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EXECUTIVE

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April 21, 1972

Dear Mr. Secretary:

The enclosed copy of an Executive Order
by the President entitled "Providing for a
* National Center for Housing Management"
is transmitted for the files of the Depart-
ment of Housing and Urban Development.

#11668

Sincerely,

Noble M. Melencamp

The Honorable
The Secretary of Housing
and Urban Development
Washington, D.C. 20410

Enclosure

cmf

RECEIVED
APR 22 1972
CENTRAL FILES

April 21, 1972

Dear Mr. Secretary:

The enclosed copy of an Executive Order ^{#11668} by the President entitled "Providing for a National Center for Housing Management" is transmitted for the files of the Department of Labor.

Sincerely,

Noble M. Melencamp

The Honorable
The Secretary of Labor
Washington, D.C. 20210

Enclosure

cmf
1

THE WHITE HOUSE

WASHINGTON

March 3, 1972

THE PRESIDENT HAS SEEN...

ACTION

MEMORANDUM FOR: THE PRESIDENT
FROM: JOHN EHRLICHMAN 
SUBJECT: Proposed Executive Order entitled
"Providing for a National Center for
Housing Management"

The above-mentioned Executive order would direct Secretary Romney to establish a National Center for Housing Management. The Center would provide leadership at the national level in helping meet the nation's housing management and training needs.

Secretary Romney, Secretary Hodgson, Justice, OMB, Ed Harper, Clark MacGregor and Ray Price have approved this Executive order.

RECOMMENDATION

That you sign the Executive order (Tab A).

A

THE WHITE HOUSE
WASHINGTON

Date: 2/22

TO: HENRY CASHEN

FROM: John Campbell

For your information: _____

Comments: WOULD YOU

PLEASE WORK OUT
THIS WORKING WITH
GERGEN + PAUL O'NEILL
AND RETURN PACKAGE
TO ME ASAP.

TO: JOHN CAMPBELL

FROM: HENRY C. CASHEN II

With respect to the attached, I
think it is okay as originally changed.
Gergen does not object.

Attachment.

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

February 18, 1972

MEMORANDUM FOR:

DAVE GERGEN

FROM:

JOHN CAMPBELL

Dave, we have already approved this Housing Management Executive Order, but Henry Cashen suggested two changes, which Secretary Romney has concurred in. Would you please double check the wording to make sure it is okay with you and send it back to me.

Many thanks.

John -
Perhaps ~~the~~ the red markings
will do.
I am definitely troubled by the
first change because the 1949
Housing Act -- the 1st major
legisl. in this field -- specifies
all Americans, not low + mod.
income, + that the sentence is
intended to paraphrase the statute -
2nd change seems unnecessary.

Dave
2/18/72

THE WHITE HOUSE

WASHINGTON

February 17, 1972

MEMO FOR: JOHN CAMPBELL

FROM: HENRY C. CASHEN II *HC*

Per our conversation this morning, I
have made some changes on the attached.

TO: *KEN COLE*
FROM: *JOHN CAMPBELL*
Attachment.

*Comments: YOU SHOULD SIGN
OFF. YOU CAN REVIEW
MY LATEST RELEASE TO
BERGEN TO GET
BRIEF BACKGROUND (TOSASAPC)*

*TAB D HAS EXPLANATION -
SEE PAPERCLIPS IN
TAB D FOR E +
ONEILL SIGN OFF
LAST TIME*

THE WHITE HOUSE
WASHINGTON

ACTION
BEFORE WEDNESDAY
NOON

Date: 2/15

TO: KEN COLE
FROM: JOHN CAMPBELL

Comments: YOU SHOULD SIGN
OFF ^{ON THIS.} YOU CAN REVIEW
MY LATEST PACKAGE TO
BERGEN TO GET
BRIEF BACKGROUND (TABS A, B, C, D, E)

TAB D HAS EXPLANATION —
SEE PAPERCLIPS IN
TAB D FOR E +
O'NEILL SIGN OFF
LAST YEAR

February 18, 1972

MEMORANDUM FOR: DAVE GERGEN
FROM: JOHN CAMPBELL

Dave, we have already approved this Housing Management Executive Order, but Henry Cashen suggested two changes, which Secretary Romney has concurred in. Would you please double check the wording to make sure it is okay with you and send it back to me.

Many thanks.

EXECUTIVE ORDER

*Concise -
order as it is
now*

PROVIDING FOR A NATIONAL CENTER FOR HOUSING MANAGEMENT

By virtue of the authority vested in me as President of the United States and in accordance with the provisions of the Department of Housing and Urban Development Act, as amended (42 U.S.C. 3531 et seq.), Title VIII of the Housing Act of 1964, as amended (20 U.S.C. 801 et seq.), and Title V of the Housing and Urban Development Act of 1970 (12 U.S.C. 1701z-1 et seq.), it is ordered as follows:

Section 1. Policy. The Nation's housing stock represents an important national resource which must be preserved and well managed if public and private investments are to be protected, and if we are to meet our declared goal of providing a decent home and suitable living environment for ^{Low & moderate income residents} ~~all Americans~~. The production of Federally-assisted housing has greatly expanded in recent years, creating a need for a balanced strategy to ensure that such housing remains viable for the purposes intended.

This expansion also creates a need for a growing supply of new management manpower for the years ahead. Special skills must be developed among these managers so that they can effectively overcome the social and economic problems facing many residents of Federally-assisted housing, including the elderly. Training, the improvement of career opportunities, and the upgrading of industry standards are all essential to the improvement of the Nation's housing management capability, ^{particularly for the low and moderate income.}

Sec. 2. Establishment of a National Center for Housing Management.

(a) The Secretary of Housing and Urban Development is directed

to call upon public-spirited citizens, dedicated and experienced in the appropriate disciplines, to create, in accordance with existing laws, a new, non-governmental, not-for-profit institution to serve as a National Center for Housing Management (referred to herein as the Center).

(b) The Center should be designed to provide objective and independent leadership at the national level in helping meet the Nation's housing management and training needs and should work cooperatively with the Department of Housing and Urban Development and with the public and private organizations and institutions involved in, or affected by, its activities.

Sec. 3. Activities of the Center. The activities of the Center should be developed along lines that include the following objectives:

(1) Development of training and educational programs for housing management and personnel;

(2) Cooperation with public and private national, State, and local organizations and institutions in extending housing management training and educational opportunities, using to the fullest extent possible the services and facilities of existing agencies with expertise in training and education.

(3) Cooperation with national, State, and local organizations and institutions in establishing or expanding recruitment and placement systems that will link training in housing management to job opportunities in that field.

(4) Development of improved housing management practices and assistance in professionalizing the housing management industry; and

(5) Stimulating the creation of new management entities, and strengthening the effectiveness of existing management entities.

Sec. 4. Assistance by Federal Agencies. To the extent consistent with law, all other Federal executive departments and agencies shall cooperate and work with the Department of Housing and Urban Development and the Center in providing appropriate advice and financial support so as to ensure that the above described objectives are carried out with the most effective and efficient use of Federal, State and local resources, both public and private.

THE WHITE HOUSE,

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

February 14, 1972

MEMORANDUM FOR: ~~DAVE GERGEN~~

~~FROM:~~ *TO:*

JOHN CAMPBELL

SUBJECT:

Proposed Executive Order providing
for a National Center for Housing
Management

Attached at Tab A is a memorandum from Paul O'Neill on the subject that I wrote to him about at Tab B. At Tab C is a revised Executive order approved by your office. At Tab D is a copy of the whole package, and at Tab E is a copy of Flanigan's memo which Paul O'Neill commented on.

Dave, please make the changes suggested by Paul O'Neill. We need this by the close of business today.

Would you please also return the entire package, as this is our only copy.

Attachment

*If you concur in Flanigan's wording,
just write it in and O'Neil has it retyped.*

Many thanks.

*Corrected as suggested
by PMF -*

Dave

2/14/72

THE WHITE HOUSE

WASHINGTON

February 7, 1972

MEMORANDUM FOR THE STAFF SECRETARY

FROM: PETER M. FLANIGAN 
SUBJECT: Log No. 4842
National Center for Housing Management

With the exception noted below, I have no objection to the President issuing the proposed Executive Order calling for the establishment of a private, non-profit National Center for Housing Management.

I do object to Section 3(4) of the proposed Order, which provides that one objective of the Center should be to provide "financial assistance" for housing management entities. I am concerned that this language could be construed as a commitment by the President to make Federal funds available to the Center for its grants and loans to local entities. As a policy matter, I believe that the final authority with respect to which local entities receive Federal funds and on what conditions must remain under the direct control of the Federal government, and I am confident that Congress would take the same position.

Accordingly, my concurrence in this action is on the condition that Section 3(4) is either eliminated or amended to read:

"(4) Stimulating the creation of new management entities, and strengthening the effectiveness of existing management entities."

A

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

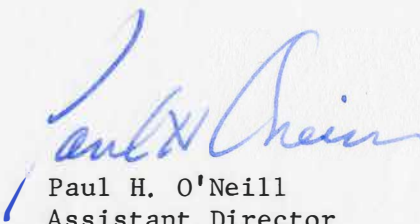
FEB 11 1972

MEMORANDUM FOR JOHN CAMPBELL

Subject: Proposed Executive Order providing for a National Center for
Housing Management

This is in response to your memorandum of February 9, 1972, with the attached package. Peter Flanigan's point about financial assistance (Tab C) is well taken. It was not our intention to have the Center serve as an intermediary, channeling Federal funds to local entities, but I would agree that the present wording could be construed that way. We would have no objection to the revised wording suggested by Peter Flanigan. Incidentally, the point at issue appears in section 3(5) of the proposed Order (Tab A), rather than 3(4) as cited in Peter Flanigan's memorandum.

I see no other points which ought to be raised before the Order is signed.


Paul H. O'Neill
Assistant Director

*to Susan
plus my memo to start at the table...*

B

February 9, 1972

MEMORANDUM FOR: PAUL O'NEILL

FROM: JOHN CAMPBELL

SUBJECT: Proposed Executive Order Providing for
National Center for Housing Management

Attached at Tab A is a draft Executive order which has been reviewed by various agencies and includes Ray Price's changes. Attached at Tab B is an entire package of this proposed Executive order. All the agencies and everyone on the White House staff have signed off on this which had the previous approval of John Ehrlichman as noted in your October 19 memorandum to Mr. Focke. However, Peter Flanigan raises a question (Tab C) about financial assistance. Would you please give me your recommendation or comments about Peter's point.

Also, although Mr. Ehrlichman has indicated his support for this proposal, and you have signed off, are there any other points that ought to be raised before it is actually signed by the President?

Could you let me have something on this by the close of business Friday, February 11.

Return whole package when complete.

EXECUTIVE OFFICE OF THE PRESIDENT

OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

DATE: October 19, 1971

REPLY TO
ATTN OF:

SUBJECT: Executive Order Proposed by HUD

Mr. Focke

Secretary Romney has requested OMB clearance of a proposed executive order which would create a national center for housing management. Since Secretary Romney claims to have authority to create the center himself, the executive order would provide a means for Presidential endorsement of the center.

John Ehrlichman has indicated he supports the HUD proposal and asked HUD to work out details with OMB. (Attachment A)

Unless you have objections, I assume the Secretary's September 11 letter to Dick Nathan (Attachment B) can serve as a formal submission to OMB and therefore trigger the clearance process in accordance with Executive Order 11030.

In routing the draft order to other agencies for comment, we should include the following agencies which have been briefed by HUD on the proposed center: Commerce, Defense, Agriculture, HEW, Labor, OEO, VA, EEOC, SBA, FHLBB and the Office of Consumers Affairs. HUD has requested an expedited review, however, the Department's slow internal review process has not justified the request. We anticipate HUD would like to announce creation of the center in the middle of November at the earliest.

Please call upon my staff (Harry Havens or Peter Rumsey, Ext. 4610) if you have further questions; they are continuing to work with HUD to develop details about the center.


Paul H. O'Neill
Assistant Director

Attachments

September 13, 1971

MEMORANDUM FOR

NORM WATSON

It is my understanding that you have requested a meeting on behalf of Secretary Romney with Mr. Ehrlichman to discuss the Secretary's proposal to set up a National Institute on Housing Management. Mr. Ehrlichman feels that this is a meritorious idea and one which we should move forward with. He has asked that I contact you with this information and ask that you work out the appropriate details with Mr. Richard Nathan, Assistant Director of OMB.

It is our feeling that, unless the Secretary feels to the contrary, a meeting is not necessary.

Ted R. Hollin

cc: Dick Nathan

R+D budget
F.O. probably O.K.



THE SECRETARY OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, D. C. 20410

SEP 11 1971

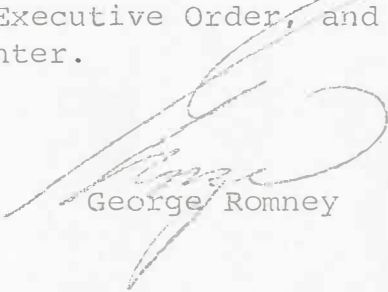
MEMORANDUM FOR: Richard P. Nathan, Assistant Director
Office of Management and Budget

I would like to set up a meeting with you and John Ehrlichman, together with Assistant Secretary Watson and myself, to discuss our proposal to establish a National Center for Housing Management.

If possible, I would like to schedule the meeting for either the afternoon of Monday, September 27, or Wednesday morning or mid-afternoon of September 29. Please let me know if either of these dates is convenient for you.

I am proposing that the Center be established through issuance of an Executive Order.

Attached for your review is a package containing a draft letter to the President, a draft Executive Order, and a two-page background paper on the Center.


George Romney

Enclosures

August 30, 1971

THE NATIONAL CENTER FOR HOUSING MANAGEMENT

A BACKGROUND PAPER

1. Origins. The President's Task Force on Low Income Housing stated in its May 1970 report that management training programs in assisted housing are "virtually nonexistent." It urged that "training programs for housing project management get under way as promptly as possible."

HUD awarded a contract to the National Corporation for Housing Partnerships to analyze housing management practices and to develop plans for appropriate training programs. An NCHP Task Force, after extensive study and consultation with many organizations and individuals, recommended the creation of a Center for Housing Management and a Training Institute, in its report dated August 2, 1971.

2. Need. Production of Federally-assisted housing has increased sharply under this Administration. By 1980, there will be an estimated 5 million assisted rental units under management, housing 20 million people, many of them elderly. This will represent a cumulative Federal investment of more than \$150 billion over the life of the mortgages. To preserve these assets will require at least 60,000 professionals by 1980, plus 200,000 other craft and maintenance personnel.

In addition to this projected increase in production, new social and economic forces are at work in housing today which require new skills and sensitivity if the housing is to be managed successfully.

3. Present conditions. The assisted-housing management industry today is mostly fragmented and unorganized. The industry as a whole lacks the kinds of incentives, prestige, professionalism and career opportunities that will attract and retain talented people. Present training programs are

generally small in scale, limited in duration, and specialized. There is no national focus to upgrade the industry and to provide comprehensive training programs to meet present and future manpower needs.

4. Center's role. The Center would provide a national focus for a twofold effort: (a) to professionalize the industry through the development of performance standards and accreditation programs, the provision of technical and other assistance; and (b) to stimulate the establishment of a nationwide training system to meet anticipated manpower needs. The specific functions of the Center are described in the draft Executive Order.

5. Center organization. The Center would be a not-for-profit organization, with a Board of Directors consisting of 15 to 17 individuals, selected by Incorporators who would be chosen by the Secretary of HUD. The Center would be operationally independent from, but executively linked to HUD.

6. Public support. Numerous written endorsements have been received for the Task Force's efforts, and support for the Center concept has been encouraging and enthusiastic on the part of interested organizations and individuals.

7. Related benefits. In addition to the direct benefits of a program to professionalize and train housing management personnel, the Center would offer excellent employment opportunities for minorities and returning veterans. Creation of the Center would also demonstrate Presidential leadership in an important area that has been long neglected.

8. Cost. The budget for the remainder of FY 1972 is estimated at \$1 million, assuming the Center is launched by October 1, 1971. The Center's budget for FY 1973 is estimated at \$2.1 million. In addition, it is estimated that it will cost \$1.5 million in FY 73 to start training operations at the local level, plus \$1 million to develop an accrediting and research program, plus \$2-3 million mostly in loans to provide financial aid and technical assistance to help new and existing management entities strengthen their capabilities. It is anticipated that over several years, as the Center proves its worth, it will become increasingly self-sufficient.

* * *

STAFF PAPER

The Center for Housing Management

HUD proposes to create a nonprofit center and training institute for housing management. HUD recommends a Presidential executive order be issued as soon as possible to authorize the center and to demonstrate the Administration's commitment to improve housing management. The purpose of the center and institute would be to "professionalize" housing management and expand the supply of qualified managers and management firms.

HUD would initially fund the center which would become self-supporting after several years. Estimated annual requirements are \$1 million in FY 1972 and \$3.5 million in FY 73; HUD would absorb the current year's costs.

Issues

1. Need for a national center.
2. Need for a training institute
3. If needed, how to establish and fund them.

These are the broad policy issues. A range of secondary issues must subsequently be addressed if a decision is made to proceed with the center and the institute.

Background

The HUD proposal grew out of a HUD-GEF funded task force on housing management led by the National Corporation for Housing Partnership (NCHP) with Carter Burgess as Chairman. The non-governmental task force completed its six month effort in August.

The task force was charged by HUD to identify ways to strengthen the management of federally assisted housing. Inevitably, the task force recommendations address the broad problems of housing management, both assisted and unassisted.

The task force formed three panels in the areas of (1) management, (2) education/training, and (3) legal and accounting. The HUD proposal primarily incorporates the recommendations of the first two panels; the third panel addressed the problems of current HUD housing programs, and its recommendations for program reform are currently under review in HUD.

The Center for Housing Management

Policy guidance would be provided by a 15-17 person board of directors appointed by the Secretary of HUD. A President, appointed by the Board, would preside over three major organizational components. The components and their primary functions are summarized below:

Institute for Housing Management Training.--Establish a pilot training program, then develop nationwide training programs.

Division of Housing Management Practices.--Develop an accrediting program, conduct research, and manage some defaulted projects.

Division of Management Enterprise Development.--Stimulate the development of new management organizations through the provision of technical and financial assistance.

First priority would be given to creating the training institute and getting pilot training programs underway in Washington, D. C., followed by efforts to replicate the training programs throughout the Nation. From the start the center and HUD would be working together to establish an accreditation program and management assistance programs. Leverage for an accreditation program would be provided by a HUD requirement that all new subsidized housing projects must be managed by an "accredited" (trained) management firm.

After several years, the center would become self sufficient. Training tuition and accreditation fees would provide the primary source of income.

Issue #1: The Need for a Management Center

The need must consider the long term Federal investment in housing and the present "state of the management art." Until recently, the problems of housing management have been largely ignored by HUD, and clear priority given, instead, to the production of housing.

The Federal Government has stimulated a "machine" which now produces (starts) subsidized rental housing at a rate of over 350 thousand units per year. Moreover, the Federal Government is ultimately responsible for over 1.5 million subsidized rental units which will be occupied by the end of FY 1972. By 1980, this number could increase to roughly 5 million assisted rental units which would house 20 million residents at the present production rates.

The cost of these housing assets must be measured both by annual subsidies projected at over \$6 billion by FY 1973, and by the insured value of the housing. By 1980 this value could increase to \$100-150 billion. The insured value becomes a significant budget cost if the Federal Government must purchase a defaulted \$1 or \$2 million dollar project. HUD now estimates that over 120 rental projects (16,000 units) will go in default in 1972.

The task force estimates the preservation of these assisted assets will require 60,000 professionals by 1980, an increase from 20,000 at work today. Also required would be over 200,000 maintenance and clerical personnel.

Today, there are few incentives for efficient housing management. Developers, builders, and investors have only a short term interest to reap the tax benefits of accelerated depreciation. The economic structure of subsidized housing places management expenses at the vulnerable margin; rent increases cannot keep up with rising operating costs. More critical, perhaps, is the fact that assisted housing is often at the social margin, exposed to the most volatile social pressures of our society.

Both private industry and the government are just beginning to awaken to the problems of housing management.

HUD recently created an Assistant Secretary, Norman Watson, responsible solely for housing management. However, this action and fledgling HUD research and evaluation efforts have been constrained by bureaucratic inertia and the overwhelming day to day problems of existing public housing management.

Private industry, including nonprofit groups, have begun limited training programs. Many firms are expanding to provide management services under contract for subsidized projects. However, these firms are often subject to severe "cultural shock" when they confidently impose their "Ritz Tower" management experience on a "Martin Luther King" memorial project.

Advantages of a Nonprofit Center

1. National Catalyst and Prestige. A center could accelerate the awakening concern of industry and government for the problems of housing management. The growing management problems of the assisted housing programs argue strongly for the most expeditious action.
2. Professionalize housing management. The quality and number of personnel and firms would be increased rapidly through training programs, accreditation activities, and technical and financial assistance.
3. Independent research and evaluation. Free from bureaucratic constraint, the center could fill the "thought" void that presently exists in the area of housing management.
4. Greater HUD Control. A new center with a HUD-appointed board would provide a means of overcoming the biases and fragmentation of the national groups currently concerned with housing management. These groups include the National Association of Home Builders (NAHB), National Association of Housing and Redevelopment Officials (NAHRO), and the Real Estate Management Brokers Institute.

Disadvantages of a Nonprofit Center

It is difficult to argue against the basic objectives of the center. Therefore, the basic question is whether some other organizational form could better accomplish these objectives. This perspective provides the basis for the following specific disadvantages of the proposed center:

1. Potential Management Lobby. The center could be captured by powerful builder or real estate forces; it could become a powerful lobby for their interests rather than those of good management. For example, it could become an advocate of the view that the only answer is more Federal subsidy money.
2. Uncertain acceleration. It is difficult to determine the extent to which the center would accelerate the awakening concern for housing management.
3. Divert attention from basic problems. The center, as a panacea, could divert attention from the most basic questions about the structure of our assisted housing programs.

OMB Staff Recommendation. We favor creation of a national center. The compelling reason is to help save the existing Federal inventory of assisted housing. This is an immediate problem as the growing default rate suggests. We lack confidence in HUD's ability at this time to develop and execute programs internally to improve housing management. The center may very well contribute little, but the cost (and thus the risk of loss) is relatively small, and there is at least some chance of substantial long-run payoff. We do have reservations, however, about the specific structure and timing of an accreditation and technical assistance program. HUD should be directed to submit specific plans for these activities in the context of the 1973 Budget Review.

Issue #3. The Need for a Training Institute

There is a critical need for competent personnel and firms to manage housing projects. Recognition of this need is implicit in the recent establishment of training programs by NAHRO and several other organizations.

The nucleus and priority of the management center would be training. First, a pilot program would be initiated in D. C. At the request of the task force, the Cornell Hotel School has already developed a twelve week work-study curriculum.

In FY 1973, the center would begin to expand through the establishment of 10 local training units. The estimated Federal cost of \$150,000 per center would be met through various programs.

Advantages of the Training Institute

1. Central Catalyst. The institute would stimulate the development of training programs in both the public and private sectors. In doing so, it would be free of the biases of existing groups which would provide the management training.

2. Central focus. The institute could provide a single funnel for the various forms of public and private financial assistance to aid the development and operation of the training program. Moreover, it could be kept responsive to HUD guidance without being encumbered by the old-line housing bureaucracy.

3. Increased Employment Opportunities. Management training could provide careers for returning veterans and ghetto area residents.

Disadvantages of the Training Institute

1. Start-up time. HUD could initiate a training program more quickly by simply contracting with an existing organization, such as NAHRO, rather than to try to set up a new organization.

2. Race of Replication. If an effective training program is developed, it will be quickly replicated by various groups without direct Federal assistance.

OMB Staff Recommendation.

The training institute should be initiated, but limited for the time being to the pilot effort in D. C. The pilot program should be carefully evaluated before expansion. As with the basic center, we view this as a relatively low risk undertaking with at least a chance of substantial payoff.

Issue 33: If needed, how should the center and institute be established and funded?

In proposing an executive order to create the center, Secretary Romney and the task force rejected legislative and administrative alternatives. Legislation was viewed as too slow, and the administrative route lacks visibility.

In time, tuition and industry contributions would replace the direct funding provided by HUD. The Department, however, would continue to indirectly fund the center through increased management fees folded into the development and operating costs of HUD assisted housing.

HUD's intentions are not clear regarding the use of private contributions to assist in capitalizing and running the center. Nor has HUD specifically identified programs for assisting management organizations.

Advantages of the HUD proposal

1. Speed and National Prestige. An executive order would focus national attention on the problems of housing management. This alone could stimulate increased activity to improve management. The initial HUD funding would permit rapid establishment of the center free of any twisting.

2. New Administration Initiative. The prior Administration has effectively focused on the problems of housing management. Creation of the center would head off growing criticism of abuses under the existing housing subsidy programs. An executive order would closely link the Administration to the effort.

3. Industry Acceptance. The Housing industry would be receptive to a Presidential commitment and HUD funding. HUD claims that all elements of the industry have endorsed the task force (NCHP) proposals in principle.

Disadvantages of the HUD Proposal

1. Over expectations. Even with a Presidential commitment, it is unlikely that the center or institute would have much impact by next summer. Therefore, the President may not wish to link himself personally to the effort through an executive order.

2. Lack of industry ^{buying} commitment. Without industry contributions at the outset, subsequent contributions and cooperation may be slow in coming.

3. Inflexibility. An executive order would be difficult to rescind quietly at a later time if the center did not prove useful. An administratively established center would be easier to terminate.

GHS Staff Recommendation

We favor an executive order as a means of establishing (and demonstrating) and Administration commitment to dealing with the problems of housing management. If such a Presidential commitment were felt to be undesirable, HUD believes it could administratively establish the center and institute along the same lines.

Major secondary issues that must be addressed if a decision is made to create the center are summarized below:

1. The composition of the Board of Directors and the extent of HUD control and participation on the Board.
2. The initial program staffing and budget for the center and institute.
3. The specific wording of the executive or other initiating order.

We understand HUD is developing firm proposals in each of these areas which should soon be available.

Summary

OMB staff recommends approval of the HUD proposal to create a nonprofit management center and training institute. The center may contribute little, but the cost (and risk of loss) is relatively small and there is at least some chance of long-run payoff. The pilot training program should be limited to D. C., and should be evaluated carefully before expansion. Whatever action is taken, however, should not detract from efforts to improve the basic programs which produce an increasing number of unmanageable housing units.

C

EXECUTIVE ORDER

PROVIDING FOR A NATIONAL CENTER FOR HOUSING MANAGEMENT

By virtue of the authority vested in me as President of the United States and in accordance with the provisions of the Department of Housing and Urban Development Act, as amended (42 U.S.C. 3531 et seq.), Title VIII of the Housing Act of 1964, as amended (20 U.S.C. 801 et seq.), and Title V of the Housing and Urban Development Act of 1970 (12 U.S.C. 1701z-1 et seq.), it is ordered as follows:

Section 1. Policy. The Nation's housing stock represents an important national resource which must be preserved and well managed if public and private investments are to be protected, and if we are to meet our declared goal of providing a decent home and suitable living environment for all Americans. The production of Federally-assisted housing has greatly expanded in recent years, creating a need for a balanced strategy to ensure that such housing remains viable for the purposes intended.

This expansion also creates a need for a growing supply of new management manpower for the years ahead. Special skills must be developed among these managers so that they can effectively overcome the social and economic problems facing many residents of Federally-assisted housing, including the elderly. Training, the improvement of career opportunities, and the upgrading of industry standards are all essential to the improvement of the Nation's housing management capability.

Sec. 2. Establishment of a National Center for Housing Management

(a) The Secretary of Housing and Urban Development is directed

to call upon public-spirited citizens, dedicated and experienced in the appropriate disciplines, to create, in accordance with existing laws, a new, non-governmental, not-for-profit institution to serve as a National Center for Housing Management (referred to herein as the Center).

(b) The Center should be designed to provide objective and independent leadership at the national level in helping meet the Nation's housing management and training needs and should work cooperatively with the Department of Housing and Urban Development and with the public and private organizations and institutions involved in, or affected by, its activities.

Sec. 3. Activities of the Center. The activities of the Center should be developed along lines that include the following objectives:

(1) Development of training and educational programs for housing management and personnel;

(2) Cooperation with public and private national, State, and local organizations and institutions in extending housing management training and educational opportunities, using to the fullest extent possible the services and facilities of existing agencies with expertise in training and education.

(3) Cooperation with national, State, and local organizations and institutions in establishing or expanding recruitment and placement systems that will link training in housing management to job opportunities in that field.

(4) Development of improved housing management practices and assistance in professionalizing the housing management industry; and

(5) Provision of financial and technical assistance to stimulate the creation of new management entities, and to strengthen the capability of existing management entities.

(5) Stimulating the creation of new management entities, and strengthening the effectiveness of existing management entities.

Sec. 4. Assistance by Federal Agencies. To the extent consistent with law, all other Federal executive departments and agencies shall cooperate and work with the Department of Housing and Urban Development and the Center in providing appropriate advice and financial support so as to ensure that the above described objectives are carried out with the most effective and efficient use of Federal, State and local resources, both public and private.

THE WHITE HOUSE,

D



Office of the Attorney General
Washington, D. C. 20530

JAN 11 1972

The President,

The White House.

My dear Mr. President:

I am herewith transmitting a proposed Executive order entitled "Providing for a National Center for Housing Management."

This proposed order was presented by the Secretary of Housing and Urban Development and has been forwarded for the consideration of this Department as to form and legality by the Office of Management and Budget with the approval of the Director, after revision in that agency.

The proposed Executive order is approved as to form and legality.

Respectfully,

Ralph E. Erickson
Acting Assistant Attorney General
Office of Legal Counsel

JAN 11 1972

MEMORANDUM

Re: Proposed Executive order entitled
"Providing for a National Center
for Housing Management"

The attached proposed Executive order was presented by the Secretary of Housing and Urban Development and has been forwarded for the consideration of this Department as to form and legality by the Office of Management and Budget with the approval of the Director, after revision in that agency. The order, as revised, reflects changes suggested by this Department and the Labor Department.

The proposed order would declare a national policy recognizing the importance of skilled housing management to preserve the Nation's housing stock and to provide decent homes and a suitable living environment for the people. The order would direct the Secretary of Housing and Urban Development to call upon public-spirited citizens to establish a non-profit organization as a national center for housing management. Section 3 of the order lists objectives of such a center. Section 4 directs all other Executive departments and agencies to cooperate with HUD in providing advice and financial support, to the extent consistent with law.

As originally presented it was not clear whether the intent of the order was to direct the Secretary of HUD to create the center as a non-profit corporation or whether it would merely direct the Secretary to call upon private citizens to establish the center. The order was revised at the suggestion of this Department, to make clear the latter is its purpose, inasmuch as there does not appear to be any legal

authority of the President or the Secretary of HUD to establish such an independent corporation. In addition, the order as revised makes clear that the cooperation and financial assistance to be offered by Executive departments and agencies shall be limited to that authorized by law.

Authority for issuance of the order is based on the President's power as Chief Executive. The statutes cited vest broad authority in the Secretary of Housing and Urban Development, including grant and contract authority to implement the objectives of the order. The creation of the center itself would be by private citizens pursuant to the non-profit corporation laws of the jurisdiction. There is of course, no means for requiring that such a center be established or that it pursue the objectives stated in the order. The order, in effect, simply sets forth the policies and objectives to be pursued by HUD and other Executive departments and agencies in the housing management field.

The proposed order is acceptable as to form and legality.

Ralph E. Erickson
Acting Assistant Attorney General
Office of Legal Counsel

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

DEC 28 1977

Honorable John N. Mitchell
Attorney General
Washington, D.C. 20530

Dear Mr. Attorney General:

I am herewith submitting a proposed Executive Order entitled "Providing for a National Center for Housing Management."

This proposed order would direct the Secretary of Housing and Urban Development to provide for the establishment of a National Center for Housing Management. The Center would be established pursuant to authority now vested in the Secretary and would be composed of private citizens representing various segments of the housing industry. The Center would be designed to provide objective and independent leadership at the national level in helping meet the nation's housing management and training needs.

The Center would carry out the policy set forth in the first section of the Order and seek to achieve the objectives specified in section 3. Other departments and agencies would be directed to cooperate with the Department of Housing and Urban Development and the Center, to the extent consistent with law, in accomplishing those objectives.

This proposed Order is a revised version of an earlier order presented by the Secretary of Housing and Urban

Development. . The Office of Legal Counsel expressed reservations concerning certain legal aspects of the earlier draft and it is our understanding that the enclosed version was worked out between the Department of Housing and Urban Development and the Office of Legal Counsel.

The revised order was submitted for the comments of various interested agencies, and no agency has objected to its issuance. Changes have been made in section 3, with the concurrence of the Department of Housing and Urban Development, to reflect suggestions of the Department of Labor in Secretary Hodgson's letter of December 21, 1971. Copies of agency comments are enclosed.

The revised order submitted by Secretary Romney has been further revised in this Office as to form and language, but no change has been made in its purpose or effect.

The enclosed proposed Executive Order has the approval of the Director of the Office of Management and Budget.

Sincerely,

(Signed) J. Edgar Hoover

General Counsel

Enclosure

August 30, 1971

THE NATIONAL CENTER FOR HOUSING MANAGEMENT

A BACKGROUND PAPER

1. Origins. The President's Task Force on Low Income Housing stated in its May 1970 report that management training programs in assisted housing are "virtually nonexistent." It urged that "training programs for housing project management get under way as promptly as possible."

HUD awarded a contract to the National Corporation for Housing Partnerships to analyze housing management practices and to develop plans for appropriate training programs. An NCHP Task Force, after extensive study and consultation with many organizations and individuals, recommended the creation of a Center for Housing Management and a Training Institute, in its report dated August 2, 1971.

2. Need. Production of Federally-assisted housing has increased sharply under this Administration. By 1980, there will be an estimated 5 million assisted rental units under management, housing 20 million people, many of them elderly. This will represent a cumulative Federal investment of more than \$150 billion over the life of the mortgages. To preserve these assets will require at least 60,000 professionals by 1980, plus 200,000 other craft and maintenance personnel.

In addition to this projected increase in production, new social and economic forces are at work in housing today which require new skills and sensitivity if the housing is to be managed successfully.

3. Present conditions. The assisted-housing management industry today is mostly fragmented and unorganized. The industry as a whole lacks the kinds of incentives, prestige, professionalism and career opportunities that will attract and retain talented people. Present training programs are

generally small in scale, limited in duration, and specialized. There is no national focus to upgrade the industry and to provide comprehensive training programs to meet present and future manpower needs.

4. Center's role. The Center would provide a national focus for a twofold effort: (a) to professionalize the industry through the development of performance standards and accreditation programs, the provision of technical and other assistance; and (b) to stimulate the establishment of a nationwide training system to meet anticipated manpower needs. The specific functions of the Center are described in the draft Executive Order.

5. Center organization. The Center would be a not-for-profit organization, with a Board of Directors consisting of 15 to 17 individuals, selected by Incorporators who would be chosen by the Secretary of HUD. The Center would be operationally independent from, but executively linked to HUD.

6. Public support. Numerous written endorsements have been received for the Task Force's efforts, and support for the Center concept has been encouraging and enthusiastic on the part of interested organizations and individuals.

7. Related benefits. In addition to the direct benefits of a program to professionalize and train housing management personnel, the Center would offer excellent employment opportunities for minorities and returning veterans. Creation of the Center would also demonstrate Presidential leadership in an important area that has been long neglected.

8. Cost. The budget for the remainder of FY 1972 is estimated at \$1 million, assuming the Center is launched by October 1, 1971. The Center's budget for FY 1973 is estimated at \$2.1 million. In addition, it is estimated that it will cost \$1.5 million in FY 73 to start training operations at the local level, plus \$1 million to develop an accrediting and research program, plus \$2-3 million mostly in loans to provide financial aid and technical assistance to help new and existing management entities strengthen their capabilities. It is anticipated that over several years, as the Center proves its worth, it will become increasingly self-sufficient.

* * *



THE SECRETARY OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, D. C. 20410

Dear Mr. President:

I am pleased to recommend the creation of a new, non-governmental institution known as The National Center for Housing Management.

After extensive study, we believe the creation of such a Center is urgently needed to help preserve the tremendous investments that have been and are being made in the Nation's housing stock.

The role of the Center would be to focus national attention on the importance of sound management in the preservation of our housing resources. It would assist in professionalizing housing management practices and, in turn, the housing management industry. It would develop training programs to supply the trained manpower needed in the years ahead.

As your Task Force on Low Income Housing noted in its May 1970 report, such housing management training programs are badly needed but virtually nonexistent.

In performing these roles, the Center would involve a variety of services such as education, job training and placement, minority enterprise development, and the creation of job opportunities, particularly for minorities and veterans.

The creation of the Center would place the Administration's stamp on an important and forward-looking innovation in the housing field, and for that reason, I believe the Center should be established by issuance of a Presidential Executive Order.

A draft of a suggested Order is attached for your consideration, together with a brief background paper.

Respectfully,

George Romney

Enclosure

The President
The White House
Washington, D. C. 20500

EXECUTIVE ORDER

PROVIDING FOR A NATIONAL CENTER FOR HOUSING MANAGEMENT

By virtue of the authority vested in me by the provisions of the Department of Housing and Urban Development Act, as amended (42 U.S.C. 3531 et seq.), Title V of the Housing and Urban Development Act of 1970 (84 Stat. 1770), Title VIII of the Housing and Urban Development Act of 1969 (20 U.S.C. 801 et seq.), as amended by section 904 of the Housing and Urban Development Act of 1970 (84 Stat. 1770), and as President of the United States, it is ordered as follows:

Section 1. Policy. The Nation's housing stock represents an important national resource, which must be preserved and well managed if public and private investments are to be protected, and if the housing is to continue during its life to provide a decent home and suitable living environment for its residents. The production of Federally-assisted housing has greatly expanded since this Administration took office, thus creating a need for a balanced strategy to ensure that such housing remains viable for the purposes intended. This necessitates that a sufficient supply of skilled management manpower be provided in the years ahead. Effective housing management to meet today's changing needs requires special skills and sensitivity, especially in meeting the social and economic problems facing many residents of Federally-assisted housing. Training, the improvement of career opportunities, and the upgrading of industry standards are essential to the improvement of the Nation's housing management capability.

Sec. 2. Establishment of the Center. (a) The Secretary of Housing and Urban Development is directed to call upon the services of public-spirited citizens, dedicated and experienced in the appropriate disciplines, for the purpose of creating a new, non-governmental, not-for-profit institution to be known as The National Center for Housing Management (hereinafter referred to as the Center).

(b) The Center shall be designed to provide objective and independent leadership at the national level in helping meet the Nation's housing management and training needs. It shall be charged with the responsibility to work cooperatively with the Department of Housing and Urban Development and with the public and private organizations and institutions involved in, or affected by, its activities.

Sec. 3. Functions of the Center. The Center shall have the following functions and responsibilities---

(a) To develop training and educational programs for housing management and personnel;

(b) To work with national and local organizations and institutions to establish recruitment and placement systems that will link training to job opportunities;

(c) To develop improved housing management practices and to assist in professionalizing the housing management industry; and

(d) To provide financial and technical assistance to stimulate the creation of new management entities, and to strengthen the capability of existing management entities.

Sec. 4. Assistance by Federal Agencies. All other executive departments and agencies are directed to cooperate and work with the Department of Housing and Urban Development and the Center in providing appropriate advice and financial support to ensure that the above functions are carried out with the most effective and efficient use of Federal resources.

RICHARD NIXON

THE WHITE HOUSE

, 1971

EXECUTIVE ORDER

PROVIDING FOR A NATIONAL CENTER FOR HOUSING MANAGEMENT

By virtue of the authority vested in me as President of the United States and in accordance with the provisions of the Department of Housing and Urban Development Act, as amended (42 U.S.C. 3531 et seq.), Title VIII of the Housing Act of 1964, as amended (20 U.S.C. 801 et seq.), and Title V of the Housing and Urban Development Act of 1970 (12 U.S.C. 1701z-1 et seq.), it is ordered as follows:

Section 1. Policy. The Nation's housing stock represents an important national resource which must be preserved and well managed if public and private investments are to be protected, and if housing is to continue during its life to provide a decent home and suitable living environment for its residents. The production of Federally-assisted housing has greatly expanded in recent years thus creating a need for a balanced strategy to ensure that such housing remains viable for the purposes intended. This creates a need for a sufficient supply of skilled management manpower for the years ahead. Effective housing management to meet today's changing needs requires special skills and sensitivity, especially in meeting the social and economic problems facing many residents of Federally-assisted housing, including the elderly. Training, the improvement of career opportunities, and the upgrading of industry standards are essential to the improvement of the Nation's housing management capability.

Sec. 2. Establishment of a National Center for Housing Management

(a) The Secretary of Housing and Urban Development is directed to call upon public-spirited citizens, dedicated and experienced in the appropriate disciplines, to create, in accordance with existing laws, a new, non-governmental, not-for-profit institution to serve as a National Center for Housing Management (referred to herein as the Center).

(b) The Center shall be designed to provide objective and independent leadership at the national level in helping meet the Nation's housing management and training needs and should work cooperatively with the Department of Housing and Urban Development and with the public and private organizations and institutions involved in, or affected by, its activities.

Sec. 3. Activities of the Center. The activities of the Center should be developed along lines that include the following objectives:

(1) Development of training and educational programs for housing management and personnel and working with public and private national, State, and local organizations and institutions in extending housing management training and educational opportunities, using the services and facilities of existing agencies with expertise in training and educational work to the extent possible.

(2) Working with national, State, and local organizations and institutions to establish or expand recruitment and placement systems that will link training in housing management to job opportunities in that field.

(3) Development of improved housing management practices and to assist in professionalizing the housing management industry; and

(4) Providing financial and technical assistance to stimulate the creation of new management entities, and to strengthen the capability of existing management entities.

Sec. 4. Assistance by Federal Agencies. To the extent consistent with law, all other Federal executive departments and agencies shall cooperate and work with the Department of Housing and Urban Development and the Center in providing appropriate advice and financial support so as to ensure that the above described objectives are carried out with the most effective and efficient use of Federal, State and local resources, both public and private.

THE WHITE HOUSE

, 197



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

OFFICE OF GENERAL COUNSEL

IN REPLY REFER TO:

December 27, 1971

NOTE TO FILE:

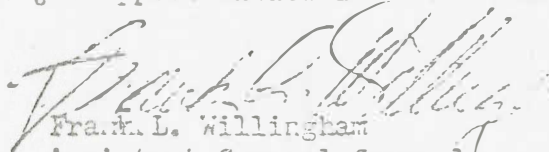
Re: Proposed Executive Order concerning a National Center
for Housing Management

On Friday, December 24, 1971, Mr. Arthur B. Focke, General Counsel, Office of Management and Budget advised me that the Secretary of Labor in a letter to him dated December 21, 1971 (copy attached) had expressed objection to three provisions of the above E. O., i.e. sections 3(a)(b) and 4 and suggested modifications.

After discussion of the letter with Messrs. Dunnells, Kopecky and Focke it was agreed that sections 3(a) and (b) could be modified but not section 4.

Sections 3(a) and (b) as modified would read as follows:

- (a) Development of training and educational programs for housing management and personnel and working with public and private national, state and local organizations and institutions in extending housing management training and educational opportunities, using the services and facilities of existing agencies with expertise in training and educational work to the extent possible;
- (b) Working with national, state and local organizations and institutions to establish or expand recruitment and placement systems that will link training in housing management to job opportunities in that field;


Frank L. Willingham
Assistant General Counsel
Housing Management and Disposition
Branch

Attachments

cc: Mr. Ralph Erickson, Justice ✓

U.S. DEPARTMENT OF LABOR

OFFICE OF THE SECRETARY

WASHINGTON

Honorable Arthur B. Focke
General Counsel
Office of Management and Budget
Washington, D. C. 20503

DEC 21 1971

Dear Mr. Focke:

This is in response to your request for our comments on the revised draft, dated November 24, 1971, of the Executive Order providing a National Center for Housing Management.

The Executive Order directs the Secretary of Housing and Urban Development to establish a "new, non-governmental, not-for-profit institution to be known as The National Center for Housing Management." The objective of the Center would be to provide independent and objective leadership at the national level in helping meet the Nation's housing management and training needs. One of its responsibilities would be to work cooperatively with the Department of Housing and Urban Development and with the public and private organizations and institutions involved in, or affected by, its activities.

We support the basic purpose of the Executive Order. We appreciate the importance of improving and professionalizing the housing management industry, in order to meet the social and economic problems facing residents of federally assisted housing. However, we are unable to ascertain from the draft Executive Order sufficient information about the structure of the proposed Center and its relationship with existing government agencies to form a judgment endorsing the proposal in its present form.

Section 3(a) provides that developing training and educational programs for housing management shall be an objective of the Center. We suggest that the statement be modified to direct the Center to use the services and facilities of existing agencies with expertise in training and educational work to the extent possible. Duplication and waste could well result without such a direction.

Section 3(b) provides that the Center shall work with national and local organizations and institutions to "establish" recruitment and placement systems. We suggest that the Center work instead toward utilizing and expanding the existing systems, such as the Federal-State public employment service, to better fill the needs in the housing management field. The section might be reworded as follows:

Sec. 3(b) Working with national, state and local organizations and institutions for the development and expansion of their existing recruitment and placement systems so that they will link training in housing management to job opportunities in that field.

Section 4 requires that all other executive departments and agencies be directed to cooperate by providing advice and financial support, to the extent consistent with law, to the Center to ensure it can perform its functions. Considering that the draft Executive Order does not detail what the structure and supportive arrangements of the Center would be -- for example, whether the staff would be provided by HUD or under a separate payroll -- we believe that section 4 could be a potential source of confusion. Furthermore, the Order might be construed to place an open-ended obligation on the Department of Labor and other agencies to provide financial support. We could not support the proposal on those terms. Therefore we suggest that the structure and functions, as well as supportive arrangements, of the proposed Center be specified more fully if it is to be established by Executive Order.

Sincerely,

/s/ J D Hodgson

Secretary of Labor

EXECUTIVE ORDER _____

PROVIDING FOR A NATIONAL CENTER FOR HOUSING MANAGEMENT

By virtue of the authority vested in me as President of the United States and in accordance with the provisions of the Department of Housing and Urban Development Act, as amended (42 U.S.C. 3531 et seq.), Title VIII of the Housing and Urban Development Act of 1969 (20 U.S.C. 801 et seq.) as amended by section 904 of the Housing and Urban Development Act of 1970 (84 Stat. 1770), and Title V of the Housing and Urban Development Act of 1970 (84 Stat. 1770), it is ordered as follows:

Section 1. Policy. The Nation's housing stock represents an important national resource, which must be preserved and well managed if public and private investments are to be protected, and if the housing is to continue during its life to provide a decent home and suitable living environment for its residents. The production of Federally-assisted housing has greatly expanded since this Administration took office, thus creating a need for a balanced strategy to ensure that such housing remains viable for the purposes intended. This necessitates that a sufficient supply of skilled management manpower be provided in the years ahead. Effective housing management to meet today's changing needs requires special skills and sensitivity, especially in meeting the social and economic problems facing many residents, including elderly, of Federally-assisted housing. Training, the improvement of career opportunities, and the upgrading of industry standards are essential to the improvement of the Nation's housing management capability.

Sec. 2. Establishment of a National Center for Housing Management.

(a) The Secretary of Housing and Urban Development is directed to call upon public-spirited citizens, dedicated and experienced in the appropriate disciplines, to create, in accordance with existing laws, a new, non-governmental, not-for-profit institution to serve as a National Center for Housing Management (referred to herein as the Center).

(b) The Center should be designed to provide objective and independent leadership at the national level in helping meet the Nation's housing management and training needs and should work cooperatively with the Department of Housing and Urban Development and with the public and private organizations and institutions involved in, or affected by, its activities.

Sec. 3. Activities of the Center. The activities of the Center should be developed along lines that include the following objectives:

(a) Development of training and educational programs for housing management and personnel and working with public and private national, state and local organizations and institutions in extending housing management training and educational opportunities.

(b) Working with national, state and local organizations and institutions to establish recruitment and placement systems that will link training to job opportunities;

(c) Development of improved housing management practices and to assist in professionalizing the housing management industry; and

(d) Providing financial and technical assistance to stimulate the creation of new management entities, and to strengthen the capability of existing management entities.

Sec. 4. Assistance by Federal Agencies. All other executive departments and agencies are directed to cooperate and work with the Department of Housing and Urban Development and the Center in providing appropriate advice and financial support to ensure, to the extent consistent with law, that the above objectives are carried out with the most effective and efficient use of Federal, state and local resources, both public and private.

RICHARD NIXON

THE WHITE HOUSE

1971

Section 3(b) provides that the Center shall work with national and local organizations and institutions to "establish" recruitment and placement systems. We suggest that the Center work instead toward utilizing and expanding the existing systems, such as the Federal-State public employment service, to better fill the needs in the housing management field. The section might be reworded as follows:

Sec. 3(b) Working with national, state and local organizations and institutions for the development and expansion of their existing recruitment and placement systems so that they will link training in housing management to job opportunities in that field.

Section 4 requires that all other executive departments and agencies be directed to cooperate by providing advice and financial support, to the extent consistent with law, to the Center to ensure it can perform its functions. Considering that the draft Executive Order does not detail what the structure and supportive arrangements of the Center would be -- for example, whether the staff would be provided by HUD or under a separate payroll -- we believe that section 4 could be a potential source of confusion. Furthermore, the Order might be construed to place an open-ended obligation on the Department of Labor and other agencies to provide financial support. We could not support the proposal on those terms. Therefore we suggest that the structure and functions, as well as supportive arrangements, of the proposed Center be specified more fully if it is to be established by Executive Order.

Sincerely,



Secretary of Labor



DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

December 20, 1971.

Honorable George P. Shultz
Director, Office of
Management and Budget
Washington, D. C.

Dear Mr. Shultz:

This is in response to the General Counsel's letter of December 3, 1971, requesting our views on a revised version of a proposed Executive Order entitled "Providing for a National Center for Housing Management."

The Department endorses the revised version of the Executive Order and recommends that it be signed by the President.

Sincerely,

A handwritten signature in cursive script, reading "J. Phil Campbell", is written over the typed name.

J. Phil Campbell
Under Secretary

DEC. 10, 1971

Arthur B. Focke, Esq.
General Counsel
Office of Management and Budget
Washington, D.C. 20503

Dear Mr. Focke:

This is in response to your letter of December 3, 1971, requesting the views of the Department of Justice on the November 24 draft of an Executive order entitled "Providing for a National Center for Housing Management".

The revisions made by the Department of Housing and Urban Development in this draft were as a result of consultation with representatives of this Office. We believe the new draft eliminates the objections stated in our letter to you of November 11, 1971, on an earlier version of the proposed order.

We have a few additional editorial changes to suggest, as marked on the enclosed copy.

Sincerely,

William H. Rehnquist
Assistant Attorney General
Office of Legal Counsel

Encl

EXECUTIVE ORDER

PROVIDING FOR A NATIONAL CENTER FOR HOUSING MANAGEMENT

By virtue of the authority vested in me as President of the United States, and in accordance with the provisions of the Department of Housing and Urban Development Act, as amended (42 U.S.C. 3531 et seq.), Title VIII of the Housing and Urban Development Act of 1969 (20 U.S.C. 801 et seq.), as amended ~~by section 904 of the Housing and Urban Development Act of 1970~~ ~~(84 Stat. 1770)~~, and Title V of the Housing and Urban Development Act of 1970 ~~(84 Stat. 1770)~~, ^{12 USC 1701-1 et seq.} it is ordered as follows:

Section 1. Policy. The Nation's housing stock represents an important national resource, which must be preserved and well managed if public and private investments are to be protected, and if the housing is to continue during its life to provide a decent home and suitable living environment for its residents. The production of Federally-assisted housing has greatly expanded ^{in recent years} ~~since this Administration~~ ~~took office~~, thus creating a need for a balanced strategy to ensure that such housing remains viable for the purposes intended. This necessitates that a sufficient supply of skilled management manpower be provided in the years ahead. Effective housing management to meet today's changing needs requires special skills and sensitivity, especially in meeting the social and economic problems facing many residents, including ^{the} elderly, ~~of~~ Federally-assisted housing. Training, the improvement of career opportunities, and the upgrading of industry standards are essential to the improvement of the Nation's housing management capability.

Sec. 2. Establishment of a National Center for Housing Management.

(a) The Secretary of Housing and Urban Development is directed to call upon public-spirited citizens, dedicated and experienced in the appropriate disciplines, to create, in accordance with existing laws, a new, non-governmental, not-for-profit institution to serve as a National Center for Housing Management (referred to herein as the Center).

(b) The Center should be designed to provide objective and independent leadership at the national level in helping meet the Nation's housing management and training needs and should work cooperatively with the Department of Housing and Urban Development and with the public and private organizations and institutions involved in, or affected by, its activities.

Sec. 3. Activities of the Center. The activities of the Center should be developed along lines that include the following objectives:

(a) Development of training and educational programs for housing management and personnel and working with public and private national, state and local organizations and institutions in extending housing management training and educational opportunities.

(b) Working with national, state and local organizations and institutions to establish recruitment and placement systems that will link training to job opportunities;

(c) Development of improved housing management practices and to assist in professionalizing the housing management industry; and

(d) Providing financial and technical assistance to stimulate the creation of new management entities, and to strengthen the capability of existing management entities.

Sec. 4. Assistance by Federal Agencies. All other executive departments and agencies are directed to cooperate and work with the Department of Housing and Urban Development and the Center in providing appropriate advice and financial support to ensure, to the extent consistent with law, that the above objectives are carried out with the most effective and efficient use of Federal, state and local resources, both public and private.

RICHARD NIXON

THE WHITE HOUSE

, 1971



PRESTON MARTIN
CHAIRMAN

FEDERAL HOME LOAN BANK BOARD

WASHINGTON, D. C. 20552

101 INDIANA AVENUE, N. W.

December 10, 1971

FEDERAL HOME LOAN BANK
SYSTEM

FEDERAL HOME LOAN
MORTGAGE CORPORATION

FEDERAL SAVINGS & LOAN
INSURANCE CORPORATION

Honorable George P. Shultz
Director
Office of Management and Budget
Washington, D. C. 20503

Attention Mrs. Louise Garziglia
Legislative Reference
Division

Dear Mr. Shultz:

This is in response to a letter dated December 5, 1971 from Arthur B. Focke, General Counsel of your Office, requesting the views of this Board by December 10 on a revised draft of a proposed Executive Order "Providing for a National Center for Housing Management". We submitted comments on an earlier version of the proposed Order on November 4, 1971. The Order has since been revised by HUD "to respond to certain reservations the Justice Department had on the initial draft".

Several changes in the new draft appear to be only stylistic. There are also some minor substantive changes in the new draft such as expanding the types of entities with which the Center is to work to include both public and private, and state as well as national and local, organizations.

The changes which were apparently made to satisfy the Department of Justice are as follows:

1. The revised Order would be issued by the President "in accordance with" various HUD statutes rather than "[b]y virtue of the authority vested in" him by those statutes.
2. Public spirited citizens will be called upon by the Secretary of HUD to create the Center "in accordance with existing laws".
3. Other Federal agencies are directed to cooperate, work with, and provide financial support to HUD and the Center to ensure, "to the extent consistent with law", that the objectives of the Order are carried out.

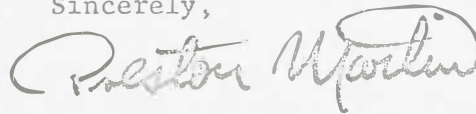
Honorable George P. Shultz

Page Two

The Board has no objection to any of the changes in the new draft and continues to support the concept of a National Center for Housing Management.

We would like to reiterate our previously expressed concern that some federal agencies (including the Board) may not have the statutory authority to provide financial support to a "non-governmental, not-for-profit institution". If it is desired that "[a]ll other executive departments and agencies" contribute such support, appropriate legislation may be required.

Sincerely,

A handwritten signature in dark ink, appearing to read "Preston Martin". The signature is fluid and cursive, with a large initial "P" and a stylized "M".

Preston Martin
Chairman

October 19, 1971

OFFICE OF MANAGEMENT & BUDGET
WASHINGTON, D.C.

Executive Order Proposed by HUD

Mr. Focke

Secretary Romney has requested OMB clearance of a proposed executive order which would create a national center for housing management. Since Secretary Romney claims to have authority to create the center himself, the executive order would provide a means for Presidential endorsement of the center.

John Ehrlichman has indicated he supports the HUD proposal and asked HUD to work out details with OMB. (Attachment A)

Unless you have objections, I assume the Secretary's September 11 letter to Dick Nathan (Attachment B) can serve as a formal submission to OMB and therefore trigger the clearance process in accordance with Executive Order 11630.

In routing the draft order to other agencies for comment, we should include the following agencies which have been briefed by HUD on the proposed center: Commerce, Defense, Agriculture, HEW, Labor, OMB, VA, EPA, SBA, PHMSA and the Office of Consumer Affairs. HUD has requested an expedited review, however, the Department's slow internal review process has not justified the request. We anticipate HUD would like to announce creation of the center in the middle of November at the earliest.

Please call upon my staff (Harry Havens or Peter Ramsey, Ext. 433) if you have further questions; they are continuing to work with HUD to develop details about the center.

Paul E. O'Neill
Assistant Director

Attachments

To add to your file.

R

Received in the Records Office on
3/7/72 4:45 PM

February 9, 1972

MEMORANDUM FOR: PAUL O'NEILL

FROM: JOHN CAMPBELL

SUBJECT: Proposed Executive Order Providing for
National Center for Housing Management

Attached at Tab A is a draft Executive order which has been reviewed by various agencies and includes Ray Price's changes. Attached at Tab B is an entire package of this proposed Executive order. All the agencies and everyone on the White House staff have signed off on this which had the previous approval of John Ehrlichman as noted in your October 19 memorandum to Mr. Focke. However, Peter Flanigan raises a question (Tab C) about financial assistance. Would you please give me your recommendation or comments about Peter's point.

Also, although Mr. Ehrlichman has indicated his support for this proposal, and you have signed off, are there any other points that ought to be raised before it is actually signed by the President?

Could you let me have something on this by the close of business Friday, February 11.

Return whole package when complete.

EXECUTIVE ORDER

PROVIDING FOR A NATIONAL CENTER FOR HOUSING MANAGEMENT

By virtue of the authority vested in me as President of the United States and in accordance with the provisions of the Department of Housing and Urban Development Act, as amended (42 U.S.C. 3531 et seq.), Title VIII of the Housing Act of 1964, as amended (20 U.S.C. 801 et seq.), and Title V of the Housing and Urban Development Act of 1970 (12 U.S.C. 1701z-1 et seq.), it is ordered as follows:

Section 1. Policy. The Nation's housing stock represents an important national resource which must be preserved and well managed if public and private investments are to be protected, and if ^{we are to meet our declared} ~~housing is to continue~~ ^{goal of providing} ~~during its life to provide~~ a decent home and suitable living environment for ^{all Americans.} ~~its residents~~. The production of Federally-assisted housing has greatly expanded in recent years, ~~thus~~ creating a need for a balanced strategy to ensure that such housing remains viable for the purposes intended. ^{expansion also} This creates a need for a ^{growing} ~~sufficient~~ supply of ^{new} ~~skilled~~ management manpower for the years ahead. ^{Special skills} ~~Effective~~ ^{and must be developed among these managers so that they} ~~housing management to meet today's changing needs requires~~ ^{can effectively overcome} ~~special skills and sensitivity, especially in meeting~~ the social and economic problems facing many residents of Federally-assisted housing, including the elderly. Training, the improvement of career opportunities, and the upgrading of industry standards ^{all} are essential to the improvement of the Nation's housing management capability.

Sec. 2. Establishment of a National Center for Housing Management

(a) The Secretary of Housing and Urban Development is directed to call upon public-spirited citizens, dedicated and experienced in the appropriate disciplines, to create, in accordance with existing laws, a new, non-governmental, not-for-profit institution to serve as a National Center for Housing Management (referred to herein as the Center).

(b) The Center ^{should} ~~shall~~ be designed to provide objective and independent leadership at the national level in helping meet the Nation's housing management and training needs and should work cooperatively with the Department of Housing and Urban Development and with the public and private organizations and institutions involved in, or affected by, its activities.

Sec. 3. Activities of the Center. The activities of the Center should be developed ~~along lines that include~~ ^{to meet} the following objectives: STET

(1) Development of training and educational programs for housing management and personnel, ^{RP (2) Cooperation} ~~and working~~ with public and private national, State, and local organizations and institutions in extending housing management training and educational opportunities, using ^{to the fullest extent possible} the services and facilities of existing agencies with expertise in training and educational work ~~to the extent possible.~~

(3) ^{Cooperation} ~~Working~~ with national, State, and local organizations and institutions ^{in establishing or expanding} ~~to establish or expand~~ recruitment and placement systems that will link training in housing management to job opportunities in that field.

(3) Development of improved housing management practices and to ^{assistance} ~~assist~~ in professionalizing the housing management industry; and

(4) ^{Provision of} ~~Providing~~ financial and technical assistance to stimulate the creation of new management entities, and to strengthen the capability of existing management entities.

Sec. 4. Assistance by Federal Agencies. To the extent consistent with law, all other Federal executive departments and agencies shall cooperate and work with the Department of Housing and Urban Development and the Center in providing appropriate advice and financial support so as to ensure that the above described objectives are carried out with the most effective and efficient use of Federal, State and local resources, both public and private.

THE WHITE HOUSE

, 197

Date: January 13, 1972

Time: 4:05 p.m.

FOR ACTION: E. Harper
B. Timmons
R. Price ✓

cc (for information):

FROM THE STAFF SECRETARY

DUE: Date: Friday, Jan. 21, 1972

Time: 2:00 p.m.

SUBJECT: Proposed Executive Order entitled "Providing for a
National Center for Housing Management"

ACTION REQUESTED:

☐ For Necessary Action☒ For Your Recommendations☐ Prepare Agenda and Brief☐ Draft Reply☐ For Your Comments☐ Draft Remarks

REMARKS:

CB

*To John Campbell
Substantial changes suggested
Dave Feyen
1/31/72*

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately.

J. L. Campbell
For The President

THE WHITE HOUSE

ACTION MEMORANDUM

WASHINGTON

LOG NO.: 4842

Date: February 3, 1972

Time: 9:00 a. m.

FOR ACTION: P. Flanigan

cc (for information):

FROM THE STAFF SECRETARY

DUE: Date: Monday, February 7, 1972

Time: 2:00 p. m.

SUBJECT: Proposed Executive Order entitled "Providing for a
National Center for Housing Management"

ACTION REQUESTED:

___ For Necessary Action

X For Your Recommendations

___ Prepare Agenda and Brief

___ Draft Reply

___ For Your Comments

___ Draft Remarks

REMARKS:

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately.

K. R. COLE, JR.
For the President

THE WHITE HOUSE

ACTION MEMORANDUM

WASHINGTON

LOG NO.: 4842

Date: January 313, 1972

Time: 4:05 p. m.

FOR ACTION: ☒ W. Harper
 ☒ B. Timmons
 ☒ R. Price

cc (for information):

Peter Flanigan

FROM THE STAFF SECRETARY

DUE: Date: Friday, Jan. 21, 1972

Time: 2:00 p. m.

SUBJECT: Proposed Executive Order entitled "Providing for a
National Center for Housing Management"

ACTION REQUESTED:

☐ For Necessary Action☒ For Your Recommendations☐ Prepare Agenda and Brief☐ Draft Reply☐ For Your Comments☐ Draft Remarks

REMARKS:

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately.

K. R. COLE, JR.
For the President



Office of the Attorney General
Washington, D. C. 20530

JAN 11 1972

The President,

The White House.

My dear Mr. President:

I am herewith transmitting a proposed Executive order entitled "Providing for a National Center for Housing Management."

This proposed order was presented by the Secretary of Housing and Urban Development and has been forwarded for the consideration of this Department as to form and legality by the Office of Management and Budget with the approval of the Director, after revision in that agency.

The proposed Executive order is approved as to form and legality.

Respectfully,

Ralph E. Erickson
Acting Assistant Attorney General
Office of Legal Counsel

JAN 11 1972

MEMORANDUM

Re: Proposed Executive order entitled
"Providing for a National Center
for Housing Management"

The attached proposed Executive order was presented by the Secretary of Housing and Urban Development and has been forwarded for the consideration of this Department as to form and legality by the Office of Management and Budget with the approval of the Director, after revision in that agency. The order, as revised, reflects changes suggested by this Department and the Labor Department.

The proposed order would declare a national policy recognizing the importance of skilled housing management to preserve the Nation's housing stock and to provide decent homes and a suitable living environment for the people. The order would direct the Secretary of Housing and Urban Development to call upon public-spirited citizens to establish a non-profit organization as a national center for housing management. Section 3 of the order lists objectives of such a center. Section 4 directs all other Executive departments and agencies to cooperate with HUD in providing advice and financial support, to the extent consistent with law.

As originally presented it was not clear whether the intent of the order was to direct the Secretary of HUD to create the center as a non-profit corporation or whether it would merely direct the Secretary to call upon private citizens to establish the center. The order was revised at the suggestion of this Department, to make clear the latter is its purpose, ~~inasmuch~~ as there does not appear to be any legal

authority of the President or the Secretary of HUD to establish such an independent corporation. In addition, the order as revised makes clear that the cooperation and financial assistance to be offered by Executive departments and agencies shall be limited to that authorized by law.

Authority for issuance of the order is based on the President's power as Chief Executive. The statutes cited vest broad authority in the Secretary of Housing and Urban Development, including grant and contract authority to implement the objectives of the order. The creation of the center itself would be by private citizens pursuant to the non-profit corporation laws of the jurisdiction. There is of course, no means for requiring that such a center be established or that it pursue the objectives stated in the order. The order, in effect, simply sets forth the policies and objectives to be pursued by HUD and other Executive departments and agencies in the housing management field.

The proposed order is acceptable as to form and legality.

Ralph E. Erickson
Acting Assistant Attorney General
Office of Legal Counsel

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

DEC 28 1971

Honorable John N. Mitchell
Attorney General
Washington, D.C. 20530

Dear Mr. Attorney General:

I am herewith submitting a proposed Executive Order entitled "Providing for a National Center for Housing Management."

This proposed order would direct the Secretary of Housing and Urban Development to provide for the establishment of a National Center for Housing Management. The Center would be established pursuant to authority now vested in the Secretary and would be composed of private citizens representing various segments of the housing industry. The Center would be designed to provide objective and independent leadership at the national level in helping meet the nation's housing management and training needs.

The Center would carry out the policy set forth in the first section of the Order and seek to achieve the objectives specified in section 3. Other departments and agencies would be directed to cooperate with the Department of Housing and Urban Development and the Center, to the extent consistent with law, in accomplishing those objectives.

This proposed Order is a revised version of an earlier order presented by the Secretary of Housing and Urban

Development. The Office of Legal Counsel expressed reservations concerning certain legal aspects of the earlier draft and it is our understanding that the enclosed version was worked out between the Department of Housing and Urban Development and the Office of Legal Counsel.

The revised order was submitted for the comments of various interested agencies, and no agency has objected to its issuance. Changes have been made in section 3, with the concurrence of the Department of Housing and Urban Development, to reflect suggestions of the Department of Labor in Secretary Hodgson's letter of December 21, 1971. Copies of agency comments are enclosed.

The revised order submitted by Secretary Romney has been further revised in this Office as to form and language, but no change has been made in its purpose or effect.

The enclosed proposed Executive Order has the approval of the Director of the Office of Management and Budget.

Sincerely,

(Signed) Arthur H. Eocke

General Counsel

Enclosure

August 30, 1971

THE NATIONAL CENTER FOR HOUSING MANAGEMENT

A BACKGROUND PAPER

1. Origins. The President's Task Force on Low Income Housing stated in its May 1970 report that management training programs in assisted housing are "virtually nonexistent." It urged that "training programs for housing project management get under way as promptly as possible."

HUD awarded a contract to the National Corporation for Housing Partnerships to analyze housing management practices and to develop plans for appropriate training programs. An NCHP Task Force, after extensive study and consultation with many organizations and individuals, recommended the creation of a Center for Housing Management and a Training Institute, in its report dated August 2, 1971.

2. Need. Production of Federally-assisted housing has increased sharply under this Administration. By 1980, there will be an estimated 5 million assisted rental units under management, housing 20 million people, many of them elderly. This will represent a cumulative Federal investment of more than \$150 billion over the life of the mortgages. To preserve these assets will require at least 60,000 professionals by 1980, plus 200,000 other craft and maintenance personnel.

In addition to this projected increase in production, new social and economic forces are at work in housing today which require new skills and sensitivity if the housing is to be managed successfully.

3. Present conditions. The assisted-housing management industry today is mostly fragmented and unorganized. The industry as a whole lacks the kinds of incentives, prestige, professionalism and career opportunities that will attract and retain talented people. Present training programs are



THE SECRETARY OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, D. C.. 20410

Dear Mr. President:

I am pleased to recommend the creation of a new, non-governmental institution known as The National Center for Housing Management.

After extensive study, we believe the creation of such a Center is urgently needed to help preserve the tremendous investments that have been and are being made in the Nation's housing stock.

The role of the Center would be to focus national attention on the importance of sound management in the preservation of our housing resources. It would assist in professionalizing housing management practices and, in turn, the housing management industry. It would develop training programs to supply the trained manpower needed in the years ahead.

As your Task Force on Low Income Housing noted in its May 1970 report, such housing management training programs are badly needed but virtually nonexistent.

In performing these roles, the Center would involve a variety of services such as education, job training and placement, minority enterprise development, and the creation of job opportunities, particularly for minorities and veterans.

The creation of the Center would place the Administration's stamp on an important and forward-looking innovation in the housing field, and for that reason, I believe the Center should be established by issuance of a Presidential Executive Order.

A draft of a suggested Order is attached for your consideration, together with a brief background paper.

Respectfully,

George Romney

Enclosure

The President
The White House
Washington, D. C. , 20500

EXECUTIVE ORDER _____

PROVIDING FOR A NATIONAL CENTER FOR HOUSING MANAGEMENT

By virtue of the authority vested in me by the provisions of the Department of Housing and Urban Development Act, as amended (42 U.S.C. 3531 et seq.), Title V of the Housing and Urban Development Act of 1970 (84 Stat. 1770), Title VIII of the Housing and Urban Development Act of 1969 (20 U.S.C. 801 et seq.), as amended by section 904 of the Housing and Urban Development Act of 1970 (84 Stat. 1770), and as President of the United States, it is ordered as follows:

Section 1. Policy. The Nation's housing stock represents an important national resource, which must be preserved and well managed if public and private investments are to be protected, and if the housing is to continue during its life to provide a decent home and suitable living environment for its residents. The production of Federally-assisted housing has greatly expanded since this Administration took office, thus creating a need for a balanced strategy to ensure that such housing remains viable for the purposes intended. This necessitates that a sufficient supply of skilled management manpower be provided in the years ahead. Effective housing management to meet today's changing needs requires special skills and sensitivity, especially in meeting the social and economic problems facing many residents of Federally-assisted housing. Training, the improvement of career opportunities, and the upgrading of industry standards are essential to the improvement of the Nation's housing management capability.

Sec. 2. Establishment of the Center. (a) The Secretary of Housing and Urban Development is directed to call upon the services of public-spirited citizens, dedicated and experienced in the appropriate disciplines, for the purpose of creating a new, non-governmental, not-for-profit institution to be known as The National Center for Housing Management (hereinafter referred to as the Center).

(b) The Center shall be designed to provide objective and independent leadership at the national level in helping meet the Nation's housing management and training needs. It shall be charged with the responsibility to work cooperatively with the Department of Housing and Urban Development and with the public and private organizations and institutions involved in, or affected by, its activities.

Sec. 3. Functions of the Center. The Center shall have the following functions and responsibilities---

(a) To develop training and educational programs for housing management and personnel;

(b) To work with national and local organizations and institutions to establish recruitment and placement systems that will link training to job opportunities;

(c) To develop improved housing management practices and to assist in professionalizing the housing management industry; and

(d) To provide financial and technical assistance to stimulate the creation of new management entities, and to strengthen the capability of existing management entities.

Sec. 4. Assistance by Federal Agencies. All other executive departments and agencies are directed to cooperate and work with the Department of Housing and Urban Development and the Center in providing appropriate advice and financial support to ensure that the above functions are carried out with the most effective and efficient use of Federal resources.

RICHARD NIXON

THE WHITE HOUSE

, 1971

EXECUTIVE ORDER

PROVIDING FOR A NATIONAL CENTER FOR HOUSING MANAGEMENT

By virtue of the authority vested in me as President of the United States and in accordance with the provisions of the Department of Housing and Urban Development Act, as amended (42 U.S.C. 3531 et seq.), Title VIII of the Housing Act of 1964, as amended (20 U.S.C. 801 et seq.), and Title V of the Housing and Urban Development Act of 1970 (12 U.S.C. 1701z-1 et seq.), it is ordered as follows:

Section 1. Policy. The Nation's housing stock represents an important national resource which must be preserved and well managed if public and private investments are to be protected, and if housing is to continue during its life to provide a decent home and suitable living environment for its residents. The production of Federally-assisted housing has greatly expanded in recent years thus creating a need for a balanced strategy to ensure that such housing remains viable for the purposes intended. This creates a need for a sufficient supply of skilled management manpower for the years ahead. Effective housing management to meet today's changing needs requires special skills and sensitivity, especially in meeting the social and economic problems facing many residents of Federally-assisted housing, including the elderly. Training, the improvement of career opportunities, and the upgrading of industry standards are essential to the improvement of the Nation's housing management capability.

Sec. 2. Establishment of a National Center for Housing Management

(a) The Secretary of Housing and Urban Development is directed to call upon public-spirited citizens, dedicated and experienced in the appropriate disciplines, to create, in accordance with existing laws, a new, non-governmental, not-for-profit institution to serve as a National Center for Housing Management (referred to herein as the Center).

(b) The Center shall be designed to provide objective and independent leadership at the national level in helping meet the Nation's housing management and training needs and should work cooperatively with the Department of Housing and Urban Development and with the public and private organizations and institutions involved in, or affected by, its activities.

Sec. 3. Activities of the Center. The activities of the Center should be developed along lines that include the following objectives:

(1) Development of training and educational programs for housing management and personnel and working with public and private national, State, and local organizations and institutions in extending housing management training and educational opportunities, using the services and facilities of existing agencies with expertise in training and educational work to the extent possible.

(2) Working with national, State, and local organizations and institutions to establish or expand recruitment and placement systems that will link training in housing management to job opportunities in that field.

(3) Development of improved housing management practices and to assist in professionalizing the housing management industry; and

(4) Providing financial and technical assistance to stimulate the creation of new management entities, and to strengthen the capability of existing management entities.

Sec. 4. Assistance by Federal Agencies. To the extent consistent with law, all other Federal executive departments and agencies shall cooperate and work with the Department of Housing and Urban Development and the Center in providing appropriate advice and financial support so as to ensure that the above described objectives are carried out with the most effective and efficient use of Federal, State and local resources, both public and private.

THE WHITE HOUSE

, 197



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

OFFICE OF GENERAL COUNSEL

IN REPLY REFER TO:

December 27, 1971

NOTE TO FILE:

Re: Proposed Executive Order concerning a National Center
for Housing Management

On Friday, December 24, 1971, Mr. Arthur B. Focke, General Counsel, Office of Management and Budget advised me that the Secretary of Labor in a letter to him dated December 21, 1971 (copy attached) had expressed objection to three provisions of the above E. O., i.e. sections 3(a)(b) and 4 and suggested modifications.

After discussion of the letter with Messrs. Dunnells, Kopecky and Focke it was agreed that sections 3(a) and (b) could be modified but not section 4.

Sections 3(a) and (b) as modified would read as follows:

- (a) Development of training and educational programs for housing management and personnel and working with public and private national, state and local organizations and institutions in extending housing management training and educational opportunities, using the services and facilities of existing agencies with expertise in training and educational work to the extent possible;
- (b) Working with national, state and local organizations and institutions to establish or expand recruitment and placement systems that will link training in housing management to job opportunities in that field;


Frank L. Willingham
Assistant General Counsel
Housing Management and Disposition
Branch

Attachments

cc: Mr. Ralph Erickson, Justice ✓

U.S. DEPARTMENT OF LABOR

OFFICE OF THE SECRETARY

WASHINGTON

Honorable Arthur B. Focke
General Counsel
Office of Management and Budget
Washington, D. C. 20503

DEC 21 1971

Dear Mr. Focke:

This is in response to your request for our comments on the revised draft, dated November 24, 1971, of the Executive Order providing a National Center for Housing Management.

The Executive Order directs the Secretary of Housing and Urban Development to establish a "new, non-governmental, not-for-profit institution to be known as The National Center for Housing Management." The objective of the Center would be to provide independent and objective leadership at the national level in helping meet the Nation's housing management and training needs. One of its responsibilities would be to work cooperatively with the Department of Housing and Urban Development and with the public and private organizations and institutions involved in, or affected by, its activities.

We support the basic purpose of the Executive Order. We appreciate the importance of improving and professionalizing the housing management industry, in order to meet the social and economic problems facing residents of federally assisted housing. However, we are unable to ascertain from the draft Executive Order sufficient information about the structure of the proposed Center and its relationship with existing government agencies to form a judgment endorsing the proposal in its present form.

Section 3(a) provides that developing training and educational programs for housing management shall be an objective of the Center. We suggest that the statement be modified to direct the Center to use the services and facilities of existing agencies with expertise in training and educational work to the extent possible. Duplication and waste could well result without such a direction.

Section 3(b) provides that the Center shall work with national and local organizations and institutions to "establish" recruitment and placement systems. We suggest that the Center work instead toward utilizing and expanding the existing systems, such as the Federal-State public employment service, to better fill the needs in the housing management field. The section might be reworded as follows:

Sec. 3(b) Working with national, state and local organizations and institutions for the development and expansion of their existing recruitment and placement systems so that they will link training in housing management to job opportunities in that field.

Section 4 requires that all other executive departments and agencies be directed to cooperate by providing advice and financial support, to the extent consistent with law, to the Center to ensure it can perform its functions. Considering that the draft Executive Order does not detail what the structure and supportive arrangements of the Center would be -- for example, whether the staff would be provided by HUD or under a separate payroll -- we believe that section 4 could be a potential source of confusion. Furthermore, the Order might be construed to place an open-ended obligation on the Department of Labor and other agencies to provide financial support. We could not support the proposal on those terms. Therefore we suggest that the structure and functions, as well as supportive arrangements, of the proposed Center be specified more fully if it is to be established by Executive Order.

Sincerely,

/s/ J D Hodgson

Secretary of Labor

EXECUTIVE ORDER _____

PROVIDING FOR A NATIONAL CENTER FOR HOUSING MANAGEMENT

By virtue of the authority vested in me as President of the United States and in accordance with the provisions of the Department of Housing and Urban Development Act, as amended (42 U.S.C. 3531 et seq.), Title VIII of the Housing and Urban Development Act of 1969 (20 U.S.C. 801 et seq. as amended by section 901 of the Housing and Urban Development Act of 1970 (84 Stat. 1770)), and Title V of the Housing and Urban Development Act of 1970 (84 Stat. 1770), it is ordered as follows:

Section 1. Policy. The Nation's housing stock represents an important national resource, which must be preserved and well managed if public and private investments are to be protected, and if the housing is to continue during its life to provide a decent home and suitable living environment for its residents. The production of Federally-assisted housing has greatly expanded since this Administration took office, thus creating a need for a balanced strategy to ensure that such housing remains viable for the purposes intended. This necessitates that a sufficient supply of skilled management manpower be provided in the years ahead. Effective housing management to meet today's changing needs requires special skills and sensitivity, especially in meeting the social and economic problems facing many residents, including elderly, of Federally-assisted housing. Training, the improvement of career opportunities, and the upgrading of industry standards are essential to the improvement of the Nation's housing management capability.

Sec. 2. Establishment of a National Center for Housing Management.

(a) The Secretary of Housing and Urban Development is directed to call upon public-spirited citizens, dedicated and experienced in the appropriate disciplines, to create, in accordance with existing laws, a new, non-governmental, not-for-profit institution to serve as a National Center for Housing Management (referred to herein as the Center).

(b) The Center should be designed to provide objective and independent leadership at the national level in helping meet the Nation's housing management and training needs and should work cooperatively with the Department of Housing and Urban Development and with the public and private organizations and institutions involved in, or affected by, its activities.

Sec. 3. Activities of the Center. The activities of the Center should be developed along lines that include the following objectives:

(a) Development of training and educational programs for housing management and personnel and working with public and private national, state and local organizations and institutions in extending housing management training and educational opportunities.

(b) Working with national, state and local organizations and institutions to establish recruitment and placement systems that will link training to job opportunities;

(c) Development of improved housing management practices and to assist in professionalizing the housing management industry; and

(d) Providing financial and technical assistance to stimulate the creation of new management entities, and to strengthen the capability of existing management entities.

Sec. 4. Assistance by Federal Agencies. All other executive departments and agencies are directed to cooperate and work with the Department of Housing and Urban Development and the Center in providing appropriate advice and financial support to ensure, to the extent consistent with law, that the above objectives are carried out with the most effective and efficient use of Federal, state and local resources, both public and private.

RICHARD NIXON

THE WHITE HOUSE

, 1971

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U. S. DEPARTMENT OF LABOR

OFFICE OF THE SECRETARY

WASHINGTON

Honorable Arthur B. Focke
General Counsel
Office of Management and Budget
Washington, D. C. 20503

DEC 21 1971

Dear Mr. Focke:

This is in response to your request for our comments on the revised draft, dated November 24, 1971, of the Executive Order providing a National Center for Housing Management.

The Executive Order directs the Secretary of Housing and Urban Development to establish a "new, non-governmental, not-for-profit institution to be known as The National Center for Housing Management." The objective of the Center would be to provide independent and objective leadership at the national level in helping meet the Nation's housing management and training needs. One of its responsibilities would be to work cooperatively with the Department of Housing and Urban Development and with the public and private organizations and institutions involved in, or affected by, its activities.

We support the basic purpose of the Executive Order. We appreciate the importance of improving and professionalizing the housing management industry, in order to meet the social and economic problems facing residents of federally assisted housing. However, we are unable to ascertain from the draft Executive Order sufficient information about the structure of the proposed Center and its relationship with existing government agencies to form a judgment endorsing the proposal in its present form.

Section 3(a) provides that developing training and educational programs for housing management shall be an objective of the Center. We suggest that the statement be modified to direct the Center to use the services and facilities of existing agencies with expertise in training and educational work to the extent possible. Duplication and waste could well result without such a direction.

Section 3(b) provides that the Center shall work with national and local organizations and institutions to "establish" recruitment and placement systems. We suggest that the Center work instead toward utilizing and expanding the existing systems, such as the Federal-State public employment service, to better fill the needs in the housing management field. The section might be reworded as follows:

Sec. 3(b) Working with national, state and local organizations and institutions for the development and expansion of their existing recruitment and placement systems so that they will link training in housing management to job opportunities in that field.

Section 4 requires that all other executive departments and agencies be directed to cooperate by providing advice and financial support, to the extent consistent with law, to the Center to ensure it can perform its functions. Considering that the draft Executive Order does not detail what the structure and supportive arrangements of the Center would be -- for example, whether the staff would be provided by HUD or under a separate payroll -- we believe that section 4 could be a potential source of confusion. Furthermore, the Order might be construed to place an open-ended obligation on the Department of Labor and other agencies to provide financial support. We could not support the proposal on those terms. Therefore we suggest that the structure and functions, as well as supportive arrangements, of the proposed Center be specified more fully if it is to be established by Executive Order.

Sincerely,

A handwritten signature in cursive script, appearing to read "J. Edgar Hoover".

Secretary of Labor



DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

December 20, 1971.

Honorable George P. Shultz
Director, Office of
Management and Budget
Washington, D. C.

Dear Mr. Shultz:

This is in response to the General Counsel's letter of December 3, 1971, requesting our views on a revised version of a proposed Executive Order entitled "Providing for a National Center for Housing Management."

The Department endorses the revised version of the Executive Order and recommends that it be signed by the President.

Sincerely,

A handwritten signature in dark ink, reading "J. Phil Campbell", is written over the typed name.

J. Phil Campbell
Under Secretary

DEC 10, 1971

Arthur B. Focke, Esq.
General Counsel
Office of Management and Budget
Washington, D.C. 20503

Dear Mr. Focke:

This is in response to your letter of December 3, 1971, requesting the views of the Department of Justice on the November 24 draft of an Executive order entitled "Providing for a National Center for Housing Management".

The revisions made by the Department of Housing and Urban Development in this draft were as a result of consultation with representatives of this Office. We believe the new draft eliminates the objections stated in our letter to you of November 11, 1971, on an earlier version of the proposed order.

We have a few additional editorial changes to suggest, as marked on the enclosed copy.

Sincerely,

William H. Rehaquist
Assistant Attorney General
Office of Legal Counsel

Encl

EXECUTIVE ORDER _____

PROVIDING FOR A NATIONAL CENTER FOR HOUSING MANAGEMENT

By virtue of the authority vested in me as President of the United States, and in accordance with the provisions of the Department of Housing and Urban Development Act, as amended (42 U.S.C. 3531 et seq.), Title VIII of the Housing and Urban Development Act of 1969 (20 U.S.C. 801 et seq.), as amended ~~by section 904 of the Housing and Urban Development Act of 1970~~ ^{12 USC 17012-1 et seq.} ~~(84 Stat. 1770)~~, and Title V of the Housing and Urban Development Act of 1970 ~~(84 Stat. 1770)~~, it is ordered as follows:

Section 1. Policy. The Nation's housing stock represents an important national resource, which must be preserved and well managed if public and private investments are to be protected, and if the housing is to continue during its life to provide a decent home and suitable living environment for its residents. The production of Federally-assisted housing has greatly expanded ^{in recent years} ~~since this Administration took office~~, thus creating a need for a balanced strategy to ensure that such housing remains viable for the purposes intended. This necessitates that a sufficient supply of skilled management manpower be provided in the years ahead. Effective housing management to meet today's changing needs requires special skills and sensitivity, especially in meeting the social and economic problems facing many residents, including ^{the} elderly, ~~or~~ Federally-assisted housing; Training, the improvement of career opportunities, and the upgrading of industry standards are essential to the improvement of the Nation's housing management capability.

Sec. 2. Establishment of a National Center for Housing Management.

(a) The Secretary of Housing and Urban Development is directed to call upon public-spirited citizens, dedicated and experienced in the appropriate disciplines, to create, in accordance with existing laws, a new, non-governmental, not-for-profit institution to serve as a National Center for Housing Management (referred to herein as the Center).

(b) The Center should be designed to provide objective and independent leadership at the national level in helping meet the Nation's housing management and training needs and should work cooperatively with the Department of Housing and Urban Development and with the public and private organizations and institutions involved in, or affected by, its activities

Sec. 3. Activities of the Center. The activities of the Center should be developed along lines that include the following objectives:

(a) Development of training and educational programs for housing management and personnel and working with public and private national, state and local organizations and institutions in extending housing management training and educational opportunities.

(b) Working with national, state and local organizations and institutions to establish recruitment and placement systems that will link training to job opportunities;

(c) Development of improved housing management practices and to assist in professionalizing the housing management industry; and

(d) Providing financial and technical assistance to stimulate the creation of new management entities, and to strengthen the capability of existing management entities.

Sec. 4. Assistance by Federal Agencies. All other executive departments and agencies are directed to cooperate and work with the Department of Housing and Urban Development and the Center in providing appropriate advice and financial support to ensure, to the extent consistent with law, that the above objectives are carried out with the most effective and efficient use of Federal, state and local resources, both public and private.

RICHARD NIXON

THE WHITE HOUSE

, 1971



PRESTON MARTIN
CHAIRMAN

FEDERAL HOME LOAN BANK BOARD

WASHINGTON, D. C. 20552

101 INDIANA AVENUE, N. W.

December 10, 1971

FEDERAL HOME LOAN BANK
SYSTEM

FEDERAL HOME LOAN
MORTGAGE CORPORATION

FEDERAL SAVINGS & LOAN
INSURANCE CORPORATION

Honorable George P. Shultz
Director
Office of Management and Budget
Washington, D. C. 20503

Attention Mrs. Louise Garziglia
Legislative Reference
Division

Dear Mr. Shultz:

This is in response to a letter dated December 5, 1971 from Arthur B. Focke, General Counsel of your Office, requesting the views of this Board by December 10 on a revised draft of a proposed Executive Order "Providing for a National Center for Housing Management". We submitted comments on an earlier version of the proposed Order on November 4, 1971. The Order has since been revised by HUD "to respond to certain reservations the Justice Department had on the initial draft".

Several changes in the new draft appear to be only stylistic. There are also some minor substantive changes in the new draft such as expanding the types of entities with which the Center is to work to include both public and private, and state as well as national and local, organizations.

The changes which were apparently made to satisfy the Department of Justice are as follows:

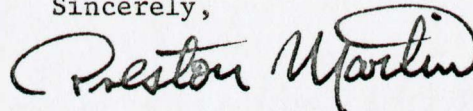
1. The revised Order would be issued by the President "in accordance with" various HUD statutes rather than "[b]y virtue of the authority vested in" him by those statutes.
2. Public spirited citizens will be called upon by the Secretary of HUD to create the Center "in accordance with existing laws".
3. Other Federal agencies are directed to cooperate, work with, and provide financial support to HUD and the Center to ensure, "to the extent consistent with law", that the objectives of the Order are carried out.

Honorable George P. Shultz
Page Two

The Board has no objection to any of the changes in the new draft and continues to support the concept of a National Center for Housing Management.

We would like to reiterate our previously expressed concern that some federal agencies (including the Board) may not have the statutory authority to provide financial support to a "non-governmental, not-for-profit institution". If it is desired that "[a]ll other executive departments and agencies" contribute such support, appropriate legislation may be required.

Sincerely,

A handwritten signature in dark ink, reading "Preston Martin". The signature is fluid and cursive, with the first name "Preston" and last name "Martin" clearly distinguishable.

Preston Martin
Chairman



THE SECRETARY OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON D C 20410

SL 11-04

MEMORANDUM FOR: Richard P. Nathan, Assistant Director
Office of Management and Budget

I would like to set up a meeting with you and John Ehrlichman together with Assistant Secretary Watson and myself, to discuss our proposal to establish a National Center for Housing Management.

If possible, I would like to schedule the meeting for either the afternoon of Monday, September 27, or Wednesday morning or mid-afternoon of September 29. Please let me know if either of these dates is convenient for you.

I am proposing that the Center be established through issuance of an Executive Order.

Attached for your review is a package containing a draft letter to the President, a draft Executive Order, and a two-page background paper on the Center.



George Romney

Enclosures

August 30, 1971

THE NATIONAL CENTER FOR HOUSING MANAGEMENT

A BACKGROUND PAPER

1. Origins. The President's Task Force on Low Income Housing stated in its May 1970 report that management training programs in assisted housing are "virtually nonexistent." It urged that "training programs for housing project management get under way as promptly as possible."

HUD awarded a contract to the National Corporation for Housing Partnerships to analyze housing management practices and to develop plans for appropriate training programs. An NCHP Task Force, after extensive study and consultation with many organizations and individuals, recommended the creation of a Center for Housing Management and a Training Institute, in its report dated August 2, 1971.

2. Need. Production of Federally-assisted housing has increased sharply under this Administration. By 1980, there will be an estimated 5 million assisted rental units under management, housing 20 million people, many of them elderly. This will represent a cumulative Federal investment of more than \$150 billion over the life of the mortgages. To preserve these assets will require at least 60,000 professionals by 1980, plus 200,000 other craft and maintenance personnel.

In addition to this projected increase in production, new social and economic forces are at work in housing today which require new skills and sensitivity if the housing is to be managed successfully.

3. Present conditions. The assisted-housing management industry today is mostly fragmented and unorganized. The industry as a whole lacks the kinds of incentives, prestige, professionalism and career opportunities that will attract and retain talented people. Present training programs are

generally small in scale, limited in duration, and specialized. There is no national focus to upgrade the industry and to provide comprehensive training programs to meet present and future manpower needs.

4. Center's role. The Center would provide a national focus for a twofold effort: (a) to professionalize the industry through the development of performance standards and accreditation programs, the provision of technical and other assistance; and (b) to stimulate the establishment of a nationwide training system to meet anticipated manpower needs. The specific functions of the Center are described in the draft Executive Order.

5. Center organization. The Center would be a not-for-profit organization, with a Board of Directors consisting of 15 to 17 individuals, selected by Incorporators who would be chosen by the Secretary of HUD. The Center would be operationally independent from, but executively linked to HUD.

6. Public support. Numerous written endorsements have been received for the Task Force's efforts, and support for the Center concept has been encouraging and enthusiastic on the part of interested organizations and individuals.

7. Related benefits. In addition to the direct benefits of a program to professionalize and train housing management personnel, the Center would offer excellent employment opportunities for minorities and returning veterans. Creation of the Center would also demonstrate Presidential leadership in an important area that has been long neglected.

8. Cost. The budget for the remainder of FY 1972 is estimated at \$1 million, assuming the Center is launched by October 1, 1971. The Center's budget for FY 1973 is estimated at \$2.1 million. In addition, it is estimated that it will cost \$1.5 million in FY 73 to start training operations at the local level, plus \$1 million to develop an accrediting and research program, plus \$2-3 million mostly in loans to provide financial aid and technical assistance to help new and existing management entities strengthen their capabilities. It is anticipated that over several years, as the Center proves its worth, it will become increasingly self-sufficient.

* * *

100-100000

THE RICHARD NIXON PRESIDENTIAL LIBRARY

The Richard Nixon Presidential Library and Museum is a national historical site and a major center for the study of the life and times of Richard Nixon. The Library is located on the campus of the University of California, San Diego, and is a part of the University's collection of historical documents and artifacts. The Library is open to the public and is a place where visitors can learn about the life and times of Richard Nixon and the history of the United States.

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Design of a Center for the Elderly

It is difficult to agree against the basic objectives of the center. Therefore, the basic objective is to provide a center where the elderly can live in a comfortable and safe environment. This objective is achieved by providing a center where the elderly can live in a comfortable and safe environment.

1. Design of the center. The center could be designed by providing a center where the elderly can live in a comfortable and safe environment. This objective is achieved by providing a center where the elderly can live in a comfortable and safe environment.

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Design of a Center for the Elderly

There is a certain need for a center where the elderly can live in a comfortable and safe environment. This objective is achieved by providing a center where the elderly can live in a comfortable and safe environment.

5. Design of the center. The center could be designed by providing a center where the elderly can live in a comfortable and safe environment. This objective is achieved by providing a center where the elderly can live in a comfortable and safe environment.

Activities of the Training Institute

1. General Activities. The Institute would coordinate the activities of the various groups in the field and provide a forum for the exchange of information and ideas. It would also be responsible for the development of a training program which would provide the necessary training.

2. Special Activities. The Institute could provide a wide range of services for the various groups in the field and provide a forum for the exchange of information and ideas. It would also be responsible for the development of a training program which would provide the necessary training.

3. Financial Activities. Management (training) could provide advice and assistance in the development of a training program which would provide the necessary training.

Development of the Training Program

1. General Activities. The Institute would initiate a training program which would provide the necessary training. It would also be responsible for the development of a training program which would provide the necessary training.

2. Special Activities. The Institute would provide a wide range of services for the various groups in the field and provide a forum for the exchange of information and ideas. It would also be responsible for the development of a training program which would provide the necessary training.

Final Report

The training program would be designed to meet the needs of the various groups in the field and provide a forum for the exchange of information and ideas. It would also be responsible for the development of a training program which would provide the necessary training.

Conclusion

In conclusion, the Institute would provide a wide range of services for the various groups in the field and provide a forum for the exchange of information and ideas. It would also be responsible for the development of a training program which would provide the necessary training.

In time, the Institute would provide a wide range of services for the various groups in the field and provide a forum for the exchange of information and ideas. It would also be responsible for the development of a training program which would provide the necessary training.

major preliminary issues that must be addressed if a decision is made to create the center are summarized below:

1. The composition of the Board of Directors and the extent of NED control and participation in the Board.
2. The initial plan for staffing and budget for the center and facilities.
3. The specific wording of any executive or other initiating order, or subsequent NED to OMB, that would be in any of these areas which would need to be approved.

CONCLUSIONS

OMB staff has reviewed approval of the NED proposal to create a superoffice and has concluded that it is not in the best interests of the government to create such a superoffice. The center may contain little but the cost (in terms of both money and time) is relatively high and there is a significant risk that the center will not be successful. The center would be a significant step towards the creation of a superoffice, which would be a significant step towards the creation of a superoffice. The center would be a significant step towards the creation of a superoffice. The center would be a significant step towards the creation of a superoffice.

February 14, 1972

MEMORANDUM FOR: DAVE GERGEN

FROM: JOHN CAMPBELL

SUBJECT: Proposed Executive Order providing
for a National Center for Housing
Management

Attached at Tab A is a memorandum from Paul O'Neill on the subject that I wrote to him about at Tab B) At Tab C is a revised Executive order approved by your office. At Tab D is a copy of the whole package, and at Tab E is a copy of Flanigan's memo which Paul O'Neill commented on.

Dave, please make the changes suggested by Paul O'Neill. We need this by the close of business today.

Would you please also return the entire package, as this is our only copy.

Attachment

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

February 2, 1972

MEMORANDUM FOR ED HARPER
FROM JOHN CAMPBELL

You previously approved the attached Executive Order (Tab A) and as you can see Ray Price has made some substantial changes. Would you please advise whether or not these are still okay. Attached at Tab B is the original package we sent you.

Attachment

*Verbi Keller
says OK*

THE WHITE HOUSE

WASHINGTON

ACTION

January 14, 1972

MEMORANDUM FOR

JOHN CAMPBELL

FROM

VICKI KELLER *VK*

There is no question that the management of assisted housing is a critical area for public attention. A number of factors are at work here and include the social behavior and training of tenants, the poorly trained cadre of managers, and insufficient funding of operation and maintenance expenses.

This proposal hits only one of these elements -i.e. poorly trained managers. This is a good start, however. Perhaps this effort will stimulate action on the other problem areas.

RECOMMENDATION:

That we accept the proposed Executive Order.

cc: Ed Harper

THE WHITE HOUSE
WASHINGTON

January 19, 1972

MEMORANDUM FOR:

BRUCE KEHRLI

FROM:

WILLIAM E. TIMMONS *WET*

SUBJECT:

Log No. 4842, Subj: Proposed Executive
Order entitled "Providing for a National
Center for Housing Management"

This Office concurs in subject log without further comment.

EXECUTIVE ORDER

PROVIDING FOR A NATIONAL CENTER FOR HOUSING MANAGEMENT

By virtue of the authority vested in me as President of the United States and in accordance with the provisions of the Department of Housing and Urban Development Act, as amended (42 U.S.C. 3531 et seq.), Title VIII of the Housing Act of 1964, as amended (20 U.S.C. 801 et seq.), and Title V of the Housing and Urban Development Act of 1970 (12 U.S.C. 1701z-1 et seq.), it is ordered as follows:

Section 1. Policy. The Nation's housing stock represents an important national resource which must be preserved and well managed if public and private investments are to be protected, and if we are to meet our declared goal of providing a decent home and suitable living environment for all Americans. The production of Federally-assisted housing has greatly expanded in recent years, creating a need for a balanced strategy to ensure that such housing remains viable for the purposes intended.

This expansion also creates a need for a growing supply of new management manpower for the years ahead. Special skills must be developed among these managers so that they can effectively overcome the social and economic problems facing many residents of Federally-assisted housing, including the elderly. Training, the improvement of career opportunities, and the upgrading of industry standards are all essential to the improvement of the Nation's housing management capability.

Sec. 2. Establishment of a National Center for Housing Management

(a) The Secretary of Housing and Urban Development is directed

to call upon public-spirited citizens, dedicated and experienced in the appropriate disciplines, to create, in accordance with existing laws, a new, non-governmental, not-for-profit institution to serve as a National Center for Housing Management (referred to herein as the Center).

(b) The Center should be designed to provide objective and independent leadership at the national level in helping meet the Nation's housing management and training needs and should work cooperatively with the Department of Housing and Urban Development and with the public and private organizations and institutions involved in, or affected by, its activities.

Sec. 3. Activities of the Center. The activities of the Center should be developed along lines that include the following objectives:

(1) Development of training and educational programs for housing management and personnel;

(2) Cooperation with public and private national, State, and local organizations and institutions in extending housing management training and educational opportunities, using to the fullest extent possible the services and facilities of existing agencies with expertise in training and education.

(3) Cooperation with national, State, and local organizations and institutions in establishing or expanding recruitment and placement systems that will link training in housing management to job opportunities in that field.

(4) Development of improved housing management practices and assistance in professionalizing the housing management industry; and

(5) Provision of financial and technical assistance to stimulate the creation of new management entities, and to strengthen the capability of existing management entities.

Sec. 4. Assistance by Federal Agencies. To the extent consistent with law, all other Federal executive departments and agencies shall cooperate and work with the Department of Housing and Urban Development and the Center in providing appropriate advice and financial support so as to ensure that the above described objectives are carried out with the most effective and efficient use of Federal, State and local resources, both public and private.

THE WHITE HOUSE,

EXECUTIVE ORDER

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This expansion also creates a need for a growing supply of new management manpower for the years ahead. Special skills must be developed among these managers so that they can effectively overcome the social and economic problems facing many residents of Federally-assisted housing, including the elderly. Training, the improvement of career opportunities, and the upgrading of industry standards are all essential to the improvement of the Nation's housing management capability, particularly for low and moderate income housing

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EXECUTIVE ORDER

Comment
under
as this
now

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Probably Not SET

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THE WHITE HOUSE,

To Jerry Warren 3/7/72

3/29/72

Jerry says this has a hole on it

Look
below

EXECUTIVE ORDER

11668

PROVIDING FOR A NATIONAL CENTER FOR HOUSING MANAGEMENT

By virtue of the authority vested in me as President of the United States and in accordance with the provisions of the Department of Housing and Urban Development Act, as amended (42 U.S.C. 3531 et seq.), Title VIII of the Housing Act of 1964, as amended (20 U.S.C. 801 et seq.), and Title V of the Housing and Urban Development Act of 1970 (12 U.S.C. 1701z-1 et seq.), it is ordered as follows:

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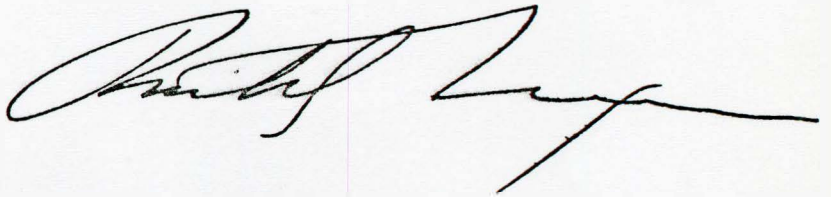
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THE WHITE HOUSE,

APR 21 1972

*Announced - 4/21/72
To Archives - 4/21/72
Stencilled*

APRIL 21, 1972

Office of the White House Press Secretary

THE WHITE HOUSE

EXECUTIVE ORDER

11668

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MORE

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/s/ RICHARD NIXON

THE WHITE HOUSE,
April 21, 1972

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