

The original documents are located in Box 20, folder “Southern Conference of Black Mayors, 1973-1975 (1)” of the Stanley Scott Papers at the Gerald R. Ford Presidential Library.

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INFORMAL SURVEY OF COMMUNITIES



Twenty-seven communities in eight states were contacted in a brief informal telephone survey. Twenty-one reported more than 50 percent of the residents could be classed as low-income; two of the remaining are college towns and one a bedroom community for a large federal installation. Twenty-two are predominately (some entirely) black. The cities range in size from 230 to 4500 population with the average at 1655.

All but one (a newly incorporated community) have some kind of water system, nineteen community-owned. Two of these are quite new but need to be extended to additional homes both within and without the community limits. Two communities are served by nearby cities, but are trying to purchase the systems for incorporation into their own utility departments. Although all report good quality water, most are experiencing difficulties of some kind. One system was built in 1909; one had its well condemned and is now purchasing water while trying to get help to build a new well. Other communities report problems with pressure fluctuation, leaking mains, etc. The total number of connections reported by twenty-four communities, including some outside city limits, was 9979, an average of 415 per community.

Sewer systems are less common and present many more problems. Eleven have no public systems at all and some report as few as 50 percent of the homes with water have sewers. All those with sewers report difficulties with size, treatment standards, etc. For example, one sewer discharges directly to a nearby stream without treatment; several have been directed to upgrade by State Health Departments but have not been able to secure funds. In the sixteen communities providing some service there are 1749 fewer sewer connections than water, so approximately 20 percent of those with water do not have sewer. There are almost 2000 water connections in the communities without any sewer at all.

It would appear that the communities which could not be reached are mostly small, probably averaging about 400 each in population.

Using the population figures given for contacted communities (admittedly only good guestimates) and the estimate of 400 each for the uncontacted communities, with a figure of 4.5 members per household, the communities in the survey involve approximately 10,465 households. The survey suggests that about 45 percent of these households need substantial work to improve water service and about 85 percent need new or improved sewer service. A rough estimate of the per connection cost involved is \$1,500 per new or substantially improved water connection and \$2,000 per new or substantially improved sewer connection. Thus in summary the total development cost of assisting these households to the point of adequate water and sewer service is as follows:

Water	4700 connections at \$1,500 =	\$ 7,050,000.
Sewer	<u>8900</u> connections at \$2,000 =	<u>17,800,000.</u>
	13600	\$24,850,000.



Obviously, lack of available funds is a serious problem for the communities involved. However, the survey indicates that a number of these communities have leads for construction funds with state and federal agencies involved in water and sewer development. The recently announced reentry of FmHA in the water grant business will make additional funds available to meet the major cost of construction.

The crux of obtaining these funds for many of the communities contacted appears to be that they cannot do the preliminary work required to present applications and preliminary engineering reports which qualify for available assistance. They lack the expertise, front end money and political strength to get prompt action from funding sources.

Several mentioned they had FmHA loan commitments but could not obtain necessary matching or other funds for the balance required. Several said EDA applications had been hanging, one as long as five years. Two have recent EPA grants, but not enough to cover the entire town and closely related outside areas.

These problems are not confined to communities which are entirely or predominately black. One all-white community, with which contact was made but which is not included in the survey figures, has no sewers for its approximately 200 families. Over a year ago the city floated bonds for a sewer on the promise of an EDA grant, which has not yet been received. Although sewage is standing in roadside ditches, because of the high water table, the sewer system has not been started. It will soon be necessary to begin repayment on the bonds, for which there is, of course, no income.

The approach under consideration for SCBM-NDWP is to focus on front end assistance to willing communities that will place them in a competitive position for obtaining substantial financial support from government agencies involved in water and sewer development. As a guide our estimate is that \$100 per connection would be required to place these communities in this position.

13600 connections at \$100 = \$1,360,000

Where front end costs are greater than this, it might be possible to ask the local communities to make substantial contributions. The SCBM-NDWP funds involved would be channeled primarily toward development of authoritative and competitive preliminary engineering

reports which would take advantage of the most advanced techniques, deal explicitly with operation and maintenance capabilities for sustaining the systems, provide for adequate rate structures, and include other features not generally provided in preliminary engineering reports. Also, funds would be available, at least to some extent, for locating and securing water sources for the communities.

Essentially, the SCBM-NDWP approach to working with these communities will be the one developed over the past several years for working with the NDWP affiliates in six states. Two main differences would be involved. First, NDWP in order to expedite progress and further assure accomplishment would control the provision of engineering services by selected engineering firms that had proven capacity to provide the type of report needed. Second, the work of SCBM-NDWP would, at least initially, be limited to these preliminary steps. Federal and state agencies providing assistance for water and sewer systems would then be able to pick up the ball in working with the communities.



COMMUNITIES CONTACTED

<u>Location</u>	<u>Population</u>	<u>Connections Water</u>	<u>Connections Sewer</u>	<u>Percent Low Income</u>	<u>Comments</u>
<u>ALABAMA</u>					
Brighton	3277	500	300	60	County sewer system would accept more if city could pay for connections
Hobson City	1900	400	180	65	Received HUD money 3 years ago. Still having system problems. Behind in bond repayment.
Madison	3086	1200	900	Small	Bedroom town.
Mitchellville	- No information. Letter sent.				
Ridgeville	300	60	0	75	New FHA loan.
Roosevelt City	3663	***	864	50	1969 HUD grant for sewer
Triana	550	149	0	75	Adjoins Wildlife Refuge. Turned down by EPA.
Uniontown	2133	350	300	60	3 yr. old EDA loan.
<u>ARKANSAS</u>					
Cotton Plant	1657	650	650	75	Bids out on upgrade. EDA and FHA funds.
Edmondson	350	500**	0	100	In area water system.
Madison	1443	***	0	70	75% EPA grant. Step I completed.
Menifee	300	91	0	65	1965 FHA: 1/2 loan, 1/2 grant
Sunset	665	165	0	90	FHA would give loan, EPA has refused grant.
Tillar	- No information. Letter sent.				

** Includes area outside city limits.

***City attempting to purchase service now owned by neighboring community.



<u>Location</u>	<u>Population</u>	<u>Connections Water</u>	<u>Sewer</u>	<u>Percent Low Income</u>	<u>Comments</u>
<u>FLORIDA</u>					
Eatonville	2024	700**	525	30	New system about 75% completed.
Gretna	1300	225	0	75	Turned down by EPA.
<u>GEORGIA</u>					
Greenville	1085	379	200	65	Could not accept FHA loan because could not raise balance.
<u>LOUISIANA</u>					
East Hodge - No information. Letter sent.					
Grambling	4407	650	450	30	New sewer, not complete.
Grand Coteau	1301	440	0	85	New water with HUD funds. Application to EPA for sewer turned down.
<u>MISSISSIPPI</u>					
Balton	787	276	276	75	Both water and sewer need upgrade.
Falcon - No information. Letter sent.					
Fayette	1725	600	600	50	Working on EDA application.
Mound Bayou	2134	800	550	60	Systems in bad shape.
Winstonville - No information. Letter sent.					
<u>NORTH CAROLINA</u>					
Cofield	400	104	0	100	County-wide sewage in planning stage.
Greenevers	1200	0	0	100	Town just 3 yrs. old.

** Includes area outside city limits.



<u>Location</u>	<u>Population</u>	<u>Connections</u>		<u>Percent</u>	<u>Comments</u>
		<u>Water</u>	<u>Sewer</u>	<u>Low Income</u>	
<u>SOUTH CAROLINA</u>					
Eastover	817	250	0	35	Trying to form sewer district in area.
Santee	230	60	60	70	New Water-Sewer District under construction.
Summerville	3704	1000*	1000*	10	Outgrew sewer treatment plant 6 yrs. ago; now use pond with little treatment,
<u>TEXAS</u>					
Easton - No information. Letter sent.					
Detroit	668	230	190	60	Need lift stations to expand sewer.
Prairie View	3589	200	65	20	Outgrowth of college. New community.

* Plus additional outside city limits.



FOR IMMEDIATE RELEASE

SOUTHERN BLACK MAYORS MEET
TOP ADMINISTRATION OFFICIALS

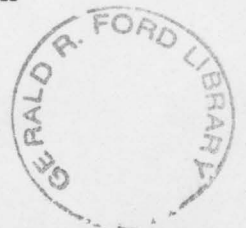
ATLANTA, GA. ----- More than 40 of the Black Mayors from across the South expressed their needs and concerns directly with top level officials within the Administration in a one-day White House briefing held here.

"We want to open communications lines with the small town mayors whose voice and needs often are not heard or understood by policymaking officials," according to Stanley S. Scott, Special Assistant to the President.

Scott's remarks were echoed by a number of the Mayors in attendance in their discussion of pending legislation requiring local cities to produce 10 percent matching funds for Federal programs.

James Falk, Associate Director of the White House Domestic Council, told the Mayors that the Administration agrees with them and is attempting to have the matching funds provision deleted.

Four assistant secretaries, the Director of the Office of Economic Opportunity, the Administrator of the Rural Development Service, and four White House staff members conducted the briefing. The Regional Directors of agencies of the Federal Government in Atlanta were also in attendance at the conference. They met on



a one-to-one basis with the Black Mayors and responded to direct questions.

Some of the basic needs outlined by the Mayors ran the spectrum from water and sewer projects, housing, jobs, to health, education, and welfare programs.

Mayor A. J. Cooper of Pritchard, Alabama, Chairman of the new Southern Conference of Black Mayors, called the meeting "historic." He said Black officials, particularly from small towns, have had trouble cutting through conventional red tape to get needed funds for their cities.

Mayor Cooper added, "A pledge has been made to redouble efforts to work with Black Mayors in the South, and we feel that positive efforts will be made to cut some of the red tape."

Cooper pointed out that "these men have already produced for our cities before, and we will have to judge them on future production."

Mayor Johnny Ford of Tuskegee, Alabama, urged the Black leaders to become competitive for all Federal funds. Ford said "Black leaders must learn to play the game of politics with whatever Administration is in power. The system can work and be made to work; it's just a matter of penetrating it," he added.

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THE WHITE HOUSE

WASHINGTON

February 16, 1973

MEMORANDUM FOR:

JOHN EHRLICHMAN
KEN COLE
LEN GARMENT
DANA MEADE
BILL BAROODY
JIM FALK
DICK FAIRBANKS
JIM CAVANAUGH
GEOFF SHEPARD

FROM:

STANLEY SCOTT *Stan*

SUBJECT:

Observations and recommendations
regarding First Southern Black
Mayors Conference, Fayette, Mississippi,
February 9-10, 1973

Attached for your information are my impressions and recommendations based upon attendance and participation in above said conference.

Attachment



It is my belief that without representation from the Administration, the culmination of the meeting would have placed black mayors in complete opposition to the Administration's plans for Revenue Sharing and equal opportunity.

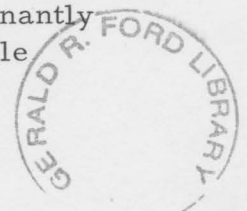
I would surmise that the black mayors are more than mildly disappointed in the Administration's decisions to eliminate certain programs which hold appeal to certain black folks in general. I think the misapprehension and suspicion is not so much that the black mayors are in favor of the programs to be deleted by the Administration but more so by their lack of information regarding Revenue Sharing.

The mayors are not anti-Administration, nor do I believe they are opposed to Revenue Sharing. They are merely interested in receiving Federal support to provide services which cannot be financed from funds generated at the local level.

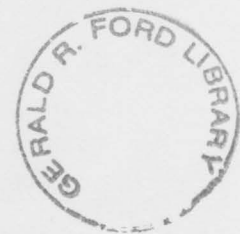
I believe that most of the mayors are rather intrigued by the idea that they could receive Federal support without the usual bungling bureaucratic redtape which often precedes the awarding of funds under categorical grant programs. I believe that they would welcome the notion of determining priorities rather than having priorities determined for them. On the other hand, I should point out that they came away from the meeting with the feeling that the formulas developed for Revenue Sharing will work to the disadvantage of communities under 50,000 population and especially the smaller cities and towns.

While they were concerned about Revenue Sharing as it relates to their respective communities, they were also concerned about the priorities and how priorities will be determined in communities where black folks reside and where black folks are not visible parts of the planning process at the local level. It is for these reasons and many others that I make the following recommendations:

1. That blacks be appointed to policy-making positions in the Office of Revenue Sharing in order that black folks will feel they have representation at this level of Administration.
2. That black appointees and others who are familiar with Revenue Sharing be utilized to appear before predominantly black groups and explain the Administration's rationale and position on Revenue Sharing.



3. That the Administration, through its efforts of expanded funds in equal opportunity, utilize this vehicle as a monitor to assure -- regardless of the decisions regarding usage of Revenue Sharing at the local level -- black folks will receive a fair share of the benefits.





NORTH CAROLINA MUTUAL

LIFE INSURANCE COMPANY

DURHAM, NORTH CAROLINA 27701

13 February 1973

Mr. Stanley S. Scott
Assistant to the President
Executive Offices
The WHITE HOUSE
1600 Pennsylvania Avenue, NW
Washington, D. C. 20500

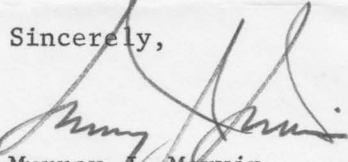
Dear Mr. Scott:

If convenient, I would appreciate an opportunity to read a complete transcript of your recent remarks at the "Black Southern Mayors" afternoon workshop in Fayette, Mississippi on February 10, 1973.

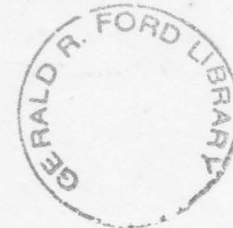
The highlights reported in the February 11, 1973 issue of the NEW YORK TIMES were most impressive. (I regret that they did not gain wider distribution.) Personally, found your observations about President Nixon quite timely, and your advice to the black community to be "less emotional and more pragmatic" took rare courage in that highly political atmosphere. Hopefully, you will not be forced by the inevitable adverse reaction to either avoid the same or similar observations in other forums or to temper this forthright and hardhitting approach.

The thrust of your remarks could lay the foundation for wider understanding if not ultimate acceptance of the concept of the realities of presidential and commitment expressed in meaningful, long term action rather than a public posture and rhetoric geared to periodic applause from black leaders. And, conceivably, the triggered reaction to the announced deletion of dubious social action programs from the 1973 budget can be overcome by a clearer view of the real progress provided by some of this administration's more meaningful programs made operative since 1968.

Sincerely,


Murray J. Marvin
Vice President
CORPORATE PLANNING &
Communication

MJM:jmc



thomas publications

one hundred forty-four
west twelfth
denver 80204

Mr. Stanley S. Scott,
Special Adviser to the President
The White House
Washington, D.C.

February 12, 1973

Dear Mr. Scott:

For your convenience I've enclosed two recent newspaper articles pertaining to the OEO conflict. The Sunday article written by my colleague, George Lane, an extremely competent and straightforward brother, is also supportive of your position. That position I might add is one that the poor applaud.

Last month I visited Washington (Herb Stein), New York, Los Angeles and San Francisco. Being an avid OEO watcher I took advantage of this opportunity to rap to people in barbershops and other places about the war on poverty. With rare exception these interviewees simply did not care one way or the other about their CAP agencies and when they did express an opinion it was generally negative.

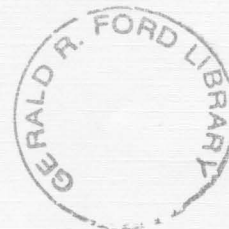
Here in my home city the attitude is the same - even among center directors. Lane's article was trimmed. Otherwise it would have included brother Hiawatha Davis' comment: "I'm glad it happened. Federal dollars created a whole new class of Blacks who will now have to return to earth and be more realistic. Also, it will permit us to be more politically active." (The concluding comment probably refers to the restrictions the Hatch act placed on CAP employees.)

You are going to encounter strong opposition - not from the disadvantaged sector but from the relatively few hustlers who found a new bag in OEO. If you need any assistance, aid, media support, whatever - feel free to call on me! I am at your service.

C. Reed Watson



Managing Editor
Key Magazine



CRW:vm

Who Will Bemoan Nixon Cuts in OEO?

To The Denver Post:

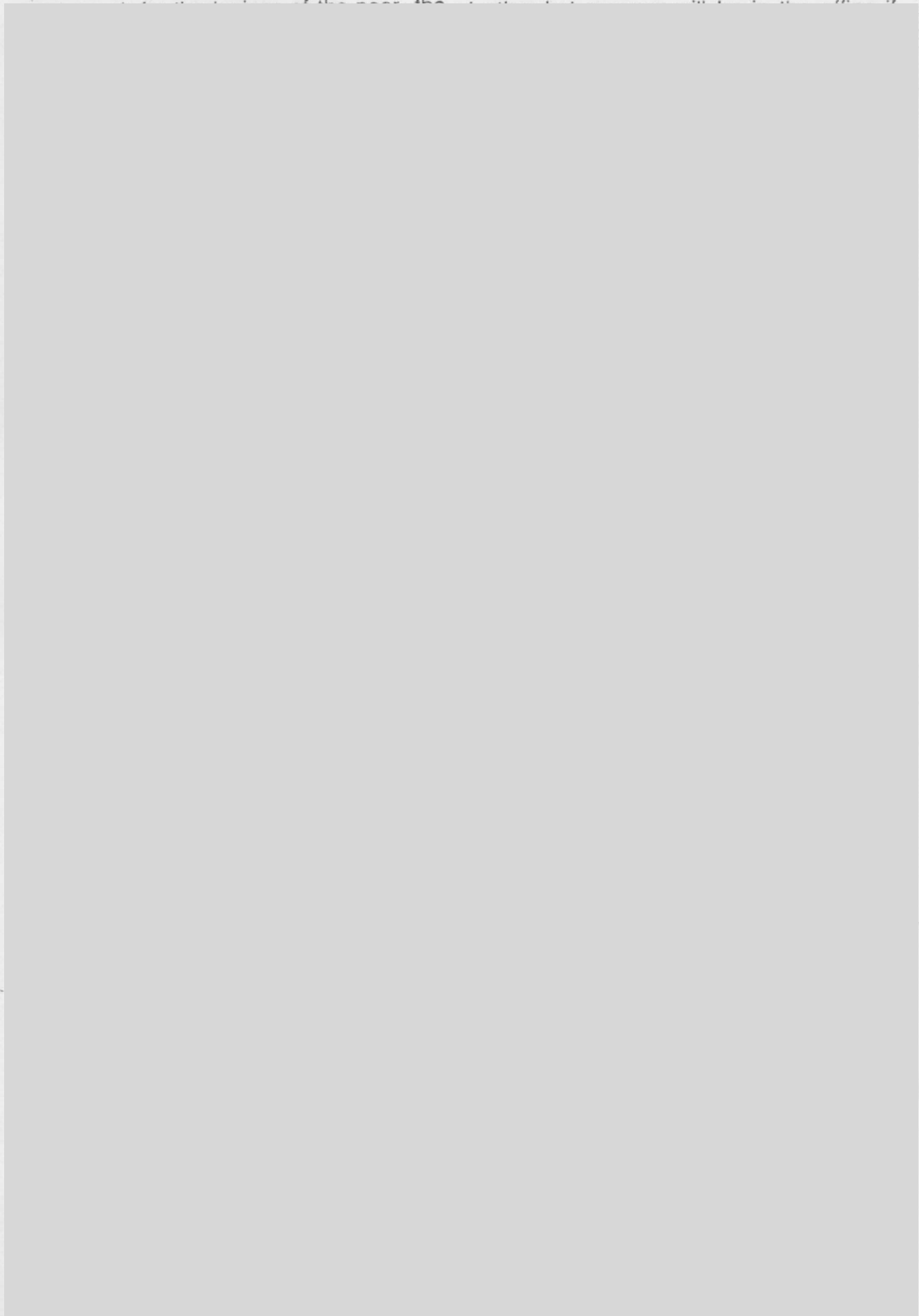
AMAZING! AFTER years of silence Denver Opportunity's chieftains are raising a hue and cry that would shake the very foundations of this city. But fear not, fellow citizens, for, as in the past, they do

obvious exclusionary tactics employed by Governor Love and Mayor McNichols to keep the poor from involvement in the 1976 Olympic scheme was a subject most assiduously avoided by the poverty generals, lest the largesse and favoritism flowing to them suddenly cease.

Now the DO chairman claims "the fight will be carried into the halls of Congress," while the executive director warns an-

THE DENVER POST Sat., Feb. 10, 1973

THE DENVER POST



BLACK MAYORS ASK FOR NIXON PARLEY

Southern Group Seeks to Discuss Poverty Cuts

By JON NORDHEIMER
Special to The New York Times

FAYETTE, Miss., Feb. 10—Twenty-five black Southern mayors, meeting for the first time as a group, called today for a "White House audience with President Nixon to discuss the impact of Administration budget cuts that sharply curtail antipoverty spending."

"Maybe if we tell him from our hearts what is wrong he'll have merrymen on us and change," declared Mayor Charles Evers of Fayette, the organizer of the first Southern Black Mayors Conference.

...ott, the son of a black Atlanta newspaper publisher, said he would pass on the Mayors' appeal for a White House meeting with the President but could not guarantee that it would develop.

"That is not his style," he remarked in an interview. "He would rather get things done than put on a show. Black people had better get away from this emotional thing and become pragmatic. It's better to have a President who is a doer than a President who is a showman."

Black Mayors Seek Meeting With Nixon

FAYETTE, Miss., Feb. 10 (UPI) — Delegates to the first Southern black mayors' con-

Aid cutbacks stun black mayors

*Town leaders fearing rural stagnation
and cut services discuss appeal to Nixon*

By John Dillin
Staff correspondent of
The Christian Science Monitor

Fayette, Miss.

Southern black mayors, faced with massive cutbacks in federal aid, may take their pleas for help directly to President Nixon.

But twenty-two of the mayors, gathered here for a first-in-history conference over the weekend, found little encouragement in seeking ways of softening the impact of cutbacks

federal programs. Cities and towns in the South always have been shortchanged when it comes to federal money. . . . And towns with black mayors are even further behind."

One such town is Hayti Heights, according to its mayor, David Humes. With 2,000 people, Hayti Heights has just recently incorporated and was all set to put in a request for federal aid to build sewer lines when the President's freeze on sewer and water programs was announced.

The town was bitterly disappointed. In the

the poor who "suffer the most" by any increase in taxes to pay for the extra federal spending.

What all this means for Uniontown, Ala., for Mound Bayou, Miss., is that they will have to look harder for solutions in their own backyards.

Mound Bayou Mayor Earl S. Lucas wonders if that is possible, though, because in his community of 2,150 people is a four-county health center employing 678 workers. It operates on a \$5.5 million annual federal outlay that is due to come to an abrupt halt, he says. In Uniontown (population 2,133) Mayor A. M. Hayden wonders how the sewer lines will be built for hundreds of homes where outdoor privies still are in use.

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Go to OMBE

15

November 6, 1973

MEMORANDUM FOR: JIM FALK

FROM: STAN SCOTT

SUBJECT: Technical Assistance for Black Elected Officials

The attached correspondence from Timothy L. Jenkins of the Match Institution is self-explanatory. Jim, I attended the Southern Black Mayors Conference in Mississippi last February. The Mayors at that time requested a meeting with the President to discuss revenue sharing and support for their municipalities.

As I mentioned earlier, the Southern Black Mayors will be convening in Tuskegee, Alabama, November 15-18, and have requested that I attend along with other top Administration officials. While I don't see that we will be able to arrange a Presidential meeting between now and then, I do know that the Mayors will be requesting that the government provide them with technical assistance in meeting some of their many problems. In that connection, I would like to meet with you at your earliest possible convenience to discuss initiatives that we might make prior to an appearance in Tuskegee.

Jim, thank you.

Attachment
SScott:ph



the **match**
institution

October 2, 1973

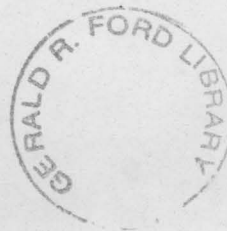
Mr. James Falk
Associate Director
Domestic Council
Room 231
Old Executive Office Building
The White House
Washington, D.C. 20500

Dear Mr. Falk:

I am sending this letter to you pursuant to a recent conversation with Stanley Scott, advising me to seek an early appointment with you to present certain urgent concerns I have with regard to the relative lack of technical assistance for locally elected officials generally and the particular needs of newly elected black local officials for such help.

Stanley and I have been concerned for sometime with finding creative ways in which the Administration can relate to these officials. And, as you probably know, there was a rather broad cross-section of these locally elected officials in Washington last week as part of the annual dinner sponsored by the Congressional Black Caucus.

Significantly, I found that there has been a rather marked change in the tone of their comments about the needs for Administration support. Whereas the theme of last year was strictly focused on new monies, this year there was equal, if not greater, emphasis on the need for management and resource leveraging assistance. Similarly in anticipation of the various forms of Special Revenue Sharing, there was a considerable concern with learning new ways in which they might deal more effectively with their states.

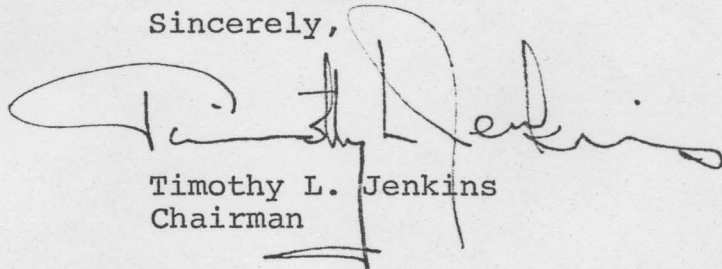


232-1414
Washington, D. C. 20008
2101 S Street, Northwest

Mr. James Falk
October 2, 1973
Page 2

As a result of these conversations, I am of the opinion that a responsive reaction from the Administration can have a very surprising reward. In the past HUD has experimented with a number of technical assistance models. Not only has technical and planning assistance been offered directly through HUD contractors, but has also been provided through urban renewal, model cities and neighborhood development project grants. But now that these programs have been greatly curtailed, there is a danger that many interested cities will no longer be able to work at management improvements, absent a program to provide direct federal expertise for this purpose. I have a number of specific proposals which I would like to present for your consideration. It is my considered judgment that this matter cannot be left to take care of itself. The dangers of such an approach are too great.

Sincerely,



Timothy L. Jenkins
Chairman

TLJ:yg

cc: Stanley Scott





Check with Alex

October 17, 1973

OMBE

Dear Stan:

As per our conversation to today's date, please find enclosed the copy of the TA proposal for Black Elected Officials.

Timothy L. Jenkins
Timothy L. Jenkins

Mr. Stanley Scott
Special Assistant to
the President
The White House
Washington, D.C.



POLICY TRANSLATION AND TECHNICAL ASSISTANCE PROJECT
FOR BLACK ELECTED OFFICIALS

Summary

The following is an analysis of the peculiar affinity which exists between the premises of New Federalism and interests of most locally elected Black officials. Thereafter it proposes a mechanism by which these officials can be clearly identified, informed and assisted in their better meeting their local responsibilities as well as interpreting the policies of the Administration. This analysis and proposal have been inspired by a series of discussions held between Executive Office personnel and principals of the MATCH Institution, a Washington based management firm oriented toward the problems of public administration.

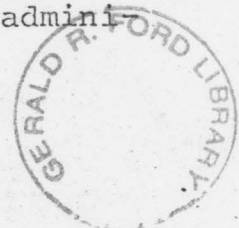
Definition of the Problem

In his second Inaugural Address President Nixon concluded,

We have the chance today to do more than ever before in our history to make life better in America...to ensure better education, better health, better housing, better transportation, a cleaner environment...to restore respect for law, to make our communities more livable...and to ensure the God-given right of every American to full and equal opportunity.

The President also said, "Let us be bold in our determination to meet those needs in new ways." Black people have always been so bold. Black people have been struggling for over one hundred years to make these ideals a reality.

When the President proclaimed, "...the time has come to turn away from the condescending policies of paternalism..." he was largely referring to Federal paternalism, or the premise that Washington knows best. In the context of the ghetto, however, this concept can be interpreted as applying to white paternalism, or the theory that whites can better interpret and articulate the needs and aspirations of black people. In both



cases it has been demonstrated that blind faith -- in another group or in government itself -- leads only to unrealistic expectations, lessened individual initiative and to the frustrations which destroy confidence in what people and government can do. The President summarized his position when he declared, "Let each of us ask -- not just what will government do for me, but what can I do for myself?" History shows that Black citizens of this Nation have long been ready to accept more than their just responsibilities for themselves.

When the President delivered his recommendations for the Nation's budget, he accompanied it with State of the Union messages with specific recommendations for programs and legislation. In examining the President's proposed budget and messages, the meaning of the New Federalism has become evident. Among the major highlights and effects of this New Federalism are (1) a new system for the distribution of Federal funds to State and local governments, through general and special revenue sharing, and (2) the shifting of the responsibility for the use of Federal funds to local governments as they determine their needs, within very broad guidelines and categories. The concept of New Federalism can be generally understood, then, as meaning that the Federal government will no longer seek to determine local priorities, nor will it seek to dictate non-statutory administrative procedures, as has been the case under some 500 categorical programs now in existence. Instead, the thrust will be toward returning local destinies to local hands.

Now that the President's plan for the New Federalism has surfaced there have been many reactions both pro and con. Notably, some of the stronger Black reactions have been directed against the announced impounding of appropriated community development funds, the dismantling of OEO and the recommendation of cut-backs in certain social service programs. These criticisms are particularly worthy of response from the Administration, since its recommendations have not become law. Nor is there any assurance to Blacks that Congress will soon enact the President's Special Revenue Sharing programs, designed to replace and fulfill the needs to which the previous categorical programs in the area of housing, poverty, welfare, etc. had addressed themselves. Meanwhile the Black and poor communities are suffering from the time gap between the abandonment of existing programs and Congressional action to provide funds in areas of human need in the form proposed by the President.

Politically, it is clear that most of the Black criticisms go more to the question of what happens during the gap between



the Nixon concepts and the passage of legislation necessary to implement the total package of New Federalism, than to the concepts themselves.

The people of the Nation are in fact demanding the right of more self-determination as opposed to less through national bureaucratic dictation. Among the strongest advocates of self-determination have been the Blacks, as evidenced since the mid-60's through the precept of Black pride. While historically Blacks have relied heavily upon Federal leadership to secure the rights and opportunities guaranteed to all citizens, a trend away from this approach has been steadily crystalizing among the masses of Black people toward increased "self-help". This has occurred despite the fact that traditional leaders of civil rights organizations and long standing spokesmen for the Black community appear to be still relying almost exclusively upon Federal leadership to secure equal opportunity and rights for Black Americans in their criticism of the President's cut-backs, fund impoundments and revenue sharing proposals instead of strategizing to meet the new challenges at the state houses and city halls of the Nation.

One of the major obstacles that the President has encountered in gaining support for New Federalism from the Blacks, however, has been the traditional allegiance of Blacks to the Democratic Party and the subsequent difficulty of establishing lines of communication between a Republican Administration and elements which are aligned with the opposition party. However, if the Administration expects New Federalism to be bigger than party politics, it will have to seek ways to establish lines of communication in spite of this traditional obstacle. In tackling this task, the established civil rights organizations and nationally known spokesmen will no longer be the most effective route of contact. The Administration, as the exponent of the new Federalism, has a special opportunity to establish rapport and contact with the Black community through its like minded locally elected officials. One does not have to look very hard to see that the underlying concept of self-determination expounded by the Administration is the same concept expounded by the masses of Black people trapped in decaying cities, when they elect more and more of their own to public office with whom the Administration can relate. The most effective group of persons, therefore, is the Black elected officials.

It is, after all, they who have the prime responsibility given by their constituents, of setting priorities, allocating funds and administering programs on the local level, all likely to be enhanced by the President's approach. And as New Federalism becomes a reality, the local elected officials will



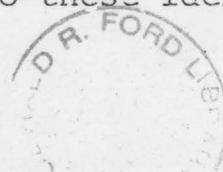
increasingly become aware of its meaning through their increased responsibility and power. The Black community will in turn necessarily have to rely to a greater extent upon the effectiveness of their local elected officials to protect their interests. It is almost certain that nationally oriented civil rights organizations will in the future shift a great deal of their energies into the local political channel; but it may well be with too little offered too late, if the Administration moves first.

There is little evidence, however, of the Administration making a very serious effort in the Black community either to solicit support or to explain its position in its drive to perfect New Federalism. The Administration instead has neglected up to now to give special attention to this natural ally -- the Black community through its locally elected officials -- in the quest for New Federalism. The Administration's approach seems to be that of treating the Black community as a part of the whole Nation's citizenry, with no special interests or needs to which it can effectively appeal, which, of course, is not the case. On the other hand, the Administration has shown great courage, persistence and flexibility in dealing with nations of different ideologies and governmental systems, in an accommodating way, as is evident in the President's recent approaches to China and the Soviet Union.

The Proposal

It is suggested here, therefore, that the Administration adopt a similarly courageous, persistent and flexible program to establish communication and rapport with the Black community, with the major vehicle being its local Black elected official. Such an approach is certain to produce rewarding dividends not only in terms of aiding and solving the special problems and needs of Blacks, but also in terms of producing invaluable contacts and relationships between the Administration and the Black community as an on-going two-way dialogue.

A suggested strategy for the development and implementation of a plan of affirmative action for an alliance of the Administration and local elected Black officials would be (1) the identification of appropriate elected officials, that is, those whose official duties require general management setting local priorities, allocation of funds or administration of programs, (2) the development of appropriate information as to the Administration's program for New Federalism and an on-going reporting system as to how New Federalism is being developed, and (3) development of a delivery system to present to these identi-



fied elected officials on a continuing basis a series of concrete supports to underscore the Administration's seriousness of approach.

The first recommendation, that is, the identification of appropriate elected officials, is crucial in that there is apparently no information developed beyond a mere mailing address of Black elected officials. What is needed is information revealing the scope and nature of their duties, their relative political power and the nature and composition of their particular constituencies. Raw statistics giving the names and addresses of the Black elected officials are of little value in attempting to ascertain the degree to which any particular elected official is important as a source of support. There is a distinct difference in the character, nature and duties of a mayor as opposed to those of a councilman or state legislator. In many cases these two groups, for example, are in relentless opposition to each other and clashes occur which are similar to those between the President and the Congress. This would suggest that the approach taken toward a mayor might be quite different from that taken toward a city councilman or a state legislator.

On the second recommendation, special information should be prepared showing the impact on the Black community of special revenue sharing legislation in the general area of human needs as compared with categorical programs which the special revenue legislation is designed to replace. The thrust of the information must answer the question of how the Black community would fare under the President's proposed revenue sharing programs. This material must be provided in very specific categories such as housing needs, health needs, educational needs, etc. It is not enough to merely talk in terms of "more power to the people". The layout should be very straight-forward and an uncomplicated presentation. Further, the information should be further tailor-made to specific communities as opposed to generalized information. In short, this information must say specifically what the President's budget and programs mean to a particular community and their impact on the Black people of that community.

And, thirdly, careful attention must be given to the need for smooth mechanisms to maximize the effectiveness of the delivery of specific supports designed to promote support and an alliance for the development and implementation of the New Federalism. The traditionally indiscriminate conference of all types of Black elected officials would be inherently, useless and/or even dangerous. The more effective strategy would be to deal with the elected officials in carefully identified categories such as state legislators, city councilmen, school board members, and mayors or other chief executives. Further,



it would appear that these categories of officials should be assembled not only on a national basis, but on a regional or state basis, or in some cases even within a single locality as well. The initial invitation to participate should come from the President, with follow-through by consultant or civil service staff people to coordinate. In this connection special attention must be given to using the vehicle of the present Comprehensive Planning Assistance Program under section 701 of the Housing Act to effect an improved management capability on the part of locally elected chief executives.

It is of interest to note that during the President's last term in office the Assistant Secretary for Community Planning and Management Division of HUD saw fit to earmark and set aside 701 Comprehensive Planning funds especially for small towns and cities where Black elected officials were in control. Underlying this action was the knowledge that frequently State planning agencies have not provided adequate planning funds or services for such communities. It will be urgent to continue this policy at this time prior to Congressional action on the President's proposed legislation to provide planning funds.

Assistant Secretary Floyd Hyde

MATCH's Role in the Administration's Program

With its professionally integrated staff comprised of lawyers, planners, business managers and fiscal analysts, MATCH is capable of playing a major role in the liaison between the Administration and the community of Black elected officials in first identifying the officials with whom the Administration can work; second, by arranging a series of regional and national meetings to personalize Administration contact and; third, by designing and executing an appropriate system for a technical assistance follow-through. With full collaboration with the Executive Offices, MATCH would be responsible for developing a directory of local officials, compiling biographical data on aspects of those officials likely to be of special importance and the development of strategy alternatives in reaching selected constituent elements. Additionally, MATCH could assume the full logistics for the conference, along with their agendas and supporting materials. Thereafter, to the extent appropriate given the level of effort the Administration wishes to commit, MATCH would assist in the design and execution of city-by-city technical assistance. The thrust of all these efforts would be toward creating a clearer understanding on the



part of Black elected officials of the Administration's New Federalism approach, enabling them to be spokesmen for its positive impacts in the Black community.

Throughout its history the MATCH Institution and its adjunct creature, the Community Planning and Development Institute, have been involved in providing such technical assistance to mayors, city managers and aldermen, along with county and state legislators across the country. To date MATCH has given technical assistance to more than 1,000 locally elected officials drawn from more than 250 cities. Its approach has been reported by others, including independent evaluators, HUD personnel and the U.S. League of Cities, as the most sophisticated package developed to date in explaining the precepts of Revenue Sharing -- New Federalism yet devised. In recognition of its special rapport with minority group leaders, three years ago the Republican National Committee employed the services of MATCH in arranging an intensive week-long technical assistance consultation, interfacing key Administration policy makers with Black elected officials. These consultations have continued to be a model for such efforts.

In tandem with this thrust at locally elected officials, MATCH proposes that the Administration should pursue systematic efforts to reach other elements in the Black community such as ministers, entertainers, sports figures, educators, lawyers, doctors, trade unionists and by all means veterans and youth.



11/19/73

JOHN CALHOUN

Please note letter from Mayor Ford.

RETURN TO STAN

Presidential Proposal -

CITY OF TUSKEGEE

COUNCILMEN

FRANK H. BENTLEY
 A. C. BULLS, JR.
 L. M. GREGG
 CHARLES C. JOHNSON



JOHNNY FORD, MAYOR
 TUSKEGEE, ALABAMA 36083

November 15, 1973

MILDRED F. MOORE
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 CAL WILSON
 ADMINISTRATIVE
 ASSISTANT TO MAYOR
 FOR MODEL CITIES
 RAYFORD TAPLEY
 CHIEF OF POLICE DEPT.
 A. O. DENNIS
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 WILLIAM J. DAWSON
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 SPT, STREET DEPT.
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 BUILDING CODES INSPT.
 CLINTON JACKSON
 SPT, SANITATION DEPT.
 GENE CLACK
 ECONOMIC DEV. OFFICER
 DEAN HUBER
 CITY ENGINEER
 JOHNNIE DEAN RIVERS
 DIRECTOR, SENIOR CITIZENS
 PROGRAM

The President
 The White House
 Washington, D. C.

Dear Mr. President:

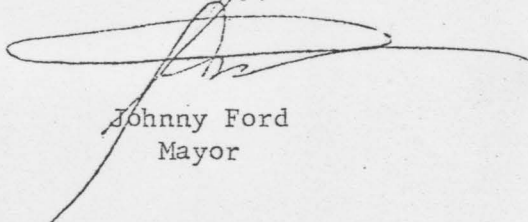
This is just another letter to indicate my sincere and wholehearted support for you and the Administration. I realize that times are extremely difficult, especially when it seems that the Press and other organized institutions are making an all-out effort to try to force you from the office of President of the United States. It is very unfortunate, in my opinion, that we have so many people who are more concerned about trying to force you from office, than with coming to grips with the major problems facing our country: such as, the fuel crisis, the high money market, the need for additional domestic legislation, and the need for better relationships between our people in this country. Again, you have my full support, and if I may be of assistance in any way, please feel free to call upon me.

Incidentally, this week Mayors, who are Black, from across the South will be meeting in the City of Tuskegee. We are very honored to have this meeting, which will provide an opportunity for the Mayors to meet first-hand with high level appointees in your Administration, particularly those who are Black. Leading this group of Federal representatives will be Mr. Stanley Scott, along with Mr. Ed Sexton, Mr. William "Sonny" Walker, Mr. Paul Jones, Mr. T. M. Alexander, Jr., and other to representatives. We anticipate having a good positive meeting, and you may be interested in knowing the outcome. We have ninety-six mayors in this country who are Black and forty-five of those reside in the Southland. Again, Mr. President, "Keep the faith!", and I hope to have an opportunity to see you in person sometime within the near future.



Also, Mr. President ... every time I stop I think of something else. Around the first of the year we anticipate having the grand opening of our Municipal Airport located at Moton Field, "The Cradle of Black Aviation" in this country, where men such as "Chappy" James and Benjamin Davis got their training as a part of the all-Black 99th Squadron of World War II. This million dollar project has been made possible by your Administration, and it is among many which we are proud of in Tuskegee. I would like to extend an invitation now for you to visit us and dedicate our airport sometime during the first of the year. I think, Mr. President, that it would be very wise and very good if you did plan to make a visit to the deep South sometime in the near future. Incidentally, have you ever been to Alabama? If you haven't, then I am certainly extending this opportunity for you to start with Tuskegee --- "The Pride of the Swift Growing South". (Smile) I am looking forward to hearing from you.

Sincerely,

A handwritten signature in dark ink, appearing to be 'Johnny Ford', written over a horizontal line. The signature is fluid and cursive.

Johnny Ford
Mayor

JF:rc



LUTHER H. FOSTER, PRESIDENT

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Tuskegee Institute

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OFFICE OF THE PRESIDENT

TUSKEGEE INSTITUTE
ALABAMA
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November 20, 1973

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Mr. Stanley Scott
Special Assistant to the President
The White House
Washington, D. C.

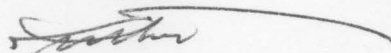
Dear Stan:

It was good to see you here at Tuskegee for the meetings of the Southern Conference of Black Mayors. I was much impressed by the sessions I attended, and I heard many favorable comments about the benefits undoubtedly to be derived from these sessions.

I think it is splendid that you and your colleagues from government could be here to provide first-hand information so much needed by these new municipal administrators.

Kind regards.

Sincerely yours,



L. H. Foster
President

LHF/abr

