one which will - if it chooses - look at housing this year.

3) Model cities

(a) This program represents, in a sense, the latest in Washington approaches to urban problems. We must confront and even judge it if we are to justify a major break with current approaches.

- (b) This program also represents the latest Federal response to the "ghetto" problem. Given the political, social and moral imperatives for doing something now about urban ghettos, the Task Force should make some attempt to review and evaluate the early directions of model cities.
- (c) This program also represents the boldest approach to altering the system of Federal assistance and therefore is related directly to item (1) above.

3/8/67

DRAFT FOR DISCUSSION

Staff paper on Model Cities

The discussion which follows treats those problems and conflicts which are likely to arise in the implementation of the Model Cities program. Most of them are built into the intergovernmental system in which Model Cities will operate without the administrative instruments to correct or direct them. By implication, the questions raised in this paper are suggestive of conceptual difficulties with the Model Cities approach, and not of the effectiveness of those charged with its administration.

The Model Cities program is considered by many to be the most useful instrument yet put in the hands of American cities by the Federal government. This program tests several notions: one is that a multitude of categorical aids can be tied together in a single package and their impact maximized in a slum neighborhood; another being that a handful of American cities can make imaginative and effective use of supplemental funds. Model Cities represents an attractive departure from past Federal efforts in solving urban problems but it cannot be expected to overcome the barriers that those previous efforts have helped to erect.

Consider the perspective of a well-intentioned mayor. A relatively small carrot has been held out by the Federal government, which can be taken and eaten if the mayor can do some things which the Federal government cannot: coordinate and maximize the impact of a multitude of categorical aids. He must correct a situation in which semi-autonomous bureaucracies make decisions about resource allocation, often with the

aid and comfort of their Federal counterparts. He must operate with a bewildering maze of state channeled programs which, through rigidity and regressive aid formulae, effectively discriminate against his city.

There are other reasons why few cities can be expected to come up with applications which, in fact, meet the rigorous standards of the guidelines. First, few cities have the talent: personnel who combine sophisticated appreciation of the grantsman's game with great programmatic imagination do not exist in large numbers. Where they do exist they will be expected to come up with an application that will favor one area of the city over all others, something very unattractive to men who must stand for election in all neighborhoods. In addition, on very short notice the mayor may have to alter priorities which have already been set and to which his city is committed. This is especially true where urban renewal activity has avoided hard core slum neighborhoods which now must be incorporated into a comprehensive renewal effort. Then there is the obvious problem of having to compete for one of seventy slots for which the fiscal rewards are not great.

Given constraints of this nature, it is not surprising that cities would not involve all the important community-wide agencies and citizens' groups in preparing the initial application as required in the guidelines. There is not time (3-1/2 months between issuance of the guidelines and final application date) and there is not the staff to deal with suggestions and complaints. The city might also wonder how HUD and other Federal agencies are to review a large number of applications in a very short time and realistically evaluate the thoroughness and comprehensiveness of

each. The incentives may be, therefore, on "winging it" like the college student who substitutes reputation, savvy, and testmanship for diligent study at exam time.

The costs of not involving many elements of the community in the planning of the initial application are substantial. Such a process would be an efficient and effective means of educating the community, creating an awareness and gaining acceptance of significant innovations in local government. Even when the planners are favorably disposed to this approach it is doubtful that they will have the time or staff support to institute it.

In a real sense, the mayor's trouble begins when his city is selected as a model. He must conduct complex negotiations with almost as many agencies as there are categorical aids in his application and hope they will all fund him at roughly the same time. If truly innovative, he must secure the unlikeliest kinds of changes from the unlikeliest agencies in his city and at the state and Federal level, e.g., the welfare system, educational establishment, mortgage bankers, etc. He may have to convince unsympathetic legislators that legislative revisions of sweeping import should be made -- he may even ask for additional funds. We are asking a great deal of a class of political animal who seeks always to avoid or resolve conflict.

None of this is to say that the Federal administrators of this program will have an easy time. The greatest obstacle is the dependence on the categorical grant programs of other Federal agencies for support and funding. Specifically:

a. In this program which emphasizes flexibility, cities must choose amongst categorical programs which more often than not have rigid standards, confusing jurisdictional relations and mysterious administrative practices. To play a useful ombudsman role for the cities vis-a-vis these other Federal agencies, HUD must persuade under-funded program administrators to make substantial allocations to other than traditional recipients. Ideally these agencies would also review Model Cities applications and be able to synchronize the grant approvals with those of HUD.

b. Many relevant categorical programs, especially in HEW, are administered through state governments with an impressive variety of plans, regulations, capacities, standards and fiscal strength. It is difficult to imagine that necessary revisions in these arrangements can be effected in time to assist model neighborhoods. It is equally difficult to envision HUD, two levels removed from the source of difficulty, playing a too direct role in effecting such changes.

c. Urban renewal is probably disproportionately attractive to cities planning model neighborhood programs. For one thing there is 250 million dollars in ear-marked funds which may be used by these cities and their use is controlled by the same agency administering Model Cities. If other programs are to be more competitive, then ear-marked moneys must be secured and simple administrative arrangements substituted to attract Model City planners to them.

The Model Cities approach is an introduction to "consumer allocation of resources." This means that each city is allotted money with which

to "buy" programs in the combination that it sees will have the greatest impact on the problems of that city. The change to consumer allocation is a radical one and the problems cannot be underestimated. Instead of accepting Federally-designed programs, the city is asked to prepare an optimal mix of programs based on the effectiveness of alternative systems. The first attempt at this approach is understandably imperfect because:

- a. cities still must choose from among existing programs in combinations which are largely pre-determined by funding levels and jurisdictional rights;
- b. premiums are still attached to particular programs by favorable matching ratios;
- c. the discretionary supplemental moneys are small in relation to the total outlay involved thereby limiting new programs indicated by systematic analysis.

The Model Cities program will make its great contribution by demonstrating that the flexibility needed for experimentation is not provided by a one-shot grant Federal money, no matter how large it is or how few strings are attached. If the applications are prepared with diligence, the Federal government will have a central catalogue of the obstacles that it must deal with before real innovation can be achieved. This catalogue would be a systematic vote by seventy cities indicating where Federal legislation, administrative regulations and inter-agency operations are to be revised to be made more relevant to the needs of American cities. The Federal government should be preparing itself for

implementing a host of changes that will be suggested by Model Cities applicants. This may require a new institutionalized capacity in HUD, HEW, Labor and other agencies operating urban-related programs.

A DRAFT PROPOSAL

THE PURPOSES AND WORK PROGRAM OF THE
TASK FORCE ON THE CITIES

Summary Statement

It is recommended that the concept and criteria underlying Federal urban policy move from program to flow: and that the Task Force use its time and equity to mark this historical divide and to begin detailing what it means and by what policies and procedures it might be expressed.

Background

The last generation of Federal activity in urban affairs has developed along two lines that lead to growing frustration in a pluralistic society of increasing mass and private initiative:

- (1) the notion that for every urban problem there should be a specific program which is to be executed principally through a public bureaucracy;
- (2) the definition of urban problems and policies in static (mainly geographic) terms.

This urban world is two universes apart from the kind of analysis on which the economic policies of the U.S. during this same period have been conceived and enacted. The latter have derived from dynamic analysis expressed in terms of national aggregates. This economic model has had at least some semblance of internal consistency, and levers

have been designed which make it possible to effect changes in national economic behavior at relevant scale.

The urban model has not even the pretense of internal consistency, and with its tiny levers exerts a force on urban development so small that even its local effects are barely visible. What is worse, it involves such a massive input of political and administrative talent that the nation's energies and equities are dissipated.

Despite some lingering prejudice, it is becoming evident to many of us that the simple multiplication of present efforts and redoubling of budgets will not produce equivalent results. In the use of the existing urban model, we have already reached the point of diminishing returns. Ten times the present urban renewal, welfare and other programs will more likely produce ten times the present frustrations rather than some multiple of the desired urban outcome.

To say that the present urban model has been inadequate is not to say that the more dynamic model of national economic policy has been ideal. From many points of view -- not least the urban -- the national economic model has produced some indifferent and sometimes disastrous results. For one, it has been tied to a single-entry bookkeeping of national benefit: a tally of Gross National Produce which registers presumed social gains without offsetting measures of social cost. More important, the recorders and engineers of aggregate economic change have omitted any consideration of area -- except for an occasional bow to economic regions when a stray member of the peer group or a dramatic accident of history (like the TVA) have made it respectable.

In an age of urban concentration, the failure to include area as one dimension of national economic policy has been folly. And with the prospect of peace being declared, and urban development becoming the object of increased public and private spending, the need for a major policy shift is all the more urgent.

Consider four examples:

1. The flow of effective consumer demand into areas of "social deficit" - Bedford-Stuyvesant; North Philadelphia, the ghettos of our metropolitan areas; the abandoning small towns of the Jersey Pines, the Appalachian chain, etc. In these areas it is becoming painfully obvious that present public programs (renewal; welfare; job training and development) are not producing much of an effective demand, and that until there is such a demand, there won't be induced an adequate economic base. Thus the growing cry for the negative income tax, the guaranteed minimum income, the family allowance, and the "welfare dollar" (of Lloyd's Bank Review, ca. October 1966) which gives the poor a choice of expenditures among essential services.

The Task Force will not have to invent proposals of this sort; but we can (a) show how they fit into a more dynamic urban model; (b) do badly-needed digging into their probable effects, relative advantages, and administrative feasibility.

2. The flow of investment and enterprise into areas of social deficit. Public programs of renewal, housing, and economic opportunity have had discouragingly weak leverage in stimulating the economic development of ghettoed and other declining communities. It may be that tax policy offers a more promising lead: declaring areas of social deficit eligible sites for Federal, state and local tax incentives of various sorts for specified kinds of investment and enterprise.

The proposal is not new; but again, the Task Force can develop its rationale and explore its feasibility.

3. The flow of national tax resources to states and municipalities, (and to other quasi-public instrumentalities for community action). The readiest example is the Heller Plan, which -- along with other proposals like the shared-tax -- badly needs reshaping to fit a declared schedule of urban needs and reforms. It seems clear the present structure of Federal grants produces a flow of revenues to the lesser jurisdictions which is too small, too categorical, too incoherent, and too much in the control of specialized technicians. It also concentrates on the art of grantsmanship rather than on performance; and it exacts small changes in behavior from the bureaucracies rather than major changes and concessions from governors and legislatures, mayors and councils (e.g., to be eligible for a major block grant from the Federal government, a State might be asked to expand and reshape its own revenue system, and make some fundamental changes in its administrative structure and procedures).

The Task Force might declare for an increased flow of Federal revenues to the States and local governments through more generalized grants, and begin to detail some of the more promising ways, means and conditions. (And now that the "growth sector" of central cities seems to be public and non-profit in character (education, health, government, etc.), we might explore the possibility of expanding in lien payments to those municipalities as a major revenue source.)

4. The flow of national resources into housing in declared areas.

This flow has been too small, too erratic, and off the geographical targets of need. The Task Force might review in the perspective of thirty years the efficacy of current devices and (e.g. FHA's) conventional wisdom: mortgage insurance; below-market-interest-rates; subsidies; etc. There may be more powerful levers than these, with more consistent effects and geographical accuracy.

* * *

There are other flows to consider: most important, the flows of people to and within the country's metropolitan areas, with a special eye to the forces, incentives, etc., which stimulate and shape those flows. For example, a low airline fare from Puerto Rico to other metropolitan areas than New York might have lessened "The Puerto Rican problem".

THE WASHINGTON POST
January 5, 1967

No Profit, No Houses

The White House was well advised to abandon the proposal for a national nonprofit housing corporation to build in the slums. President Johnson did the right thing. Disposing of that foredoomed idea clears the way for the more hopeful legislation that, one hopes, will shortly attack the housing shortage.

The concept of a nonprofit builder is, in itself, an unfortunate one. It was introduced originally to get certain types of housing subsidies for low-income families through Congress. The country has now had quite enough experience to know that nonprofit enterprises are incapable of producing housing on a significant scale.

This country does not insist upon a nonprofit corporation to build the supersonic transport, or to develop the moon rockets. Congress does not insist on nonprofit corporations in the heavily subsidized shipbuilding industry, or in agriculture, or in oil. Why single out housing? If we truly want a massive volume of residential construction in the big cities, then we shall have to make it as profitable to build houses there as in the suburbs.

To make it profitable, Congress's most effective tool is the internal revenue code. The power of this method must be immediately visible to anyone who walks down Connecticut Avenue; if half a dozen obscure lines in the tax laws had been written a bit differently, the great office building boom would never have happened. The time has come to apply this same technique to residential construction in declining neighborhoods.

NEW YORK TIMES
January 7, 1967

White House Shift On Slums Denied By Johnson Aide

Special to The New York Times

WASHINGTON, Jan. 5—A high White House source said Thursday night that the Administration was still seeking new ways to lure private industry into the urban rehabilitation field in order to exploit new technological methods of rebuilding slums.

But the official, Joseph A. Califano Jr., said that a much-publicized plan for a nationwide, nonprofit corporation might not be the best mechanism for accomplishing this purpose.

Mr. Califano denied, however, repeated rumors that the White House, because of what some officials felt was a premature disclosure of details, had abandoned that plan.

The plan was first described in The New York Times of Nov. 27. It had been developed over a period of several months by private housing experts and officials of the Department of Housing and Urban Development.

Low-Interest Mortgages

The main purpose of the nonprofit group, which would be called the Urban Development Corporation, would be to lure private mortgage money and the private construction industry into the rehabilitation field on a large scale. The main inducement would be long-term, low-interest Government mortgages.

Several Administration officials said Thursday that the plan, which reportedly never reached President Johnson's desk, was viewed with considerable skepticism, in part because it called for acquisition of slum properties by the Urban Development Corporation itself.

This meant that the corporation might wind up holding a great many slum properties for which it could find neither buyers nor renters.

However, according to these officials, the notion of attracting private enterprise into the slum rehabilitation field is still very much alive.

A ranking housing agency official said privately earlier this week that versions of the plan were being refined to meet White House objections. But he conceded that the President's State of the Union Message would probably contain no request for Congressional action to set up a nonprofit housing group.

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

WASHINGTON, D. C. 20410

DEC 8 1966

OFFICE OF THE ASSISTANT SECRETARY
FOR DEMONSTRATIONS AND INTERGOVERNMENTAL RELATIONS

Mrs. Ann Moses
City Hall
Atlanta, Georgia 30303

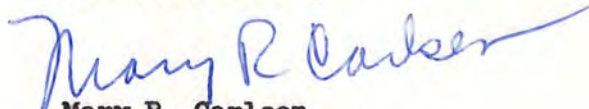
Dear Mrs. Moses:

In reply to your questions of November 29, 1966, Mayor Allen will receive payment of \$111.10 which covers his transportation expenses and per diem for the meeting on October 28. He will also receive \$200.00 consultant fee which covers his travel time on October 27 and the day of the meeting on October 28.

For the meeting on November 28, he will be reimbursed for the transportation costs and \$16.00 per diem plus \$100.00 consultant fee. We need more details, however, for preparation of the voucher for which you sent a ticket receipt. Please have the Mayor furnish the information on the attached form and return it to me and I will have a voucher prepared for his signature.

I have enclosed additional forms for use in future meetings. You may send me the completed work sheet and ticket receipt after each meeting and we will have vouchers prepared for his signature.

Sincerely Yours,


Mary R. Carlsen
Administrative Officer

Enclosures

Department of Housing and Urban Development

TRAVEL EXPENSE RECORD

HUD-75
(1-66)

Traveler: _____

Mailing Address: _____

GOING

Taxi: From _____ To _____ \$ _____
Residence or Office Station or Airport

Left: _____ a.m.
City _____ Date _____ Time _____ p.m. Via _____
Carrier

Arrived: _____ a.m.
City _____ Date _____ Time _____ p.m.

Taxi: From _____ To _____ \$ _____
Station or Airport Hotel or U.S. Govt. Off.

RETURNING

Taxi: From _____ To _____ \$ _____
Hotel or U.S. Govt. Office Station or Airport

Left: _____ a.m.
City _____ Date _____ Time _____ p.m. Via _____
Carrier

Arrived: _____ a.m.
City _____ Date _____ Time _____ p.m.

Taxi: From _____ To _____ \$ _____
Station or Airport Residence or Office

~~Transportation Request~~

~~Number~~

~~From~~

~~To~~

~~Amount~~

~~Remarks~~

Department of Housing and Urban Development

TRAVEL EXPENSE RECORD

HUD-75
(1-66)

Traveler: _____

Mailing Address: _____

GOING

Taxi: From _____ To _____ \$ _____
Residence or Office Station or Airport

Left: _____ a.m.
City _____ Date _____ Time _____ p.m. Via _____
Carrier

Arrived: _____ a.m.
City _____ Date _____ Time _____ p.m.

Taxi: From _____ To _____ \$ _____
Station or Airport Hotel or U.S. Govt. Off.

RETURNING

Taxi: From _____ To _____ \$ _____
Hotel or U.S. Govt. Office Station or Airport

Left: _____ a.m.
City _____ Date _____ Time _____ p.m. Via _____
Carrier

Arrived: _____ a.m.
City _____ Date _____ Time _____ p.m.

Taxi: From _____ To _____ \$ _____
Station or Airport Residence or Office

Transportation Request

Number From To Amount

Ticket cost (attach receipt)
Remarks

REQUEST FOR COMPENSATION FOR PER DIEM PERSONNEL

(Submit original only at close of pay period)

TO: DIVISION OF FINANCE AND ACCOUNTS

Date 12/16/66FROM: Office of the Secretary
(Office or Division)

(Branch)

EMPLOYEE: Ivan Allen Jr. TITLE: Consultant

EMPLOYED BY:

Appointment effective 10/27/66

or

Contract effective _____

Per diem salary \$ 100.00Pay period: From: 12/4 to 12/17/66, 19____ incl.

HOURS WORKED															TOTAL HOURS
DATE	4	5	6	7	8	9	10	11	12	13	14	15	16	17	
DAY	SUN	MON	TUES	WED	THURS	FRI	SAT	SUN	MON	TUES	WED	THURS	FRI	SAT	
HOURS												8			8

I certify that I have performed services under the above listed appointment or contract for the hours indicated.

(Signature of Employee)

I certify that the employee named herein performed services for the hours indicated and request that he be compensated therefor in accordance with the terms of his appointment or contract.

Administrative Officer

(Title of Supervising Officer)

(Signature)

FOR USE BY PAYROLL SECTION

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

HUD-25
(11-65)

TRAVEL ORDER — REQUEST AND AUTHORIZATION

Date 11/1/66

(Submit to Travel Section at least five working days in advance of proposed travel)

1. NAME Allen, Ivan	2. OFFICIAL STATION Atlanta, Ga.	3. ROOM & BLDG. 411 N	4. STATUS OF TRAVELER: <input type="checkbox"/> EMPLOYEE <input checked="" type="checkbox"/> OTHER
5. TITLE Consultant	6. DIVISION OR OFFICE DIR	7. PHONE 21584	
8. ITINERARY (Include place of departure, all stopovers or places to be visited, and place of return) FROM: Atlanta, Ga. to Washington, D.C. and other cities within the continental limits of the United States as directed by the Secretary <div style="text-align: right;">Atlanta, Ga. Chicago, Ill</div> AND RETURN TO:			
9. PURPOSE OF TRAVEL: to meet with various city officials and urban specialists on problems affecting urban areas			
10. MODE OF TRAVEL: <input checked="" type="checkbox"/> A. Common carrier except extra fare. <input checked="" type="checkbox"/> B. Privately-owned automobile on a mileage basis at a rate of <u>8¢</u> per mile: <input checked="" type="checkbox"/> 1. Limited to not exceed the cost of travel by common carrier including per diem. <input type="checkbox"/> 2. Provided it has been administratively determined in advance that because of the nature of your duties travel by private conveyance is necessary and more advantageous to the Government than the use of common carrier. <input type="checkbox"/> 3. Travel wholly within limits of official station. <input type="checkbox"/> C. Other (Specify)			
11. REMARKS:			
12. EFFECTIVE ON OR ABOUT: 11/1/66	REQUESTED BY		
13. TERMINATING ON OR ABOUT: 6/30/67	16. SIGNATURE		
14. NUMBER OF DAYS IN TRAVEL STATUS: 45 days	RECOMMENDED BY		
15. PROGRAM: GDS	17. SIGNATURE <i>Mary R. Carlier</i> Administrative Officer		
DO NOT WRITE BELOW THIS LINE — FOR USE BY TRAVEL SECTION AND AUTHORIZING OFFICER			
TRAVEL ORDER NO. 0212	DATE 11/10/66	ESTIMATED COST \$	APPROPRIATION SYMBOL 8670100 S&E HUD-OS 1967
PER DIEM RATE \$16	MILEAGE 8¢	HOUSEHOLD EFFECTS \$	
MODE OF TRAVEL IS AUTHORIZED AS INDICATED IN ITEM 10 <u>A or B-1</u> in order stated.			
You are hereby authorized to travel at Government expense, to be paid from available appropriations, in accordance with Standardized Government Travel Regulations as amended, Regulations of the Department, and the conditions noted on this order.			
Executive Officer Office of General Services (TITLE OF AUTHORIZING OFFICER)		<i>Grace M. Callinan</i> Grace M. Callinan (SIGNATURE)	
THE NUMBER AND DATE ON THIS ORDER MUST BE REFERRED TO ON YOUR VOUCHER			

TRAVELERS COPY

REQUEST FOR COMPENSATION FOR PER DIEM PERSONNEL

(Submit original only at close of pay period)

TO: DIVISION OF FINANCE AND ACCOUNTS

Date 11/20/66FROM: Office of Secretary

(Office or Division)

(Branch)

EMPLOYEE: Ivan Allen Jr.TITLE: Consultant

EMPLOYED BY:

Appointment effective 10/27/66

or

Contract effective _____

Per diem salary \$ 100.00Pay period: From: 11/20 to 12/3/66, 19____ incl.

HOURS WORKED															
DATE	20	21	22	23	24	25	26	27	28	29	30	1	2	3	TOTAL HOURS
DAY	SUN	MON	TUES	WED	THURS	FRI	SAT	SUN	MON	TUES	WED	THURS	FRI	SAT	
HOURS															

I certify that I have performed services under the above listed appointment or contract for the hours indicated.

(Signature of Employee)

I certify that the employee named herein performed services for the hours indicated and request that he be compensated therefor in accordance with the terms of his appointment or contract.

(Title of Supervising Officer)

(Signature)

FOR USE BY PAYROLL SECTION

NOTIFICATION OF PERSONNEL ACTION
(EMPLOYEE — See General Information on Reverse)

6 PART
50-126

(FOR AGENCY USE)

Schedule #2, A-8

1. NAME (CAPS) LAST—FIRST—MIDDLE ALLEN, IVAN JR., MR.		2. (FOR AGENCY USE)		3. BIRTH DATE (Mo., Day, Year) 03-15-11	4. SOCIAL SECURITY NO. 252-10-5552
5. VETERAN PREFERENCE 1—NO 2—5 PT. 3—10 PT. DISAB. 4—10 PT. COMP. 5—10 PT. OTHER		6. TENURE GROUP 0		7. SERVICE COMP. DATE 00	
9. FEGLI 2 1—COVERED 2—INELIGIBLE 3—WAIVED		10. RETIREMENT 2 1—CS 2—FICA 3—FS 4—NONE 5—OTHER		11. (FOR CSC USE)	
12. CODE NATURE OF ACTION 171 Excepted Appt - Intermittent NTE 06-30-67		13. EFFECTIVE DATE (Mo., Day, Year) 10-27-66		14. CIVIL SERVICE OR OTHER LEGAL AUTHORITY Public Law 600, Section 15 and CSC Letter dated 09-09-54	
15. FROM: POSITION TITLE AND NUMBER		16. PAY PLAN AND OCCUPATION CODE		17. (a) GRADE OR LEVEL (b) STEP OR RATE	
19. NAME AND LOCATION OF EMPLOYING OFFICE					

20. TO: POSITION TITLE AND NUMBER Consultant		21. PAY PLAN AND OCCUPATION CODE		22. (a) GRADE OR LEVEL (b) STEP OR RATE		23. SALARY pd \$100.00
24. NAME AND LOCATION OF EMPLOYING OFFICE Immediate Office of the Secretary, Washington, D. C. Residence: Atlanta, Georgia						

25. DUTY STATION (City—county—State) Washington, D. C.		26. LOCATION CODE 08-0010-001			
27. APPROPRIATION		28. POSITION OCCUPIED 1—COMPETITIVE SERVICE 2 2—EXCEPTED SERVICE		29. APPORTIONED POSITION FROM: TO: STATE 1—PROVED-1 2—WAIVED-2	

30. REMARKS:	A. SUBJECT TO COMPLETION OF 1 YEAR PROBATIONARY (OR TRIAL) PERIOD COMMENCING		
	B. SERVICE COUNTING TOWARD CAREER (OR PERMANENT) TENURE FROM:		
SEPARATIONS: SHOW REASONS BELOW, AS REQUIRED. CHECK IF APPLICABLE:		C. DURING PROBATION	D. FROM APPOINTMENT OF 6 MONTHS OR LESS

Ineligible for health benefits. No regular tour of duty. No overtime or premium holiday pay. No annual or sick leave benefits.

Special Government Employee

It is estimated that services will be required for approximately 20 days.

This action was approved by the Secretary

31. DATE OF APPOINTMENT AFFIDAVIT (Accessions only) 11-10-66		34. SIGNATURE (Or other authentication) AND TITLE Douglas P. Chaffin Director of Personnel	
32. OFFICE MAINTAINING PERSONNEL FOLDER (If different from employing office) Division of Personnel, Washington, D. C.		35. DATE 10-25-66 1144	
33. CODE EMPLOYING DEPARTMENT OR AGENCY HU 01 DHUD, Office of the Secretary			

1. EMPLOYEE COPY

DEPARTMENT OF PERSONNEL, MEMPHIS, TENN.

DEPARTMENT OF PERSONNEL

NOTICE TO EMPLOYEE

KEEP THIS DOCUMENT FOR YOUR RECORDS. IT IS YOUR COPY OF THE OFFICIAL RECORD OF A PERSONNEL ACTION AFFECTING YOUR EMPLOYMENT. PROMPTLY CALL ANY ERROR TO THE ATTENTION OF YOUR SUPERVISOR OR YOUR PERSONNEL OFFICE.

THIS SECTION HAS BEEN CLASSIFIED BY THE SECRETARY

I. Conditions Pertinent To All Types of Personnel Action

The personnel action identified on the face of this form is subject to all applicable laws, rules, and regulations governing Federal employment and may be subject to investigation and approval by the Civil Service Commission. The action may be corrected or canceled if not in accordance with all legal requirements, or if based upon your misrepresentation or fraud.

In addition, the grade of the position to which you are officially assigned may be reviewed and corrected by your agency personnel office, or by the Civil Service Commission.

Your performance rating upon entrance into a new position is "satisfactory" unless or until you are notified otherwise.

Items 9 and 10 show the common types of payroll deductions: "FGLI" for Federal Employees Group Life Insurance, "CS" for Civil Service Retirement, "FICA" for Social Security, and "FS" for Foreign Service. Additional deductions may be made under the Federal Employees Health Benefits program, and for income taxes, bonds, and other purposes authorized by law.

II. Information About Appointments

Appointments to positions in the competitive service: The Civil Service Act places most positions in the "competitive service." The Civil Service Commission sets qualification requirements and controls recruitment for such positions. As a general rule, persons selected from civil service registers to fill continuing jobs in the competitive service are given career-conditional appointments. Such appointments are secured through direct competition with other members of the general public seeking similar work in Government agencies, and permit qualified employees to be assigned without further competitive examination to other jobs in the competitive service. Career-conditional appointments become career appointments upon completion of 3 years of substantially continuous creditable service.

The first year following a nontemporary competitive appointment generally is a probationary period, during which period an appointee must demonstrate his full competence and fitness for Federal employment. Reinstatements are also subject to a probationary period unless one was previously completed. Transfers, promotions, changes to lower grade, and reassignments during a probationary period are subject to completion of probation.

Temporary appointments do not confer a civil service status and do not lead to a career or career-conditional appointment without some further examination or qualification. Limited temporary appointments are made when there is no continuing need for a person's service, regardless of the manner in which he qualified for appointment; acceptance of such appointment will not remove a person's name from a civil service register in which he may later be reappointed to a career-conditional appointment.

Appointments to positions in the excepted service: Excepted appointments are made to positions which are excepted from the competitive service by law or other special authority. Generally the employing agency sets qualification requirements and conducts recruitment

for such positions. Such appointments do not confer a competitive civil service status or eligibility for movement to jobs in the competitive service; they may be made without restrictions on tenure, with a conditional or indefinite limitation, or with a definite time limitation. A trial period may be required at the discretion of the employing office.

III. Information About Tenure Groups

Employees are ranked in tenure groups according to the nature of their appointment; those with unrestricted tenure are placed in Group I, those serving under conditional appointments which automatically lead to full tenure after a prescribed time and without further qualification are placed in Group II, and those serving under temporary or indefinite appointments not limited to an exact time or date are placed in Group III. Within each tenure group, ranking is determined by veteran preference, performance rating, and total Federal service. If it should become necessary to reduce force, employees are selected for separation or change to lower grade according to this general ranking. Employees serving under competitive appointments and those serving under excepted appointments are ranked separately for reduction in force purposes.

IV. Information About Your Status After Separation

If you are separated or placed in a nonpay status for an extended period, your employing agency will furnish you with Standard Form 8 explaining your rights for unemployment insurance benefits. If you were covered by the civil service retirement system or Federal employees group life insurance, you have previously been furnished certificates describing these programs; you can refer to such certificates for information regarding your rights and possible benefits after separation.

If you are separated from a career or career-conditional appointment, you may have reinstatement eligibility and can apply directly to any Federal activity and may be employed without further competitive examination; if you are a nonveteran and you are separated from a career-conditional appointment your eligibility for reinstatement is generally limited to 3 years from the date of separation. If you are separated from a temporary or excepted appointment, you have no reinstatement privileges based upon such service.

You will be given any lump sum payment that may be due you for annual leave at the time of separation. Refund of an appropriate portion of this payment will be required if you are reemployed in a Federal agency in a position under the same leave system during the period covered by such payment.

V. Availability of Further Information

Consult your supervisor if you have questions about the above statements or the entries on the front of this form, or about other matters concerning your employment. This is particularly important on questions involving granting of leave, assignment of duties, and hours of work which are generally under his control. If your questions are technical, your supervisor may refer you to your personnel office, which will have copies of controlling civil service regulations, as well as your individual records, and so can best explain how they apply in your case.

WITNESSED AND SIGNED

03-12-77

525-10-2225

SCHEDULE OF EXPENSES AND AMOUNTS CLAIMED

PREVIOUS TEMPORARY DUTY (Complete these blocks only if in travel status immediately prior to period covered by this voucher and if administratively required)

DEPARTURE FROM OFFICIAL STATION
(DATE) | (HOUR)

TEMPORARY DUTY STATION LAST DAY OF PRECEDING VOUCHER PERIOD (LOCATION)	(DATE OF ARRIVAL)
---	-------------------

[illegible]

REQUEST FOR COMPENSATION FOR PER DIEM PERSONNEL

(Submit original only at close of pay period)

TO: DIVISION OF FINANCE AND ACCOUNTS

Date 11/7/66FROM: Office of Secretary
(Office or Division)

(Branch)

EMPLOYEE: Ivan Allen TITLE: Consultant

EMPLOYED BY:

Appointment effective _____
or

Contract effective _____

Per diem salary \$ 100.00Pay period: From: 11/6/66 to 11/19/66, 19____ incl.

HOURS WORKED															TOTAL HOURS
DATE	6	7	8	9	10	11	12	13	14	15	16	17	18	19	
DAY	SUN	MON	TUES	WED	THURS	FRI	SAT	SUN	MON	TUES	WED	THURS	FRI	SAT	
HOURS														8	

I certify that I have performed services under the above listed appointment or contract for the hours indicated.

(Signature of Employee)

I certify that the employee named herein performed services for the hours indicated and request that he be compensated therefor in accordance with the terms of his appointment or contract.

Administrative Officer

(Title of Supervising Officer)

(Signature)

FOR USE BY PAYROLL SECTION

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, D.C. 20410

OFFICE OF THE SECRETARY

October 25, 1966

Check carefully
J

Honorable Ivan Allen
Mayor
Atlanta, Georgia

Dear Mayor Allen:

The Secretary, Department of Housing and Urban Development, desires to appoint you for a period of 60 days, as Consultant, \$100.00 per day under authority of Section 15, Public Law 600. A member of the Secretary's Staff will advise you of the days on which he desires your services during this period of employment. When you are in an authorized travel status, your travel expenses will be paid, and in addition, a \$16.00 per diem allowance in lieu of subsistence will be paid.

You will serve as Consultant to advise the Secretary on Urban Development matters.

The Civil Service Commission requires that we furnish you a copy of the Department's Standards of Conduct regulations. Please note that they identify employees in the category to which you are being appointed as "Special Government Employee", and requires them, at the time of employment to supply the Department with a statement of other employment and financial interests. The enclosed Form HUD-844-A, "Statement of Employment and Financial Interest," should be completed and the original returned in the self-addressed envelope furnished with this letter. The duplicate copy is for your records. The information you furnish will be accessible only to those Department employees having official duties in connection with your appointment.

If this appointment is acceptable to you, please so indicate by signing on the space provided on the enclosed copy of this letter and return it to this Office.

Sincerely yours,

Douglas E. Chaffin

Douglas E. Chaffin
Director of Personnel

Enclosures

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

WASHINGTON, D.C. 20410

November 4, 1966

OFFICE OF THE SECRETARY

Honorable Ivan Allen
Mayor
Atlanta, Georgia

Dear Mayor Allen:

With regard to your appointment as Consultant with the Department of Housing and Urban Development, there are certain forms which are required to be completed.

Enclosed is Form W-4, Employee Withholding Exemption Certificate and Form FR-144, Certificate of Non-Liability for District of Columbia Withholding Tax which are self-explanatory. Please note that you must print your full name. It is also requested that you show your zip code.

Please answer items 1, 2, 3, 5, and 7 on the reverse side of the Standard Form 61, Appointment Affidavit, and sign the front in the presence of a Notary Public.

Please return these forms as soon as possible in the enclosed self-addressed envelope.

Sincerely yours,

Edward C. Williams

Edward C. Williams *sm*
Chief, Employee Standards
and Examining Branch

Enclosures

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

WASHINGTON, D.C. 20410

November 4, 1966

OFFICE OF THE SECRETARY

Honorable Ivan Allen
Mayor
Atlanta, Georgia

Dear Mayor Allen:

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Sincerely yours,

Edward C. Williams
Chief, Employee Standards
and Examining Branch

Enclosures

ORGANIZATIONS DESIGNATED UNDER EXECUTIVE ORDER NO. 10450

Compiled from Memoranda of the Attorney General dated April 29, July 15, September 28, 1953; January 22, 1954; April 4, September 21, October 20, 1955; October 4, 1957; and July 18, 1958

CONSOLIDATED LIST—JULY 18, 1958

This list is prepared solely for the information of Federal civilian officers and employees and for the convenience of persons completing applications for Federal employment. Membership in or affiliation with a designated organization is one factor to be considered by the departments and agencies of the Federal Government in connection with the employment or retention in employment of individuals in Federal service.

Abraham Lincoln Brigade
 Abraham Lincoln School, Chicago, Illinois
 Action Committee to Free Spain Now
 Alabama People's Educational Association (see Communist Political Association)
 American Association for Reconstruction in Yugoslavia, Inc.
 American Branch of the Federation of Greek Maritime Unions
 American Christian Nationalist Party
 American Committee for European Workers' Relief (see Socialist Workers Party)
 American Committee for Protection of Foreign Born
 American Committee for Spanish Freedom
 American Committee for the Settlement of Jews in Birobidjan, Inc.
 American Committee for Yugoslav Relief, Inc.
 American Committee to Survey Labor Conditions in Europe
 American Council for a Democratic Greece, formerly known as the Greek American Council; Greek American Committee for National Unity
 American Council on Soviet Relations
 American Croatian Congress
 American Jewish Labor Council
 American League Against War and Fascism
 American League for Peace and Democracy
 American National Labor Party
 American National Socialist League
 American National Socialist Party
 American Nationalist Party
 American Patriots, Inc.
 American Peace Crusade
 American Peace Mobilization
 American Poles for Peace
 American Polish Labor Council
 American Polish League
 American Rescue Ship Mission (a project of the United American Spanish Aid Committee)
 American-Russian Fraternal Society
 American Russian Institute, New York, also known as the American Russian Institute for Cultural Relations with the Soviet Union
 American Russian Institute, Philadelphia
 American Russian Institute of San Francisco
 American Russian Institute of Southern California, Los Angeles
 American Slav Congress
 American Women for Peace
 American Youth Congress
 American Youth for Democracy
 Armenian Progressive League of America
 Associated Klans of America
 Association of Georgia Klans
 Association of German Nationals (Reichsdeutsche Vereinigung)
 Ausland-Organization der NSDAP, Overseas Branch of Nazi Party
 Baltimore Forum
 Benjamin Davis Freedom Committee
 Black Dragon Society
 Boston School for Marxist Studies, Boston, Massachusetts
 Bridges-Robertson-Schmidt Defense Committee
 Bulgarian American People's League of the United States of America
 California Emergency Defense Committee
 California Labor School, Inc., 321 Divisadero Street, San Francisco, California
 Carpatho-Russian People's Society
 Central Council of American Women of Croatian Descent, also known as Central Council of American Croatian Women, National Council of Croatian Women
 Central Japanese Association (Beikoku Chuo Nipponjin Kai)
 Central Japanese Association of Southern California
 Central Organization of the German-American National Alliance (Deutsche-Amerikanische Einheitsfront)
 Cervantes Fraternal Society
 China Welfare Appeal, Inc.
 Chopin Cultural Center
 Citizens Committee for Harry Bridges
 Citizens Committee of the Upper West Side (New York City)
 Citizens Committee to Free Earl Browder
 Citizens Emergency Defense Conference
 Citizens Protective League
 Civil Liberties Sponsoring Committee of Pittsburgh
 Civil Rights Congress and its affiliated organizations, including:
 Civil Rights Congress for Texas
 Veterans Against Discrimination of Civil Rights Congress of New York
 Civil Rights Congress for Texas (see Civil Rights Congress)
 Columbians
 Comité Coordinador Pro Republica Espanola

Comite Pro Derechos Civiles
 (See Puerto Rican Comité Pro Libertades Civiles)
 Committee for a Democratic Far Eastern Policy
 Committee for Constitutional and Political Freedom
 Committee for Nationalist Action
 Committee for Peace and Brotherhood Festival in Philadelphia
 Committee for the Defense of the Pittsburgh Six
 Committee for the Negro in the Arts
 Committee for the Protection of the Bill of Rights
 Committee for World Youth Friendship and Cultural Exchange
 Committee to Abolish Discrimination in Maryland
 (See Congress Against Discrimination; Maryland Congress Against Discrimination; Provisional Committee to Abolish Discrimination in the State of Maryland)
 Committee to Aid the Fighting South
 Committee to Defend Marie Richardson
 Committee to Defend the Rights and Freedom of Pittsburgh's Political Prisoners
 Committee to Uphold the Bill of Rights
 Commonwealth College, Mena, Arkansas
 Communist Party, U. S. A., its subdivisions, subsidiaries and affiliates
 Communist Political Association, its subdivisions, subsidiaries and affiliates, including:
 Alabama People's Educational Association
 Florida Press and Educational League
 Oklahoma League for Political Education
 People's Educational and Press Association of Texas
 Virginia League for People's Education
 Congress Against Discrimination
 (See Committee to Abolish Discrimination in Maryland)
 Congress of American Revolutionary Writers
 Congress of American Women
 Congress of the Unemployed
 Connecticut Committee to Aid Victims of the Smith Act
 Connecticut State Youth Conference
 Council for Jobs, Relief and Housing
 Council for Pan-American Democracy
 Council of Greek Americans
 Council on African Affairs
 Croatian Benevolent Fraternity
 Dai Nippon Butoku Kai (Military Virtue Society of Japan or Military Art Society of Japan)
 Daily Worker Press Club
 Daniels Defense Committee
 Dante Alighieri Society (between 1935 and 1940)
 Dennis Defense Committee
 Detroit Youth Assembly
 East Bay Peace Committee
 Elsinore Progressive League
 Emergency Conference to Save Spanish Refugees (founding body of the North American Spanish Aid Committee)
 Everybody's Committee to Outlaw War
 Families of the Baltimore Smith Act Victims
 Families of the Smith Act Victims
 Federation of Italian War Veterans in the U. S. A., Inc. (Associazione Nazionale Combattenti Italiani, Federazione degli Stati Uniti d'America)
 Finnish-American Mutual Aid Society
 Florida Press and Educational League (see Communist Political Association)
 Frederick Douglass Educational Center
 Freedom Stage, Inc.
 Friends of the New Germany (Freunde des Neuen Deutschlands)
 Friends of the Soviet Union
 Garibaldi American Fraternal Society
 George Washington Carver School, New York City
 German-American Bund (Amerikadeutscher Volksbund)
 German-American Republican League
 German-American Vocational League (Deutsche-Amerikanische Berufsgemeinschaft)
 Guardian Club
 Harlem Trade Union Council
 Hawaii Civil Liberties Committee
 Heimusha Kai, also known as Nokubei Heieki Gimusha Kai, Zaibel Nihonjin, Heiyaku Gimusha Kai, and Zaibel Heimusha Kai (Japanese Residing in America Military Conscripts Association)
 Hellenic-American Brotherhood
 Hinode Kai (Imperial Japanese Reservists)
 Hinomaru Kai (Rising Sun Flag Society—a group of Japanese War Veterans)
 Hokubei Zaigo Shoke Dan (North American Reserve Officers Association)

Hollywood Writers Mobilization for Defense
Hungarian-American Council for Democracy
Hungarian Brotherhood
Idaho Pension Union
Independent Party (Seattle, Washington)
(See Independent People's Party)
Independent People's Party
(See Independent Party)
Industrial Workers of the World
International Labor Defense
International Workers Order, its subdivisions, subsidiaries and affiliates
Japanese Association of America
Japanese Overseas Central Society (Kaigai Dobo Chuo Kai)
Japanese Overseas Convention, Tokyo, Japan, 1940
Japanese Protective Association (Recruiting Organization)
Jefferson School of Social Science, New York City
Jewish Culture Society
Jewish People's Committee
Jewish People's Fraternal Order
Jikyoku Iinkai (The Committee for the Crisis)
Johnson-Forest Group
(See Johnsonites)
Johnsonites
(See Johnson-Forest Group)
Joint Anti-Fascist Refugee Committee
Joint Council of Progressive Italian-Americans, Inc.
Joseph Weydemeyer School of Social Science, St. Louis, Missouri
Kibei Seinen Kai (Association of U. S. Citizens of Japanese Ancestry
who have returned to America after studying in Japan)
Knights of the White Camellia
Ku Klux Klan
Kyffhaeuser, also known as Kyffhaeuser League (Kyffhaeuser Bund)
Kyffhaeuser Fellowship (Kyffhaeuser Kameradschaft)
Kyffhaeuser War Relief (Kyffhaeuser Kriegshilfswerk)
Labor Council for Negro Rights
Labor Research Association, Inc.
Labor Youth League
League for Common Sense
League of American Writers
Lictor Society (Italian Black Shirts)
Macedonian-American People's League
Mario Morgantini Circle
Maritime Labor Committee to Defend Al Lannon
Maryland Congress Against Discrimination
(See Committee to Abolish Discrimination in Maryland)
Massachusetts Committee for the Bill of Rights
Massachusetts Minute Women for Peace (not connected with the
Minute Women of the U. S. A., Inc.)
Maurice Braverman Defense Committee
Michigan Civil Rights Federation
Michigan Council for Peace
Michigan School of Social Science
Nanka Teikoku Gunyudan (Imperial Military Friends Group or South-
ern California War Veterans)
National Association of Mexican Americans (also known as Asociacion
Nacional Mexico-Americana)
National Blue Star Mothers of America (not to be confused with the
Blue Star Mothers of America organized in February 1942)
National Committee for Freedom of the Press
National Committee for the Defense of Political Prisoners
National Committee to Win Amnesty for Smith Act Victims
National Committee to Win the Peace
National Conference on American Policy in China and the Far East (a
Conference called by the Committee for a Democratic Far Eastern
Policy)
National Council of Americans of Croatian Descent
National Council of American-Soviet Friendship
National Federation for Constitutional Liberties
National Labor Conference for Peace
National Negro Congress
National Negro Labor Council
Nationalist Action League
Nationalist Party of Puerto Rico
Nature Friends of America (since 1935)
Negro Labor Victory Committee
New Committee for Publications
Nichibei Kogyo Kaisha (The Great Fujii Theatre)
North American Committee to Aid Spanish Democracy
North American Spanish Aid Committee
North Philadelphia Forum
Northwest Japanese Association
Ohio School of Social Sciences
Oklahoma Committee to Defend Political Prisoners
Oklahoma League for Political Education (see Communist Political
Association)
Original Southern Klans, Incorporated
Pacific Northwest Labor School, Seattle, Washington
Palo Alto Peace Club
Partido del Pueblo of Panama (operating in the Canal Zone)
Peace Information Center
Peace Movement of Ethiopia

People's Drama, Inc.
People's Educational and Press Association of Texas (see Communist
Political Association)
People's Educational Association (incorporated under name Los Angeles
Educational Association, Inc.), also known as People's Educational
Center, People's University, People's School
People's Institute of Applied Religion
Peoples Programs (Seattle, Washington)
People's Radio Foundation, Inc.
People's Rights Party
Philadelphia Labor Committee for Negro Rights
Philadelphia School of Social Science and Art
Photo League (New York City)
Pittsburgh Arts Club
Political Prisoners' Welfare Committee
Polonia Society of the IWO
Progressive German-Americans, also known as Progressive German-
Americans of Chicago
Proletarian Party of America
Protestant War Veterans of the United States, Inc.
Provisional Committee of Citizens for Peace, Southwest Area
Provisional Committee on Latin American Affairs
Provisional Committee to Abolish Discrimination in the State of Mary-
land
(See Committee to Abolish Discrimination in Maryland)
Puerto Rican Comite Pro Libertades Civiles (CLC)
(See Comite Pro Derechos Civiles)
Puertorriquenos Unidos (Puerto Ricans United)
Quad City Committee for Peace
Queensbridge Tenants League
Revolutionary Workers League
Romanian-American Fraternal Society
Russian American Society, Inc.
Sakura Kai (Patriotic Society, or Cherry Association—composed of
veterans of Russo-Japanese War)
Samuel Adams School, Boston, Massachusetts
Santa Barbara Peace Forum
Schappes Defense Committee
Schneiderman-Darcy Defense Committee
School of Jewish Studies, New York City
Seattle Labor School, Seattle, Washington
Serbian-American Fraternal Society
Serbian Vidovdan Council
Shinto Temples (limited to State Shinto abolished in 1945)
Silver Shirt Legion of America
Slavic Council of Southern California
Slovak Workers Society
Slovenian-American National Council
Socialist Workers Party, including American Committee for European
Workers' Relief
Sokoku Kai (Fatherland Society)
Southern Negro Youth Congress
Suiko Sha (Reserve Officers Association, Los Angeles)
Syracuse Women for Peace
Tom Paine School of Social Science, Philadelphia, Pennsylvania
Tom Paine School of Westchester, New York
Trade Union Committee for Peace
(See Trade Unionists for Peace)
Trade Unionists for Peace
(See Trade Union Committee for Peace)
Tri-State Negro Trade Union Council
Ukrainian-American Fraternal Union
Union of American Croats
Union of New York Veterans
United American Spanish Aid Committee
United Committee of Jewish Societies and Landsmanschaft Federations,
also known as Coordination Committee of Jewish Landsmanschaften
and Fraternal Organizations
United Committee of South Slavic Americans
United Defense Council of Southern California
United Harlem Tenants and Consumers Organization
United May Day Committee
United Negro and Allied Veterans of America
Veterans Against Discrimination of Civil Rights Congress of New
York (see Civil Rights Congress)
Veterans of the Abraham Lincoln Brigade
Virginia League for People's Education (see Communist Political As-
sociation)
Voice of Freedom Committee
Walt Whitman School of Social Science, Newark, New Jersey
Washington Bookshop Association
Washington Committee for Democratic Action
Washington Committee to Defend the Bill of Rights
Washington Commonwealth Federation
Washington Pension Union
Wisconsin Conference on Social Legislation
Workers Alliance (since April 1936)
Yiddisher Kultur Farband
Young Communist League
Yugoslav-American Cooperative Home, Inc.
Yugoslav Seamen's Club, Inc.

staff BULLETIN

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

66-85

July 15, 1966

STANDARDS OF CONDUCT

Staff Bulletin 66-73 advised you of impending changes in the Department's Standards of Conduct regulations, and included a summary of the provisions relating to outside employment and other outside activity, as well as financial interests. The regulations became effective June 24, and were distributed to all employees with Staff Bulletin 66-77.

The following paragraphs provide information concerning counseling services:

Counseling Services

Ashley Foard, Acting Director, Office of General Counsel, has been designated Acting Counselor for the Department. In that capacity he is responsible for coordinating the Department's counseling services and for assuring that counseling and interpretations on questions of conflict of interest are available to Deputy Counselors. The Deputy Counselors, in turn, are available to employees who seek pertinent advice and guidance.

The Department's Deputy Counselors listed below have been designated so as to provide counseling services in two broad categories:-

- (1) Questions of a legal nature - particularly those concerned with interpretations or applicability of conflict of interest laws and Executive Orders of the President; and
- (2) Questions on other matters covered by the Standards of Conduct regulations - particularly those concerned with the filing of statements of financial interests and outside activities, and 'prior approval' requests, in addition to other regulatory provisions.

FOR WASHINGTON**Employees in office of:****Deputy Counselor
(Legal) is:****Deputy Counselor
(Personnel) is:**

Secretary;
Under Secretary; and
Officers reporting directly to
Secretary:

Ashley Foard

Douglas E. Chaffin

General Counsel;
Assistant Secretary for
Metropolitan Development;
Assistant Secretary for
Demonstrations and Intergovern-
mental Relations; and
Assistant Secretary for
Administration:

Paul R. Boesch

"

Assistant Secretary for
Renewal and Housing Assistance

(Renewal Projects Administration): S. Leigh Curry, Jr.

"

(Housing Assistance Administration): Joseph Burstein

Charles G. Stern

Assistant Secretary for
Mortgage Credit and
Federal Housing Commissioner
(Federal Housing Administration):
(Federal National Mortgage
Association):

Adolphus Prothro

Joe B. Montgomery

Robert H. Reid

Glendon D. Willey

FOR FIELD**Employees in:**

Regional Office:

Regional Counsel

Regional Director of
Administration

FHA Insuring Office (and
other FHA field offices):

Adolphus Prothro

Joe B. Montgomery*

HAA Regional Office :

HAA Regional Counsel

Administrative Officer
or Office Services
Supvr.

FNMA Agency Office :

Agency Counsel

Assistant Agency
Manager (Administration)

* Designated personnel in each FHA field office will assist.

Instructions to employees will be issued shortly, by appropriate offices, concerning employees in positions designated in the Appendix to the regulations, reporting procedures for other employees, and reporting untermiated prohibited activities.

It is suggested that employees retain their copies of Staff Bulletins 66-73, 66-77, as well as this issue, for reference purposes.

THE WHITE HOUSE

WASHINGTON

October 20, 1966

PERSONAL-CONFIDENTIAL

Dear Mayor Allen:

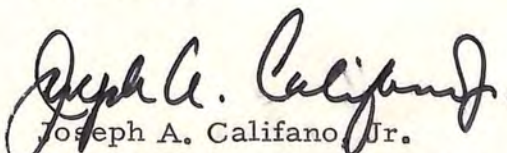
This will confirm our conversations concerning your participation on the President's Task Force on Cities which will be chaired by Dr. Paul Ylvisaker.

As you know, the problems faced by American cities have long been of great concern to the President. He has directed that every effort be made by this Administration to meet the challenge and has called upon the Congress for legislation which will enable the Administration to make a coordinated and comprehensive attack on the problems of the cities. He now calls upon the members of this Task Force for recommendations on new steps which should be taken as well as for advice on the most effective ways to implement existing legislative authority.

This task is as difficult and challenging as it is important, and the President is grateful for your willingness to participate.

The first meeting of the Task Force will be held on Friday, October 28, 1966, at 10:00 a.m. in Room 303 of the Executive Office Building, Washington, D.C.

Sincerely,

9:15


Joseph A. Califano, Jr.
Special Assistant to the President

Honorable Ivan Allen
Mayor of Atlanta
Atlanta, Georgia

MEMORANDUM

TO: Members of the Task Force on the Cities
FROM: Paul N. Ylvisaker DATE: May 15, 1967
SUBJECT: Attached Draft Outline of Task Force Report

The attached draft is circulated for discussion by the Task Force at its meeting in Washington, D.C. May 18-19. There is nothing sacred or final about it; but we have reached the point and date of some final decisions, and certainly the format of the report is one of them. We should expect to settle on the outline at this next meeting, so that research and writing assignments can be parcelled out to the staff -- and in some cases, to Task Force members.

I would appreciate written comments from those members who cannot attend the May 18-19 meeting, these comments to be due by May 26 at latest.

Draft - 5/10/67 - Confidential

"Working at Scale"

Report to the President of the 1966-7 Task Force on the Cities

TABLE OF CONTENTS

- I. Letter of Transmittal
- II. Introduction and Summary of Recommendations
- III. Report
 - A. Urban Segregation
 - The measure of the problem (and subsection on other urban minorities)
 - Recommendations
 - B. Urban Youth: Education and Employment
 - (etc.)
 - C. The Urban Calculus in National Economic Policy
 - D. Urban Financial Flows
 - E. Administrative Barriers
 - F. Manpower in Urban Affairs
 - G. Toward More Continuous and Effective Problem-Solving
 - H. A Special Note on the Model Cities Program
 - I. An Agenda for Further Study
- IV. Appendices
 - 1. Supporting Documents and Special Papers
 - 2. Earlier reports to the President: Neighborhood Centers; Urban Development Corporation; HUD Research Program, etc.
 - 3. List of Persons Consulted and Places Visited

4. List of Meetings and Agenda
 - Full Task Force
 - Special Committees
5. List of Task Force Members and Staff
6. Task Force Budget and Expenditures

Draft: 5/10/67

CONFIDENTIAL

Dear Mr. President,

Your Task Force on the Cities agreed early in its deliberations that now was no longer the time merely for minor adjustments in current programs.

The nation's urban condition demands far more.

What more it demands is not simply a matter of money. A much higher level of spending and investment - private as well as public - is clearly in order. But we concur in your own expressions, and those of your Cabinet, that money in itself is not an urban panacea.

We have attempted in the attached report to state what else is involved in "working at scale" on the nation's urban problems.

We do not pretend to have all the answers, and we are not as certain as we would like to be about those we do put forward. We are also aware of the constraints governing your own and the nation's response.

Nevertheless, we conclude our work on a note of great urgency. The growing apartheid of our urban populations, segregating by race and income, presents this nation with an ugly fact and an ominous future - and possibly a threat to our security which might well overshadow that of Vietnam.

This threat may not materialize. Yet we think it would be folly to test that possibility by doing no more to dispel it than is explicit in the nature and scale of our current urban efforts.

We submit this report to you with our deepest respect and our very best wishes.

Draft 5/10/67

CONFIDENTIAL

INTRODUCTION

America and its communities are changing with unsettling rapidity.

Most of this change has been healthy; and most of the problems it has caused tend to evoke their own solutions. This country - despite its transitional strains and its freely-voiced complaints - has an immense capacity for self-correction.

There is always a temptation - and a pressure - to over-react: to give equal ear to every complaint, to chase off after every problem, and to wind up with a congeries of programs which may slow up rather than accelerate the nation's natural and long-run capacity for self-correction.

Evidence is accumulating that such has already happened in the federal government's response to urban problems over the past twenty years.

These have been years of experimentation, improvisation, and probing. On balance, they have been constructive. But neither in scale nor impact have they caught up with the dimensions and force of the nation's urban trends and developing problems.

The time has come to move from experimentation over a wide front, and in sometimes contrary directions, to an effort

- a) which is aimed at selected problems of transcending importance
- b) which is of a scale large enough to make a difference;
- c) which is not dissipated by conflicting policies and administrative arrangements;
- d) which offer powerful incentives to state, local and private initiative, and thereby move toward a "steady state" of continuous problem-solving;
- e) which begin to erase the public's skepticism -- its growing

feeling that public programs are not to be taken seriously, that more is promised than will ever be delivered.

* * * * *

The Task Force believes there are seven urban problems which presently call for a national effort at scale -- problems which are not self-correcting, at least not within a sufferable length of time:

- 1) the segregation of race and income, and the separation of ghettoed populations from the growth sectors of the urban economy.
- 2) the lack of provision for urban youth, especially education and jobs.
- 3) the absence of an urban competence in the determination of national economic policy.
- 4) the inadequacy of financial flows to and among urban communities, and to the older, depressed areas in particular.
- 5) the extremely categorical approach to urban programming; the over-centralization of detail; the multiplication of required consents; and the disincentives to community enterprise.
- 6) the meagre flow of talent into public service at state and local levels.
- 7) the lack of provision for long-range programming, and for continuous innovation and evaluation.

III A. URBAN SEGREGATION

The crisis of our cities is first of all the segregation of race and income. There is no urban solution of any validity that does not deal directly with the questions posed by this segregation.

The facts are these: 23% of the total population of our central cities is Negro, and 35% of these Negroes have incomes in the poverty range. Within five years, assuming present population trends and even allowing for current levels of ameliorative public programs, the proportion of Negroes to central city population will rise to 28%, with the same percentage as today remaining in poverty. By 1978, both proportions will be 35%. By 1983, our central cities population will be 44% Negro, nearly two-fifths of them poor.

These are percentages of total central city population. But by 1973, at least 10 of our major cities will be predominantly Negro; by 1983, at least 20, including Chicago, Philadelphia, Cleveland, Detroit (etc.).

To repeat, these projections show what will happen if present population trends continue and current governmental policies and levels of spending remain in force.

To alter these projections significantly, quantum leaps will have to be taken in public policy and levels of spending. For example, if the size of the Negro population of central cities is

to remain what it is approximately 600,000 Negroes each year must move into predominantly white suburbs. That figure would represent from 10-15 times the present rate of Negro out migration.

Again, if the proportion of Negroes in poverty is to be reduced to the general poverty rate of the total population, we estimate the costs of that enrichment (projecting current per capita costs of special housing, educational, employment training and other programs) at \$ _____ annually over a _____ year period.

If the nation were to decide to equalize both the Negro's settlement pattern and his incidence of poverty, our best estimate of total costs would be \$ _____ per year over a _____ year period.

These may seem staggering figures. What is staggering to us is that urban policy has been developed in this country without attempting these calculations, yet fostering the illusion that one or the other -- or both -- of the two alternatives, enrichment and dispersion, were somehow being accomplished and at scale.

The fact is that both the rate of enrichment and the rate of dispersion are lagging; and the segregation of race and income in our great metropolitan areas is outstripping whatever we are now doing to offset it.

We of the Task Force deplore the segregation that is taking place; and if the choice were ours, we would pay the price of simultaneously reducing the poverty and concentration rates of the Negro population. The prospect of Negro dominance of our central cities we cannot regard with equanimity, although we are almost persuaded

otherwise by some compelling arguments (a) that the transition is likely to be much more moderate than alarmists might portray; and (b) that the coming of Negroes to political power might well provide the psychological lift that community has long been awaiting. What we still regard with distaste is the freezing of racial and class distinctions into political boundary lines; and what we fear is even the remotest chance of escalating present frictions into guerrilla and even civil war.

We therefore submit the following recommendations and alternative courses of action:

Draft 5/10/67

CONFIDENTIAL

III B. Urban Youth: Education and Employment:

Further statement on educational and employment problems of the ghetto. But also pointing up the general problems of youth in urban and suburban society, with the prospect of increasing restiveness and under-employment not entirely related to race and poverty. Need to integrate construction trades.

III C. The Urban Calculus in National Economic Policy

Elaboration of relevant trends: the Baumol thesis re the escalating costs of a service economy and the increasing reliance on the public market: the employment and urban design implications of moving from manufacturing to services; the importance of adding an urban competence to the Council of Economic Advisers, Treasury, Internal Revenue, Jt. Congressional Committee, etc. The use of economic leverages (e.g. attainted titles) to accomplish urban purposes. The question of elevating HUD or part of it to a level where it participates in economic policy decisions.

III D. Urban Financial Flows

The erratic flow of resources into housing and other critical urban functions. The likelihood of revenue sharing and block grants, and the importance of tying these developments into a strategy for rationalizing and extending state and local revenue sources. The need for increasing consumer income and entrepreneurial incentives in the ghetto, linking these with reforms of the welfare and tax systems.

III E. Administrative Barriers:

The problem of administering 440 separate federal programs affecting urban communities, and the hopeful prospect of consolidating and simplifying federal grants. Restrictive policies of critical agencies, including FHA. Possible recommendation of neighborhood development corporations, with share of capital advanced from national community development bank. An emerging role for the States; and reconsideration of metropolitan planning requirements both to reduce administrative congestion and to encourage dispersal of ghetto populations. Discussion of use of incentives, including "bounty" device for making ghetto residents economically attractive to local governments.

III F. Manpower for Urban Affairs

Estimate of critical shortages, and mention of improbability of going to scale (or even carrying out present scale) without massive entry of new personnel. Consideration of Frank Riesman's approach through new careers for the poor. Importance of steering new service complexes (medical, educational, etc.) to ghetto areas and/or residents. Possible use of Negro and other minority servicemen, as recruits to public and community service after their hitch has ended. Need for federal aid for pre-service and in-service training.

III G. Toward Continuous Problem-Solving

Ezra's treatise on need for critical path and staging in development of public programs; also for built-in capacity for innovation. Importance of sustained financing for experi-

mental programs, and for evaluation going beyond what is provided for Model Cities, etc.

III H. (as indicated in Table of Contents)

Maya Allen

TASK FORCE ON THE CITIES

Ames

MEMO TO: Members of Task Force
FROM: Paul Ylvisaker *by*
SUBJECT: Re-cap of dates & deadlines

April 25, 1967

May 1 Deadline for subcommittee outline
 One copy to Dick Leone
 One copy to Paul Ylvisaker
 Cranbury Neck Road
 Cranbury, New Jersey

May 4-7 Downs-Alexander Subcommittee
 San Francisco

May 18-19 Full Task Force
 Washington D.C.

May 26 Deadline for final subcommittee reports
 One copy to Dick Leone
 One copy to Paul Ylvisaker

June 8 Full Task Force
9 & 10 Washington D.C.

June 22 Full Task Force
23 & 24 Washington D.C.

TASK FORCE ON THE CITIES

Sub-committees

Allen-Ylvisaker

Governmental machinery

Levi

Study of FHA

Helstein-Berry

Jobs for Negroes, particularly in construction

Chapin

Metropolitan dispersion -- model cities -- new towns

Downs-Alexander

Social deficit model

Sizer

Education

TASK FORCE ON THE CITIES

Items for inclusion in final report:-

Hot summers

Guaranteed income

Relief and welfare systems

Profile of ghetto -- population by age & number

Youth of population -- median age of ghetto 10 years lower
than rest of population (Gordon to check out)

Ombudsman for the schools -- at entry-point -- 1/3 again number
of teachers

Technology -- high labor component

Social services vis-a-vis job creation and employment

Social costs of technology -- suppressing technology

COMSAT -- cutting down labor component

Fewer man hours into rehabilitation than building new construction

Price of development of ghetto -- doesn't work without
continuous pumping from outside

Ghetto population can't be taxed to provide services

Join with revenue flow of the system -- fiscal & tax implications

Characteristics of the ghetto not applicable to the model?

Problem of the decayed city is where the concentrations of race
and poverty mix:

- (a) measure degree of concentration of Negro population
- (b) income distribution
- (c) poverty census

Where are the white poor?

Retrogressive tax system built into housing.

PROPOSED APPROACH TO A TASK FORCE AGENDA

I. Basic Premise

The basic premise of this proposed approach to an agenda is the following proposition: There is widespread dissatisfaction with the present specific-program approach of the federal government to urban problems; therefore our task should be to respond to this dissatisfaction ~~in the most meaningful~~ in the most meaningful possible ways. Such dissatisfaction is ~~one of the main conclusions~~ one of the main conclusions which emerged from the Ribicoff hearings, and it also is the theme of Paul Ylvisaker's earlier "agenda paper." Both these documents called for an as-yet-unformulated "new approach" to urban problems. However, seeking a new approach is not the only possible or relevant response to ~~dissatisfaction~~ dissatisfaction with the effectiveness of existing approaches. In fact, there are four possible responses, all of which have some merit.

II. Possible Responses to the Basic Premise

These four responses can be put in the form of the following questions, here stated with some tentative ideas about how they might be answered:

1. Is it really true that current programs are ineffective? Although it is certainly true that current federal programs have not "turned around" the major trends in any ^{single} ~~city~~ city, they may be quite effective in relation to the efforts put into them. However, we really do not know how effective they are because we do not have any ways to measure program effectiveness in ~~urban~~ urban areas very accurately. Therefore, this response suggests that the Task Force explore the following issues:

1. ~~What~~ What mechanisms for effective program evaluation can be created and sustained at both local and federal levels? What alternative approaches to program evaluation are possible, and what incentives could be mobilized to effectuate each?

2. ~~How~~ ---How can future decision-making be affected so that more alternative program possibilities will be looked at, locally and federally?

2. Is the ineffectiveness of current programs possibly caused by their inadequate scale rather than inappropriate design -- hence would they become much more effective if greatly expanded in magnitude? When the early government spending programs advanced by Franklin Roosevelt's ~~new~~ administration to cure the Great Depression fizzled out in the downturn of 1937, many critics blamed the poor design of these programs and condemned the entire idea of federal spending as an aid to prosperity. But then when government spending really became enormous in the war effort of the early ~~1940's~~ 1940's, unemployment and recession vanished almost instantly, and the economy expended civilian output at the same time that it produced huge amounts of military goods. To most economists, this experience dramatically proved that government spending indeed can banish unemployment and recession if undertaken on a large enough scale to be effective. Similarly, it can perhaps be argued that urban renewal and public housing have failed to ~~solve~~ "solve the low-income housing problem" mainly because they have been undertaken in such tiny amounts. Even the design flaws in these programs (such as creating massive concentrations of broken families in public housing developments) might be radically altered if the programs were expanded in scale by a factor of, say, 10 to 20, since a greatly expanded clientele would have to be served.

It seems crucial for the Task Force to answer this question for the following reasons:

- a. Insofar as inadequate scale alone is responsible for any ineffectiveness of current programs, it might be a gross social policy error to shift emphasis to looking for some non-existent "new approach" when the real need was for ^{vastly} more of the old approaches.
- b. There is a ^{natural} tendency for various federal agencies ^{and for Congress} to look for some relatively inexpensive "cure" for urban ghetto problems. If this tendency is inherently bound to fail because all "cures" are extremely

costly, the President should be apprised of this fact so he will not delude himself considering "cheap cures," and so he can begin influencing public opinion to accept the costliness of adequate measures.

Pursuing this response to the basic premise would cause the Task Force to investigate the actual past magnitude of each major federal urban program (as measured in total and annual expenditures over, say, the past 30 years) ^{measure of the} against some ~~universe~~ universe in which that program must operate. For example, total public housing expenditures -- and results in terms of units built -- might be compared to total U.S. expenditures on housing construction, and units built in the U.S. total ~~total~~. Separate calculations might be made in sub-areas (such as New York) where the relative scale might be much higher than the national average, just to test what might happen if the national effort were raided. Similar quantifications could be made for health programs, welfare programs, urban renewal, anti-delinquency programs, etc. Results might be similar to those already made in agriculture, where it can be shown that over 40% of all farm income in the U.S. comes directly from federal payments.

3. What are some possible alternatives to the current programmatic approach?

Dissatisfaction with what we have does not necessarily prove there are better ways to do things; perhaps the truth is merely that "life is tough." Yet the following alternatives might be fruitfully investigated by the Task Force:

- a. Creating stronger incentives for private effort and investment in producing solutions to urban ghetto problems. Specifically, the

following types of incentives might be investigated:

- 1) ^{Making significant} positive profits possible ^{by having} the federal government create a significant market for some service relevant to the ghetto, such as rehabilitated housing, jobs for unskilled and problem workers (created by paying employers premiums to hire and use them), new housing, and educational programs.

- 2) Removing existing incentives to "act badly" in ghetto areas, such as low assessment for slum property, high depreciation allowances, any depreciation allowance at all for property not in full compliance to codes, counting such non-compliance property as an asset for financial institutions, ~~and~~ and higher property assessments for rehabilitated property.
- 3) Reduction of red-tape and regulation through such programs as the "turn-key" approach to public housing.
- 4) Creation of permissive incentives through allowing tax credits for investments in ghettos or certain kinds of job training.

b. Shifting the locus of ~~the~~ program formulation or the allocation of resources to urban problems away from the federal government to some other spot. The following methods of redistributing income collected by the federal government would be means of accomplishing this:

- 1) Giving block grants to states.
- 2) Giving block grants to central cities.
- 3) Creating a guaranteed annual income for at least those persons now on welfare or social security who cannot be expected to work.
- 4) Giving block grants to metropolitan areas that create area-wide governments to use them.
- 5) Combining present federal grants into broader "comprehensive program grants."

The Task Force might investigate all of these devices in order to answer the following questions about each one:

- What "strings" should be attached to such income transfers? What institutional change should be aimed at ^{by making grants} ~~such~~ "purchases of innovation"?
- ^{what size} ~~grant~~ ^{s/} would be necessary to persuade the institutions involved to make the desired changes?

---What would the recipients be likely to do with the money?

---How large a multiplier effect would such money have? Would this differ from its effects if retained by the federal government?

---What is the net desirability of this device?

Since the Model Cities Program can be viewed as a device for shifting some control over programs to local governments, it might be evaluated under this heading too.

desirable
4. What/changes or additions to current programs can be relatively easily identified to make them more effective? In spite of the seemingly widespread feeling that "marginal tinkering" with present programs will not produce any significant improvements in cities, some ^{valuable} changes or new program possibilities might be ~~be~~ relatively easily identified. Examples might be as follows:

- a. Creating a HUD Assistant Secretary for Research with a significant research budget, as recommended earlier.
- b. Creating scattered site public housing ^{by} ~~renting~~ existing dwellings so as to disperse Negro and low-income families to all parts of each metropolitan area, especially nearer job opportunities.
- c. Changing FHA procedures in a variety of specific ways, including separation of "prudent investor" activity from "social-underwriter" activity.
- d. Following the recommendations about neighborhood centers and subsidized home ownership made earlier.

Thus, from these four responses to the basic premise, the Task Force can formulate a number of specific research projects for investigation by the staff and outside experts. Policy conclusions for the final report can then be based upon these findings.

~~_____~~

III. Suggested Methods of Proceeding

It is suggested that the Task Force proceed on the basis of the following recommendations and actions:

1. All four of the responses described above should be pursued, rather than any one or two alone.
2. Subcommittees should be formed to pursue these four responses -- perhaps one subcommittee for each response, or perhaps with a different division of labor, but keyed to the four-response format.
3. Specific research assignments should be defined for all four responses by the Task Force as a whole insofar as possible, and then by subcommittees meeting separately.
4. These research assignments should be assigned to both staff members and "outside experts" where the expertise of the latter is relevant. Money should be procured to pay such experts for papers focussed on their policy views or factual views, varying from case to case. (The term "both" does not imply overlapping assignments, but utilization of both types of service.)
5. Tentative reporting dates for all research assignments should be created within the next month, though the dates may be later than that.
6. After reporting dates and assignments are set, a full time-table for the Task Force should be created. If necessary, further extension of our time period should be requested.

A. Downs

3/9/67

March 6, 1967

Mrs. Joyce Sewell
Executive Offices
Atlanta Marriott Motor Hotel
Courtland at Cain
Atlanta, Georgia

Dear Joyce:

I have some definite information on our important, confidential dignitaries who will be staying and meeting at the Marriott next week. I will list them by name, address, and room requirements, and hope that you could pre-register them:

Name and Address

Room Requirements

Mr. H. Ralph Taylor
HUD
Washington, D. C.

Single - arriving March 9
Check out March 10

Mr. Taylor's Assistant

Single - arriving March 9
Check out March 10

Mr. Paul Ylvisaker
Ford Foundation
477 Madison Avenue
New York, New York

Single - arriving evening of
March 8 - check out afternoon
of March 10

Prof. & Mrs. Julian Levi
University of Chicago
Chicago, Illinois

Double room - arriving March 9
check out afternoon of March 10

Mr. Ben Alexander
Defense Research Corp.
6300 Hollister Ave.
Golita, California

Single - He will arrive on Delta
186 at 5:40 a.m. on March 8 and
wants to sleep the balance of
morning. He will check out March 10.

Mr. and Mrs. Edwin C. Berry
Chicago Urban League
4500 South Michigan Avenue
Chicago, Illinois

Double - Arrive March 8
Depart March 10

Mrs. Joyce Sewell

March 6, 1967

Name and Address

Room Requirements

Mr. Stuart Chapin
University of North Carolina
Chapel Hill, North Carolina

Single - Late arrival
March 8 - check out
March 10

Mr. Anthony Downs
Real Estate Research Corp.
73 West Monroe Street
Chicago, Illinois

Single - Arrival March 8
Depart March 10

Mr. Ezra Ehrenkrantz
Building Systems Development Corp.
120 Broadway
San Francisco, California

Single - Arrival March 8
Depart March 10 (I don't
have flight info on him, but
it might be an unusual time)

Mr. Richard C. Leone
Washington, D. C.

Single - Arrive late
March 8 - depart March 10

Mr. Gordon MacInnes
Asst. to Mr. Leone
Washington, D. C.

Single - Arrive late
March 8 - depart March 10

This is less than we originally discussed . . . nine instead of 16 rooms.

Our meeting room set up will be fine, but would still like to use Tara 3 for the luncheon each day. Actually, the one o'clock lunch time on Friday is excellent, as they will conclude the meeting at the late luncheon.

My tentative figure for the luncheon on Thursday will be 10 at 12:30 and 15 on Friday at 1:00 o'clock.

Please help me keep this confidential as to the meeting. It is perfectly ok for the individual names to appear on the hotel registration.

Sincerely,

Mrs. Ann M. Moses
Executive Secretary

AM/br

M Ely Knight

202 - 395-3247
" - 5663

ADDRESSES

Chairman

425
3/8-9
Dr. Paul Ylvisaker
Director
Public Affairs
Ford Foundation
477 Madison Avenue
New York, New York 10022

212-PL 1-2900

Home: 609-395-1236

Vice Chairman

9
9 only
double
Professor Julian Levi
Professor of Urban Studies
University of Chicago
Chicago, Illinois 60601

312-FA 4-6926

Home: 312 DO 3-5464
also:
Fishcreek, Wisc. 414-868-3026
Wash., D. C. 202-667-5206

Members

Honorable Ivan Allen
Mayor
Atlanta, Georgia

404-522-4463

Home: 404-688-2659

Mr. Ben Alexander
Vice President
DRC (Defense Research Corporation)
6300 Hollister Avenue
Golita, California

805-967-3456

Home: 805-969-2132

8-9
Delta 186
5:40 AM
Mr. Edwin C. Berry
Executive Secretary
Chicago Urban League
4500 South Michigan Avenue
Chicago, Illinois 60601

312-AT 5-5800

Home: 312-BO 8-1314
or
312-373-2371

8-9
Don't see
"bed"
Mr. Stuart Chapin
Director
Urban and Regional Studies
Evergreen House
University of North Carolina
Chapel Hill, North Carolina

919-933-2282

Home: 919-929-2353
or
919-933-2392

late 8-9
8-9
Mr. Anthony Downs
Real Estate Research Corporation
73 West Monroe Street
Chicago, Illinois 60603

312-FI 6-5885

Home: 312-DU 1-5065
or
202-223-4500

NO
Professor John Dunlop
Professor of Economics
Harvard University
Cambridge, Massachusetts

617-UN 8-7600

Home: 617-484-2958
or
Washington, DC 202-783-0038

8-9
Mr. Ezra Ehrenkrantz
President
Building Systems Development Corporation
120 Broadway
San Francisco, California 94111

415-434-3830

Home: 415-524-5673
or
415-845-6000

NO
Mr. Ralph Helstein
President
Packinghouse Food and Allied Workers
608 S. Dearborn Street, Suite 1800
Chicago, Illinois 60605

312-WE 9-5343

Home: 312-PL 2-2629

NO
Dr. Theodore Sizer
Dean, College of Education
Harvard University
Cambridge, Massachusetts 02138

617-UN 8-7600
Ext. 3401

Home: 617-864-3593

Del 5:17
9:39 P.
8-9
Mr. Richard C. Leone
Washington

Mr. Gordon McInnes
Asst to Leone

Room Requirements

Task Force Meeting in Atlanta, Ga.
March 9 - 10

Members of Commission

Mayor Ivan Allen, Jr.
Atlanta, Georgia

Mr. Paul Ylvisaker
Ford Foundation
New York

Mr. Ben Alexander
Defense Research Corp.
Golita, California

Prof. Julian Levi (Mrs. Levi)
University of Chicago
Chicago, Illinois

Mr. Edwin C. Berry (Mrs. Berry)
Chicago Urban League
Chicago, Illinois

Mr. Stuart Chapin
University of North Carolina
Chapel Hill, North Carolina

Mr. Anthony Downs
Real Estate Research Corp.
Chicago, Illinois

Mr. Ezra Ehrenkrantz
Building Systems Development Corp.
San Francisco, Calif.

Others Attending

Mr. Richard C. Leone
Washington, D. C.

Mr. Gordon MacInnes
Washington, D. C.

Mr. Lyle Carter
Washington, D. C.

Mrs. Joan Dunlop
New York, N. Y.

Room

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8-9

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9

Others Attending

Mr. H. Ralph Taylor
Assistant Secretary HUD
Washington, D. C.

Mr. Cliff Goldman
Dept. of Community Affairs
Trenton, N. J.

Mr. Bill Hooper
Office of Science and Technology
Washington, D. C.

Atlanta People

R. Earl Landers (Mrs. Landers)
Admin. Assistant to Mayor

Dan E. Sweat, Jr. (Mrs. Sweat)
Director of Governmental Liaison

Collier E. Gladin
City Planning Engineer

Bill Bassett
Planning Department

Ann Moses
Mayor's Office

— 0 —

9

room with
MacInnes

Task Force Meeting in Atlanta, Ga.
March 9 - 10

<u>Members of Commission</u>	<u>Thurs</u> <u>L. D.</u>	<u>Fri</u> <u>D</u>
Mayor Ivan Allen, Jr. Atlanta, Georgia	1	1
Mr. Paul Ylvisaker Ford Foundation New York	1	1
Mr. Ben Alexander Defense Research Corp. Golita, California	1	1
Prof. Julian Levi (Mrs. Levi) University of Chicago Chicago, Illinois	1	1
Mr. Edwin C. Berry (Mrs. Berry) Chicago Urban League Chicago, Illinois	1	1
Mr. Stuart Chapin University of North Carolina Chapel Hill, North Carolina	1	1
Mr. Anthony Downs Real Estate Research Corp. Chicago, Illinois	1	1
Mr. Extra Ehrenkrantz Building Systems Development Corp. San Francisco, Calif.	1	1

<u>Others Attending</u>	<u>Thurs</u> <u>L. D.</u>	<u>Fri</u> <u>L</u>
Mr. H. Ralph Taylor Assistant Secretary HUD Washington, D. C.		1
Mr. Cliff Goldman Dept. of Community Affairs Trenton, N. J.	1	1
Mr. Bill Hooper Office of Science and Technology Washington, D. C.		1

Atlanta People

R. Earl Landers (Mrs. Landers) Admin. Assistant to Mayor	"	1
Dan E. Sweat, Jr. (Mrs. Sweat) Director of Governmental Liaison	"	1
Collier E. Gladin City Planning Engineer		1
Bill Bassett Planning Department		1
Ann Moses Mayor's Office	1	✓

Others Attending

Mr. Richard C. Leone Washington, D. C.	1	1
Mr. Gordon MacInnes Washington, D. C.	1	1
Mr. Lyle Carter Washington, D. C.	X	1
Mrs. Joan Dunlop New York, N. Y.	1	1

Lunch - Thurs 12

Dinner - 21

Lunch Fri. 20

March 7, 1967

MEMORANDUM

TO : Buzz Ryan
FROM : Ann Moses

Attached is the outline I am giving those attending the Mayor's meeting March 9 - 10, for your information.

Assistant Secretary Ralph Taylor, will NOT need hotel accommodations, as he is arriving Friday morning for the meeting only.

We will have twelve people for lunch on Thursday in Tara 3. . .

We will have 20 people for cocktails (8:00) dinner (8:30) Thursday evening in the Twelve Oaks Room. If possible, I would like one table, candles, flowers and a special menu.

~~Thursday~~at lunch we will have ¹⁹18 for lunch.

Enclosed are notes to be delivered when the people arrive.

Hornwood
Room

Jara 3
12 oak Room

Mr. Lyle Carter - (7/12) Mar 9 only
Washington, DC

✓ Mrs. Joan Dunlop - Mar 9 - only -
Secty to Mr. Yivir

March 6, 1967

Mrs. Joyce Sewell
Executive Offices
Atlanta Marriott Motor Hotel
Courtland at Cain
Atlanta, Georgia

Dear Joyce:

I have some definite information on our important, confidential dignitaries who will be staying and meeting at the Marriott next week. I will list them by name, address, and room requirements, and hope that you could pre-register them:

Name and Address

Room Requirements

Mr. H. Ralph Taylor
HUD
Washington, D. C.

Single - arriving March 9
Check out March 10

~~Mr. Taylor's Assistant~~

Single - arriving March 9
Check out March 10

Mr. Paul Ylvisaker
Ford Foundation
477 Madison Avenue
New York, New York

9th only
Single - arriving evening of
March 8 - check out afternoon
of March 10

✓ Prof. & Mrs. Julian Levi
University of Chicago
Chicago, Illinois

Double room - arriving March 9
check out afternoon of March 10

✓ Mr. Ben Alexander
Defense Research Corp.
6300 Hollister Ave.
Golita, California

Single - He will arrive on Delta
186 at 5:40 a.m. on March 8 and
wants to sleep the balance of
morning. He will check out March 10.

✓ Mr. and Mrs. Edwin C. Berry
Chicago Urban League
4500 South Michigan Avenue
Chicago, Illinois

Double - Arrive March 8
Depart March 10

Mrs. Joyce Sewell

March 6, 1967

Name and Address

Room Requirements

✓ Mr. Stuart Chapin
University of North Carolina
Chapel Hill, North Carolina

Single - Late arrival
March 8 - check out
March 10

✓ Mr. Anthony Downs
Real Estate Research Corp.
73 West Monroe Street
Chicago, Illinois

Single - Arrival March 8
Depart March 10

or 9:40 pm

✓ Mr. Ezra Ehrenkrantz
Building Systems Development Corp.
120 Broadway
San Francisco, California

Single - Arrival March 8
Depart March 10 (I don't
have flight info on him, but
it might be an unusual time)

Mr. Richard C. Leone
Washington, D. C.

Single - Arrive late
March 8 - depart March 10

9:30

Mr. Gordon MacInnes
Asst. to Mr. Leone
Washington, D. C.

Single - Arrive late
March 8 - depart March 10

This is less than we originally discussed . . . ¹¹ ~~nine~~ instead of 16 rooms.

Our meeting room set up will be fine, but would still like to use Tara 3 for the luncheon each day. Actually, the one o'clock lunch time on Friday is excellent, as they will conclude the meeting at the late luncheon.

My tentative figure for the luncheon on Thursday will be ¹² ~~10~~ at 12:30 and 15 on Friday at 1:00 o'clock.

Please help me keep this confidential as to the meeting. It is perfectly ok for the individual names to appear on the hotel registration.

Sincerely,

Mrs. Ann M. Moses
Executive Secretary

AM/br

CITY OF ATLANTA



March 8, 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

Mr. Paul Ylvisaker
Professor Julian Levi
Mr. Ben Alexander
Mr. Edwin C. Berry
Mr. Stuart Chapin
Mr. Anthony Downs
Mr. Ezra Ehrenkrantz
Mr. Richard Leone
Mr. Gordon MacInnes
Mr. Lyle Carter
Mrs. Joan Dunlop

I am delighted that you have come to Atlanta to continue our important deliberations. I hope you will have time to see our beautiful city.

The following arrangements have been made, all in the Atlanta Marriott Motor Hotel:

Thursday morning - 9:30 a.m. the meeting will be held in the Thornwood Room on the Ballroom Level.

Lunch will be served at 12:30 p.m. in Tara Room No. 3 on the same level. The meeting will reconvene after lunch in the Thornwood Room.

I would like for you to be my guests for dinner Thursday evening in the Twelve Oaks Room on the Ballroom Level. Cocktails will be served at 8:00 p.m. and dinner at 8:30. I should hope that Mrs. Levi and Mrs. Berry would join us also.

Friday morning - 9:30 a.m. the meeting will continue in the Thornwood Room.

Lunch will be served at one o'clock in Tara Room No. 3. I have asked Earl Landers, Dan Sweat, Collier Gladin and Bill Bassett of my staff to be with us at lunch to answer any questions regarding Atlanta's Demonstration Cities application.

Assistant Secretary Taylor will arrive during Friday morning and be with us through lunch.

My secretary, Mrs. Ann Moses, can be reached by telephone, 688-2659, in case you have any questions upon your arrival.

CITY OF ATLANTA

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

March 8, 1967

Mr. Paul Ylvisaker
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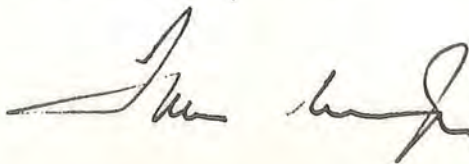
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My secretary, Mrs. Ann Moses, can be reached by telephone, 688-2659, in case you have any questions upon your arrival.



November 29, 1966

Mrs. Mary R. Carlsen
Administrative Officer
Department of Housing and
Urban Development
Washington, D. C.

Dear Miss Carlsen:

Enclosed is the request for per diem for Mayor Allen,
along with airline coupon for air travel to Washington
on Sunday, November 27th.

He should be reimburse for the \$80.00 air transportation.
and the one day per diem.

Do I assume correctly that since he is on \$100.00 per
diem that only transportation is reimbursable?

Sincerely,

Mrs. Ann Moses