

4/14/78

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Memo	H. Jordan to Pres. Carter, 7 pp., re: recommendations	4/14/78	C
Memo	Bob Lipshutz to Pres. Carter, 4 pp., re: Personal matter	4/13/78	C

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THE PRESIDENT'S SCHEDULE

Friday - April 14, 1978

8:15 Dr. Zbigniew Brzezinski - The Oval Office.

8:45 Mr. Frank Moore - The Oval Office.

9:30 Mr. James McIntyre - The Oval Office.
(20 min.)

10:20 Drop-By Meeting of the Advisory Commission
(5 min.) on Intergovernmental Relations. (Mr. Jack
Watson) - The Roosevelt Room.

10:30 Mr. Jody Powell - The Oval Office.

11:00 Mr. Robert Lipshutz - The Oval Office.

12:15 Ambassador Robert Strauss - The Oval Office.
(15 min.)

12:30 Lunch with Mrs. Rosalynn Carter.
The Oval Office.

1:30 Chairman John White - The Oval Office.

2:00 Meeting with Representatives of the Lumber
(10 min.) Industry from Oregon and Idaho. (Mr. Stuart
Eizenstat) - The Cabinet Room.

3:00 Depart South Grounds via Helicopter en route
Camp David.

THE WHITE HOUSE
WASHINGTON
April 14, 1978

Jim McIntyre

The attached was returned in the President's outbox today and is forwarded to you for your information. The signed original has been given to Bob Linder for appropriate handling.

Rick Hutcheson

cc: Bob Linder



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

Jim
J

APR 13 1978

MEMORANDUM FOR THE PRESIDENT

Subject: Assessment of Zero-base Budgeting (ZBB)

This report summarizes the results of using ZBB in developing the 1979 Budget. The report covers:

- the highlights of our first year's efforts, including examples of benefits and savings, as well as problems encountered; and
- our recommended modifications for the 1980 budget cycle.

To provide the needed momentum to ZBB, we suggest that you send a letter to the agencies. A suggested letter for your signature is attached.

not here

After you have reviewed the report, we plan to issue a separate and more detailed report to the public on the first year results.

Jim McIntyre
James T. McIntyre
Director

Attachment

THE WHITE HOUSE

WASHINGTON

MEMORANDUM FOR THE HEADS OF
EXECUTIVE DEPARTMENTS AND AGENCIES

Shortly after I took office, I asked each of you to institute zero-base budgeting in your agency. I commend your efforts to accomplish this within the short time that was available.

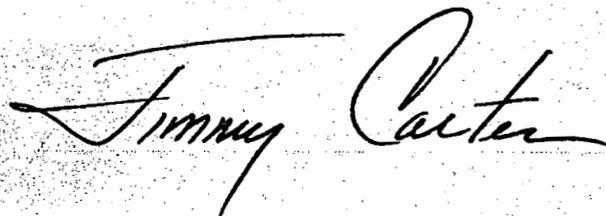
I want you to know that the zero-base budgeting process helped me and other reviewers in the difficult task of allocating limited resources among competing and worthy programs. And now, after a year's experience, I expect the process to aid even more during the 1980 budget cycle.

The Office of Management and Budget has reported to me the results of this year's zero-base budgeting efforts. As was expected, some agencies did better than others. Most agencies need to focus more attention on objectives and on ways to accomplish those objectives more efficiently. In addition, I think more emphasis should be placed on the examination of minimum levels, so I ask that you make additional efforts to do this.

I have asked the Office of Management and Budget to issue revised guidelines. These guidelines will include many of your staff's suggestions on ways to improve the process for the 1980 Budget.

In addition to the changes needed under these revised guidelines, I ask that you use zero-base budgeting as the sole basis for the preparation of your 1980 budget request. This should relieve the added work that was caused last year by the preparation, in some instances, of both ZBB and traditional budget justifications. I also ask you to involve managers at all levels within your agency. This will help to identify ways to bring about our common goal of increased effectiveness in Government operations.

By continuing to work together to improve our zero-base budgeting processes, we can make the Federal budget more responsive to the needs of the people.

A handwritten signature in cursive script, reading "Jimmy Carter". The signature is written in dark ink and is positioned in the lower right quadrant of the page.

THE WHITE HOUSE
WASHINGTON
April 14, 1978

Secretary Schlesinger
Tim Kraft

The attached was returned in
the President's outbox. It is
forwarded to you for appropriate
handling.

Rick Hutcheson
cc: Jody Powell
Landon Butler
Fran Voorde

NATIONWIDE LABOR AGREEMENT ON
NUCLEAR PLANT CONSTRUCTION

THE WHITE HOUSE
WASHINGTON

	FOR STAFFING
	FOR INFORMATION
/	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

ACTION	FYI	
		MONDALE
		COSTANZA
		EIZENSTAT
		JORDAN
		LIPSHUTZ
		MOORE
/		POWELL
		WATSON
		McINTYRE
		SCHULTZE

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER
	Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

		ARAGON
		BOURNE
		BRZEZINSKI
/		BUTLER
		CARP
		H. CARTER
		CLOUGH
		FALLOWS
		FIRST LADY
		HARDEN
		HUTCHESON
		JAGODA
		GAMMILL

/		KRAFT
		LINDER
		MITCHELL
		MOE
		PETERSON
		PETTIGREW
		POSTON
		PRESS
/		SCHLESINGER
		SCHNEIDERS
		STRAUSS
/		VOORDE
		WARREN

THE WHITE HOUSE
WASHINGTON

4/13/78

Mr. President:

Landon Butler concurs with Schlesinger. He observes that the AFL-CIO Building Trades Department is holding its Annual Legislative Conference (4000 attendees) in Washington next week. The Vice President is addressing the group, and this would be a good opportunity for you to greet them as well.

Tim Kraft can schedule this in the morning of Wednesday, April 19, if you wish to do it.

Rick



Department of Energy
Washington, D.C. 20585

April 12, 1978

MEMORANDUM FOR:

THE PRESIDENT

FROM:

JIM SCHLESINGER

SUBJECT: Nationwide Labor Agreement on
Nuclear Plant Construction

The AFL-CIO Building Trades Union has reached agreement with a group of construction industry representatives on a highly significant nationwide labor agreement that should shorten the time required for construction of nuclear plants across the country. The agreement should also result in a significant reduction in costs for plant construction and is therefore a highly visible and encouraging response to your call for voluntary efforts to reduce inflation.

Both union and management representatives are very eager to have you participate in announcement of this agreement within the next few days. In particular, the union is concerned about the internal effects of the agreement on its local unions, since the agreement reduces or eliminates many local work practices on various issues relating to nuclear plant construction in favor of the national labor standards. Your participation in such an announcement would thus be beneficial to them, and would give you the opportunity to praise both union and management for voluntary, cooperative efforts which should result in cost reductions, consumer savings, and a greater willingness of utilities to order nuclear plants. The agreement, therefore, is an excellent supplement to the nuclear licensing legislation recently transmitted to the Congress as well as to your inflation message.

I would strongly suggest that either on Friday of this week or early next week you join union and management representatives for a short announcement of this agreement.

If you are agreeable, we will get time on your schedule for this purpose.

Agree

_____ ✓ _____ J

Disagree

Discuss further
before proceeding

DATE: 12 APR 78

FOR ACTION: JODY POWELL

TIM KRAFT

INFO ONLY: THE VICE PRESIDENT

STU EIZENSTAT

FRANK MOORE (LES FRANCIS)

JACK WATSON

FRAN VOORDE

LANDON BUTLER

SUBJECT: SCHLESINGER MEMO RE NATIONWIDE LABOR AGREEMENT ON NUCLEAR PLANT CONSTRUCTION

+++++
+ RESPONSE DUE TO RICK HUTCHESON STAFF SECRETARY (456-7052) +
+ BY: +
+++++

ACTION REQUESTED: IMMEDIATE TURNAROUND IS REQUESTED

STAFF RESPONSE: () I CONCUR. () NO COMMENT. () HOLD.

PLEASE NOTE OTHER COMMENTS BELOW:

NOTE:
THE AFL-CIO BUILDING TRADES DEPARTMENT IS HOLDING ITS ANNUAL LEGISLATIVE CONFERENCE (4000 ATTENDEES) HERE NEXT WEEK. THE VP WILL SPEAK. ANNOUNCEMENT SHOULD BE CO-ORDINATED WITH THE CONFERENCE -

DATE: 12 APR 78

There are

attached

FOR ACTION: JODY POWELL

TIM KRAFT

NC from Paul Hannon

INFO ONLY: THE VICE PRESIDENT

STU EIZENSTAT

FRANK MOORE (LES FRANCIS) *NC*

JACK WATSON

FRAN VOORDE

London Butler attached

SUBJECT: SCHLESINGER MEMO RE NATIONWIDE LABOR AGREEMENT ON NUCLEAR PLANT CONSTRUCTION

+ RESPONSE DUE TO RICK HUTCHESON STAFF SECRETARY (456-7052) +
+ BY: +

ACTION REQUESTED: IMMEDIATE TURNAROUND IS REQUESTED

STAFF RESPONSE: () I CONCUR. () NO COMMENT. () HOLD.

PLEASE NOTE OTHER COMMENTS BELOW:

DATE: 12 APR 78

FOR ACTION: JODY POWELL

TIM KRAFT

To Rick

INFO ONLY: THE VICE PRESIDENT

STU EIZENSTAT

FRANK MOORE (LES FRANCIS)

JACK WATSON

FRAN VOORDE

SUBJECT: SCHLESINGER MEMO RE NATIONWIDE LABOR AGREEMENT ON NUCLEAR PLANT CONSTRUCTION

+++++
+ RESPONSE DUE TO RICK HUTCHESON STAFF SECRETARY (456-7052) +
+ BY: +
+++++

ACTION REQUESTED: ~~IMMEDIATE TURNAROUND IS REQUESTED~~

STAFF RESPONSE: () I CONCUR. () NO COMMENT. () HOLD.

PLEASE NOTE OTHER COMMENTS BELOW:

Cannot do it before Wed. April 19th if Pres. wants to do it, it would be done that a.m.

TK

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

April 14, 1978

MEETING WITH LUMBER INDUSTRY REPRESENTATIVES

Friday, April 14, 1978

2:00 p.m. (10 minutes)

Cabinet Room

From: Stu Eizenstat



I. PURPOSE

To discuss timber sales from public lands.

II. BACKGROUND, PARTICIPANTS & PRESS PLAN

A. Background: Lumber company officials representing companies operating or based in Idaho and Oregon will discuss what they describe as "rapidly declining" sales of public timber and the resulting adverse effects on the lumber industry, employment and housing starts. They will probably complain that the Forest Service's review of roadless areas in the National Forests is holding back logging in areas that have not yet been roaded or logged and that the Forest Service requires logging companies to build better roads than are necessary for logging.

These are the facts on the federal timber sales program:

-- The federal government does not directly control the rate of timber harvest on the public lands. Rights to harvest timber are sold under contracts that usually have three-to five-year terms. The rate at which timber is offered for sale, in addition to other factors such as demand for pulp and lumber for housing, affects the rate at which timber under contract is cut.

- There are 28 billion board-feet under contract on the National Forests that have not been cut.
- Timber sales from public lands managed by Agriculture and Interior have been between eleven and twelve billion board-feet for seven fiscal years.
- About 13 billion board-feet will be offered in FY78, and the budget provides funds for offering 12.7 billion board-feet in FY79. We believe the FY79 level exhausts the opportunities presently available for economically sound sales, i.e., sales where the costs of harvesting the trees will not exceed the value of the timber.

Forest Service road standards are a perennial complaint, and they will be reviewed in the 30-day study.

One-third of the National Forests, about 68 million acres, are unroaded and de facto wilderness. The Forest Service is conducting a review of these lands called the Roadless Area Review and Evaluation (RARE II), which is a more comprehensive review than an earlier study (RARE I) completed in 1973. RARE II is scheduled to be completed at the end of 1978, and the Forest Service is keeping to the schedule. You should be aware of these points regarding RARE II:

- The National Environmental Protection Act and federal court decisions based on NEPA require that an environmental impact statement be prepared on these lands before management decisions can be made to allow non-wilderness uses such as logging. If this were done through the normal Forest Service land management planning processes, it would take decades before we would know which lands will be wilderness and which available for logging.

- RARE II was initiated by Secretary Bergland and Assistant Secretary Rupert Cutler to accelerate the planning process for the purposes of resolving controversies over which roadless areas should be given wilderness protection and which should be released from wilderness consideration and opened up to non-wilderness uses. We believe RARE II is the quickest means, consistent with the law, to resolve uncertainty for the timber industry and environmentalists over the disposition of these lands.
 - Resolution of these controversies will enlarge the public timber resource base as many of these lands become available for timber cutting, and provide a sound foundation for our timber sales program.
 - Timely completion of RARE II is supported by environmentalists and most of the timber industry.
- B. Participants: Paul Ehinger, Kirk Ewart, and Richard Bennett and Frank Bennett (timber industry representatives); Stu Eizenstat and Bill Deller.
- C. Press Plan: White House photographer only.

III. TALKING POINTS

1. This week I directed the Secretaries of Agriculture and Interior, the Council on Environmental Quality, and my economic advisors to report to me within 30 days on ways of increasing lumber supplies that are economically efficient, environmentally sound, and consistent with sound budget policy. Increasing timber sales from public lands will be analyzed, along with a number of other actions the federal government could take. Forest Service road standards will also be reviewed.

2. Secretary Bergland and Assistant Secretary Rupert Cutler initiated RARE II early in my Administration for the purpose of resolving in the quickest possible manner, consistent with the law, controversy and uncertainty over roadless areas in the National Forests. We are committed to completing the RARE II study on time, so that areas which should be provided wilderness protection will have it and so that others can be released from wilderness consideration and opened up to non-wilderness uses including logging. As many of these lands become available for timber harvesting, our timber resource base will be expanded and provide a sound foundation for our timber sales program in the years to come.

1004

THE WHITE HOUSE

WASHINGTON

April 14, 1978

Zbig Brzezinski

The attached was returned in the President's outbox today and is forwarded to you for appropriate handling.

Rick Hutcheson

cc: The First Lady

THE WHITE HOUSE
WASHINGTON

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<input type="checkbox"/>	FOR INFORMATION
<input checked="" type="checkbox"/>	FROM PRESIDENT'S OUTBOX
<input type="checkbox"/>	LOG IN/TO PRESIDENT TODAY
<input type="checkbox"/>	IMMEDIATE TURNAROUND

ACTION	FYI	
		MONDALE
		COSTANZA
		EIZENSTAT
		JORDAN
		LIPSHUTZ
		MOORE
		POWELL
		WATSON
		McINTYRE
		SCHULTZE

<input type="checkbox"/>	ENROLLED BILL
<input type="checkbox"/>	AGENCY REPORT
<input type="checkbox"/>	CAB DECISION
<input type="checkbox"/>	EXECUTIVE ORDER
	Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

		ARAGON
		BOURNE
<input checked="" type="checkbox"/>		BRZEZINSKI
		BUTLER
		CARP
		H. CARTER
		CLOUGH
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		LINDER
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		POSTON
		PRESS
		SCHLESINGER
		SCHNEIDERS
		STRAUSS
		VOORDE
		WARREN

THE WHITE HOUSE
WASHINGTON

4/13/78

Mr. President:

Madeline MacBean indicates
that Mrs. Carter does wish
to make the trip.

Rick

MEMORANDUM

NATIONAL SECURITY COUNCIL

April 11, 1978

MEMORANDUM FOR: THE PRESIDENT

FROM: ZBIGNIEW BRZEZINSKI 25.

SUBJECT: Official Delegation for the Swearing-in Ceremony of the New Costa Rican President

On May 8, the new Costa Rican President, Rodrigo Carazo, will be inaugurated. Our Embassy in Costa Rica recommended that Mrs. Carter or Vice President Mondale head the U.S. delegation to the inauguration. The State Department supports that recommendation, and NSC concurs. Costa Rica is one of the few truly functioning and effective democracies in Latin America. The presence of such a high-level delegation at the inauguration would symbolize the special warmth of US relationships with democracies in the hemisphere. Thus, it would be a very positive gesture, which would not offend any people or country in the hemisphere, but would make our point very clear about our strong and lasting interest in democracy and human rights.

The Vice President is likely to be travelling to Southeast Asia at the time.

RECOMMENDATION:

That Mrs. Carter be designated to head the US delegation to the inauguration of the new Costa Rican President.

Approve Disapprove



DATE: 11 APR 78

FOR ACTION: THE FIRST LADY

INFO ONLY:

SUBJECT: BRZEZINSKI MEMO RE OFFICIAL DELEGATION FOR SWEARING - IN CEREMONY OF THE NEW COSTA RICAN PRESIDENT

+++++

+ RESPONSE DUE TO RICK HUTCHESON STAFF SECRETARY (456-7052) +

+ BY: +

+++++

ACTION REQUESTED: YOUR COMMENTS

STAFF RESPONSE: () I CONCUR. () NO COMMENT. () HOLD.

PLEASE NOTE OTHER COMMENTS BELOW:

THE WHITE HOUSE
WASHINGTON

April 13, 1978

MEMORANDUM FOR THE PRESIDENT

FROM: JACK WATSON *Jack*

SUBJECT: Meeting with the Advisory Commission on
Intergovernmental Relations
10:20 a.m. for five minutes;
Friday, April 4, 1978 Roosevelt Room

Background

- The purpose of the meeting is for you to meet briefly with, and acknowledge the work of, the Advisory Commission on Intergovernmental Relations (ACIR).
- ACIR is a permanent independent Commission created by Congress. It is composed of 26 federal, state, and local officials and private citizens. Its mandate is to continuously review the operations of the federal system and recommend ways of improving it. Twenty of the 26 members are Presidential appointees.
- This is the first meeting at which Abe Beame will serve as Chairperson and Lynn Cutler will be the Vice Chairperson.
- Several of the other commission members will be attending their first meeting and were appointed by you.
- The session will begin at 9:30 a.m. with a briefing on urban policy by Stu and myself.
- An attendance list is attached.

Suggested Talking Points

- Acknowledge the commencement of the tenure of Abe Beame and Lynn Cutler as Chairperson and Vice Chairperson;

- Refer to the urban policy as the collaborative product of federal, state, city and county efforts. Note that the implementation of the policy will require similar collaboration among all these groups -- all of which must work with the private sector to make the program succeed. Special emphasis on the role of counties would be helpful since only the National Association of Counties (NACo) has reacted negatively to the policy announcement. Their attitude is largely based on what they see to be a slight by the failure to refer specifically to counties in the urban announcement or to recognize in the announcement (although the policy is clear on the point) that counties provide many urban type services. Stressing the full participation of counties in the "urban partnership" is therefore very important. In fact, the scheduling of this meeting is partly motivated by a desire to give you a constructive forum for making such a comment. Stu and I have met with NACo and done all we could. Attached is a letter I wrote for publication in the NACo newsletter which will give you additional background. (The President of NACo, Bill Beach, as well as Lynn Cutler and William Dunn of Salt Lake City are members of ACIR and will be present.)

I suggest you ask ACIR to serve as a clearinghouse on urban policy, helping state and local governments learn about promising comprehensive development strategies undertaken in other parts of the country.

- Note that in a letter to governors and big city mayors following up on your anti-inflationary statement, you asked state and local governments to inform their public interest groups, ACIR, or the Council on Wage and Price Stability of instances where federal agencies cause state and local governments to take inflationary actions.
- Note that as part of your September 9, 1977 announcements on federal aid reform you asked ACIR to monitor the implementation of the announced reforms and suggest further actions to improve the administration of the federal disbursement of almost \$80 billion in federal grants to state and local governments. ACIR has set up a "practitioners group" of

state and local people to fulfill your request. They have met once and are due to report to you by September 9 this year.

For Your Information

- ° When you were Governor you testified before ACIR at a hearing on General Revenue Sharing in October 1973.
- ° Letters of commendation were recently sent over your signature to the outgoing Chairperson of ACIR, Robert E. Merriam, who was replaced by Abe Beame as Chairperson but will finish his term as a member of the Commission; and to Jack Maltester, a long-standing member of the Commission for whom this is the last meeting. A testimonial dinner for these two members was held Thursday night.

Attachment

ATTENDEES

Wayne F. Anderson, Executive Director of ACIR

* William O. Beach, President of National Association of Counties

* Abraham D. Beame, new Chairman of ACIR

Clarence J. Brown, Jr., Congressman from Ohio; Ranking Minority member of Joint Economic Committee; Member of Government Operations and Interstate and Foreign Commerce Committees

* Richard E. Carver, Mayor of Peoria, Illinois

Lawton Chiles, Senator from Florida; Member of Appropriations, Budget and Government Committees

* Lynn Cutler, Board of Supervisors, Blackhawk Co., Iowa

William E. Dunn, Board of Supervisors, Salt Lake Co., Utah

L. H. Fountain, Congressman from North Carolina; Chairman of House Intergovernmental Subcommittee

William D. Hathaway, Senator from Maine; Member of Finance and Human Resources Committees

* Richard F. Kneip, Governor of South Dakota

Jack D. Maltester, Mayor of San Leandro, California

Robert E. Merriam, Outgoing Chairman of ACIR; businessman from Chicago

Tom Moody; Mayor of Columbus, Ohio and President, National League of Cities

Charles B. Rangel, Congressman from New York; Member of Ways and Means Committee

William V. Roth, Jr., Senator from Delaware; Member of Finance, Government Affairs and Joint Economic Committees

* John P. Rousakis, Mayor of Savannah, Georgia

* Martin O. Sabo, Speaker of the House, Minnesota; Immediate past President of the National Conference of State Legislatures

* Richard A. Snelling, Governor of Vermont

* Appointed by President Carter

THE WHITE HOUSE

WASHINGTON

April 6, 1978

Dear Bill:

The purpose of this letter is to address some of the concerns that were expressed in NACo's April 3 issue of "County News" about the President's proposed urban policy. I would also like to reaffirm unequivocally the President's sincere desire to involve county officials and county governments throughout the country as full partners in the urban strategy.

During the year-long deliberations over the urban policy, White House staff and top officials in the departments of Housing and Urban Development, Commerce and others met regularly with members of NACo and the NACo staff. The advice and comments of county officials from around the country, as well as the NACo staff, were carefully considered, and many of the suggestions made were actually incorporated into the President's message to Congress. I believe that those county representatives who were involved in the process would agree that it was an extremely open and honest one, with substantial give and take, and that county perspectives on the urban policy were earnestly solicited.

The result of that process, in my opinion, is a comprehensive, sound and sensible urban policy which addresses the needs of counties and which NACo should be proud to support. Let me briefly outline why I believe that to be true.

First, there are several programs in the President's policy which provide assistance primarily to counties.

- The acceleration of the fiscal relief component of the President's welfare reform program will provide substantial fiscal relief to those counties that are responsible for paying a portion of their state's welfare costs. This is particularly relevant since welfare reform fiscal relief is NACo's top legislative priority.

- ° The \$150 million increase in Title XX will be provided through the existing social service delivery mechanism, of which, as you know, counties are the cornerstone. The Administration rejected proposals which would have set up duplicative social service delivery systems through other local governments. It is worthy of note that the proposed Title XX increases constitute the largest single initiative in the urban policy in terms of FY 1979 budget outlays.
- ° The new health initiative in the President's policy will provide fiscal relief to urban hospitals, most of which are operated by county governments.

These and other initiatives in the President's proposal will provide immediate assistance to county governments.

Second, it is critically important to understand that nothing in the urban policy suggests that counties will be ineligible for any of the proposed new initiatives. For example, pockets of distress in counties will be eligible for assistance from the National Development Bank, just as pockets of distress in cities will be eligible. Similarly, counties that are experiencing fiscal strain will be eligible for the Supplemental Fiscal Assistance Program. The simple, unequivocal fact is that the programs we have proposed are designed to respond to need, irrespective of whether that need exists in counties or cities.

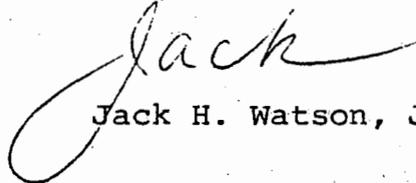
Finally, I would like to clarify some apparent misunderstandings about the improvements we have proposed in existing federal programs. Most of those proposals are designed to reduce paperwork and red tape and to streamline the federal government--all goals and objectives which NACo has supported for years. Any improvements which require changes in existing regulations, or new regulations, will, of course, be subject to the customary review procedures which involve full opportunity for comment from state and local government officials.

I hope this letter conveys firmly and clearly the President's intention to have county officials as full

partners in the "New Partnership to Conserve America's Communities." The President greatly values and needs your support in moving the urban policy through Congress.

Warm personal regards,

Sincerely,

A handwritten signature in cursive script that reads "Jack". The signature is written in dark ink and is positioned above the printed name.

Jack H. Watson, Jr.

The Hon. William O. Beach
President
National Association of Counties
P.O. Box 368
Clarksville, Tennessee 37040

COUNCIL OF ECONOMIC ADVISERS
WASHINGTON

CHARLES L. SCHULTZE, CHAIRMAN
LYLE E. GRAMLEY
WILLIAM D. NORDHAUS

April 13, 1978

EYES ONLY

MEMORANDUM FOR THE PRESIDENT

FROM: Lyle E. Gramley *LEG*

Subject: Industrial Production in March

On Friday, April 14, at 9:30 a. m. the Federal Reserve Board will release its estimate of industrial production in March. The news is relatively good.

Total industrial production rose 1.4 percent in March, following a downward-revised increase of 0.3 percent in February. Gains in March were widespread among major industry categories, another sign that the economy is bouncing back from the effects of adverse weather. Auto output rose about 10 percent last month, as the annual rate of auto production in March (9.3 million at an annual rate) returned to the fourth quarter 1977 level. The improvement in auto production reflects rising auto sales during the past two months.

Industrial output in the first quarter as a whole was up only 0.7 percent, at an annual rate over the fourth quarter 1977 level. Judging by this figure, real GNP in the first quarter probably grew very little, if at all. The Commerce Department will publish its first estimate of GNP next week.

1966

THE WHITE HOUSE
WASHINGTON

April 14, 1978

Jody Powell

The attached was returned in
the President's outbox. It is
forwarded to you for your
information.

Rick Hutcheson

RE: BRZEZINSKI VIDEOTAPING

THE WHITE HOUSE
WASHINGTON

	FOR STAFFING
	FOR INFORMATION
/	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

ACTION	FYI	
		MONDALE
		COSTANZA
		EIZENSTAT
		JORDAN
		LIPSHUTZ
		MOORE
/		POWELL
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		McINTYRE
		SCHULTZE

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER
	Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

	ARAGON
	BOURNE
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	JAGODA
	GAMMILL

	KRAFT
	LINDER
	MITCHELL
	MOE
	PETERSON
	PETTIGREW
	POSTON
	PRESS
	SCHLESINGER
	SCHNEIDERS
	STRAUSS
	VOORDE
	WARREN

THE WHITE HOUSE
WASHINGTON

ok

April 13, 1978

MEMORANDUM FOR THE PRESIDENT

FROM: Jody Powell



ABC is doing a special news story on Zbig, and they have requested videotape of the first minute of your meeting with him tomorrow morning.

Because I know they do not have something like this on file, I have okayed their doing it.

1965

THE WHITE HOUSE
WASHINGTON
April 14 1978

Frank Moore

The attached was returned in
the President's outbox. It is
forwarded to you for appropriate
handling.

Rick Hutcheson

RE CALL TO SEN. HAYAKAWA

THE WHITE HOUSE
WASHINGTON

	FOR STAFFING
	FOR INFORMATION
/	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

ACTION	FYI	
		MONDALE
		COSTANZA
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		JORDAN
		LIPSHUTZ
/		MOORE
		POWELL
		WATSON
		McINTYRE
		SCHULTZE

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER
	Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

	ARAGON
	BOURNE
	BRZEZINSKI
	BUTLER
	CARP
	H. CARTER
	CLOUGH
	FALLOWS
	FIRST LADY
	HARDEN
	HUTCHESON
	JAGODA
	GAMMILL

	KRAFT
	LINDER
	MITCHELL
	MOE
	PETERSON
	PETTIGREW
	POSTON
	PRESS
	SCHLESINGER
	SCHNEIDERS
	STRAUSS
	VOORDE
	WARREN

April 14, 1978

Done
J

Mr. President

This letter was received from Senator Hayakawa at 6:30 ^{last} ~~this~~ evening. We suggest you call him fairly early this morning. He will be holding a press conference to discuss the Treaties and the subjects raised in this letter later in the day.

We recommend you tell the Senator that he has raised questions about some of the most difficult issues you have had to face as President. You would very much like to take the time to give a thoughtful response to each of the issues raised. Also, you would like to meet with the Senator in a couple of weeks to discuss these foreign policy issues in more depth and give him the reasons behind your decisions.

You should also tell the Senator that we are aware of the tremendous pressure on him in California. You should ask him to stand firm on the Panama Treaty and not say anything in his press conference later today that would undermine his position as one of our most valued Treaty supporters.

We believe this is the Senator's way of telling his critics that he may be soft on Panama, but on the other foreign policy issues he still adheres to the conservative line. Your telephone call and our contacts with his staff should reveal whether it is more serious than that. For now, however, the moderate response suggested above is appropriate.

The Vice President has expressed agreement with this strategy.

Frank Moore

Bob Thomson

Bob

United States Senate

WASHINGTON, D.C. 20510

April 13, 1978

The President
The White House
Washington, D.C.

My Dear Mr. President:

Believing as I do in bipartisanship in foreign affairs and believing also that the Panama Canal treaty of 1903 is hopelessly out of date, I have up to now faithfully supported the Canal treaties presently under discussion, despite the fact that I am not satisfied with them in all respects. They are, however, a vast improvement over what now exists; consequently I have continued to support them despite enormous pressure from my home state.

At this juncture, I want you to know how very difficult it is for me to continue to support your foreign policies. I was appalled to learn in the past three days of your decision to postpone (cancel?) the neutron bomb program -- a humane weapon (if any war weapon can be said to be humane) in that it makes possible the destruction of enemy troops without at the same time killing tens of thousands of civilians, as was done in Dresden and Hiroshima.

The postponement of the neutron bomb, along with the cancellation of the B-1 bomber program, has at least thrown away a valuable bargaining chip. It has also probably destroyed what technological advantages we had over the Soviets to offset their advantages in manpower, tanks, and proximity to their major target, which presumably is Western Europe.

I have been equally appalled at your support of the guerrilla movements led by Joshua Nkomo and Robert Mugabe and your characterization of the coalition being formed by Ian Smith and Bishop Abel Muzorewa and their allies as "illegal." Illegal under what laws, Mr. President? The world has witnessed with horror the disaster that befalls newly independent African nations when they have insisted on instant "majority rule," which has meant throwing the British out of Nigeria, the Belgians out of the Congo, the Portuguese out of Angola. In instances like these, the immediate result has been chaos and civil war, along with genocide -- one tribe systematically exterminating another -- a kind of genocide.

The President

April 13, 1978

that the United Nations never condemns, or seems to notice.

Whatever may be the faults of Ian Smith and Muzorewa and their allies, they have remained in the country to try to solve its problems by peaceful evolution rather than violent revolution. They have agreed on a plan for the orderly transfer of power from whites to blacks, with shared authority during the transitional period. The plan could work, given moral support by the United States and Great Britain. Why then does the U.S. support Joshua Nkomo, who refuses to join the coalition unless the present Rhodesian army is disbanded and he is invited to re-enter Rhodesia with his own army? Why does the U.S. give aid and comfort to Robert Mugabe, who openly boasts of his Marxism-Leninism and vows to create in Rhodesia a "socialist" society, whatever he may mean by that?

Why is the Administration silent about the more than a billion dollars' worth of military equipment and the 12,000 (15,000?) Cuban troops which are being supplied to Ethiopia by the U.S.S.R.? If a war between Ethiopia and Somalia is none of America's business, it is none of the Soviet Union's business either -- and still less Cuba's business.

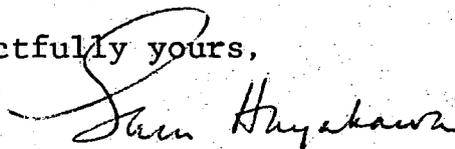
Why are we anxiously conducting SALT talks with the Soviet Union, while the Soviet Union steadily enlarges its empire: Angola, Ethiopia, Rhodesia next, and military advisers in twenty or more African nations? Why do we find no more to criticize in the Soviets' behavior than their treatment of Sharansky?

And Cambodia! One of the world's great bloodbaths has been going on there ever since the Communist takeover of that unhappy nation. Even the left-wing New York Review of Books was viewing this slaughter with alarm almost a year ago. But the Administration, with all its concern for human rights in friendly countries like Chile and Brazil, appears to be looking the other way.

The greatest objection to the Panama Canal treaties is the charge that the "give away" is a revelation of American weakness -- of the decay of national pride and national purpose. I have tried to argue that the new arrangements regarding the Canal show the strength and self-confidence of a great nation that is willing to change an old and unequal treaty in order to treat the Republic of Panama as a partner and equal in the family of nations. But how can I maintain this position, Mr. President, when there is nothing in our foreign policy that shows anything but silence or timid acquiescence in the face of determined Communist aggression?

I await your reply with great anxiety and concern.

Respectfully yours,

Sam Hays

SIH:ppa

THE WHITE HOUSE
WASHINGTON

April 14, 1978

Tim Kraft
Frank Moore

The attached was returned in the President's
outbox today and is forwarded to you for
appropriate handling.

Rick Hutcheson

cc: The Vice President
Bob Lipshutz
Fran Voorde



THE WHITE HOUSE
WASHINGTON

4-14-78

To Frank Moore

Set up meeting -
Dee Huddleston &
admin officials re
intelligence charter

JR

THE WHITE HOUSE
WASHINGTON

	FOR STAFFING
	FOR INFORMATION
✓	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

ACTION	FYI	
	✓	MONDALE
		COSTANZA
		EIZENSTAT
		JORDAN
	✓	LIPSHUTZ
✓		MOORE
		POWELL
		WATSON
		McINTYRE
		SCHULTZE

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER

Comments due to
Carp/Huron within
48 hours; due to
Staff Secretary
next day

	ARAGON
	BOURNE
	BRZEZINSKI
	BUTLER
	CARP
	H. CARTER
	CLOUGH
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	MOE
	PETERSON
	PETTIGREW
	POSTON
	PRESS
	SCHLESINGER
	SCHNEIDERS
	STRAUSS
✓	VOORDE
	WARREN

THE WHITE HOUSE

WASHINGTON

April 14, 1978

Zbig Brzezinski

The attached was returned in the President's outbox today and is forwarded to you for your information. The signed original has been given to Frank Moore for delivery.

Rick Hutcheson

cc: Frank Moore

LETTER TO BYRD ON ER WEAPONS

THE WHITE HOUSE

WASHINGTON

April 14, 1978

MEMORANDUM FOR: THE PRESIDENT

FROM: ZBIGNIEW BRZEZINSKI 

SUBJECT: Letter on ER Weapons from
Majority Leader Byrd

We have received a number of Congressional letters on ER weapons. In general, Secretary Brown will answer them. But I believe that the letter from Senator Byrd is worthy of a direct reply from you (Tab A). His letter is at Tab B. This letter has been cleared with State and Jim Fallows.

RECOMMENDATION

That you sign the letter at Tab A.

THE WHITE HOUSE

WASHINGTON

April 14, 1978

To Senator Robert Byrd

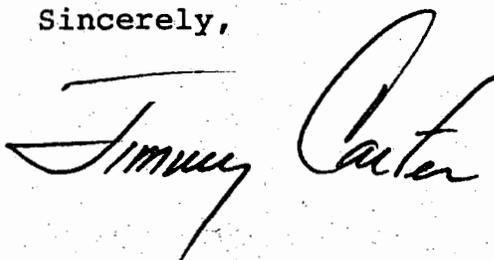
I appreciate your writing to me about enhanced radiation weapons. It was very helpful to have your views before I made my decision to defer production of these weapons. We will proceed with production of modernized Lance warheads and the 8" shell in a way that would be fully compatible with adding ER elements later. The final decision on whether to add ER elements to these weapons will be influenced by the degree to which the Soviets show real restraint in their own military programs. Thus the Soviet Union will have a chance to respond in the clear knowledge that we can produce ER weapons.

I agree with you that negotiations with the Soviet Union must be conducted from a position of strength. I also believe that the thrust of our military effort -- along with that of our Allies -- conveys our determination to do everything necessary to defend ourselves and our Allies, while holding out the prospect of genuine arms control that will reduce tensions and confirm Western security.

Thank you for your kind words on my Wake Forest speech; and, again, I appreciate your writing to me about enhanced radiation weapons.

With best regards,

Sincerely,

A handwritten signature in cursive script that reads "Jimmy Carter". The signature is written in dark ink and is positioned to the right of the typed name.

The Honorable Robert C. Byrd
United States Senate
Washington, D.C. 20510

United States Senate
Office of the Majority Leader
Washington, D.C. 20510

April 6, 1978

cc Frank Moore

The President
The White House
Washington, D. C.

NSC
CONGRESSIONAL
LIAISON

APR 7 1978

Dear Mr. President:

I was pleased that, in our conversation earlier today, you reiterated your denial of news stories which speculated that you had decided against production of neutron weapons.

As you know, my personal feeling is that the weapons should be produced, especially in the absence of any acceptable concession from the Soviet Union. I hope that you will decide in favor of the weapons, or, at the very least, defer your final decision until it can be determined whether the Soviet Union is willing to take the steps that would make the production and deployment of neutron weapons unnecessary.

Yours is a hard decision, I know. The Senate wrestled with the question of neutron weapons for several days. Finally, however, the majority of Senators decided the United States should proceed with the weapons. Continued Soviet intransigence, continued Soviet emphasis on military superiority in Europe, convinces me that the decision was the right one.

I strongly believe that negotiations with the Soviet Union must be conducted from a position of strength. For every concession given, there must be a concession received. The neutron weapons would seem to be an ideal bargaining chip to balance the Soviet force of 7,000 sophisticated tanks in Eastern Europe -- a force that, according to reports, could most effectively be neutralized by the neutron weapons. It would be naive for America to reject the neutron weapons in the hope -- merely in the hope -- that the Soviets would match our unilateral gesture of disarmament.

SU02
DE03

The President
April 6, 1978
Page 2

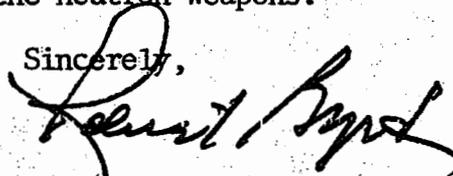
After all, the Soviet Union reacted to the Senate's decision on the neutron weapons not with a call for a mutual reduction of arms, but rather with a massive propaganda campaign against the weapons. They should not be encouraged to believe that they can gain concessions through propaganda, and not have to enter into serious, mutually-beneficial, negotiations.

Certainly, the Soviet Union must realize one of the most definite facts of the situation: If the United States decides not to proceed with the neutron weapons, and does so without any parallel reduction in Soviet strength, the chances of any SALT agreement being ratified by the Senate are seriously jeopardized.

I wish the neutron weapons were not necessary. I wish no weapons were necessary. But, unfortunately, the world in which we live differs from the world in which we would like to live. Reality demands that we match the Soviet Union strength for strength, as you said so well in your March 17 speech at Wake Forest College.

Therefore, I urge that, unless the Soviet Union is willing to significantly decrease the threat it poses in Europe, you proceed with production of the neutron weapons.

Sincerely,



Robert C. Byrd
Majority Leader

THE WHITE HOUSE

WASHINGTON

April 13, 1978

MEMORANDUM FOR THE PRESIDENT

FROM: Jack Watson *Jack*

SUBJECT: THE SOUTH BRONX

As you know, at his request I joined Mayor Koch yesterday in a press conference announcing the kick-off of a "partnership" effort to revitalize the South Bronx. (News articles attached) The tone of the press conference was excellent. The "jobs" theme, "partnership" approach, and private sector involvement were stressed in everyone's remarks.

As a first step in launching a long-term partnership, the federal interagency committee that I've been working with on the South Bronx committed the federal government to fund more than \$55-million in new South Bronx projects (above existing allocations) mainly for economic development (EDA loans to businesses and commercial/industrial construction grants) and job training designed to tackle the unemployment problem. Up to 1,000 new housing subsidy units were offered for renovation and construction in strong neighborhoods. (The package itself is outlined in the attached listing that was distributed to the press and reprinted in the Times' article.) An editorial in the Daily News (also attached) observes that this first package is targeted to "where it would do the most good."

This first federal pledge does not represent an endorsement of the City's longer-range proposals for the South Bronx. Mayor Koch announced the City's tentative five-to-seven-year federal funding goals for the South Bronx and presented a 96 page "preliminary" draft proposal, which the City will be refining in consultation with community groups. The City (particularly Deputy Mayor Herman Badillo, who is presently in charge of this effort) wants to build new housing in Charlotte Street near Crotona Park where you were photographed last October.

This proposal will be controversial with community groups which are interested in concentrating our efforts on stronger neighborhoods. We have made it clear to the Mayor and Mr. Badillo that we intend to target federal housing efforts on areas where they are most likely to "stick," rather than to make political points.

As outlined in the attached letter (which I gave to the Mayor just before the press conference), we will expect within two months from the City: (1) the specific design for a system to link new economic activity with jobs for South Bronx residents; and (2) a proposal for a central planning and delivery unit (funded in part by the federal government) to manage South Bronx redevelopment.

Attachments

\$55.6 MILLION BY FALL TO HELP SOUTH BRONX IS PLEDGED BY U.S.

START OF SEVEN-YEAR EFFORT

Major Rehabilitation of Two Lagging Commercial Districts Included— Business Loans Part of Plan

By GLENN FOWLER

The Carter Administration pledged yesterday to spend \$55.6 million between now and Sept. 30 to help New York City rehabilitate the depressed South Bronx, signaling the start of a seven-year effort to reverse the trend of joblessness and deterioration that has blighted a third of the borough.

The Federal financing was committed by Jack H. Watson Jr., a Presidential assistant, who joined Mayor Koch and other city officials at a City Hall news conference at which he termed the proposed South Bronx revival a "living example" of what Mr. Carter hopes to accomplish with his recently enunciated urban policy.

Six months after the President, on a visit to New York, stood in a rubble-strewn lot on devastated Charlotte Street near Crotona Park and promised to put Federal resources into a massive attempt to rescue the South Bronx from its difficulties, Mr. Watson handed the Mayor a list of specific loans, grants and other payments that he said the Federal Government was prepared to make upon proper application from local authorities.

Reassurance Is Offered

The proffer of concrete Federal assistance was received happily by Mr. Koch, who said the city would not decrease its own financial commitment to the South Bronx because of the prospective influx of Federal dollars.

At the same time, he offered reassurance to other needy areas of the city, saying that their allocations of government assistance would not be diminished because of the extra attention being given to the South Bronx.

As outlined by Mr. Watson, the bulk of Washington's initial commitment in the current Federal fiscal year, which ends next Sept. 30 is regarded as a down payment on the President's promise made last October.

The city expects that eventual Federal contributions will total \$520 million, including \$200 million in housing subsidies, and that the outlay, together with expenditures by the city and state in the South Bronx, will trigger aggregate spending of as much as \$1.5 billion from public and private sources.

Job Training Stressed

The financing pledged yesterday will go primarily toward increasing job opportunities among the hard-core unemployed in the South Bronx and for major rehabilitations of two lagging commercial districts—the Hub, around 149th Street and Third Avenue, and the Fordham Road strip to the north.

Of the initial \$55.6 million Federal commitment, \$45 million will be for economic development, including low-interest loans for expansion of existing businesses and for companies moving into the area or returning to it. The money will be channeled through a variety of agencies, including the Small Business Administration, the Community Services Administration, the Economic Development Administration and the Department of Labor.

An important element will be job training.

A Job Corps center will be established to train between 200 and 250 young people from the South Bronx for jobs within the area. Financing will be provided to teach English as a second language to Spanish-speaking residents.

While outlining this aspect of the program, Mr. Watson was asked whether the program would also teach Spanish to those who speak only English in an area that has become predominantly Spanish-speaking.

In an exchange that pointed up one of the difficult problems of the city's largest concentration of Puerto Ricans, Mr. Watson interrupted to say: "No, this is not a course in literature. We want to give people the skills they need to get jobs. To get a job that isn't a dead-end in today's society you've got to speak English, and that's what we intend to give the jobless people in the South Bronx."

To which Mr. Watson added: "If we thought that teaching Spanish would help, we wouldn't hesitate for a minute to do it."

Second to jobs, the focus of the Federal aid will be on housing. Mr. Watson said as 1,000 units of new and rehabilitated housing would be approved under the program of subsidies to builders who agree to accept low-income tenants.

Herman Badillo, Deputy Mayor for Management, who will coordinate the South Bronx renewal program for the city, said the New York City Housing Authority had been selected as the first sponsor of a project, to be built in the Charlotte Street area. But subsequent housing will be built primarily by private developers, in an effort to spread as much of the spending into the private sector.

Some Valuable Lessons

Alluding to the failure of some past efforts to erect new housing and to rehabilitate rundown properties in the South Bronx, Mr. Badillo said the city had learned some valuable lessons.

"Many of the nonprofit sponsors didn't have the expertise to operate housing," he said. "Starting now the emphasis will be on cooperative ownership so that the people who live in the housing have a stake in keeping it up."

During th hourlong presentation of the Bronx plans, both Mr. Koch and Mr. Badillo bared their considerable emotional involvement in the now-devastated section.

"I was born on Crotona Park East in a building that's since been turned into a co-op," the Mayor said, referring to his early years before the Koch family moved to Brooklyn. "I couldn't abandon the borough of my birth."

Mr. Badillo, who was born in Puerto Rico and whose political base is in the South Bronx though he now lives in Riverdale, said in response to a question as to whether the deteriorated areas were salvageable:

"We don't believe in triage when it comes to a city. You don't write off any place where people live." In the battlefield practice of triage, the wounded are classified according to their chances to recover, and medical attention is given first to those with the best prospects, with the worst-off left to die.

The Federal commitment for housing assistance, while not specific in dollar terms, promised substantial efforts to generate private-sector financing for additional residential construction and rehabilitation beyond the 1,000 Section 8-aided units. This would come through Federal aid to homeowners in the South Bronx, technical assistance to the city in processing low-interest Federal loans in the already-started urban homesteading and "sweat equity" programs and involvement of the Federal Home Loan Bank Board in promoting private loans to neighborhood groups.

Aside from the job-development and housing components, Federal money would be used for matching grants to build playgrounds and other recreational facilities and for a number of transportation improvements, including \$14 million to reconstruct the Major Deegan Expressway, beginning in September.

Projects Are Listed In South Bronx Plan

Following are the projects for which Federal aid will be provided in the initial stage of the South Bronx rehabilitation program.

Central Delivery and Planning Unit. Federal share to be determined after a proposal has been submitted by the City.

ECONOMIC DEVELOPMENT

One-stop service center to consolidate at a single location Federal, State and City services to South Bronx businesses. Government will provide technical assistance and loan experts.

BUSINESS LOANS

Low-interest, E.D.A. loans for retention and expansion of existing business and for companies moving into the South Bronx: up to \$20 million.

Additional S.B.A. direct loans to firms with job goals in the South Bronx: \$1 million.

Community Services Administration equity financing for local development groups to invest in South Bronx ventures: \$2 million.

Technical assistance from C.S.A. and E.D.A. to strengthen local development groups.

E.D.A. grants to carry out commercial strip improvements, and set up a revolving loan fund for business: up to \$20 million.

Technical assistance from H.U.D. in preparing eligible Urban Development Action Grants applications.

MANPOWER

Residential job corps center to provide live-in classroom and job skill training to about 200-250 local youth: \$3 million.

On-the-job training money to facilitate placement of South Bronx residents in private sector jobs: \$500,000.

English as a second-language training: \$250,000.

Youth community conservation and improvement program, a new demonstration program that provides work experience to out-of-school youth: \$1.5 million.

Exemplary in-school project to test innovative job programs to keep disadvantaged youth in schools: \$1 million.

Long-term unemployed apprentice demonstration project to assist unemployed apprentices toward journeyman status: \$1 million.

A newsletter provide residents with information on jobs in the metropolitan area and a streamlined job search system: \$40,000.

Skills-training improvement program to provide advanced level training for private sector occupations in demand: \$1.8 million.

HOUSING

Additional units for projects in strong neighborhoods: up to 1,000 units.

Technical assistance to train city staff in processing low-interest (2%) direct Federal loans for housing rehab.

Assistance in implementing new federal co-insurance program.

Federal Home Loan Bank Board will discuss with City possibility of establishing a special coordination effort to work with private financial institutions.

Assistance in developing a strong home ownership program.

PARKS AND OPEN SPACE

50/50 matching grants for constructing recreational facilities and site preparation for urban gardening: \$300,000 to \$1 million.

TRANSPORTATION

Technical assistance to move ahead on pending projects. Major Deegan Expressway Rehabilitation and Safety Improvements: \$14 million.

Traffic signal improvements: under \$1 million.

Hunts Point Market rail improvements: \$1.5 million.

Study of Bruckner-Sheridan Expressway interchanges: \$1.5 million.

Planning grant for new initiatives: \$500,000.

Proposed H.U.B. transitway (totaling \$17 million) that would allow buses to move through the H.U.B. — area's largest commercial center.

Subway modernization at Third Avenue and Hunts Point. One aspect of station modernization which could be undertaken is improved security at all stations in the area. This could be accomplished through the use of closed circuit systems or through beefed-up police patrolling.

Neighborhood-based transportation system demonstration. This type of demonstration project could be used to improve commuting access to medical and social services and recreational facilities. A broker staff could be financed to identify various needs, and arrange appropriate responses. This could result in new labor intensive transportation service (litter, van-pools, subscription bus, new routes, shared ride taxis).

HUMAN SERVICES

Technical assistance from H.E.W. in reviewing and improving the operation of existing programs.

Unveil S. Bronx Plan-

By MARTIN GOTTLIEB

The job of rebuilding America's most devastated slum began in earnest yesterday when Mayor Koch released a detailed proposal to attract billions of dollars to the South Bronx and presidential adviser Jack Watson pledged more than \$60 million in federal funds to the effort with the promise of more to come.

Cautioning that "I do not want to prophesy that Shangri La is around the corner," Koch presented a program that calls for the creation of 10,000 jobs in five years and 27,65 units of new or rehabilitated housing in seven years through use of \$520 million in federal funds.

Among the key features would be establishments of a sprawling new community of 5,000 or more low-rise housing units and factories around the bombed-out block of Charlotte Street, which President Carter walked across on a visit last Oct. 5.

Woo "Private Sector"

Plainly upset by the devastation, the President ordered the plan which is now taking shape.

Calling the effort "a living example" of the urban policy his boss announced two years ago, Watson offered roughly \$63 million in new federal aid. The aim, he said, was "to begin a significant and we hope long-term commitment to involve the private sector."

More than two thirds of the money—\$45 million—would go as loans and grants to keep businesses in the area or to attract new ones, principally to five existing or proposed industrial parks.

The money would also be used to refurbish seven still vibrant commercial streets, including Fordham Road—the borough's largest hopping center—and the Hub area, which would be the site of a \$17 million pedestrian and transit mall.

Open to Suggestions

Another \$9 million offered by the federal government would go for manpower training and up to \$6 million would provide housing subsidies for as many as 1,000 new or rehabilitated units. All of these outlays are part of the \$63 million.

Koch emphasized that the proposal, which concerns the 16-square-mile area below Fordham Road, was open to changes suggested by the community before formal applications for projects are submitted to the federal government.

But Deputy Mayor Herman Badillo, who heads the city's South Bronx ef-

fort, said the Housing Authority is already drawing up plans for low-rise cooperative housing units in the Charlotte Street area and that a plan would be "ready to go in three or four months."

City officials said their spending proposal was generally in keeping with what the federal government will be willing to provide. Privately, federal officials said that was probably so if the city could effectively spend this initial \$63-million.

Badillo predicted that a federal outlay of more than \$500 million would generate more than \$2 billion in new facilities in the Bronx. With the cost of new housing coming in at \$45,000 a unit, and the cost of rehabilitated housing at as much as \$35,000 a unit, \$20 million in federal subsidies would generate \$1 billion in new housing, city officials believe.

Bronx Borough President Robert Abrams praised the plan for earmarking 10,000 of the new or rehabilitated apartments for the relatively stable west part of the borough. Rep. Robert Garcia (D-Bronx) told a City Hall news conference; "A spirit in which the people have hope — that is the essence of this program."

Skepticism Lingers

But particularly in light of past less-than-productive master plans, there is a good deal of skepticism about how much help it can give the arson-tormented area.

With the exception of Brooklyn-born businessman Jack Taub, who has contracted to buy a huge vacant Woolworth Co. warehouse, only three or four businessmen have expressed any sort of interest moving to the area, officials say.

Furthermore, the 27,000 units the city hopes to have built by 1984 would not come close to replacing the 43,000 lost in the five years up to 1975. The 10,000 jobs that the program aims to establish would barely replace a like number lost with 300 firms which moved out since 1973. And, critics say, there is no provision for police, schools, or health needs.

Unions Concede Jobs

Also, several community leaders are concerned that the 5,000 units of housing slated for Charlotte Street might drain residents from communities struggling to survive. Badillo, chief advocate of the Charlotte Street plan, denies this. The extensive new construction and rehabilitation elsewhere in the borough will serve to stabilize the communities, he maintained.

Along with major expenditures for transportation and park improvement, the drive also includes an agreement by unions to give two-thirds of the construction jobs to area residents.

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HEALING THE SOUTH BRONX

If all the hopes contained in the city's \$1 billion, seven-year plan to cure the ills of the South Bronx materialize, New Yorkers will witness an urban miracle that offers promise to all of America's aging cities.



Herman Badillo

But that's a very big if. Over the years we've seen enough studies and heard enough words to cover the South Bronx end to end. If words alone could heal urban blight, the South Bronx would be magnificent today.

What's different about the latest plan is that it is backed up by a strong federal commitment and real city and state cooperation.

Although the White House has only put up some \$63 million for the first year's effort, the money is targeted where it would do the most good.

Housing efforts will concentrate on new, low-rise units and the rehabilitation of what can still be saved.

Economic development efforts would focus on aiding private businesses to locate and expand in the area, as well as training residents for available jobs. Transportation plans call for a good mix of projects designed to improve the movements of goods and people.

Admittedly, this is a very preliminary proposal. Much work remains to be done, including some kind of plan to beef up police protection in the South Bronx. Some of the plan's economic aspects are a bit fuzzy, too.

But all in all, the master plan seems great on paper. Making it work will be the job of Deputy Mayor Herman Badillo and a small army of government officials, businessmen and community groups.

They face the most difficult challenge in urban America today, and they will need all the help New Yorkers can give them.

actually \$55 million

THE WHITE HOUSE

WASHINGTON

April 12, 1978

Hon. Edward I. Koch
City Hall
New York, New York

Dear Ed:

The purpose of this letter is to confirm our understanding and agreement regarding the South Bronx revitalization effort.

The City has prepared a working draft outlining certain tentative five to seven year development goals for the South Bronx. The suggested goals do not constitute formal requests for Federal funding, as you and I have discussed, but rather are intended to provide a set of City targets against which long-range planning can be carried out by a special South Bronx unit during the coming year.

In order to get some tangible and much-needed efforts underway as the longer range planning process goes forward, the Federal government has agreed to make available to the City a package of additional Federal funds which will augment the existing Federal, State, and City resources which are already flowing to the South Bronx. During the next 60 days the City will work with the community planning boards and other community groups to prepare acceptable, site-specific plans for using these new Federal funds and will then submit these plans to the Federal government for final approval. The plans will include a system for linking the new economic activity which is generated, with jobs for unemployed South Bronx residents.

A special South Bronx planning and development unit, funded in part by the Federal government, will manage the delivery of these initial projects, review existing programs to make needed improvements, and conduct the longer range planning operation. The City will prepare a specific plan for this unit in consultation with federal, state, private sector and community representatives during the next 60 days so that the unit can be operational by June 15, 1978.

I am pleased with our collaborative efforts thus far and am confident that the strategy outlined above is workable. It is consistent with the principles outlined in the President's recently announced urban policy and with our extensive consultations with community and other leaders during the past several months.

Edward I. Koch
April 12, 1978
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We proceed with this task in the knowledge that there are limits to the amount of federal money that is available for the South Bronx, as there is for any one area or city in the country. As you know, the President is committed to take a responsible approach to overall government spending and has directed in all areas that federal dollars be well-managed, well-focused, and leveraged to the greatest possible extent with other resources, both public and private. This spirit is particularly evident in the President's urban policy in which he urged state and local governments, the private sector and neighborhood groups to join with the federal government in a partnership to revitalize declining urban centers and tackle difficult urban problems.

In the South Bronx, we are seeking precisely such a partnership approach. We want to foster a City-led effort in which the State, the private sector, community groups and the federal government will participate. The goals of our effort will be to: 1) coordinate and improve the effectiveness of the substantial amounts of Federal, State and City dollars that are already being spent in the South Bronx; and 2) devote new Federal resources on an incremental basis to a long-term revitalization effort which is carefully targetted to build on existing public and private resources and which is designed to include community participation and leverage substantial private sector investments.

Based on our extensive discussions over the last several months with people in the South Bronx, it is clear that most of the people who live there neither want nor expect massive new federal projects. On the contrary, they want jobs as a number one priority, and they are eager to work together to rehabilitate and manage the housing resources that are still available, as well as to build new low-density dwellings in strong neighborhoods. We have found an extraordinarily independent and enterprising spirit among many of the people who have remained in the South Bronx. It is vitally important for these people to participate in a step-by-step redevelopment effort and to reap the benefits in new jobs, in a feeling of personal accomplishment, and in an enhanced spirit of community. I know that you share the conviction that genuine community involvement is a key to the success of this effort.

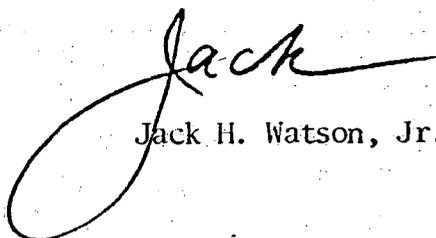
The issue of delivery capability must be resolved before even a short-term package can be implemented by the City and certainly before a long range planning effort can effectively get underway. The Federal government, the State of New York, the City, community groups and private sector companies need to work together through a strong organizational mechanism to assemble reasonable, carefully packaged and manageable projects. Orchestrating

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such a planning and implementation effort will be time-consuming, will require exceptional talent and expertise, and will necessitate a tightly-knit organizational structure with the powers needed to do the job.

We look forward to continued close cooperation on this vitally important task.

Sincerely,

A handwritten signature in black ink that reads "Jack". The signature is written in a cursive style with a large, looping initial "J" and a long horizontal stroke extending to the right.

Jack H. Watson, Jr.

THE WHITE HOUSE

WASHINGTON

April 12, 1978

FEDERAL PACKAGE TO BEGIN SOUTH BRONX REDEVELOPMENT

HIGHLIGHTS

Jack Watson, Assistant to the President, announced today the Carter Administration's first commitments to a long-term revitalization effort for the South Bronx. He outlined a substantial package of federal funds that can be made available for activities in the South Bronx during the current fiscal year. These new monies can be applied once the City has prepared specific project plans (with a job linkage system) and has created a central planning and delivery unit for the South Bronx effort. The City will be consulting with the Federal government, the State, the private sector, and community leaders to prepare the projects and design a unit during the next two months.

The new federal funds are concentrated on economic development and manpower programs in order to provide immediate jobs for the substantial numbers of unemployed South Bronx residents. Also included in the package are substantial housing initiatives as well as transportation and parks projects.

In the economic development area, the Federal government has agreed to provide a total of \$45 million for the following purposes: to make direct loans to new and existing businesses in the South Bronx, to carry out commercial strip improvements in South Bronx shopping areas such as Fordham Road and the HUB, and to construct major industrial infrastructure or renovate buildings. The State has agreed to lend its marketing capacity to these efforts.

In a unique cooperative feature, the Carter Administration's economic development package offers technical and staffing assistance from the Small Business Administration to help the City create an intergovernmental one-stop service center designed to cut red tape for South Bronx businesses who need Federal, State, or City services. The center will provide loan packaging, job incentives for hiring the unemployed and other economic development tools. The State has agreed to provide the office building for this center and contribute staff.

The Carter Administration also plans to extend federal help to community-based economic development corporations. This technical assistance is intended to strengthen the community's economic development capacity so that it can become a full partner in the revitalization effort.

The manpower component of the package contains more than \$9 million to launch new efforts in a wide variety of programs ranging from a new job corps center and other youth employment projects to bilingual training, on-the-job training, and job information banks, to be operated in conjunction with the State employment service offices. The White House has requested that the City design a system of strong linkages between new economic activity and jobs for South Bronx residents.

Federal housing initiatives will be targetted at rehab and construction in strong neighborhoods. Subject to satisfactory application by the City, up to 1,000 new Section 8 rental subsidy units can be provided for the South Bronx as a supplement to its share of the City's existing allocation of housing units and reprogrammed units from unused previous years' allotments. Depending on the quality of the City's housing plans, additional housing units under other programs may be made available for the South Bronx near the end of this year. The Federal government has also offered to assist the City in stepping up the Section 312 direct loan program that has funded successful urban home-steading and "sweat equity" projects in the South Bronx and other parts of New York. Also selected for special attention is the Section 235 home ownership program and the new federal co-insurance program which the Department of Housing and Urban Development will aid the City to implement in cooperation with private financial institutions.

The federal package contains as much as \$1 million in 50/50 matching funds from the Interior Department to construct recreational facilities such as basketball courts and baseball diamonds, and to prepare sites for urban gardening projects initiated by neighborhood groups.

In addition, the Transportation Department has agreed to provide the City with \$.5 million to plan new transportation initiatives for the South Bronx, including a \$17 million HUB Transitway project, subway modernization, a transit security project, and a neighborhood-based commuting service which may feature local jobs. The transportation component also shows several major pending projects which can go forward rapidly as a result of recent cooperative efforts by Federal, State, and City agencies. These are: major rehabilitation and safety work on the Major Deegan Expressway amounting to \$14 million; traffic signal improvements; rail improvements at Hunts Point Market; and a study for a Bruckner-Sheridan interchange.

The total package calls for the expenditure of approximately \$55.6 million of new federal funds and the delivery of 1,000 additional housing subsidy units above and beyond existing program allocations to the South Bronx. Also as a result of this new effort, pending transportation projects involving \$18 million in federal money will begin expeditiously, and potential new transportation projects (with an estimated total cost of \$24.75 million) will be studied and planned.

OUTLINE OF FEDERAL PACKAGE

I. Central Delivery and Planning Unit for the South Bronx Effort

Federal funding and staff assistance will be provided for a special South Bronx unit to manage the delivery of projects and carry-out long-range planning. The unit will be designed by the City during the next 60 days in consultation with the Federal and State governments, the private sector and community representatives. Funding and/or staffing commitments are to be obtained from each of these "partners". The federal share will be determined after a proposal has been submitted by the City.

II. Economic Development

- A. One-stop service center to consolidate at a single location Federal, State and City services to South Bronx businesses. This center will cut red tape and delays in obtaining government loans, enhance intergovernmental cooperation, provide technical assistance to business, and provide a linkage to manpower programs by identifying private sector job opportunities for South Bronx residents. Federal government will provide SBA technical assistance in implementing this concept and SBA loan experts.

State has offered office space and staff.

City will provide staff.

B. Business loans

Low-interest EDA loans for retention and expansion of existing businesses and for companies moving into the South Bronx. Companies assisted will have proven track records in resident hiring and defined job goals.....up to \$20 million

Additional SBA direct loans to firms with job goals in the South Bronx through accelerated processing at the one-stop center.....\$1 million

C. Assistance to local economic development groups

Community Services Administration (CSA) will provide equity funding for local development groups to invest in South Bronx ventures.....\$2 million

SBA technical and financial assistance to create a Local Development Company (LDC) that will make loans to small businesses for capital construction projects.....\$2 million

Technical assistance from CSA and EDA to strengthen local development groups and coordinate their activities.

D. Industrial and Commercial Development Projects

EDA grants to carry out commercial strip improvements, perform selective demolition, renovate industrial buildings, construct major industrial infrastructure, and set up a revolving loan fund for businesses.....up to \$20 million

E. Technical Assistance from HUD in preparing eligible Urban Development Action Grants (UDAG) applications for the South Bronx.

III. Manpower

- A. Residential job corps center to provide live-in classroom and job skill training to about 200-250 local youth. Federal government to provide \$3 million for annual operating costs. (Initial rehab of building will be separately funded.).....\$3 million
- B. On-the-job training money to facilitate placement of South Bronx residents in private sector jobs by subsidizing the extraordinary costs associated with initial training.....\$0.5 million
- C. English as a Second Language training for South Bronx residents, many of whom are Spanish-speaking.....\$0.25 million
- D. Youth Community Conservation and Improvement Program (YCCIP) is a new demonstration program that provides work experience to out-of-school youth in making needed community improvements.....\$1.5 million
- E. Exemplary In-School project is a new demonstration effort designed to test innovative job programs to keep disadvantaged youth in schools.....\$1 million
- F. Long-Term Unemployed Apprentice Demonstration project will assist unemployed apprentices to continue receiving credit toward journeyman status while being provided with additional training.....\$1 million

- G. A newsletter recently developed by DOL, to provide South Bronx residents with up-to-date information on jobs in the metropolitan area and a streamlined job search system to provide State employment personnel with information on jobs within commuting distance for South Bronx residents.....\$0.04 million
- H. Skills Training Improvement Program (STIP) provides advanced level training for private sector occupations in demand. The City will devote \$1.8 million of its citywide allocation under this program to activities for South Bronx residents....\$1.8 million

IV. Housing

- A. Additional Section 8 units for acceptable projects in strong neighborhoods.....up to 1,000 units
- B. Technical assistance to train City staff in processing Section 312 loans. These are low-interest (3%) direct federal loans for housing rehab. They have been used successfully in urban homesteading and "sweat equity" programs.
- C. Assistance in implementing new federal co-insurance program to obtain private sector investment in "fringe" area neighborhoods.
- D. Federal Home Loan Bank Board will discuss with the City the possibility of establishing a special coordination effort to work with private financial institutions. (Modeled on successful Neighborhood Housing Service.)

E. Assistance in developing a strong
Section 235 home ownership program.

Total.....up to 1,000
rental subsidized units
(Additional units through
other programs may be
available.)

V. Parks and Open Space

- A. 50/50 matching grants for constructing recreational facilities, such as basketball courts, baseball diamonds, and benches, and for carrying out recreational site preparation for urban gardening or other projects.....\$0.5-1 million

VI. Transportation

A. Technical assistance to move ahead
on pending projects

Major Deegan Expressway Rehabilitation and Safety Improvements.....\$14 million

Traffic signal improvements.....under \$1 million

Hunts Point Market Rail Improvements.....\$1.5 million

Study of Bruckner-Sheridan Expressway Interchange, affecting access to Hunts Point.....\$1.5 million

B. Planning grant for new initiatives.....\$0.5 million

Proposed HUB transitway (totalling \$17 million) that would allow buses to move through the HUB--area's largest commercial center--along a street reserved exclusively for their use. This relates directly to the goal of commercial retention. A subway station would be improved as part of the transitway project.

Subway Station Modernization/Transit Security

Subway modernization at 3rd Avenue and Hunts Point stations could consist of such improvements as noise reduction, improved security, better bus/subway transfer facilities.

Neighborhood Based Transportation System Demonstration

This type of demonstration project could be used to improve commuting access to medical and social services as well as recreational facilities. New labor intensive transportation services (jitney, van-pools, subscription bus, new routes, shared ride taxis) would also provide employment opportunities.

VII. Human Services

- A. Technical assistance from HEW in reviewing and improving the operation of existing programs.

THE WHITE HOUSE

WASHINGTON

April 14, 1978

Tim Kraft
Frank Moore

The attached was returned in the President's
outbox today and is forwarded to you for
appropriate handling.

Rick Hutcheson

cc: The Vice President
Bob Lipshutz
Fran Voorde

DF

to
Frank Moore
Set up meeting -
Doc Huddleston &
admin officials re
intelligence charter

4-14-78

THE WHITE HOUSE
WASHINGTON

MAJOR ISSUES IN
CURRENT PRESIDENTIAL ADULT MAIL
Week Ending 4/14/78

ISSUES	PRO	CON	COMMENT ONLY	NUMBER OF LETTERS
Support for Production of Neutron Weapons	30%	70%	0	2,192
Support for President's Proposal to Increase Aid for Financing Higher Education	10%	90%	0	805
Support for Proposed Middle East Aircraft Sale	1%	98%	1%	754
Support for Supply of Paraquat Spray to Mexico	3%	97%	0	743
Support for President's Farm Income Aid Proposals 3/29/78	6%	87%	7%	703
Suggestions re: Tax Reform Package	0	0	100%	612
Suggestions re: Middle East Peace	0	0	100%	594
Support for Panama Canal Treaties	7%	92%	1%	308
Support for Fishery Products Embargo	100%	0	0	<u>114</u>
			TOTAL	6,825

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PRECEDENCE

~~Confidential~~
CLASSIFICATION

FOR COMMCENTER USE ONLY

FROM: Bill Simon
TO: Tim Kraft
Comp David

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SPECIAL INSTRUCTIONS:

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EXECUTIVE OFFICE OF THE PRESIDENT

OFFICE OF MANAGEMENT AND BUDGET

WASHINGTON, D.C. 20503

April 14, 1978

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR THE PRESIDENT

FROM: Jim McIntyre *Jim*

SUBJECT: Including Head Start in the Department of Education

I recommend that you call Marian Edelman, Executive Director of the Children's Defense Fund, and Coretta King today to discuss the inclusion of Head Start in the Department of Education. The decision to include Head Start in the Department of Education will be controversial among the Head Start constituency and the civil rights community. This opposition might be diffused by these calls.

Ms. Edelman has said that the inclusion of Head Start in a department dominated by traditional education interests would be a betrayal of its roots in the antipoverty and civil rights movement (at a time when schools, particularly in the South were seen as the problem). Coretta King, Vernon Jordan, and Jessie Jackson recently sent us a telegram (attached) expressing the same opposition.

Your call to Marian Edelman and Coretta King could include these points:

- . Your position in favor of a comprehensive Department of Education that is not dominated by school teachers and administrators.
- . Your willingness to work with them to develop the assurances necessary to preserve the unique character of Head Start, specifically:
 - Its pluralistic delivery system (30 percent public schools, 70 percent community based or organizations).

- The provision of comprehensive services including not only education but also social, health and nutrition services.
- The assurance of building in specific "safeguards" was discussed in the testimony I gave to the Ribicoff committee this morning including:
 - Giving early childhood programs high organizational status within the department, reporting directly to the Secretary of Education.
 - Ensuring that no consolidation of the program with other education programs is contemplated.
 - Retaining the possibility of awarding grants to a range of community organizations other than schools.

Stu concurs in this recommendation.



Telegram

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 ICS IPMDCNA NYK
 01116 FR DC NEWYORK NY 261 03-22 504P EST
 PMS MS PATRICIA GWALTNEY DEPTUTY ASSOCIATE DIRECTOR
 REPORT DLY BY MAILGRAM
 PRESIDENTS REORGANIZATIONPROJECTS
 NEW ECECUTIVE OFFICE BLDG ROOM 2306
 WASHINGTON DC 20503

Human Resources, PR
Received

MAR 23 1978
AM 7:18, 9:10, 11:12, 1:24, 3:26

WE STRONGLY URGE YOU TO REJECT THE INCLUSION OF HEADSTART, IN THE
 CURRENT REORGANIZATION PROPOSAL FOR A SEPARATE DEPARTMENT OF
 EDUCATION AND IN THE ADMINISTRATION'S TESTIMONY BEFORE THE
 RIBICOFF COMMITTEE. AS LEADERS OF ORGANIZATIONS COMMITTED TO
 EQUAL OPPORTUNITY AND RACIAL JUSTICE WE KNOW WHAT HEADSTART
 HAS MEANT TO POOR BLACK COMMUNITIES THROUGHOUT THE COUNTRY.
 THE UNIQUE INVOLVEMENT OF PARENTS THE BROAD ATTENTION TO

-1201 (R5-69)



1978 MAR 22 PH 7: 36

HEALTH NUTRITION AND MENTAL HEALTH NEEDS HAVE MADE IT NOT ONLY
 AN EDUCATION SUCCESS BUT A MODEL FOR COMPRESHENSIVE FAMILY-
 CENTERED PROGRAMS. OVER THE LAST DECADE WE HAVE SUCCESSFULLY
 DEFENDED HEADSTART'S INDEPENDENCE AGAINST SEGREGATIONISTS IN
 THE SOUTH AND THE MACHINATIONS OF ITS BUREAUCRATIC FOES IN
 WASHINGTON. ITS UNIQUE QUALITIES WILL NOT BE PRESERVED IN THE
 PROPOSED DEPARTMENT OF EDUCATION INEVITABLY DOMINATED BY
 NARROW ESTABLISHED INTERESTS. NO MEANINGFUL ASSURANCES CAN
 BE GIVEN TO PREVENT THE GRADUAL DESTRUCTION OF THE PROGRAM
 UNDER THIS PROPOSAL. TO THREATEN THE INTEGRITY OF HEADSTART AT
 THIS TIME COULD ONLY BE VIEWED AS A BETRAYAL BY MAN OF THE
 POOR WHO HAVE FOUND HOPE IN ITS REALITY AND FAITH IN THE
 PROMISE OF THIS ADMINISTRATION

-1201 (R5-69)



Telegram

1978 MAR 22 PM 7:36

BERKELEY G. BURRELL PRESIDENT NATIONAL BUSINESS LEAGUE
JULIUS L. CHAMBERS PRESIDENT LEGAL DEFENSE & EDUCATIONAL FUND
RICHARD G. HATCHER MAYOR GARY INDIANA
DOROTHY HEIGHT PRESIDENT NATIONAL COUNCIL OF NEGRO WOMEN
M. CARL HOLMAN PRESIDENT NATIONAL URBAN COALITION
JESSE JACKSON PRESIDENT PUSH
VERNON E JORDAN JR PRESIDENT NATIONAL URBAN LEAGUE
CORETTA SCOTT KING PRESIDENT MARTIN LUTHER KING CENTER FOR
SOCIAL CHANGE
JOSEPH E LOWERY PRESIDENT SOUTHERN CHRISTIAN LEADERSHIP CONFERENCE
BAYARD RUSTIN PRESIDENT A. PHILIP RANDOLPH INSTITUTE
EDDIE N. WILLIAMS PRESIDENT JOINT CENTER FOR POLITICAL STUDIES
ELTON JOLLY EXECUTIVE DIRECTOR OIC
(NATIONAL URGAN LEAGUE 500 EAST 62 ST NEWYORK NY 10021)