

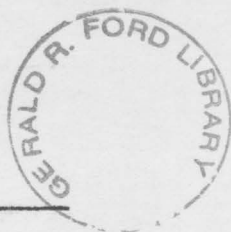
The original documents are located in Box 24, folder “White House Small Towns Task Force, 1974-1975 (2)” of the Stanley Scott Papers at the Gerald R. Ford Presidential Library.

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THE WHITE HOUSE
WASHINGTON

DATE 3/12/75



FOR: Stan Scott

FROM: WAYNE H. VALIS *Wayne*

For your information X

Per our conversation _____

Other: I've looked this

over and its interesting.

OMB would probably be
against spending any \$
on it, though. You
should run it by Jim
Falk first, to get Domestic
Council support.

I'll talk to you about
the internal politics of this
if you're interested. --- WV

THE WHITE HOUSE
WASHINGTON

DATE: 3/3

TO: _____ F. DEBACA _____ PAM POWELL
_____ JEFF EVES _____ STAN SCOTT
_____ VIRGINIA KNAUER ^① ✓ WAYNE VALIS
_____ PAT LINDH ^② ✓ DON WEBSTER
_____ TED MARRS

FROM: WILLIAM J. BAROODY, JR.

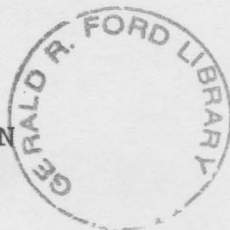
_____ FOR YOUR INFORMATION

_____ FOR APPROPRIATE ACTION

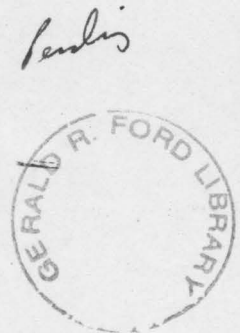
_____ FOR YOUR COMMENTS/
RECOMMENDATIONS

✓ OTHER: *for analysis*

*from the Mayor of
Dutchard, Alabama
(Jay Cooper)*



WHITE HOUSE SMALL TOWNS TASK FORCE



Special Urgency

The purpose of this memorandum is to set forth the arguments in support of the organization of a special White House effort to care for the needs of elected officials in small towns primarily in the Southern Region of the United States with priority given to those communities where there is a majority, or a very substantial, minority group population.

To a remarkable extent over the past ten years, civil rights activists who used to express themselves in protest marches, economic boycotts, civil disobedience, and other forms of social unrest have, by reason of the 1974 Voting Rights Act, been channeled into positions of leadership in local politics.

- Page 3

Coming unprepared to perform the burdens of their newly captured offices, there is a considerable danger that important elements among these leaders shall conclude that mere political participation by conventional rules is not adequate to respond to the needs of their community. Therefore, it should be conceived as a national priority that support efforts be made to cut through the red tape by which vital federal assistance is prevented from reaching this critical population of local officials, to aid them in focusing on the reality of their constituents needs rather than the rhetorical gratification of shrill condemnations from extremist elements. Yet with few exceptions little can be shown by way of tangible support to these men of moderation as gratitude evidence of their cooperative posture. This continues to be so in spite of the fact that to an unprecedented extent, these officials have been willing, in spite of differences, to work constructively with the current and the previous Administration. Now we must help guarantee their efforts for constructive change on behalf of their constituents and their towns if we are to continue to enjoy their support. In the face of New Federalism, it is particularly important then that a distinct effort be undertaken to deliver prompt, carefully coordinated, strategically needed resources from the federal government capable of leveraging additional support at regional and State levels through the visible mechanism of a White House inspired Small Towns Task Force.

This Project should be inaugurated with a formal statement of the President's blessings and a clear commitment for inter-agency commitment at the level of both headquarters and field operations.

Summary

The purpose of the White House Small Towns Task Force and its visits is to meet with local officials and other representatives of the people to determine what their most important needs are and what immediate and long-range assistance can be given by the various Federal and State agencies to help meet these needs.

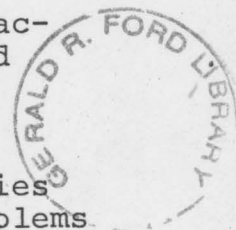
These visits are to be conducted under the leadership and direction of Stanley S. Scott, Special Assistant to the President aided by a specially selected consultant. The core inter-agency team is to be comprised of representatives of the following agencies: Agriculture; Commerce; Civil Service Commission; Environmental Protection; Health, Education, and Welfare; Housing and Urban Development; Office of Economic Opportunity; and Small Business Administration.

A walking and bussing tour will be made of each community in order to gain first-hand information about the environment and economic conditions of the community. Selected stops and on-the-spot discussions with local leaders will permit further insight regarding the communities' most urgent problems. A community wide meeting will also be conducted to permit local citizens to discuss specific problems with appropriate Federal and State officials.

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We have noted from previous visits to other communities that all-white disadvantaged communities do have many problems in common with non-white communities because they relate to problems of all disadvantaged communities. Immediately after the inventory is completed, the problem areas which tend to be common to all or most rural areas will be given priority under existing authorizations and new authorizations which may be necessary.

The products of this effort might very well be used as a lead on to a broader expression of Administration sensitivity to small towns in general as a Phase Two effort. In anticipation of such a follow-on, very careful efforts should be made to get a full and complete OMB reporting on all of the technical assistance now available from the Federal government.



Background

[This is a proposal for the establishment of a new White House Task Force on Small Towns to accomplish three purposes: (1) to provide a visible symbol of the present Administration's concern for small communities in America; (2) to undertake certain analytical and advocacy roles to improve the delivery of Federal services to the elected officials of small towns; and (3) to see to it that actual program demonstrations get delivered to selected mayors and local officials worthy of support. This would be a reactivation of a similar Task Force which was operative in 1969-70. However, while that Task Force was more concerned with exploring problems, the Task Force proposed herein would be more concerned with presenting solutions and dealing with specific issues.

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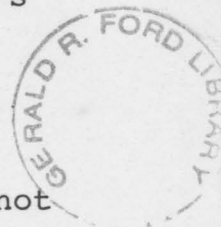


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Unfortunately, while the Task Force failed to achieve visible, tangible or long-term results that could be used to demonstrate the thrust of the Administration in socially and economically deprived areas, one side effect of the Task Force's work was HUD's establishment of an Office of Small Town Services which subsequently evolved into an Office of State and Local Management Assistance. This Office was to provide a point of contact and clearinghouse for technical assistance to smaller communities. Since then that office has been allowed to all but disappear within HUD. Another result of the Task Force's work was the basic philosophy behind the Rural Community Development Revenue Sharing Program, introduced in 1971.

The interest and problems of the small community have not been given much recent attention by the Federal government. Outside of the Congressional Agriculture Committees, and the expressions of the 115 members of the Rural Congressional Caucus, very little in the way of substantive programs have been developed, and



implemented, nor have the major community development programs been designed and analyzed with the interest of the Small town in mind. At the present time, there are very few forms of Federal Assistance available to the Small Town elected official as most Federal aid to small towns comes through communities to individuals or through State governments.

The Need for a New Task Force

Now if New Federalism and all that it implies is to work toward helping the nation's large and small towns as well as cities solve their problems based on their own priorities, then attention must be given to the less publicized needs of smaller communities. This can be accomplished through reviving the Administration's interest in this issue through a White House Task Force on Small Towns designed to implement such an Administration purpose.

Reviving the Administration's concern over the issue of small towns' needs and Federal response requires at the outset, and throughout the program's life, that certain factors be kept in mind if the new Task Force is to be successful. These factors require that any program would have to structure responses which are executed and evaluated for their effectiveness and transferability as well as identify and measure the problems of small towns.

Moreover, there is a definite need for an improved Federal response to the problems of the minority elected official. In general, the public interest groups which claim to speak for the cities have paid limited attention to the

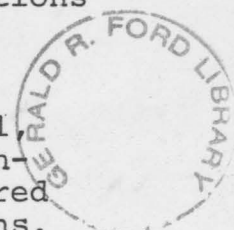


growing number of minority elected officials and their constituency if located in other than the great cities of the nation. Those new institutions that do represent this minority constituency whether black, Chicano or Indian have not in general been widely recognized by the Federal government, and certainly not by the States and Counties. This project should include a component specifically directed at these minority concerns to insure that the progressive character of New Federalism works for them as well as for their counterparts.

Details for a White House Task Force on Small Towns

It is proposed then that the White House Small Towns Task Force be reactivated to carry out the following functions:

- ° Visits to small towns across the country to meet with local officials and other representatives to determine what their urgent needs are and what immediate financial and technical assistance can be provided.
- ° Assess and make recommendations to improve the effectiveness of Federal programs and services as they relate to small towns.
- ° Make recommendations for policies, and/or actions required to improve the delivery of Federal resources to small towns.
- ° Identify and/or recommend those institutional, organizational or administrative changes within the Federal government which may be required to make services more available to small towns.
- ° Make recommendations for and assist in the scheduling of conferences between the Executive Office and small town elected officials.
- ° Prepare proposals and recommendations for the development and testing of different types of programs and services directed toward the small town and its elected officials.

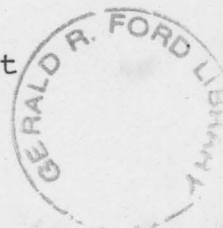


- ° Carry out the responses to small town problems and needs and evaluate those responses in terms of effectiveness and transfer to other small towns.
- ° Define the mechanisms by which a regional conduit for assistance to small towns may be structured within the Federal government which addresses these town directly.
- ° Identify and define the mechanisms by which assistance to the ever increasing number of minority elected officials may be assured.
- ° Identify the State governments' role in meeting these small town needs.
- ° Provide assistance to local elected officials in order that they may exhibit more effective planning, management, budgeting and evaluation toward meeting their community's needs.

Strategy for Implementation

In order to implement this package of assistance to small towns, the following preliminary steps should be taken by the Administration:

- (1) A special operating fund should be created with National Science Foundation funds with possible support from Commerce, USDA and HUD discretionary funds to coordinate this mechanism.
- (2) A series of discussions between the White House, Minority Affairs, Domestic Council and OMB staffs on a set of parameters: what the Federal government is willing to do and what things are not acceptable.
- (3) After discussions, a policy directive should be issued to the principal agencies concerned with small communities (USDA, HUD, EDA, ...) to establish options and approaches. From this, a clear definition of roles and responsibilities for the general program can be developed.
- (4) Then the establishment of the Task Force to serve the Administration's stated purposes should be constituted consisting of representatives of the Federal agencies and consultants with an expert interest in small town problems.
- (5) A clear and explicit recognition of the priority



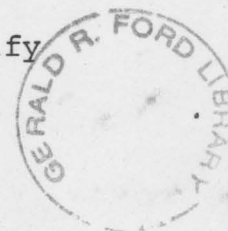
problems of the minority elected official should be made within the Task Force and for all its program thrusts.

(6) An assessment and evaluation of the impact of Federal programs on the small community should be undertaken.

The Task Force effort should be in conjunction with the various Federal Regional Councils that are charged with the responsibility of strengthening and improving the field activities of the Federal government. The coordination activity, at the national level would be accomplished by the Executive Office and assisted by carefully selected individuals, on the Task Force, from these agencies: Agriculture, Commerce, HEW, HUD, Labor, SBA, LEAA, EPA, DOT and Treasury. The services of a knowledgeable non-governmental resource organization in planning, management, budgeting and evaluation should also be made available to the Task Force.

Suggested Program Elements

It is suggested here that the Task Force Program have eight elements, some of which are external or outreach efforts to the small towns; and others which are internal to identify areas for the improvement of Federal government capacities. The outreach elements include visitations, conferences, grants-in-aid, special demonstration projects and technical assistance programs. The internal improvement elements include policy and legislative initiatives and analyses, organizational/institutional improvements to gain better responsiveness, and special analyses of small town needs. Following is a brief description of each element and a statement of its usefulness to the Task Force efforts:



1. Visitations result in good visibility, afford the opportunity for high-level Federal personnel to see first-hand the problems confronting the small town, and the opportunity for Federal officials to present their ideas directly to the small town visited.

There should be a few initial visits by the Task Force Director with appropriate support. This would enable the Director to talk first, scout out the Administration's program and to see first-hand the variety of situations with which his Task Force might have to deal. Other visits should be on an inter-agency basis, using mid-level professionals rather than policy officials. Their objectives should be a combination of fact-finding and the identification short-term technical assistance.

2. Conferences provide an opportunity for idea exchange in a more structured environment and reduce pressure for marrow Federal responses to problems identified. These conferences should be attended by Federal policy-makers.

It is suggested that State conferences be organized to look at specific aspects of the small town problem as well as to receive collective inputs from small town elected officials. In addition, a well organized White House conference could be convened to present some tentative/possible Federal responses to small town needs at a later time in the Task Force's program.



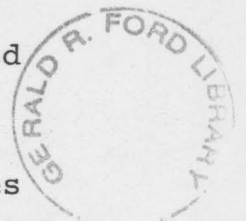
3. Grants Accelerated to small towns would enable recipients to purchase needed services to assist where local capacity is weak. Once the small town has identified its needs, the grant clearly provides the elected official with the type of support implied by the New Federalism approach. Further grants should be reserved, however, until it has been determined that the town has the management capability to make effective use of such funds and when it can be reasonably assured that the town is sufficiently informed to select an appropriate consultant.

4. Special demonstration projects provide flexibility and also place more of a responsibility on the Federal government to work in close partnership with the community affected. They have the advantage of being clear signs of support and assistance and can produce results that may be transferable to other towns.

Using existing research and demonstration authority within the Federal agencies, it should be possible to package a series of demonstration projects in selected small towns.

5. Technical assistance, direct or indirect, enables the Federal government to respond flexibly to the differing needs of individual towns, whether one-on-one, in training programs, or by other means. On the other hand, it does require the harnessing of Federal resources in such a way as to provide the service.

This approach should await the development of an assistance strategy by the Task Force so that those



areas where it is most needed will have been identified.

The internal elements all require management decisions within the Federal government to make a commitment to improving its own machinery to respond to the needs of small towns.

6. Legislative and Policy Analysis. A major review should be undertaken of Federal aid to small towns: how much there is, how it gets there, and the role of the elected official in its delivery. A review of the 1972 Rural Development Act and pending economic development and other forms of legislation to determine their potential impact on small towns would also be in order under this element.

7. Organizational/Institutional Changes should be instituted within the various Federal agencies in order that a clearer definition of the roles and responsibilities among agencies for dealing with the problems of small towns may be obtained. This cannot be done however without first instituting the legislative and policy analysis mentioned above.

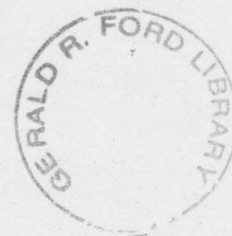
8. Market Studies. Existing knowledge -- data and studies -- on small town needs, whether done by outside consultants or within Federal agencies, should be compiled. Additional information needed should also be gathered and analyzed within a short time frame. This task should not be undertaken by the Task Force until the roles of the various agencies are defined as it would



be easier to coordinate the work of these agencies in carrying out such an effort after this has been done.

Evaluation Component

An evaluation system for the Task Force program should be defined and initiated early. This evaluation should be ongoing to the Task Force efforts and directed toward defining the Task Force's effectiveness in responding to small town needs and determining whether the mechanisms employed can be transferred to other towns. OMB might be particularly useful in cooperating with this effort.



May 13, 1975

MEMORANDUM FOR:

DON RUMSFELD
DICK CHENEY — JACK MARSH
JAMES CANNON
JAMES CAVANAUGH — DICK PARSONS
JAMES FALK
MICHAEL RAOUL-DUVAL
WARREN ~~XXXXXXXX~~ HENDRIKS
JERRY JONES

THRU:

BILL BAROODY

FROM:

STAN SCOTT

SUBJECT:

White House Small Towns Task Force

The purpose of this memorandum is to set forth the arguments in support of the organization of a special White House effort to care for the needs of elected officials in small towns, primarily in the Southern Region of the United States, with priority given to those communities where there is a majority, or a very substantial minority group population.

Working with minority elected officials during the past four years, I have found that they would definitely be interested in a White House Small Towns Task Force visit to their towns, and would look forward to support from the Federal Government under the Intergovernmental Personnel Act of 1970. Approval of this proposal, I believe, would help to refute those critics who charge that government is not being responsive, and at the same time gain the Administration support in the South. needed

Would appreciate your comments as soon as possible.

us deliver services to municipalities of 50,000 population and below,



WHITE HOUSE SMALL TOWNS TASK FORCE

Special Urgency

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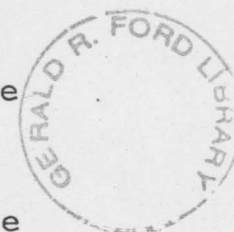
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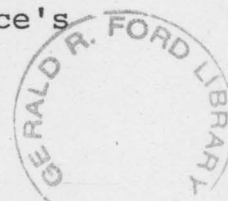


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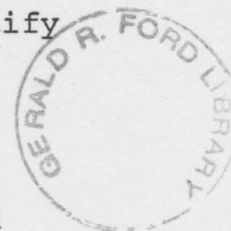
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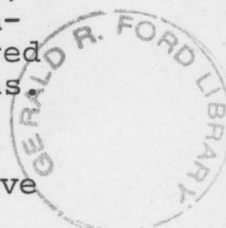


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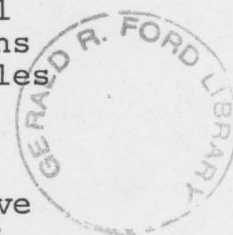


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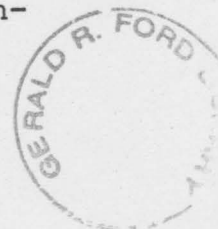
problems of the minority elected official should be made within the Task Force and for all its program thrusts.

(6) An assessment and evaluation of the impact of Federal programs on the small community should be undertaken.

The Task Force effort should be in conjunction with the various Federal Regional Councils that are charged with the responsibility of strengthening and improving the field activities of the Federal government. The coordination activity, at the national level would be accomplished by the Executive Office and assisted by carefully selected individuals, on the Task Force, from these agencies: Agriculture, Commerce, HEW, HUD, Labor, SBA, LEAA, EPA, DOT and Treasury. ~~The services of a knowledgeable non-governmental resource organization in planning, management, budgeting and evaluation should also be made available to the Task Force.~~

Suggested Program Elements

It is suggested here that the Task Force Program have eight elements, some of which are external or outreach efforts to the small towns; and others which are internal to identify areas for the improvement of Federal government capacities. The outreach elements include visitations, conferences, grants-in-aid, special demonstration projects and technical assistance programs. The internal improvement elements include policy and legislative initiatives and analyses, organizational/institutional improvements to gain better responsiveness, and special analyses of small town needs. Following is a brief description of each element and a statement of its usefulness to the Task Force efforts:

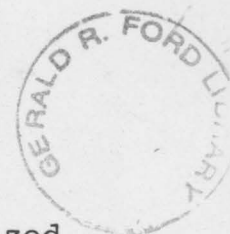


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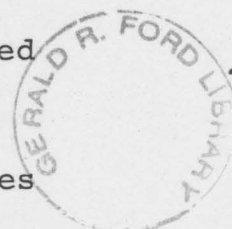
3. Grants Accelerated to small towns would enable recipients to purchase needed services to assist where local capacity is weak. ~~Once the small town has identified its needs, the grant clearly provides the elected official with the type of support implied by the New Federalism approach.~~ Further grants should be reserved, however, until it has been determined that the town has the management capability to make effective use of such funds, ~~and when it can be reasonably assured that the town is sufficiently informed to select an appropriate consultant.~~

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Using existing research and demonstration authority within the Federal agencies, it should be possible to package a series of demonstration projects in selected small towns.

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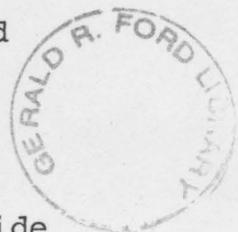
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The internal elements all require management decisions within the Federal government to make a commitment to improving its own machinery to respond to the needs of small towns.

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SUGGESTED SUPPORT FOR SMALL TOWNS

The successful bid by blacks to become mayors of small rural towns in the South has brought about a new set of problems never faced in this century. Often without a tax base or any other source of meaningful revenue, these newly elected officials are faced with unique problems. Their lack of experience as administrators often compounds the problems.

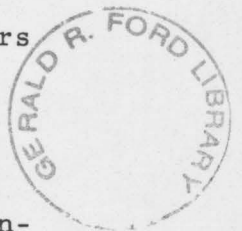
Housing, water, sewage, jobs, health care, and training in municipal administration are badly needed by most southern black mayors.

It is therefore imperative that assistance be given these mayors through Public Law 91-648, Intergovernmental Personnel Act of 1970.

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1. Equipment would be solicited by the Conference from industry and from surplus Government items.
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The Bureau of Intergovernmental Persons Programs at the Civil Service Commission, headed by Joseph M. Robertson, could expedite this plan if approved.

In addition, grant funds under the IPA Grant Program could be obtained for training these mayors and local personnel in the mayor's employ.



Implementation of this proposal would be a real plus for this Administration since it would be highly visible, touch the heart of America at the grass roots level, and bring about the delivery of much needed services to people in rural and small urban areas.



THE WHITE HOUSE

WASHINGTON

May 13, 1975

MEMORANDUM FOR:

DONALD RUMSFELD
JACK MARSH
DICK CHENEY
JAMES CANNON
JAMES CAVANAUGH
DICK PARSONS
JAMES FALK
MICHAEL RAOUL-DUVAL
WARREN HENDRIKS
JERRY JONES

THROUGH:

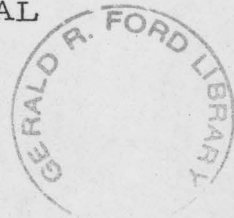
BILL BAROODY

FROM:

STAN SCOTT

SUBJECT:

White House Small Towns Task Force



The purpose of this memorandum is to set forth the arguments in support of the organization of a special White House effort to care for the needs of elected officials in small towns, primarily in the Southern Region of the United States, with priority given to those communities where there is a majority or a very substantial minority group population.

Working with minority elected officials during the past four years, I have found that they would definitely be interested in a White House Small Towns Task Force visit to their towns, and would look forward to support from the Federal Government under the Intergovernmental Personnel Act of 1970. Approval of this proposal, I believe, would help us deliver services to municipalities of 50,000 population and below, to refute those critics who charge that government is not being responsive, and at the same time gain the Administration needed support in the South.

Would appreciate your comments as soon as possible.

WHITE HOUSE SMALL TOWNS TASK FORCE

Special Urgency

To a remarkable extent over the past ten years, civil rights activists who used to express themselves in protest marches, economic boycotts, civil disobedience, and other forms of social unrest have, by reason of the 1965 Voting Rights Act, been channeled into positions of leadership in local politics.

Coming unprepared to perform the burdens of their newly captured offices, there is a considerable danger that important elements among these leaders shall conclude that mere political participation by conventional rules is not adequate to respond to the needs of their community. Therefore, it should be conceived as a national priority that support efforts be made to cut through the red tape by which vital Federal assistance is prevented from reaching this critical population of local officials, to aid them in focusing on the reality of their constituents needs rather than the rhetorical gratification of shrill condemnations from extremist elements. Yet with few exceptions little can be shown by way of tangible support to these men of moderation as gratitude evidence of their cooperative posture. This continues to be so in spite of the fact that to an unprecedented extent, these officials have been willing, in spite of differences, to work constructively with the current and the previous Administration. Now we must help guarantee their efforts for constructive change on behalf of their constituents and their towns if we are to continue to enjoy their support. It is particularly important that a distinct effort be undertaken to deliver prompt, carefully coordinated, strategically needed resources from the Federal Government capable of leveraging additional support at regional and State levels through the visible mechanism of a White House inspired Small Towns Task Force.

This Project should be inaugurated with a formal statement of the President's blessings and a clear commitment for interagency commitment at the level of both headquarters and field operations.



Summary

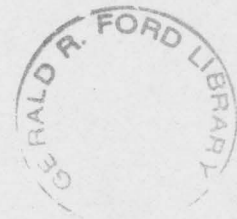
The purpose of the White House Small Towns Task Force and its visits is to meet with local officials and other representatives of the people to determine what their most important needs are and what immediate and long-range assistance can be given by the various Federal and State agencies to help meet these needs.

These visits are to be conducted under the leadership and direction of Stanley S. Scott, Special Assistant to the President for Minority Affairs. The core interagency team is to be comprised of representatives of the following agencies: Agriculture, Commerce, Civil Service Commission, Environmental Protection, Health, Education, and Welfare, Housing and Urban Development, Community Services Administration, and Small Business Administration.

A walking and bussing tour will be made of each community in order to gain firsthand information about the environment and economic conditions of the community. Selected stops and on-the-spot discussions with local leaders will permit further insight regarding the communities' most urgent problems. A community wide meeting will also be conducted to permit local citizens to discuss specific problems with appropriate Federal and State officials.

These visits will permit the identification and quantification of disadvantaged rural communities' problems as an urgent prerequisite to the development of a nationwide program. The racial characteristics of each community are to be closely observed and noted because of its bearing on some aspects of community problems and solutions to them.

The products of this effort might very well be used as a lead on to a broader expression of Administration sensitivity to small towns in general as a Phase Two effort. In anticipation of such a follow-on, very careful efforts should be made to get a full and complete OMB reporting on all of the technical assistance now available from the Federal Government.



Background

This is a proposal for the establishment of a new White House Task Force on Small Towns to accomplish three purposes: (1) to provide a visible symbol of the present Administration's concern for small communities in America; (2) to undertake certain analytical and advocacy roles to improve the delivery of Federal services to the elected officials of small towns; and (3) to see to it that actual program demonstrations get delivered to selected mayors and local officials worthy of support. This would be a reactivation of a similar Task Force which was operative in 1969-70. However, while that Task Force was more concerned with exploring problems, the Task Force proposed herein would be more concerned with presenting solutions and dealing with specific issues.

The Task Force in an Historical Perspective

It was decided by the Administration in late 1969 to establish the White House Task Force on Aide to Small Deprived Communities to conduct a series of visits to disadvantaged small towns and communities in urgent need of outside assistance. The purpose of the visits was to meet with local officials and other representatives to determine their priority needs. Fifteen communities in five states were visited.



In 1971 the title of the program was changed to the White House Small Towns Task Force designed primarily to provide technical assistance to 14 communities in nine states through these Federal visits. The primary purposes of these visits, as cited, were to:

- o Educate elected officials of socially and economically deprived communities on available Federal programs and to demonstrate the concern of the Administration for making these programs functional.
- o Enable the Federal representatives on the Task Force to present applicable programs to socially and economically deprived communities in a comprehensive manner.
- o Inform responsible officials who administer Federal programs of the impasses faced by disadvantaged communities so that elected officials may better understand the relationship of their specific problems to Federally funded programs.

Unfortunately, while the Task Force failed to achieve visible, tangible or long-term results that could be used to demonstrate the thrust of the Administration in socially and economically deprived areas, one side effect of the Task Force's work was HUD's establishment of an Office of Small Town Services which subsequently evolved into an Office of State and Local Management Assistance. This Office was to provide a point of contact and clearinghouse for technical assistance to smaller communities. Since then that office has been allowed to all but disappear within HUD. Another result of the Task Force's



work was the basic philosophy behind the Rural Community Development Revenue Sharing Program, introduced in 1971.

The interest and problems of the small community have not been given much recent attention by the Federal Government. Outside of the Congressional Agriculture Committees, and the expressions of the 115 members of the Rural Congressional Caucus, very little in the way of substantive programs have been developed, and implemented, nor have the major community development programs been designed and analyzed with the interest of the Small Town in mind. At the present time, there are very few forms of Federal assistance available to the Small Town elected official as most Federal aid to small towns comes through communities to individuals or through State governments.

The Need for A New Task Force

Reviving the Administration's concern over the issue of small towns' needs and Federal response requires at the outset, and throughout the program's life, that certain factors be kept in mind if the new Task Force is to be successful. These factors require that any program would have to structure responses which are executed and evaluated for their effectiveness and transferability as well as identify and measure the problems of small towns.

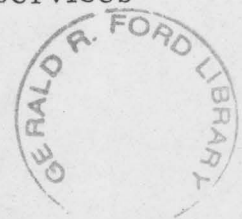


Moreover, there is a definite need for an improved Federal response to the problems of the minority elected official. In general, the public interest groups which claim to speak for the cities have paid limited attention to the growing number of minority elected officials and their constituency if located in other than the great cities of the Nation. Those new institutions that do represent this minority constituency whether black, Chicano or Indian have not in general been widely recognized by the Federal Government, and certainly not by the states and counties.

Details for A White House Task Force on Small Towns

It is proposed then that the White House Small Towns Task Force be reactivated to carry out the following functions:

- o Visits to small towns across the country to meet with local officials and other representatives to determine what their urgent needs are and what immediate financial and technical assistance can be provided.
- o Assess and make recommendations to improve the effectiveness of Federal programs and services as they relate to small towns.
- o Make recommendations for policies, and/or actions required to improve the delivery of Federal resources to small towns.
- o Identify and/or recommend those institutional, organizational or administrative changes within the Federal Government which may be required to make services more available to small towns.



- o Make recommendations for and assist in the scheduling of conferences between the Executive Office and small town elected officials.
- o Carry out the responses to small town problems and needs and evaluate those responses in terms of effectiveness and transfer to other small towns.
- o Define the mechanisms by which a regional conduit for assistance to small towns may be structured within the Federal Government which addresses these towns directly.
- o Identify and define the mechanisms by which assistance to the ever increasing number of minority elected officials may be assured.
- o Identify the State governments' role in meeting these small town needs.
- o Provide assistance to local elected officials in order that they may exhibit more effective planning, management, budgeting and evaluation toward meeting their community's needs.

Strategy for Implementation

In order to implement this package of assistance to small towns, the following preliminary steps should be taken by the Administration:

- (1) A special operating fund should be created with National Science Foundation funds with possible support from Commerce, USDA and HUD discretionary funds to coordinate this mechanism.
- (2) A series of discussions between the White House, Minority Affairs, Domestic Council and OMB staffs on a set of parameters: what the Federal Government is willing to do and what things are not acceptable.



(3) After discussions, a policy directive should be issued to the principal agencies concerned with small communities (USDA, HUD, EDA, ...) to establish options and approaches. From this, a clear definition of roles and responsibilities for the general program can be developed.

(4) Then the establishment of the Task Force to serve the Administration's stated purposes should be constituted consisting of representatives of the Federal agencies and consultants with an expert interest in small town problems.

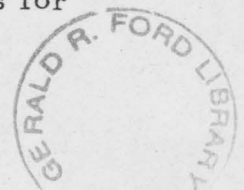
(5) A clear and explicit recognition of the priority problems of the minority elected officials should be made within the Task Force and for all its program thrusts.

(6) An assessment and evaluation of the impact of Federal programs on the small community should be undertaken.

The Task Force effort should be in conjunction with the various Federal Regional Councils that are charged with the responsibility of strengthening and improving the field activities of the Federal Government. The coordination activity, at the national level would be accomplished by the Executive Office and assisted by carefully selected individuals, on the Task Force, from these agencies: Agriculture, Commerce, HEW, HUD, Labor, SBA, LEAA, EPA, DOT and Treasury.

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the improvement of Federal Government capacities. The outreach elements include visitations, conferences, grants-in-aid, special demonstration projects and technical assistance programs. The internal improvement elements include policy and legislative initiatives and analyses, organizational/institutional improvements to gain better responsiveness, and special analyses of small town needs. Following is a brief description of each element and a statement of its usefulness to the Task Force efforts:

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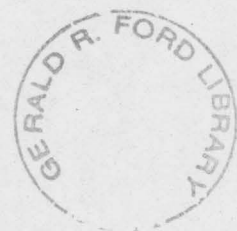


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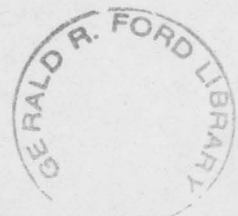


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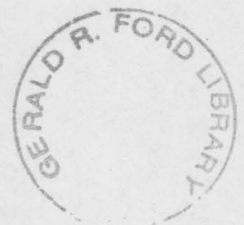
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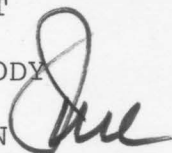


THE WHITE HOUSE

WASHINGTON

May 17, 1975

MEMORANDUM FOR: STAN SCOTT
THROUGH: BILL BAROODY
FROM: JIM CANNON



I do not feel that a Small Towns Task Force would be wise at this time for these reasons:

1. The White House would have difficulty in maintaining credibility in the metropolitan areas if, with one hand it denies assistance to Detroit and New York, while on the other it offers aid to rural black towns.
2. The current policy of USDA in rural development is a "strong rural America through a strong farm economy." The Rural Development Act of 1972 has not received full funding. HUD Community Development "Hold Harmless" and Rural discretionary funds are hotly competed over. A task force would serve to lead rural mayors to an empty breadbasket.
3. People and programs to assist these kinds of communities already exist within HUD, Agriculture and Commerce (EDA). If it is decided to push special assistance into these communities, the Departments (primarily Agriculture) should take the lead -- not the White House.
4. It is important to show that the White House cares; however, I believe that Jim Falk's office and Stan Scott's office fill that need and provide a mechanism for these communities to work with the White House.

