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U.S. GOVERNMENT  
SMALL BUSINESS ADMINISTRATION  
WASHINGTON, D.C. 20416

OFFICE OF THE DEPUTY ADMINISTRATOR

November 19, 1976

Honorable John O. Marsh, Jr.  
Counsellor to the President  
The White House  
Washington, D.C. 20500

Dear Mr. Marsh:

The following is a rapidly-prepared list of "hot" SBA policy and program issues that deserve early attention of a new Administrator.

It is by no means a total list of all issues facing the Agency or small business. We look forward to refining and discussing this list, and adding other items to it, in the weeks ahead.

Sincerely,

Louis F. Laun

Enclosures

## I. FINANCIAL ASSISTANCE

The Agency has begun several initiatives to improve the speed and quality of its financial assistance efforts, but much remains to be done to improve loan processing time, improve the "trouble rate" for loans in the portfolio, and to obtain better recovery when businesses liquidate.

Close management attention should be given to the following projects in this area.

### A. Operation Streamline

This project, designed to improve the Agency's loan processing time, which is still too long, is a part of the Agency's MBO process. Many field actions to implement improved procedures and Central Office actions to simplify SOP's still need to be taken before SBA can truly be said to be delivering its financial assistance in a timely fashion.

### B. Operation Portfolio Management Effectiveness

This is a newer project and was designed to improve the servicing of the Agency's \$7 billion plus portfolio. Nearly 60 items require implementation or further study if the project is to have an effect on the Agency's trouble rate or losses. The trouble rate (loans delinquent, or in liquidation or litigation) has been climbing again in recent months despite concentrated efforts to reduce it, and this is a most serious problem.

### C. Accelerated Bank Guarantee Program

OMB has allowed the Agency a 90-day period expiring December 31, 1976, to pilot this program with approximately 20 banks across the country. This new program will enable the Agency to give a two-day turn around on 7(a) guarantee loans after receipt of a guarantee request from a bank that has signed an agreement with SBA which sets out the criteria for loans in this category. The bank certifies in its guarantee request that the credit standards have been met. If successful, this could simultaneously give small business better service and ease the pressure somewhat on badly stretched manpower resources. This could even totally affect 35 to 40% of our guarantees.



D. Urban Neighborhood Revitalization Program

This new program, designed to focus community and Agency efforts on helping small business in the urban centers while stimulating job creation, will need a considerable amount of coordination if it is to achieve its aim of building and maintaining stable urban neighborhoods. It is currently being piloted in 11 target cities.

E. Expanded Secondary Market

While substantial progress has been made to increase the dollar amount of SBA guarantee loans being resold by banks so that they would have more money to lend in local communities, much work remains to be done if this program is to be simplified enough to have a major impact.

F. Surety Bond Program

This fast growing program, which delivers bank guarantees to small business firms unable to obtain them without assistance, is up against its FY 1977 budget ceiling. Work is now under way with OMB in several directions to solve the problem, but it is probable that these will all still be in midpassage on January 20th. These proposals by SBA include:

1. A request to increase the ceiling.
2. Proposed changes to make the system more "self-sustaining".
3. Proposals for legislation to increase the Miller Act bond requirement ceiling from \$2,000 to a considerably higher figure.

G. Venture and Equity Capital Task Force

A blue ribbon task force has been laboring for several months to develop suggestions to address the serious venture capital shortage faced by small business. Its recommendations are due before January 20th, but it is improbable that very much can be done with them before that time. Some suggested changes in legislation should be expected.

H. Direct Loans Versus Guaranteed Loans

The Agency for the past several years has tried to make substantial increases in the dollars available to small business by

leveraging banking resources rather than by increased direct loans. Two-thirds of the Nation's banks now have SBA loans on their books.

At the same time, there are forces in the Congress, and some in SBA, who believe direct loan programs should be substantially increased rather than expand private sector activities.

Considerable market inequities are created with below market SBA direct lending, in addition to making us unfair competitors with the banking system, if expanded.

As heavy direct loan programs have a severe impact on the national budget as well as the Agency's personnel resources and loss rates, it is recommended that efforts be concentrated on improving the guarantee programs rather than reverting to more direct loan programs.

I. "Self-Sustaining" Approach to 7(a) Guarantee Loans

There is a considerable amount of controversy about an OMB/SBA dialogue in this area.

SBA has been continuously pressing for more guarantee authority to relieve the capital shortage experienced by small businesses.

OMB has pointed to the multi-hundred million dollars in outlays required to purchase defaulted loans from the banks and to the actual losses, which now approach \$100 million a year for this program.

OMB has asked SBA to make the programs more self-sustaining if new authorities are to be granted. Dialogue is just starting on possible alternatives, including improved criteria, more management and portfolio management assistance, front end fees, additional interest charges, etc.

J. New Programs -- and Effect on Resources

In the last session of the Congress the Nation's millions of farmers were added to the Agency's constituency. No new financial or personnel resources were provided to serve these constituents. Also added are programs to make loans to speculative builders, and programs to assist small businesses unable to raise funds to solve their pollution control problems.

The addition of these new programs to the annual growth of the Agency's portfolio as a result of its other programs can be expected to create strains both in dollar and people resources currently available.

## II. MANAGEMENT ASSISTANCE

Over nine out of ten business failures have been shown to be caused by management problems. During the past years SBA, in response to demand from small business associations, the Congress, and our constituency, has substantially increased the Agency's delivery of management assistance service to the small business community.

To accomplish this, Management Assistance was set up as a separate department three years ago, and substantial efforts have been made to leverage private sector resources (retired and active executives, universities, trade associations). "Full service delivery" of Agency resources became an Agency priority.

In spite of the fact that this program is helping more than 10 times the number of firms aided by the Agency's financial programs at less than 10% of the cost of the financial programs, there are forces in the Agency that will try immediately to transfer funds and people back into the financial sector.

It is our belief that these management assistance services require expansion rather than contraction, and specific problems and opportunities will arise in the following areas:

### A. SCORE/ACE

These programs, now involving the services of over 9,000 retired and active executives who, in 300 chapters in every state, volunteer their counselling and training skills to help tens of thousands of small businesses, are at a crossroads. (These programs were founded by SBA, were transferred for funding to ACTION for a period of time, and were returned to full SBA control in 1975.)

Shortages of SBA management assistance personnel needed to service their requirements have resulted in underutilization of volunteers in too many chapters. A major effort has been initiated to set up a national SCORE organization in Washington with a district SCORE officer in each district, to enable them to provide more of their own administration, using their volunteers more rather than increasing the load on SBA employees. This is in the very early phases and could die unless given attention.

### B. University Programs

Recognizing the substantial contributions that have been made to the success of the Nation's agriculture by colleges and universities over the past 100 years, and mindful of the

fact that little or nothing has been done for small business by those institutions, SBA launched two major initiatives in 1972 and 1976 to see if this could be turned around. Much remains to be done if small business is to receive the full benefits of these cooperative programs. These two initiatives, both of which require budget assistance and management attention are:

1. Small Business Institute

Started with 36 colleges and universities in 1972 and now involving 22,000 students, professors, and deans in nearly 400 schools, this program provides counselling by student teams, with faculty supervision, to troubled small businesses. Surveys have found the program immensely popular not only with the small businesses served but with the universities and the students. Modestly funded by transfers from other programs, it has a considerable growth potential in it, but SBA personnel and dollar resources will have to be expanded if this is to happen. The record of counselling success is impressive.

2. University Business Development Centers

This is a further development, now just in the launching stage, but having almost limitless possibilities. This program would coordinate, at very little additional cost to the government, the resources now being offered to the universities by governments and the private sector into one-stop organized centers where the Nation's small businesses may walk in and receive counselling, training, and assistance similar to that being offered the farming industry. If properly implemented, this program could have a major impact on the Nation's productivity, rate of innovation, and survival and growth of small business. It could provide a better understanding of, and assist in the preservation of, the free enterprise system.

As this program is very new, is complex, and cuts across many departments, it will need to be assigned to an able and key executive in the new Administration if it is to survive.

From an organizational standpoint, all of the other program offices (Finance and Investment, Procurement Assistance, and Minority Small Business) as well as the delivery arm (Operations) are Associate Administrators. The Minority Small Business title of Associate was mandated by the last Congress. This leaves Management Assistance as the only program area headed by an

Assistant Administrator, rather than an Associate. Corrective action was recommended by our Advisory Council, and we asked the White House to initiate legislation. In order to restore program balance an early request for new legislation would be appropriate.

### III. PROCUREMENT ASSISTANCE

While the basic prime, subcontracting, timber, COC, and other general procurement programs of the Agency are operating without crises, this is not so for the Agency's most controversial program, its 8(a) procurement program for the socially or economically disadvantaged.

This program, now just over eight years old, has grown from under \$10 million in contracts per year to a projected \$400 million plus for FY 1977. It is under attack from the following quarters:

1. From majority sector firms and trade associations -- who maintain it is taking contracts away from them.
2. From the disadvantaged -- who maintain not enough contracts are coming their way.
3. From GAO, which maintains that not enough business successes can be attributed to the program.
4. From the media, which attack it for all of the above and run frequent case-oriented stories with specific allegations of white front problems, political favoritism, sponsorship problems, demise of 8(a) firms due to contract problems, high costs, etc.

The program is a people-eater and is extremely difficult to administer. Many field offices are showing signs of weariness due to the constant buffeting from all sides. The management of the program has made great strides building bridges to the minority communities, and responding to their concerns and obtaining better relationships with the Departments and Agencies who provide the contracts.

SBA auditors are completing studies looking into some of the above. Intense efforts are being made to develop better success measurement tools and to provide more management assistance and contract continuity for 8(a) firms. The program has been substantially improved but has a long way to go before it can truly be called a success.

It can be expected that a new Administrator will be faced with a tremendous number of calls for action from all sides. The minority community views with extreme suspicion management efforts to "take a new look" at this whole program, yet this must be done.

#### IV. MINORITY SMALL BUSINESS

It can be expected that a new Administration will immediately be subjected to considerable pulling and hauling in this area. One faction is likely to ask for consolidation of SBA's minority programs into Commerce (OMBE) and another is likely to ask for putting OMBE into SBA. Others will ask that the Minority Small Business department be set up within SBA as a separate line function, bypassing Operations in its liaison with the field.

For the past two years at least OMB, OMBE, SBA, and Congressman Addabbo's Subcommittee of the House Small Business Committee have studied alternatives, and SBA and OMBE are in the process of implementing them. It is suggested that a thorough and early study of the OMB package be made by the incoming team.

#### V. DATA BASE

SBA suffers continuously from its inability to work from a set of accepted data about size, trends, etc., of small business.

The studies mandated by PL 94-305 address this issue in part, but the time allowed for completion is very short and the scope of the survey may need expansion. It is probable that some delay may have to be requested if a thorough job is to be done.

#### VI. THE SBA COMPUTER AND MANAGEMENT INFORMATION CENTER

We are still a long way from having what we want here. As it takes a long time to turn things around in this area, it would be important to assign a team to study this area very soon if implementation for FY 1978 is desired.

#### VII. ADVOCACY

The two year old function has made great strides in the Central Office, but its position under PL 94-305 is in doubt, and field implementation has lagged due to personnel shortages. (They have been requested in the current budget.) The new Administration should address this as a first order of business.

### VIII. ADVISORY COUNCILS

The Agency was successful in persuading the Treasury Department and Internal Revenue Service to set up Small Business Advisory Councils, with SBA a member in an ex-officio basis. The IRS group has made great progress, but the Treasury group is still in the start-up phase. A call from the new Administrator to the new Secretary of the Treasury would help to strengthen or maintain these activities, which give small business a voice in Treasury policy making and IRS implementation.

With regard to the Agency's own Advisory Council, the new National Chairman, Bernard Browning, is devoting a considerable amount of time and effort to strengthening the Council's impact and is establishing strong committee system.



U.S. SMALL BUSINESS ADMINISTRATION  
WASHINGTON, D.C. 20416

OFFICE OF THE ADMINISTRATOR

November 19, 1976

MEMORANDUM FOR: HONORABLE JOHN O. MARSH, JR.  
COUNSELLOR TO THE PRESIDENT

SUBJECT : TRANSITION BRIEFING MATERIALS

Pursuant to your memorandum of November 16, 1976, to Agency and Department Transition Officers, the materials furnished herewith have been assembled from existing documents to furnish an initial overview of the Small Business Administration and its programs. We are working on the preparation of a more formal briefing document. We hope that this briefing document will be completed within the next ten days.

We have not been informed of the name of the principal transition contact for this Agency. We will be very pleased to work with the appointed contact officer at the earliest possible time.

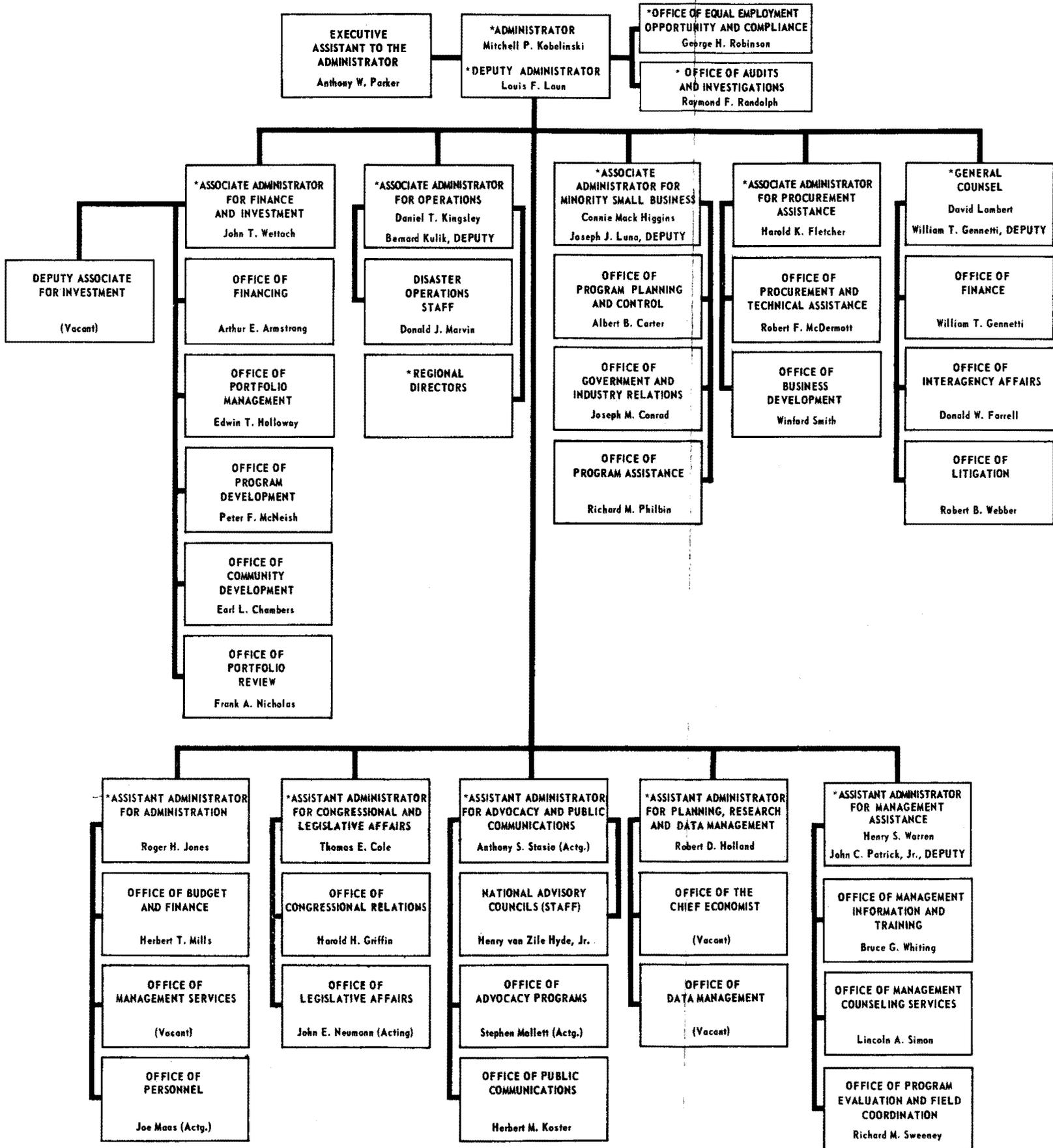
Louis F. Laun  
Deputy Administrator



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**U.S. SMALL BUSINESS ADMINISTRATION  
CENTRAL OFFICE**

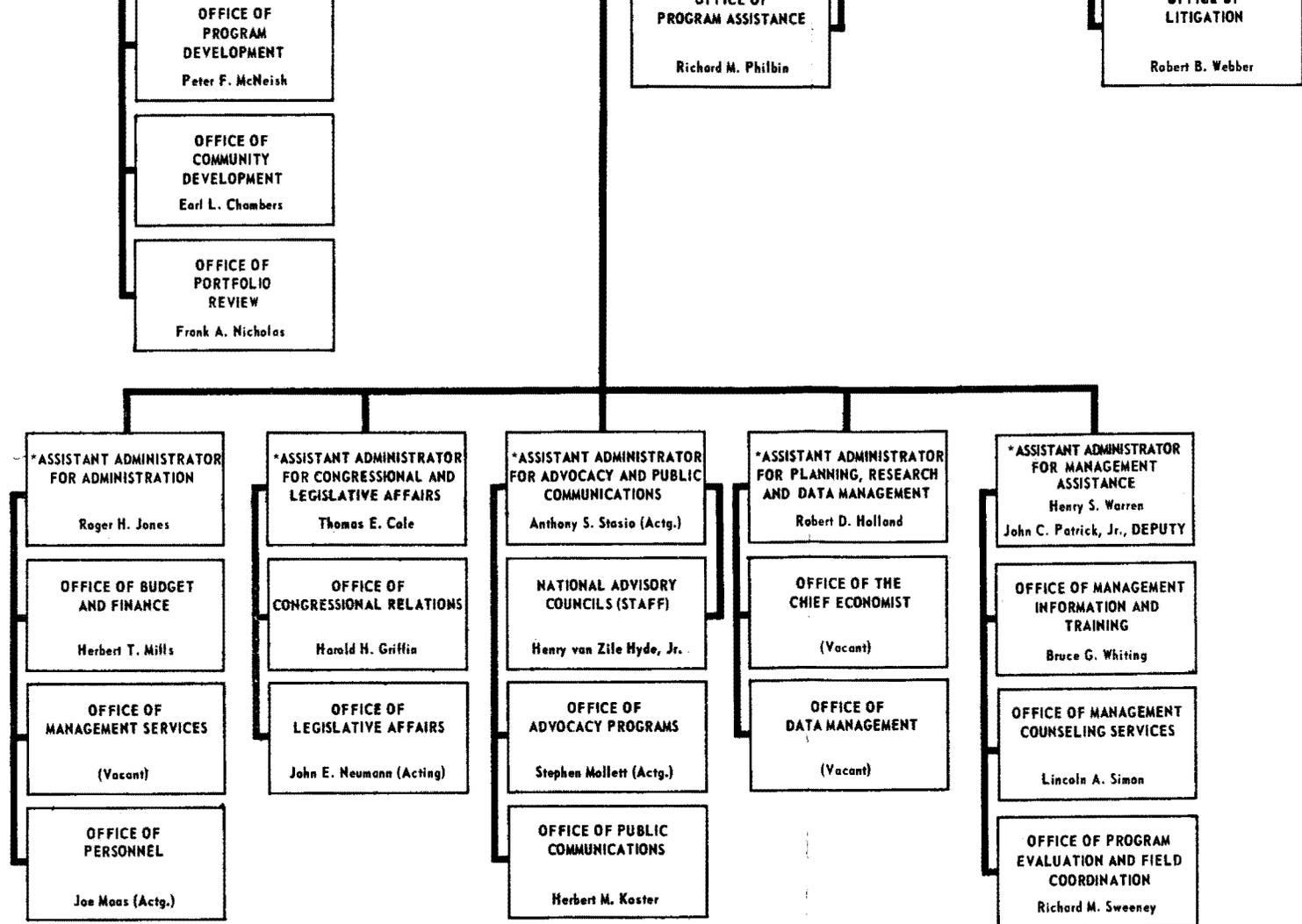


\* Members of SBA Management Board

  
 Approved: Mitchell P. Kobelinski, Administrator

Date: September 10, 1976

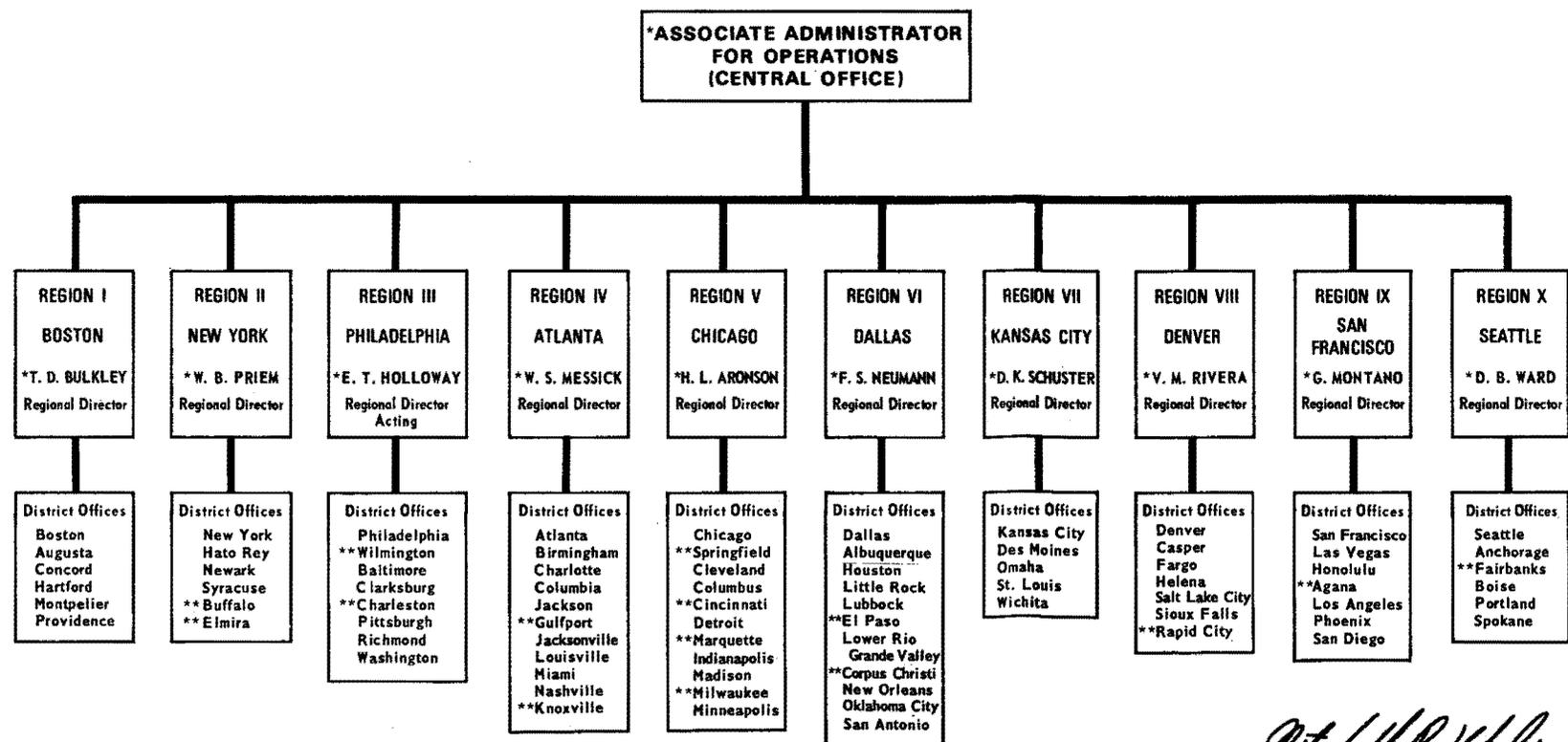
**\*ASSOCIATE ADMINISTRATOR  
FOR OPERATIONS  
(CENTRAL OFFICE)**



\* Members of SBA Management Board

Approved: *Mitchell P. Kobelinski*  
Mitchell P. Kobelinski, Administrator

Date: September 10, 1976



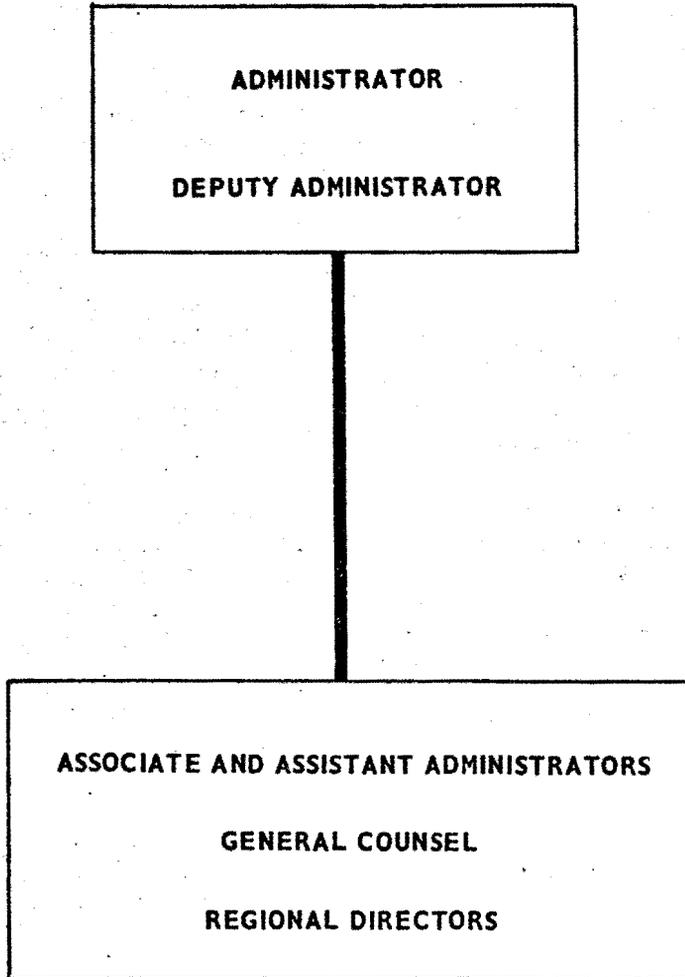
\* Member of Administrators Management Board

\*\* Branch Office

Approved: *Mitchell P. Kobelinski*  
Mitchell P. Kobelinski, Administrator

Date: September 10, 1976

**SBA MANAGEMENT BOARD**



## SBA MANAGEMENT BOARD

The SBA Management Board consists of the Administrator, Deputy Administrator, Associate and Assistant Administrators, General Counsel, and regional directors.

As a nonmember in attendance at scheduled meetings of the Board, the Assistant to the Administrator serves in the capacity of Secretary.

The Administrator convenes the Board approximately 3 to 4 times a year, or any time at his discretion on an "as needed" basis.

Special "ad hoc" meetings are held in the Central Office from time to time, again at the Administrator's discretion. If regional directors are unable to attend these meetings, they are represented by the Associate Administrator for Operations.

The Board functions as an operating management board. Members evaluate and recommend action to the Administrator on overall Agency policies, priorities, goals and programs. On these matters, after the views of appropriate Management Board members are evaluated, final responsibility and authority for decisionmaking rests with the Administrator.

(202) 382-3301  
Hugh C. Cannon

1441 "L" Street, N.W.,

Washington, D.C. 20416

SBA # 76-6

FOR IMMEDIATE RELEASE  
Thursday, February 12, 1976

MITCHELL P. KOBELINSKI NAMED ADMINISTRATOR OF THE U.S. SMALL BUSINESS  
ADMINISTRATION

WASHINGTON, D.C., February 12----President Ford today presided at ceremonies in which Mitchell P. Kobelinski, the son of Polish immigrants, became the Administrator of the U.S. Small Business Administration. Kobelinski is the highest ranking person of Polish descent in the federal government.

Justice John Paul Stevens administered the oath in ceremonies at the White House in the presence of Mr. Kobelinski's family and other guests.

Kobelinski, 47, a native of Chicago, has been a Director of the Export-Import Bank of the United States for the past 2-1/2 years.

Prior to his federal government service, the new Administrator was in banking for 23 years in the Chicago area. He was one of the organizers, officers and directors of the Parkway Bank and Trust Company and the First State Bank of Chicago. He also was a partner in Parkway Development Company, a construction and real estate development firm in Chicago.

- more -

Mr. Kobelinski's numerous civic and community activities include the Advocates Society of Chicago (President 1969), National Advocates Society (Vice President 1970 to 1973), Chicago Society (Executive Vice President 1968 to 1970), Lions International, Knights of Columbus (IV), Chicago and Illinois Bar Associations, Polish American Congress, Illinois Division (President 1971 to 1973), and the Kosciuszko Foundation of New York City (presently Trustee). He is President and initiator of the Copernicus Foundation, Chicago.

Kobelinski holds a Bachelor of Philosophy degree from Loyola University of Chicago and a Juris Doctor degree from its Law School. He is married to the former Genevieve Wenc of Chicago, and they have three children.

# # # #

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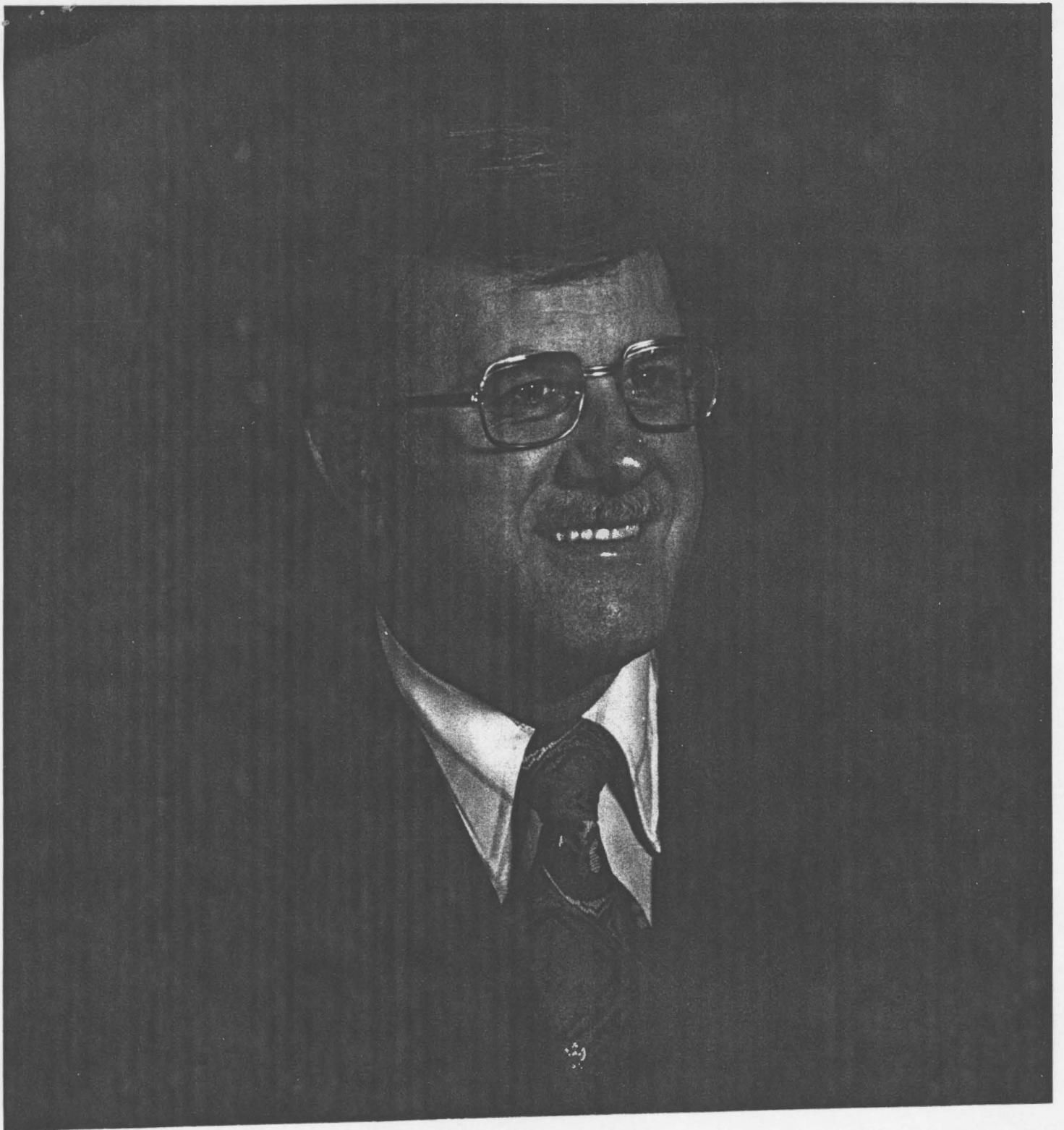
Item: 8x10 Color Photograph of  
Mitchell Kobelinski, Administrator  
of the Small Business Administration  
8x10 B+W Photograph of  
Louis F. Laun, Deputy  
Administrator of SBA

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SBA #73-47

FOR ADVANCE RELEASE  
Friday, August 31, 1973

### LOUIS F. LAUN NAMED DEPUTY ADMINISTRATOR

WASHINGTON, D.C., August 31---Louis F. Laun has been named Deputy Administrator of the U. S. Small Business Administration by Thomas S. Kleppe, SBA Administrator, effective September 9.

Laun, who will hold the second highest position in the Agency, will fill the position vacated by Anthony G. Chase. Chase, who has been Deputy Administrator since 1971, and General Counsel from 1970 to 1971, is leaving to become a partner in the law firm of Brownstein, Zeidman, Schomer & Chase of Washington, D. C.

Laun came to SBA in February 1973 as the Associate Administrator for Operations with responsibility for directing the operations of SBA's 89 field offices and coordinating the disaster loan program.

- more -

He was a management consultant in the areas of marketing and general management to the Celanese Corporation of New York and other private firms, and president of the Celanese Fibers Marketing Company, a division of the Celanese Corporation. Previously, Laun held other executive posts with Celanese, Burlington Industries, and the Bates Manufacturing Company, in addition to serving on the boards of several organizations.

Laun, a Lt. Colonel in the Retired Reserve of the United States Marine Corps, served as an active member of the 5th Marine Division at the rank of lieutenant, and then captain, during World War II. He participated in the invasion of Iwo Jima and the occupation of Japan and was awarded the Bronze Star for heroic action.

A native of Battle Creek, Michigan, Laun is a 1942 graduate of Yale University from which he was graduated magna cum laude with High Orations in Economics and was inducted into Phi Beta Kappa.

Laun is a past chairman of the Man Made Fibers Producers Association, a past president of the Color Association of the United States, and a past member of the Dramatists Guild of New York. He is married to the former Margaret Louise West of Bethlehem, New York. The couple has three daughters, Nancy, Kathryn, and Margaret.

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 Book Collection  
 Ford Museum in Grand Rapids

Item: 8x10 Color Photograph of  
Mitchell Kobelinski, Administrator  
of the Small Business Administration  
8x10 B+W Photograph of  
Louis F. Laun, Deputy  
Administrator of SBA

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SMALL BUSINESS ADMINISTRATION

Location	Position	Incumbent	Type of appointment	Grade or salary	T
<b>OFFICE OF ADMINISTRATOR</b>					
Washington, D.C.	Administrator	Mitchell P. Kobelinski	PAS	Level III	
Do	Deputy Administrator	Louis F. Laun	C	Level IV	VP
Do	Executive Assistant to the Administrator	Anthony W. Parker	C	GS-14	VP
Do	Confidential Assistant to the Administrator	Dorothy C. Seale	C	GS-13	
Do	Confidential Assistant to the Deputy Administrator	F. Marguerite Owens	C	GS-12	
Do	Confidential Assistant	M. Catherine Koob	C	GS-9	
<b>ADVOCACY AND PUBLIC COMMUNICATIONS</b>					
Do	Chief Counsel for Advocacy	Vacant	PAS	Level V <sup>o.a. GS-18</sup>	
Do	Director, Office of Public Communications	<del>Herbert Koster</del> VACANT	C	GS-15	VP
Do	Advisory Councils Officer	Henry V. Z. Hyde	C	GS-15	
Do	Project Officer	Richard B. Whitney	PL	\$30,441	9/58
<b>PROCUREMENT ASSISTANCE</b>					
Do	Associate Administrator for Procurement Assistance	Harold K. Fletcher	C	Level V	
<b>OPERATIONS</b>					
Do	Associate Administrator for Operations	Daniel T. Kingsley	C	do	VP
Do	Confidential Assistant (Secretary)	Patricia A. Rieck	C	GS-11	
Do	Special Assistant	Suzanne C. DeFrancis	C	GS-11	
<b>FINANCE AND INVESTMENT</b>					
Do	Associate Administrator for Finance and Investment	John T. Wettach	C	Level V	
Do	Confidential Assistant	Fada S. Cumbridge	C	GS-11	
<b>GENERAL COUNSEL</b>					
Do	General Counsel	David M. F. Lambert	NEA	GS-18	VP
Do	Confidential Assistant	Betty Brown	C	GS-11	
<b>MINORITY SMALL BUSINESS</b>					
Do	Associate Administrator for Minority Small Business	C. Mack Higgins	NEA	GS-18	VP
Do	Special Assistant	Clark D. Horvath	C	GS-15	
Do	do	Leon H. Hampton	C	GS-14	VP
Do	do	Warren E. Boyd	C	GS-12	
<b>MANAGEMENT ASSISTANCE</b>					
Do	Associate Administrator for Management Assistance	Henry S. Warren	NEA	GS-18	VP
Do	Confidential Assistant	<del>Weston B. Clark</del> VACANT	C	GS-14	
<b>CONGRESSIONAL AND LEGISLATIVE AFFAIRS</b>					
Do	Assistant Administrator for Congressional and Legislative Affairs	Thomas Cole	NEA	GS-17	VP
Do	Director, Office of Congressional Relations	Harold H. Griffin	C	GS-15	
Do	Congressional Relations Officer	Alexander A. Troffey	C	GS-15	VP
Do	do	Edward J. Neumann	C	GS-14	
<b>REGIONAL DIRECTORS</b>					
California: San Francisco	Regional Director	Gilbert Montano	NEA	GS-17	
Colorado: Denver	do	Victor M. Rivera	NEA	GS-16	
Illinois: Chicago	do	Harold Aronson	NEA	GS-17	VP
Massachusetts: Boston	do	Talbot D. Bulkeley	NEA	GS-16	VP
Missouri: Kansas City	do	Deryl K. Schuster	NEA	GS-16	
Pennsylvania: Philadelphia	do	<del>A. M. Peterson</del> VACANT	NEA	GS-17	
New York: New York	do	<del>Windle B. Pison</del> VACANT	NEA	GS-17	VP
Washington: Seattle	do	Daniel B. Ward	NEA	GS-16	VP

FUNCTIONAL STATEMENTS  
AND SUB-ORGANIZATION CHARTS  
FOR PRINCIPAL PROGRAM OFFICES  
OF THE  
SMALL BUSINESS ADMINISTRATION

Office of Equal Employment Opportunity and Compliance  
Office of Audits and Investigations  
Associate Administrator for Finance And Investment  
Associate Administrator for Operations  
Associate Administrator for Minority Small Business  
Associate Administrator for Procurement Assistance  
General Counsel  
Assistant Administrator for Administration  
Assistant Administrator for Congressional and Legislative Affairs  
Assistant Administrator for Advocacy and Public Communications  
Assistant Administrator for Planning Research and Data Management  
Assistant Administrator for Management Assistance

OFFICE OF EQUAL EMPLOYMENT OPPORTUNITY AND COMPLIANCE

Serves as a Special Assistant to the Administrator and as his principal advisor on Agency civil rights policies. Directs the Office of Equal Employment Opportunity and Compliance.

Develops and recommends policies concerning the Equal Employment Opportunity and Compliance (EEO&C) programs.

Develops plans, operating procedures, and standards to effectively strengthen and improve the Agency's civil rights, equal employment opportunity and compliance programs and activities.

Develops program goals and objectives within the framework of approved policies. Reviews and evaluates program effectiveness.

Serves as principal liaison with other Federal agencies and nonfederal organizations concerned with civil rights. Also serves as the Agency's equal employment opportunity officer, civil rights coordinator, and compliance officer.

Directs, coordinates, and administers compliance programs and activities executed by Central Office staff.

Provides advice, assistance, and support to the Administrator in relation to the EEO&C programs.

**OFFICE OF  
EQUAL EMPLOYMENT  
OPPORTUNITY  
AND COMPLIANCE**  
George H. Robinson  
(GS-16)

**EQUAL EMPLOYMENT  
OPPORTUNITY  
DIVISION**

Malcolm Hall  
(GS-14)

**COMPLIANCE  
DIVISION**

J. Arnold Feldman  
(GS-15)

## OFFICE OF AUDITS AND INVESTIGATIONS

The Office of Audits and Investigations (OAI) is charged by the Administrator with the responsibility for planning, directing and executing all audit and investigation activities of the Small Business Administration (SBA). In this capacity, it represents the Administrator on matters relating to audits and investigations with other Government agencies, such as the Federal Bureau of Investigation (FBI) and the General Accounting Office (GAO). In carrying out its responsibility, the OAI:

- a. supervises the development of audit and investigation plans, procedures and standards;
- b. supervises the performance of audits and investigations;
- c. submits to appropriate SBA officials reports with findings of fact and recommendations developed by audits and investigations;
- d. monitors followup action by appropriate SBA officials to findings and recommendations;
- e. analyzes and consolidates reports of corrective actions taken;
- f. reports matters requiring further action to the Administrator and/or the Audit Committee; and
- g. issues formal orders of investigation (subpoena power) under the Small Business Act of 1953, as amended, and the Small Business Investment Act of 1958, as amended.

The audits and investigations performed by the OAI extend to all SBA programs, SBA personnel and outside borrowers, contractors and other recipients of SBA assistance.

OFFICE OF AUDITS AND INVESTIGATIONS

Total  
 Ceiling 105  
 Temporaries 9  
 Over Ceiling 3  
 117

Raymond F. Randolph  
 Director  
  
 Secretary  
  
 Total 2

Security and Investigations  
 Division  
  
 William Bowling  
 Director  
  
Staff  
 Investigators 11  
 Clerical 8  
  
 All located in Central  
 Office  
  
 Total 20

Internal Audit Division  
  
 Alvin Fried  
 Director  
  
Central Office Staff  
 Auditors 7  
 Clerical 3  
  
Field Office Staff  
 Philadelphia  
 Auditors 4  
 Clerical 1  
 Atlanta  
 Auditors 4  
 Clerical 1  
 Dallas  
 Auditors 4  
 Clerical 1  
 San Francisco  
 Auditors 4  
 Clerical 1  
  
 Total 31

External Audit Division  
  
 Louis Williams  
 Director  
  
Central Office Staff  
 Auditors 4  
 Clerical 3  
  
Field Office Staff  
 Philadelphia  
 Auditors 3  
 Clerical 1  
 Atlanta  
 Auditors 3  
 Clerical 1  
 Chicago  
 Auditors 3  
 Clerical 1  
 Dallas  
 Auditors 3  
 Clerical 1  
 San Francisco  
 Auditors 3  
 Clerical 1  
  
 Total 28

Examinations Division  
  
 Reginald Shaw  
 Director  
  
Central Office Staff  
 Auditors 8  
 Clerical 3  
  
Field Office Staff  
 Boston  
 Auditors 2  
 Clerical 1  
 New York  
 Auditors 4  
 Clerical 1  
 Philadelphia  
 Auditors 2  
 Clerical 1  
 Atlanta  
 Auditors 3  
 Clerical 1  
 Chicago  
 Auditors 3  
 Clerical 1  
 Dallas  
 Auditors 2  
 Clerical 0  
 San Francisco  
 Auditors 4  
 Clerical 1  
  
 Total 38

S.O.P. CONTINUATION SHEET

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00	08	A

APPENDIX 19

ASSOCIATE ADMINISTRATOR FOR FINANCE AND INVESTMENT

Develops plans, operating procedures, and standards to effectively strengthen and improve the Agency's finance and investment programs designed to meet the existing and potential needs of the small business community.

Develops and recommends policies concerning the financial assistance programs, including related activities of liquidation and disposal.

Develops program goals and objectives within the framework of approved policies. Reviews and evaluates program effectiveness.

Promotes the financial assistance program nationwide, enlisting support and participation by private sector financial and investment institutions, States, counties, and municipalities, to broaden the range of assistance to small business concerns.

Plans, directs, and administers the small business investment company (SBIC) program, including licensing, lending, and regulations to effectively strengthen and improve the Agency's programs of venture capital assistance to small businesses.

Promotes nationwide the investment program to maximize the direct involvement of private business and financial institutions in the provision of equity and long-term financing of small business concerns.

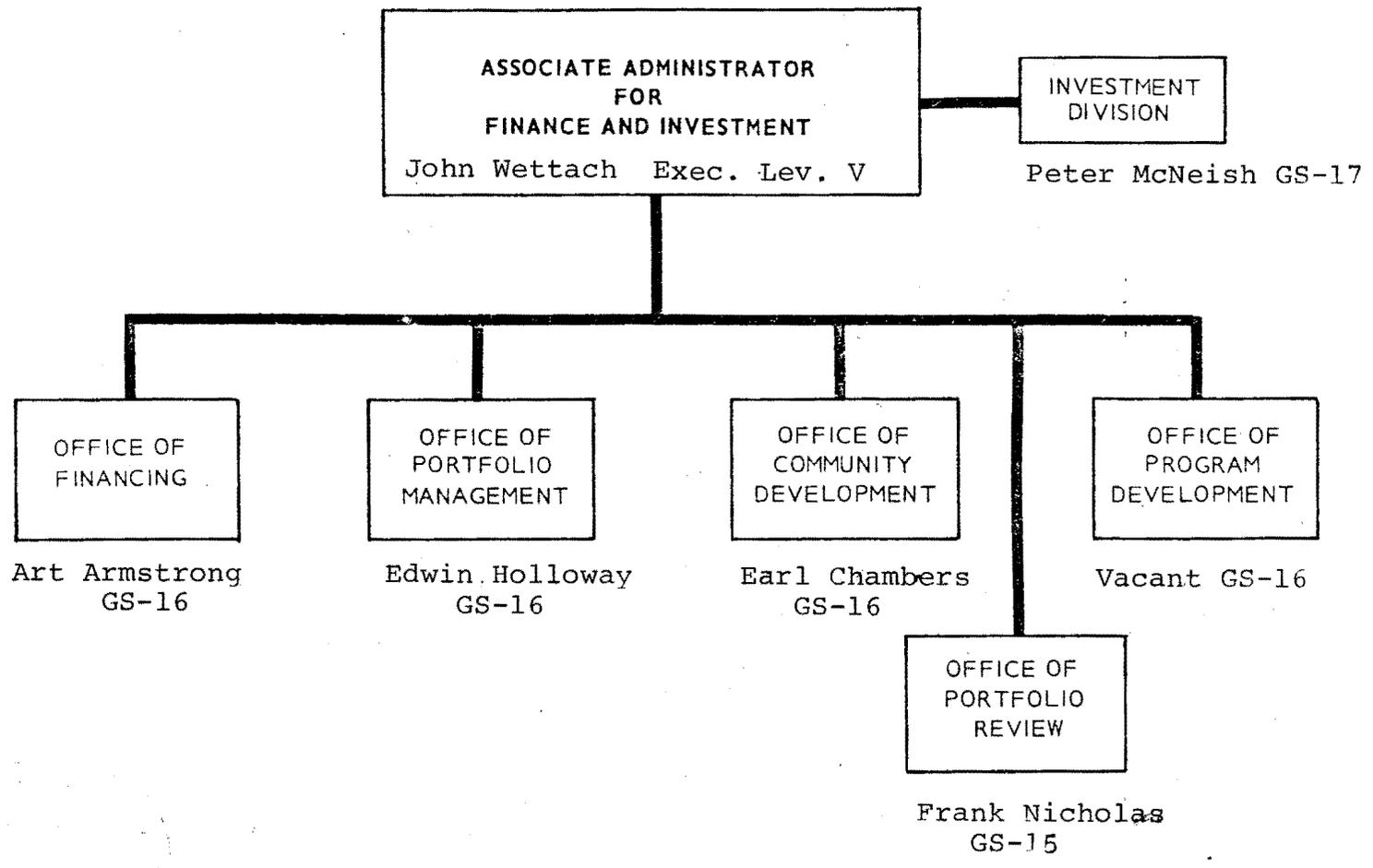
Provides technical advice, assistance, and support to the Associate Administrator for Operations (AA/O) relating to finance and investment program matters.

\* Directs and administers the (\*\*\*) Portfolio Review Program. \*

Represents the Administrator in negotiations with other Government agencies whose activities relate to his program area.

Serves as a member of the Size Appeals Board.

EFFECTIVE DATE	PAGE
1-15-76	



-15-

APPENDIX 18

Approved: Louis F. Laun  
Acting Administrator

1-15-

## ASSOCIATE ADMINISTRATOR FOR OPERATIONS

Plans, directs, and administers all regional and district office operations, including disaster operations.

Serves as the focal point of contact between the Central Office and the regional directors. Receives and evaluates input from the field on aspects of SBA's programs and policies as they affect SBA's performance in the regions and districts, and coordinates with Central Office program and staff personnel to effect such revisions as may be appropriate.

Plans, arranges, and participates in periodic high-level conferences between key Central and field office officials on matters involving program or policy issues.

Reviews and evaluates regional and district office operations in management and program areas. Initiates corrective actions when required.

Formulates a system of goals, policies, procedures, and regulations for regional management that reflects and implements the basic objectives and goals of the Agency. Has final responsibility for setting goals and objectives.

Reviews the priorities, objectives, and program targets established by program staff offices. Recommends the ordering of integrated priorities, consistent with national goals.

Defines lines of authority and responsibility of regional directors and coordinates their efforts for attainment of predetermined objectives.

Provides advice and guidance to field staff in implementing Agency goals and objectives and in problem solutions in specific operational areas.

Analyzes reports involving field visits by Central Office technicians and ensures that corrective action is taken on any problems outlined therein.

Reviews and analyzes regional reports and data from the Management Information Summary to provide Agency top management with an overview of progress or lack thereof toward goal attainment and directs that corrective action is taken in case of the latter.

Develops and implements a system of periodic onsite reviews of regional and district office operations. This will involve the selection of staff members of appropriate program and staff functions to comprise an Agency team to accomplish a total management analysis of activity and to take or recommend corrective actions.

Participates in the development of a Management Information System as related to field office operations. Formulates and gathers data for input into the Agency's measurement of production in all program elements, and to provide regional management with key indicators of strengths and weaknesses.

Develops and maintains basic data in profile form of all regional and district offices for use by Central Office staff. Areas to be included are:

- a. Personnel resources allotted and use thereof,
- b. Management reviews and problems encountered,
- c. Annual program targets and accomplishments, and
- d. Operating budget data.

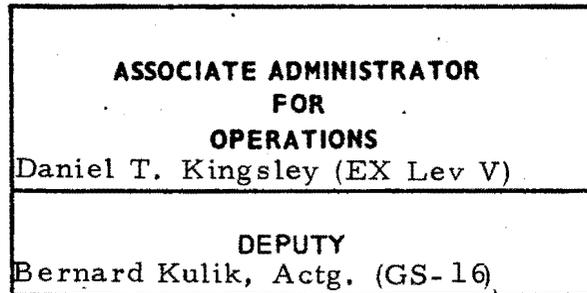
Participates in the development, review, and correction of systems to assure adequate management information and control at both Central and field office levels.

Participates in the development and implementation of a continuing program of field management development and training.

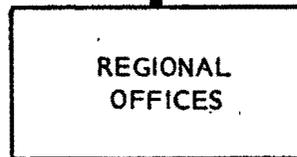
Develops adequate controls over field activities and evaluates and appraises regional management to ascertain whether plans and objectives are being achieved.

Plans, directs, and administers the Agency's disaster operations through contingency planning, administration during the disaster, and disaster maintenance. Recommends physical and product disaster declarations to the Administrator. Maintains liaison with other government agencies and individual Congressmen and committee staff members relating to the disaster program.

Serves as a member of the Size Appeals Board.



Richard Bentley (GS-15)



## ASSOCIATE ADMINISTRATOR FOR MINORITY SMALL BUSINESS

Formulates policy relating to the Agency's programs which provide assistance to minority small business concerns and reviews the execution of such programs in light of such policy.

Develops plans, operating procedures, and standards to effectively strengthen and improve the Agency's minority small business (MSB) program, including the provision of centralized services in the disadvantaged areas.

Develops program goals and objectives within the framework of approved policies. Reviews and evaluates program effectiveness.

Provides direction and emphasis in the coordination of all Agency programs to achieve the objectives of the MSB effort. Chairs the ad hoc MSB advisory group established for this coordinative purpose.

Evaluates the performance of the field offices to insure compliance with MSB program policies and procedures.

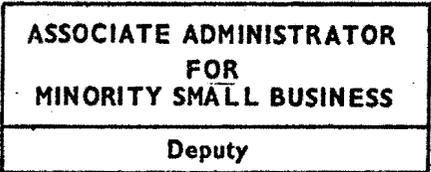
Represents the Administrator at interagency meetings convened by the Secretary of Commerce for the purpose of coordinating programs and activities that affect or contribute to the growth of minority business enterprise. Serves in this capacity, in cooperation with the Associate Administrator for Procurement Assistance (AA/PA) and the Assistant Administrator for Management Assistance (AA/MA), at other interagency meetings, and in negotiations with Federal agencies whose activities relate to the MSB and business development programs.

Provides information and assistance and otherwise participates with the Secretary of Commerce, when requested, in the development of national program objectives for minority business enterprise.

Confers with top representatives of industry, trade associations, local governments, and community action groups to enlist their substantial participation and involvement in the SBA MSB program. Promotes their cooperation in the development of minority enterprises and entrepreneurships in the disadvantaged areas. Negotiates basic agreements with industries for establishment of local outlets and franchises and for the provision of management and technical assistance and other types of support.

Coordinates with and invites participation by AA/PA in meetings and conferences that include representatives of manufacturing and construction industries. Works with the AA/PA in the development of policies and procedures governing the combined MSB-PA effort to involve minorities in the manufacturing, construction, and related service industries.





- C. Mack Higgins (GS-18)

- Joseph Luna (GS-16)

Office of  
Program Planning  
And Control

Albert Carter  
(GS-15)

Office of  
Government and  
Industry Relations

Joseph Conrad  
(GS-15)

Office of  
Program  
Assistance

Richard Philbin  
(GS-15)

ASSOCIATE ADMINISTRATOR FOR  
PROCUREMENT ASSISTANCE

Develops plans, operating procedures, and standards to effectively strengthen and improve the Agency's procurement assistance programs to meet the existing and potential needs of the small business community.

Develops and recommends policies pertaining to the procurement assistance mission of the Agency.

Develops program goals and objectives within the framework of approved policies. Reviews and evaluates program effectiveness.

Promotes nationwide the Agency's procurement assistance programs to increase the participation of small business concerns in Government procurement awards and sales of timber and excess property.

Promotes nationwide the Agency's 8(a) procurement program to increase the participation and support of industrial concerns, professional and trade associations, local governments, and community groups in developing entrepreneurship opportunities for disadvantaged groups, including minorities, in manufacturing, construction, and service related industries.

Provides technical advice, assistance, and support to the AA/O relating to procurement assistance matters.

Represents the Administrator in negotiations with other Federal agencies whose activities relate to Procurement Assistance program area.

Serves as a member of the Size Appeals Board.

Operates as Small Business conduit for technology advancement.

**ASSOCIATE ADMINISTRATOR  
FOR PROCUREMENT ASSISTANCE**  
Harold K. Fletcher (Ex Lev V)

**OFFICE OF  
PROCUREMENT ASSISTANCE**

Robert McDermott  
(GS-16)

**OFFICE OF  
BUSINESS DEVELOPMENT**

B. Winford Smith  
(GS-16)

## GENERAL COUNSEL

Develops plans, procedures, and standards for providing legal services in support of SBA program operations, including execution of loan closing and litigation activities by Agency counsel.

Develops and recommends policies governing the Agency legal functions and activities.

Develops program goals and objectives within the framework of approved policies. Reviews and evaluates legal program effectiveness, including onsite visits to evaluate field office performance.

Analyzes and interprets legislation, regulations, and orders relating to the operation of the Small Business Administration. Advises the Administrator, Deputy Administrator, Associate and Assistant Administrators, and other key officials on the legal aspects of the development and execution of policies and programs.

Negotiates with Federal agencies as to the legal aspects of matters pertaining to the responsibilities of SBA and drafts resultant agreements. Develops legal theories incorporated in requests to the Comptroller General or to other Federal agencies for decisions in matters of interest to small business.

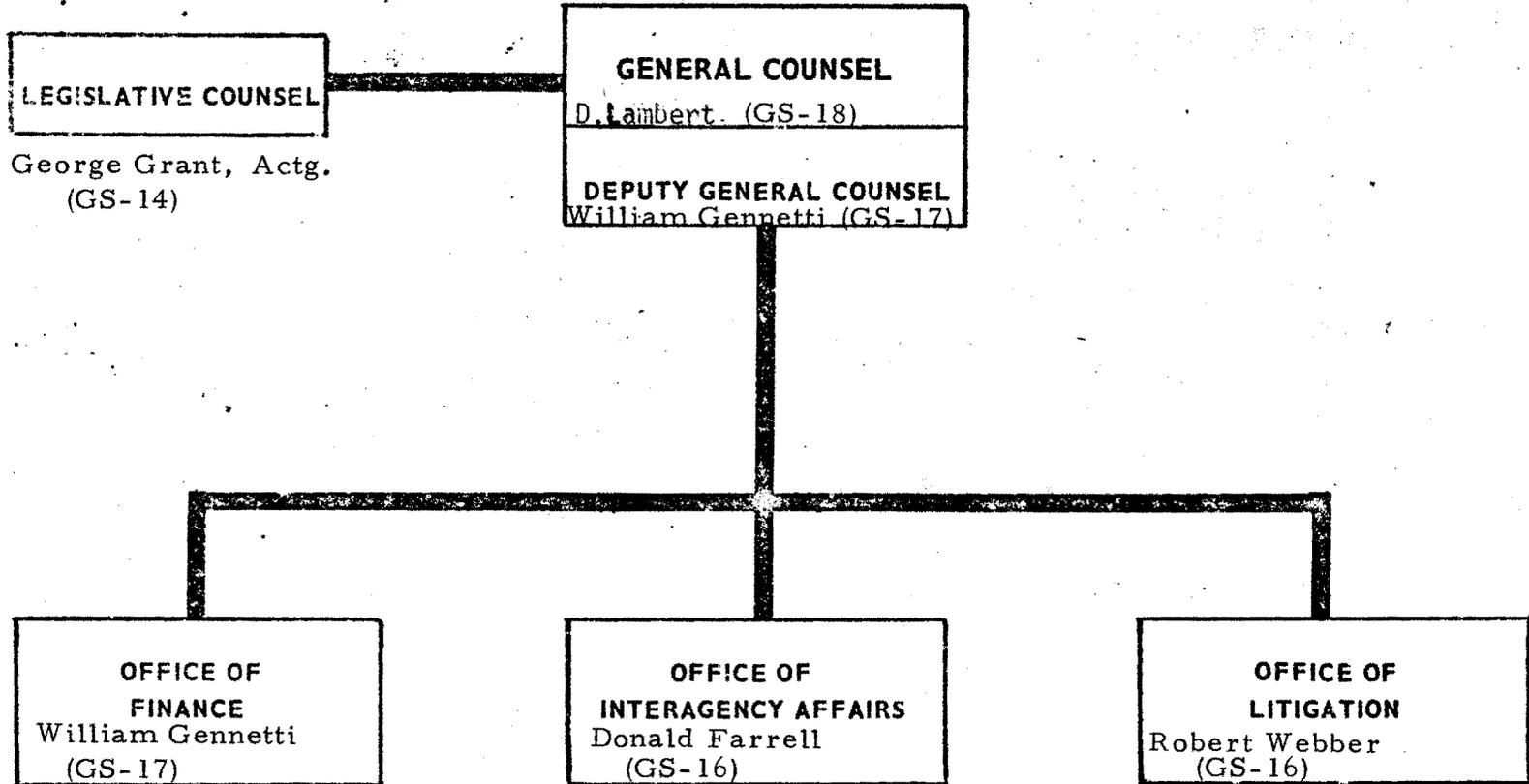
Provides legal counsel, advice, and assistance to the Associate Administrator for Operations and other Central Office officials in connection with the financial, investment, administrative, technical, procurement and management assistance, and minority enterprise programs, and in the formation of defense production and research and development pools. Within approved policies, gives direct legal advice and assistance to the field offices and exercises technical supervisory responsibility with respect to legal functions in the field offices. Also, advises on eligibility of applicants for assistance from SBA.

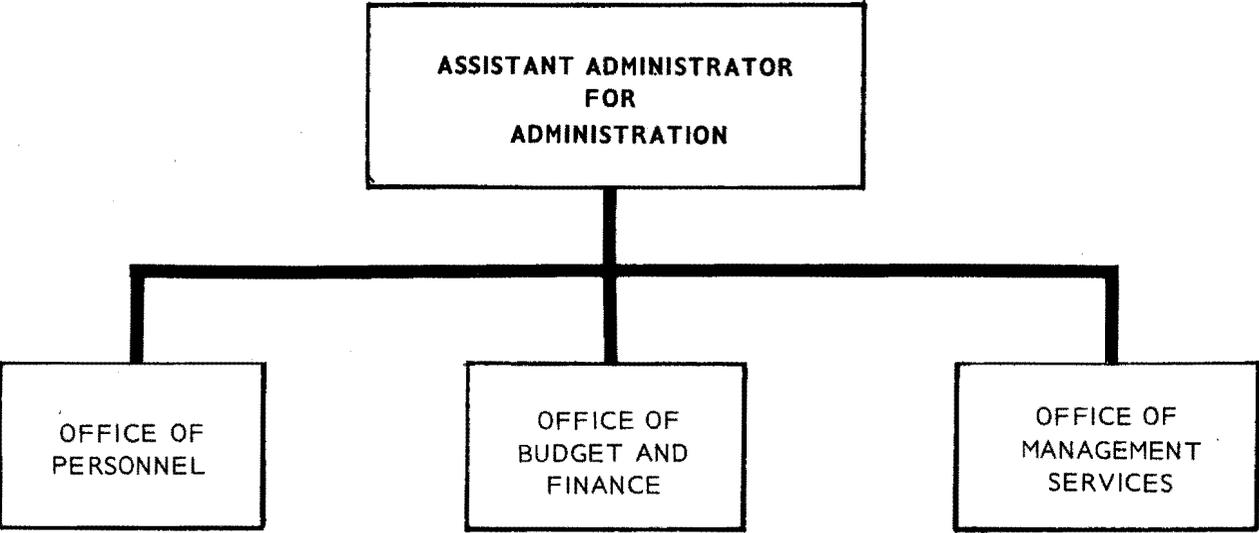
Advises with respect to servicing and liquidation of loans. Assists and participates with the Department of Justice in litigation arising from delinquent loans, criminal matters, and other SBA program activities. Prosecutes administrative proceedings pursuant to the Small Business Investment Act.

Reviews legislative proposals affecting small business and develops recommendations for the Office of Management and Budget and congressional committees; prepares legislative proposals relating to SBA; and develops reports for congressional hearings or the Office of the President.

Serves as legal adviser to the Size Appeals Board.

Maintains liaison with governmental and other agencies having activities related to the legal and advocacy functions of the Agency.





Approved: Louis F. Laun  
Acting Administrator

1-15-76

# S.O.P. CONTINUATION SHEET

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## APPENDIX 63

### ASSISTANT ADMINISTRATOR FOR ADMINISTRATION

Develops plans, systems, procedures, and standards for effective implementation of budget and finance, personnel, and management systems programs, including emergency preparedness activities.

\* Administers the Agency's (\*\*\*) management studies, and personnel management program review activities Agencywide. \*

Coordinates and maintains control over all formal and informal interagency committees, councils, task forces, or other coordinating groups in which SBA participates.

Develops goals and objectives for Agency administrative and management activities. Reviews and evaluates their effectiveness.

Represents the Administrator in negotiations with other Government agencies on matters relating to office programs and activities.

**ASSISTANT ADMINISTRATOR  
FOR ADMINISTRATION**

Roger H. Jones (GS-17)

**OFFICE OF  
PERSONNEL**

Under recruitment  
(GS-16)

**OFFICE OF  
BUDGET AND  
FINANCE**

Herbert Mills  
(GS-16)

**OFFICE OF  
MANAGEMENT  
SERVICES**

Vacant\*  
(GS-16)

\* Office is undergoing  
reorganization.

ASSISTANT ADMINISTRATOR FOR CONGRESSIONAL  
AND LEGISLATIVE AFFAIRS

Develops and recommends plans, procedures and standards to effectively strengthen and improve the Congressional relations and legislative affairs programs of the Small Business Administration.

Develops program goals and objectives within the framework of approved policies. Reviews and evaluates program effectiveness.

Provides advice, assistance and support to the Administrator and other Central Office officials relating to the Congressional and legislative affairs programs.

Serves as liaison with Members of Congress, Congressional Committees, Commissions and Executive Agencies in relation to program matters which relate to Congressional or legislative affairs as they affect the SBA.

Keeps the Administrator and key officials of the Agency informed of the activities of Congressional Committees as they relate to the programs and activities of SBA.

Assures timely and proper submission to Congress of legislative proposals affecting small business. In this regard, coordinates with Congressional Committees regarding dates and witnesses necessary to hearings on new or existing legislation.

Ensures coordination of all Congressional testimony with the Chief Counsel for Advocacy, other appropriate program officials and the Office of the General Counsel.

Oversees responsibility for commenting on legislation (other than that prepared by SBA or OMB) and is responsible for final assessment of all Agency comments before submission to the Administrator on such legislation.

Maintains knowledge, through liaison with Congress, of all pending legislation which will affect small business.

Coordinates the preparation of testimony and later responses on all legislation affecting SBA, and that needed in the case of Oversight hearings.

Serves as a member of the Administrator's Management Board.

ASSISTANT ADMINISTRATOR  
FOR  
CONGRESSIONAL AND LEGISLATIVE  
AFFAIRS

Thomas Cole GS-17

OFFICE OF  
CONGRESSIONAL  
RELATIONS

Harold Griffin GS-15

OFFICE OF  
LEGISLATIVE  
AFFAIRS

John Neumann GS-14

CHIEF COUNSEL FOR ADVOCACY,  
OFFICE OF ADVOCACY PROGRAMS

(ASSISTANT ADMINISTRATOR FOR ADVOCACY  
AND PUBLIC COMMUNICATIONS)

Develops plans, operating procedures, standards, program goals, and objectives to effectively strengthen, improve and present the Agency's advocacy and public affairs and information functions.

Develops and recommends policies and procedures, and directs planning, organization and participation for the Small Business Administration with regard to the National Advisory Council's program. Provides advice, assistance and support to the Associate Administrator for Operations in relation to the field advisory council's program.

Directs the initiation of studies and the development of procedures to provide a narrative historical description of the small business sector to provide, in a timely manner, data for policy and program formulation.

Ensures the initiation, coordination and development of the Agency's position as the Government's principal advocate of small business. Promotes, counsels and champions the position of and for small business and the Agency with all Federal agencies and State governments. Develops an ongoing relationship with same, as well as keeping abreast of pending Congressional action in order to recommend, facilitate and develop new programs and policies, or modification to existing programs and policies. This responsibility is performed in coordination with key SBA management officials.

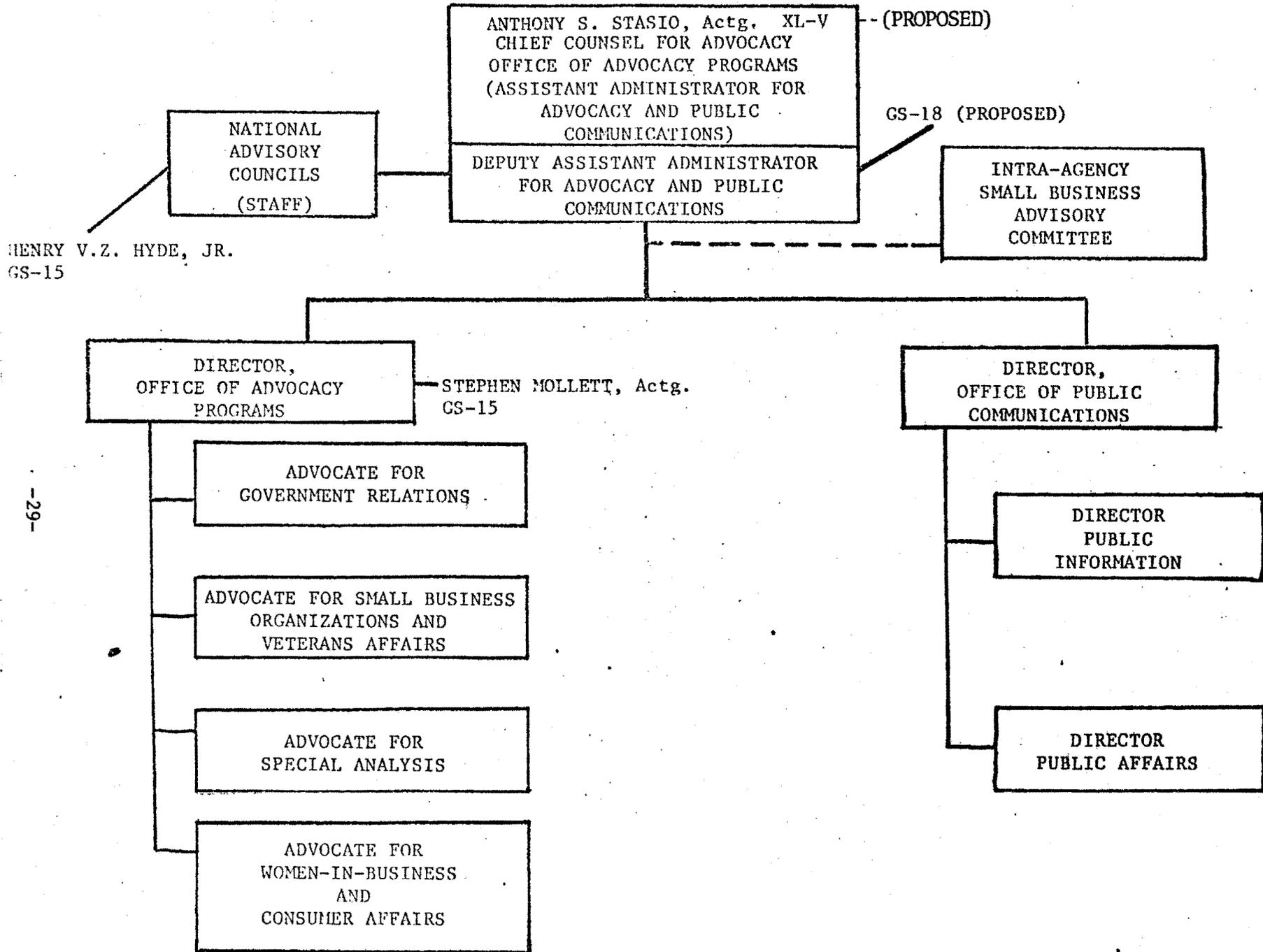
Ensures accomplishment of major studies and/or analyses of a special nature specifically assigned to the advocacy function by higher authority, i.e., Administrator, legislative direction or from within the Executive Branch.

Directs the development of statements, briefings and speeches for the Administrator and other key SBA officials, and provides advice, assistance and support to the Administrator, and other Central Office officials relating to the public affairs and information programs.

Directs the development and coordination of an orientation program for visitors to the Central Office, through which both international and domestic visitors are supplied with an overview of the operation and management of SBA programs.

Directs the development of Agency guidelines for making information and/or records available for public use in conformance with the FOIA; acts as coordinator for the Agency regarding the cost and availability of information and/or records requested by the public.

Serves as a member of the Administrator's Management Board.



Directs the conduct of economic planning studies and evaluations of the economic environment and relates to the needs and problems of the small business communities.

As the economic advisor of the Agency, reviews and comments to the Administrator upon all proposed legislation affecting the Agency or other Federal agency programs having an impact on small business.

Directs the initiation of and participation in interagency studies dealing with the critical aspects of the economy and public policy affecting small business.

Coordinates the development of Agency policy, plans, programs, goals and objectives as they relate to planning, research and data management activities.

As the principal planning officer of the Agency, develops and directs the preparation of Agency program memoranda as required by the Office of Management and Budget and coordinates with program offices in the developing and maintaining of the SBA Five-Year Plan.

Develops policies, plans, systems and procedures to effectively strengthen and improve the planning and program evaluation functions of the Agency.

Directs and ensures the conduct of economic, cost benefit, program analysis and special studies of Agency activities to provide the Administrator and program managers with alternative courses of action and policy.

Directs the development of and recommends new and changed size standards for all SBA programs. Is responsible for the determination and interpretation of the SBA size standards and serves as a member of the Size Appeals Board.

Provides in-house research capability and identifies and formulates economic and industry research projects to be pursued under contract, and monitors such contracts approved by the Administrator. Conducts studies, in cooperation with program offices, involving across-the-board investigations of SBA programs to measure their effectiveness in terms of costs, benefits and other considerations. Serves as the central analytical staff to review and evaluate, in conjunction with appropriate program evaluation studies submitted to the Administrator.

Develops and initiates studies of socio-economic and legislative changes which affect the competitive position of small business.

Responsible for development of plans, operating procedures and standards to effectively strengthen and improve the provision and management of data processing, data communications, computer systems analysis and management science services within the SBA.

R.D. HOLLAND GS-18  
ASSISTANT ADMINISTRATOR FOR  
PLANNING, RESEARCH AND  
DATA MANAGEMENT

VACANT GS-16  
OFFICE OF  
THE CHIEF ECONOMIST

VACANT  
(NO GRADE ESTABLISHED)  
OFFICE OF  
DATA MANAGEMENT

## ASSISTANT ADMINISTRATOR FOR MANAGEMENT ASSISTANCE

Develops and recommends policies concerning the management assistance and foreign trade programs.

Develops program goals and objectives within the framework of approved policies. Reviews and evaluates program effectiveness.

Develops plans, operating procedures, and standards to effectively strengthen and improve the Agency's management information and training, management counseling, and management contracts programs to meet existing and potential needs of the small business community.

Develops plans, operating procedures, standards, goals, and objectives for providing management assistance through volunteer or contract activity, including marketing analyses, feasibility and/or engineering studies to applicant-borrowers, COC, and 8(a) recipients.

Develops and recommends policies concerning Agency use of volunteer management assistance groups, such as SCORE (Service Corps of Retired Executives) and ACE (Active Corps of Executives) and maintains active liaison on behalf of SBA with such groups.

Develops and recommends policies and procedures for the administration and use of management consultant contracts entered into under Section 406 of the Economic Opportunity Act of 1969, as amended. Administers the SCORE, ACE, and other volunteer program activities on an Agency-wide basis, with accent on recruitment and expansion of these programs in connection with borrower-related management assistance. Coordinates with ACTION in areas of mutual interest with respect to SCORE and ACE volunteer support activity.

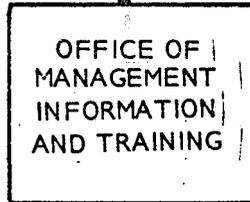
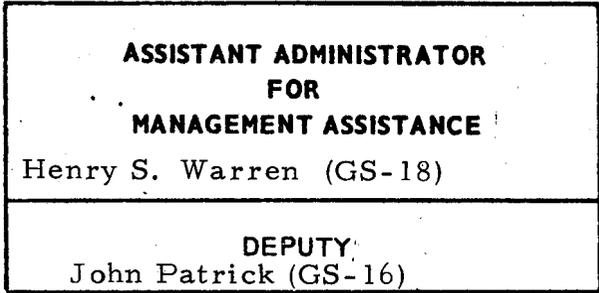
Develops and recommends policies and procedures which emphasize the effectiveness of management assistance to borrowers.

Develops and recommends policies and procedures for the administration of the Small Business Institute Program.

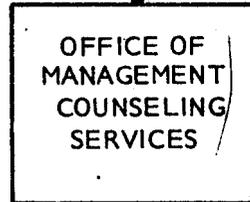
Develops and implements policies to carry out the Agency's Foreign Trade program.

Provides technical advice, assistance, guidance, and support to the AA/O and other Central Office officials with respect to the management assistance programs.

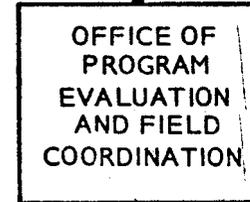
Maintains liaison with other SBA organizational components and other Federal agencies on matters relating to the management assistance program.



Bruce Whiting  
(GS-15)



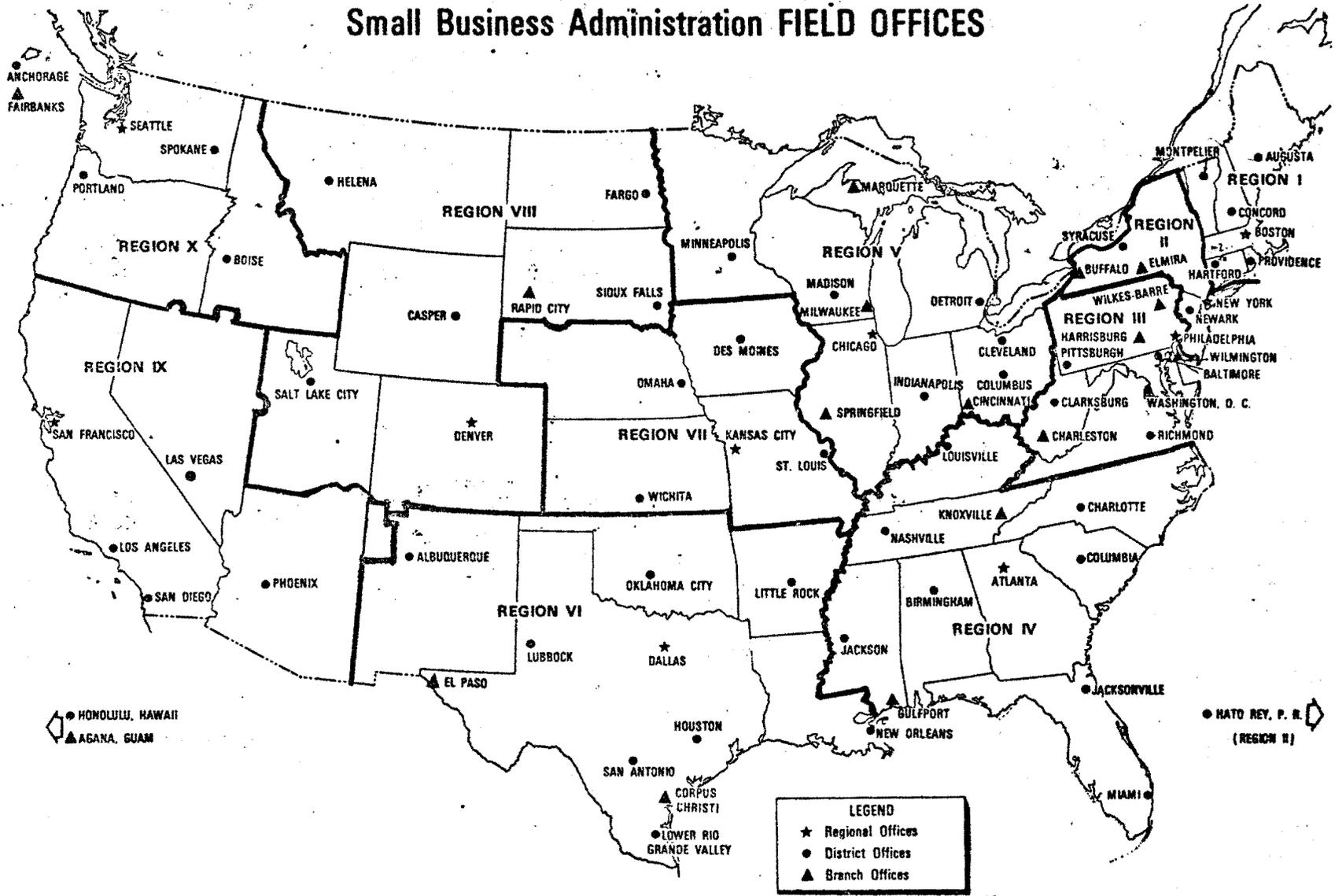
Lincoln Simon  
(GS-15)



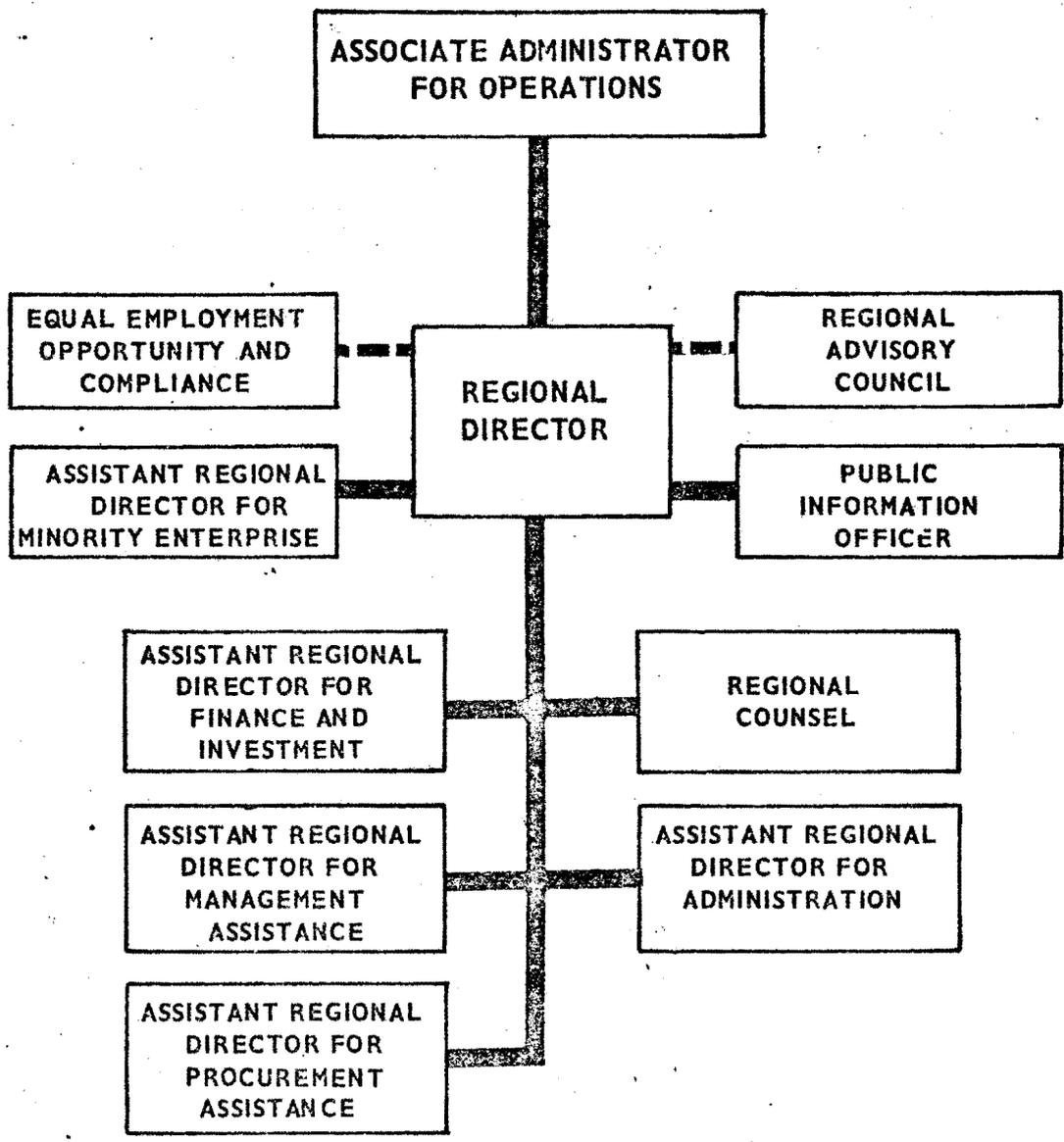
Richard Sweeney  
(GS-15)

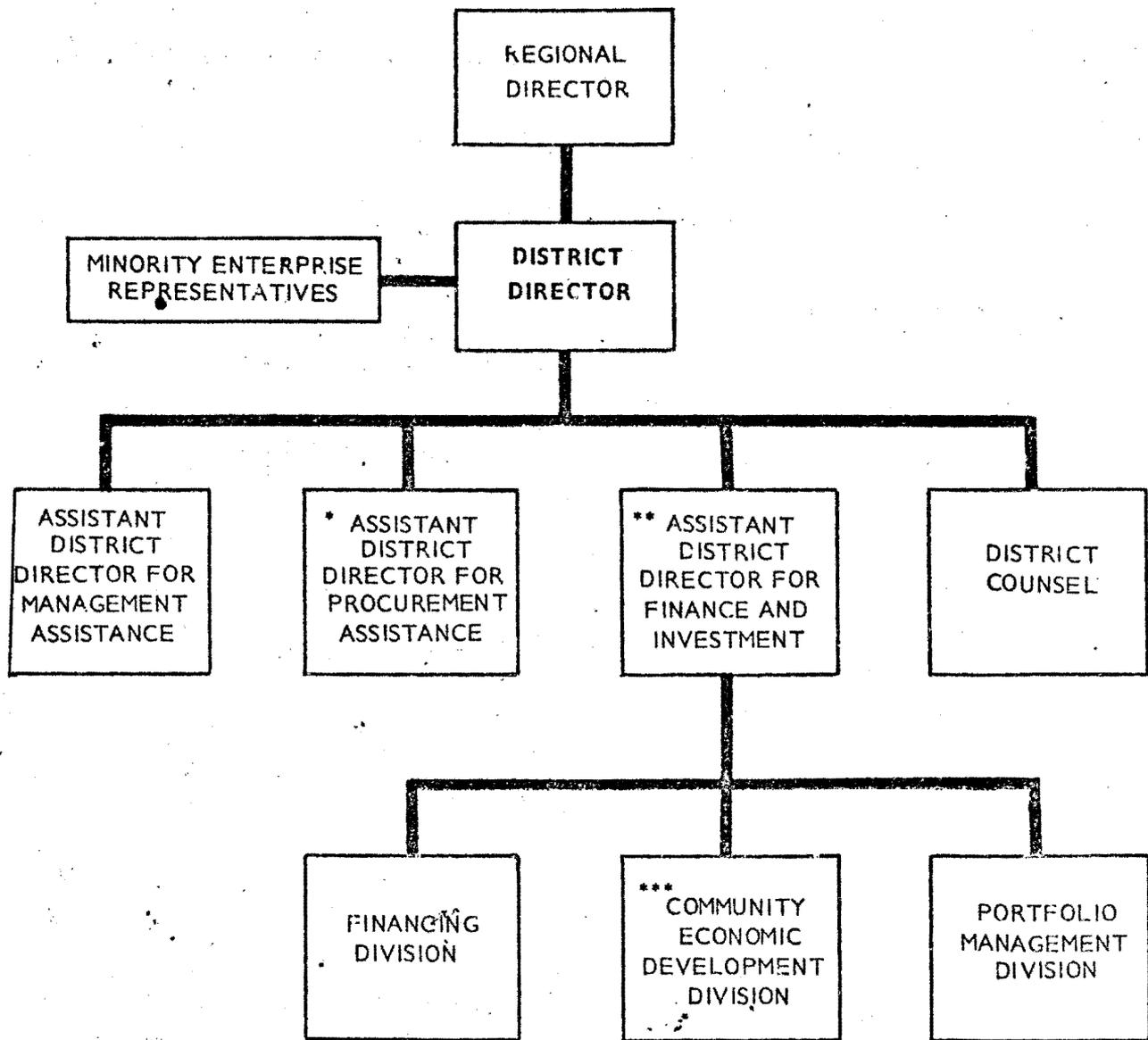
# Small Business Administration FIELD OFFICES

135-



January 15, 1975





\* Optional at the discretion of the Regional Director

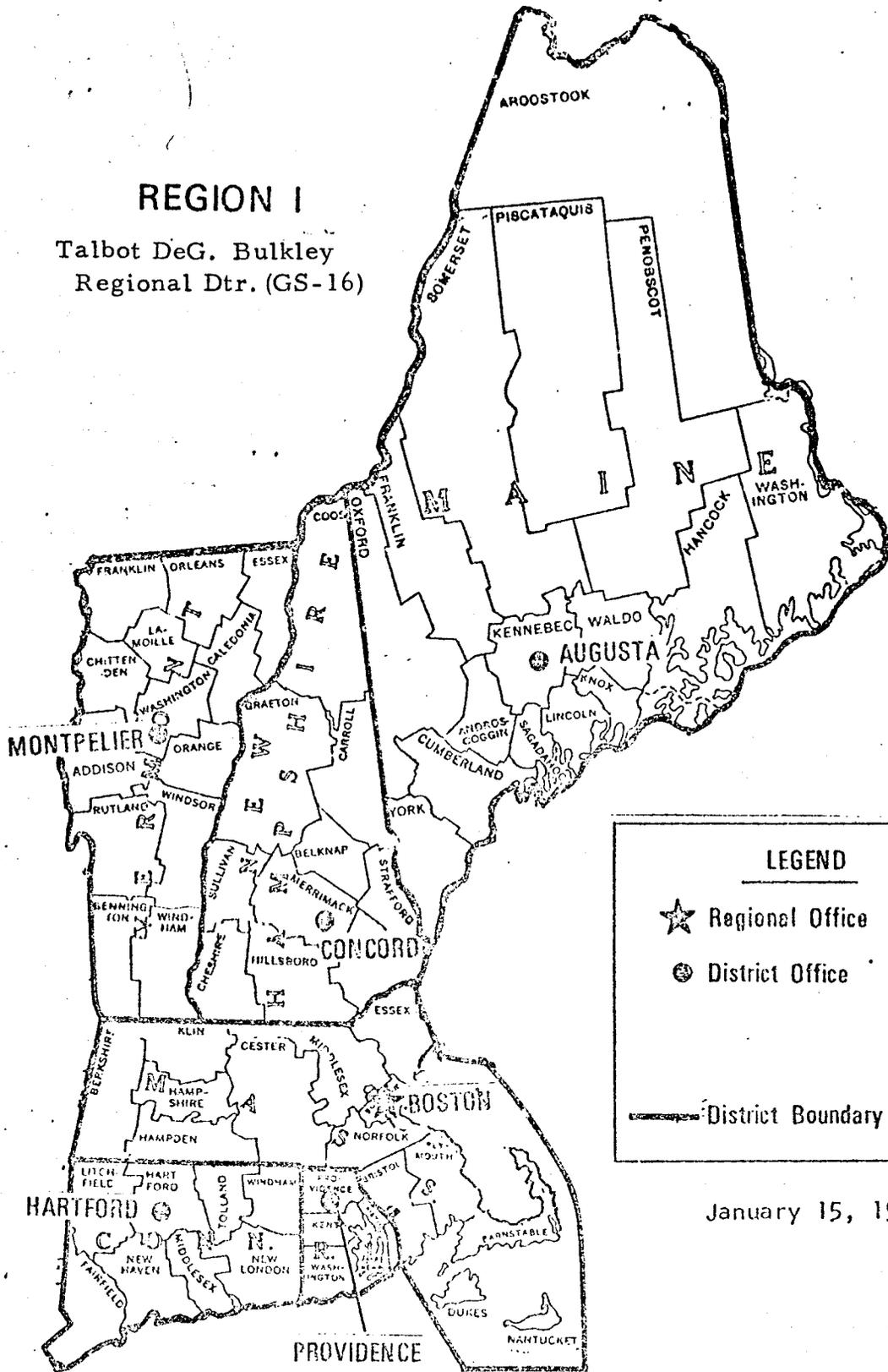
\*\* There are three (3) possible configurations:

1. Assistant District Director for F&I with a divisional substructure as shown.
2. Assistant District Director for F&I with no substructure -- recommended for smaller district offices.
3. Separate divisions with no Assistant District Director for F&I.

\*\*\* This division is not recommended unless there are at least three (3) professional positions included.

# REGION I

Talbot DeG. Bulkeley  
Regional Dtr. (GS-16)



**LEGEND**

★ Regional Office

● District Office

--- District Boundary

January 15, 1975

DISTRICT DIRECTORS

- Boston - A. Prendergast (GS-15)
- Augusta - T. McGillicuddy (GS-14)
- Concord - B. Teague (GS-15)

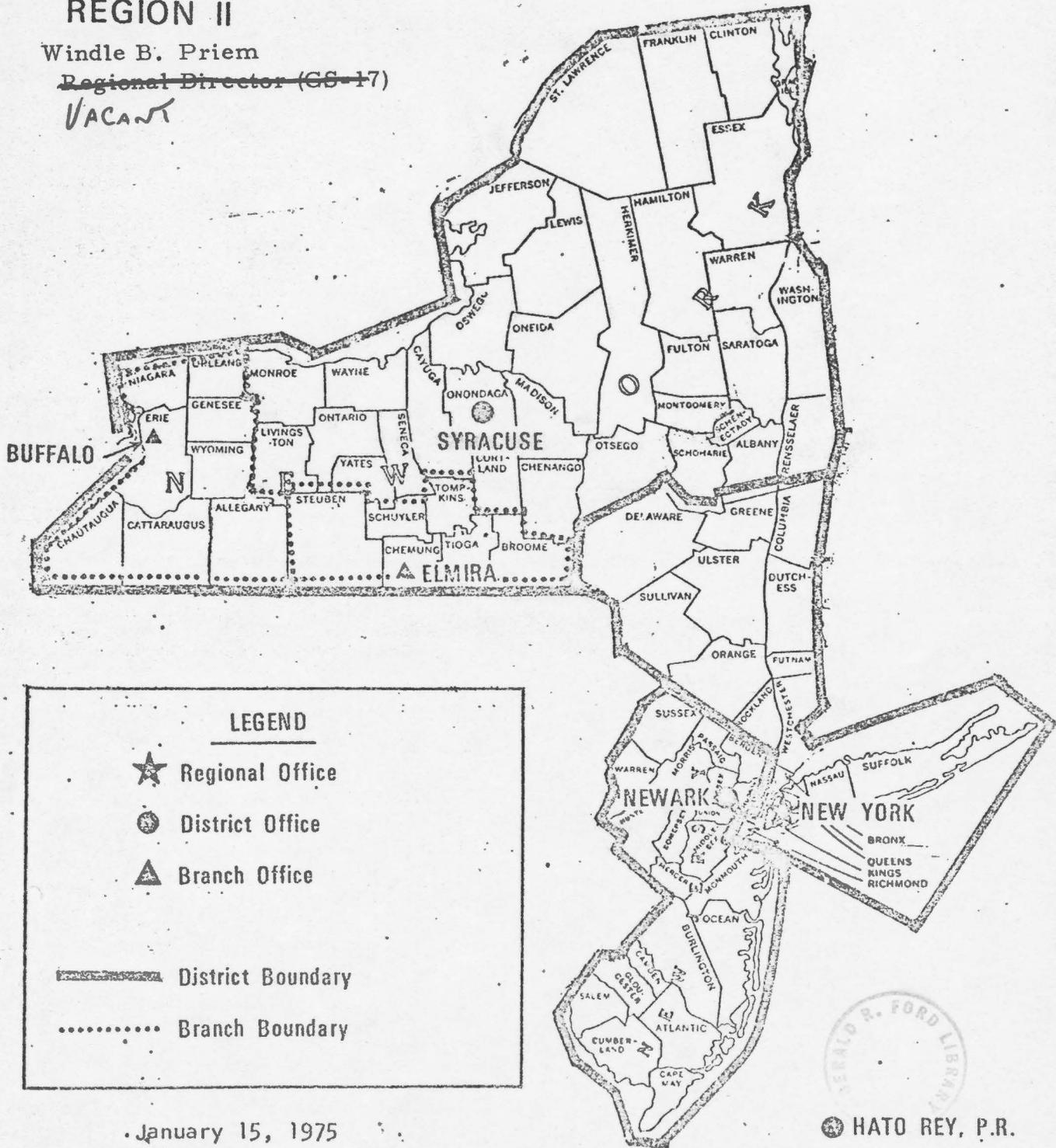
- Hartford - T. Higgins (GS-14)
- Montpelier - D. Emery (GS-14)
- Providence - C. Fogarty (GS-14)

# REGION II

Windle B. Priem

~~Regional Director (GS-17)~~

VACANT



**LEGEND**

- ★ Regional Office
- District Office
- ▲ Branch Office
- District Boundary
- ..... Branch Boundary

January 15, 1975

DISTRICT DIRECTORS

New York - Vacant  
 Hato Rey - A. Yordan (GS-15)

Newark - A. Lynch (GS-15)  
 Syracuse - J. W. Harrison (GS-15)



● HATO REY, P.R.

January 15, 1975

DISTRICT DIRECTORS

- Bala Cynwyd - W. Patterson (GS-15)
- Clarksburg - I. Mayfield (GS-15)
- Pittsburgh - J. Forbes (GS-15)
- Richmond - R. Kuttenkuler (GS-15)
- Towson - G. Lang (GS-15)
- Washington, DC - L. Bechet (GS-15)

**REGION III**

~~Allan M. Peterson~~ **VACANT**  
 Regional Director (GS-17)



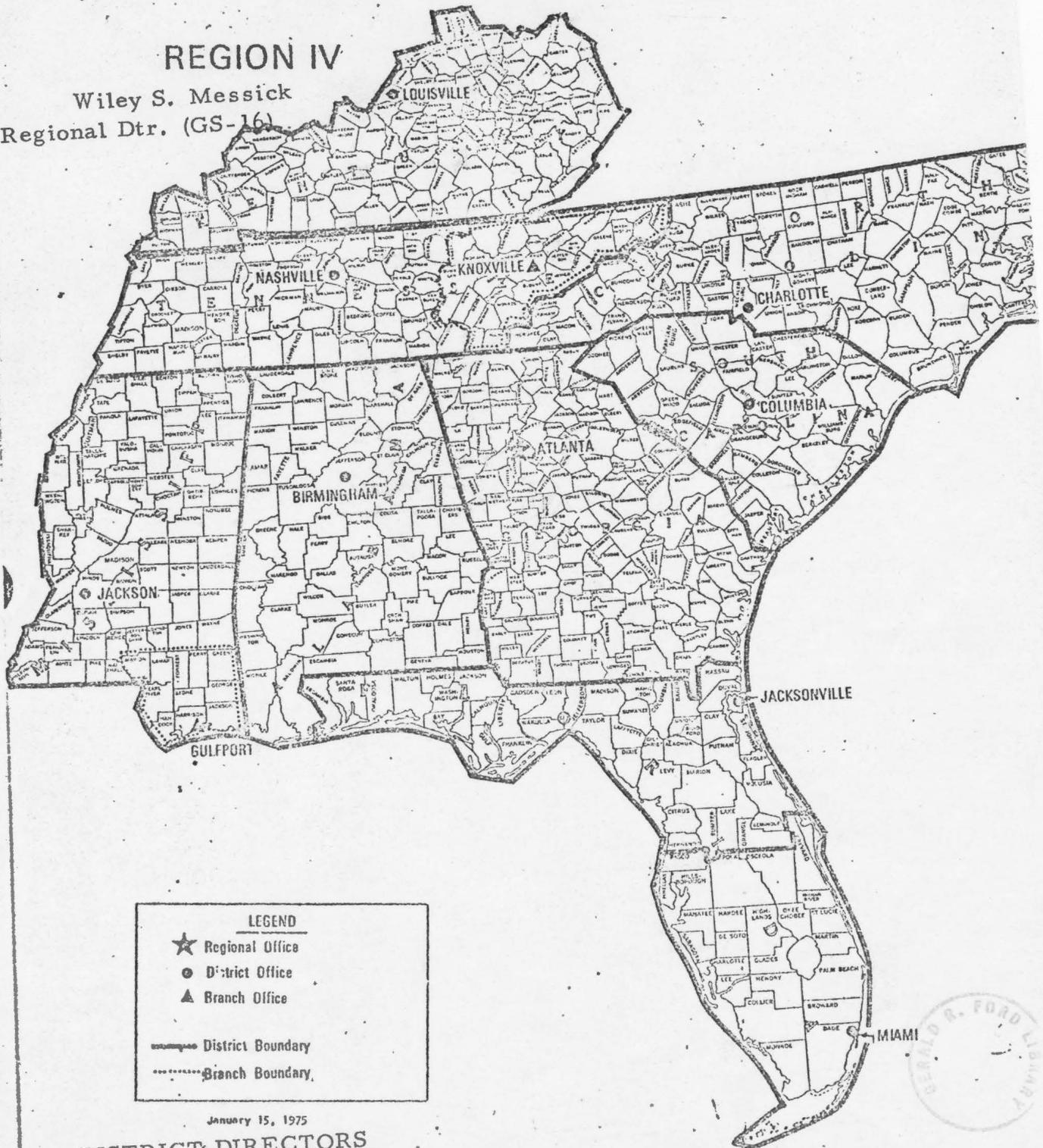
**LEGEND**

- ★ Regional Office
- District Office
- ▲ Branch Office
- District Boundary
- ..... Branch Boundary

- 40 -  
 SEALD R. FORD LIBRARY

# REGION IV

Wiley S. Messick  
Regional Dtr. (GS-16)



**LEGEND**

- ★ Regional Office
- District Office
- ▲ Branch Office
- District Boundary
- ..... Branch Boundary

January 15, 1975

## DISTRICT DIRECTORS

- Atlanta - J. Sewell (GS-15)
- Birmingham - J. Barksdale (GS-15)
- Charlotte - G. Marschall (GS-15)
- Columbia - V. Amick (GS-14)
- Coral Gables - T. Butler (GS-15)
- Jackson - A. Jones (GS-15)

- Jacksonville - D. McAllister (GS-15)
- Louisville - R. Blankenship (GS-15)
- Nashville - W. Shaver (GS-14)

REGION V - Harold L. Aronson, Jr.  
Regional Dtr. (GS-17)



**LEGEND**

- ★ Regional Office
- District Office
- ▲ Branch Office
- District Boundary
- ..... Branch Boundary

January 15, 1975

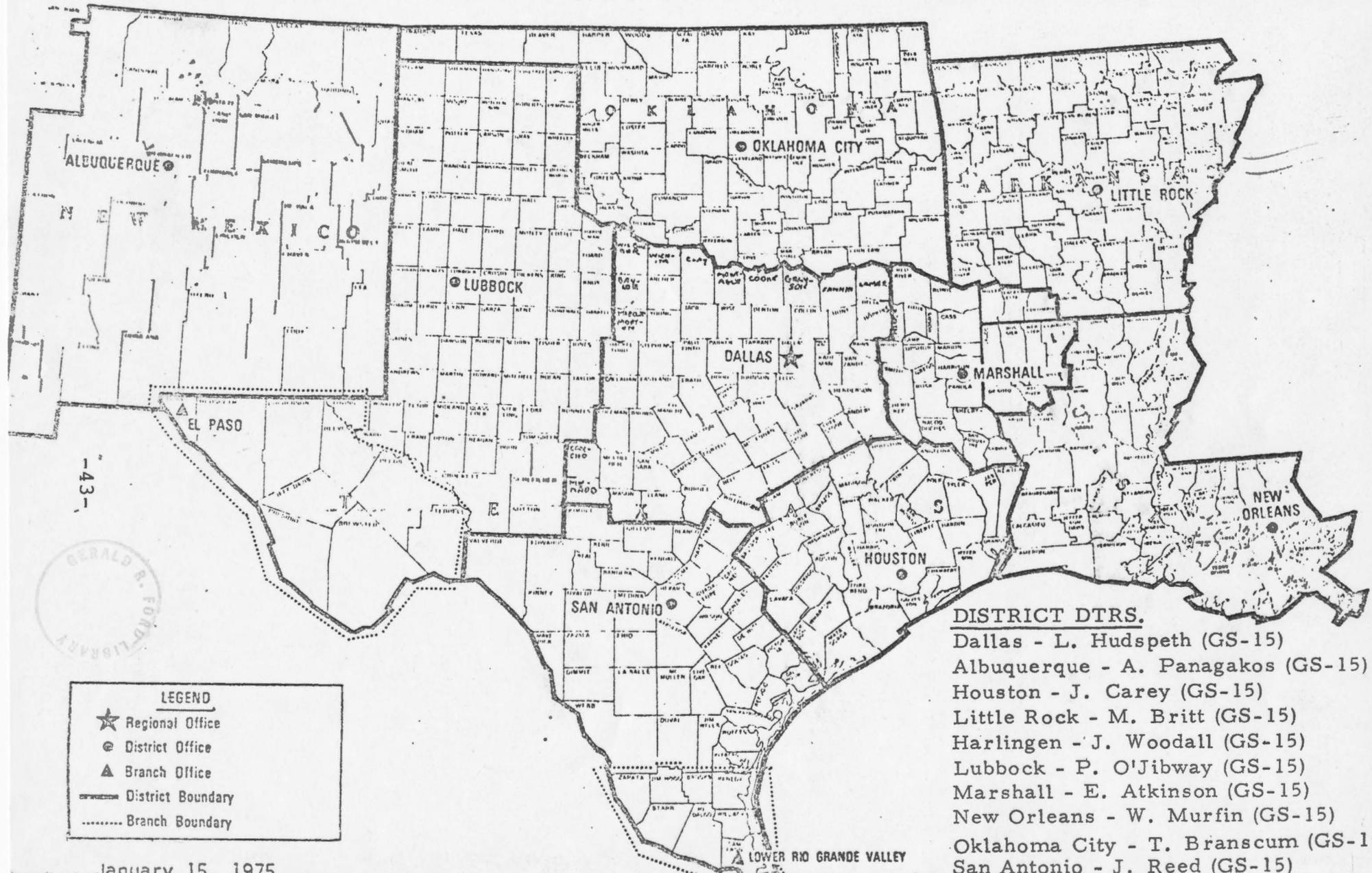
DISTRICT DIRECTORS

- Chicago - J. Smith (GS-15)
- Cleveland - S. Hemming (GS-15)
- Columbus - F. Ray (GS-15)
- Detroit - R. Harshman (GS-15)

- Indianapolis - W. Miller (GS-15)
- Madison - L. Schlinggen (GS-15)
- Minneapolis - P. Jansen (GS-15)

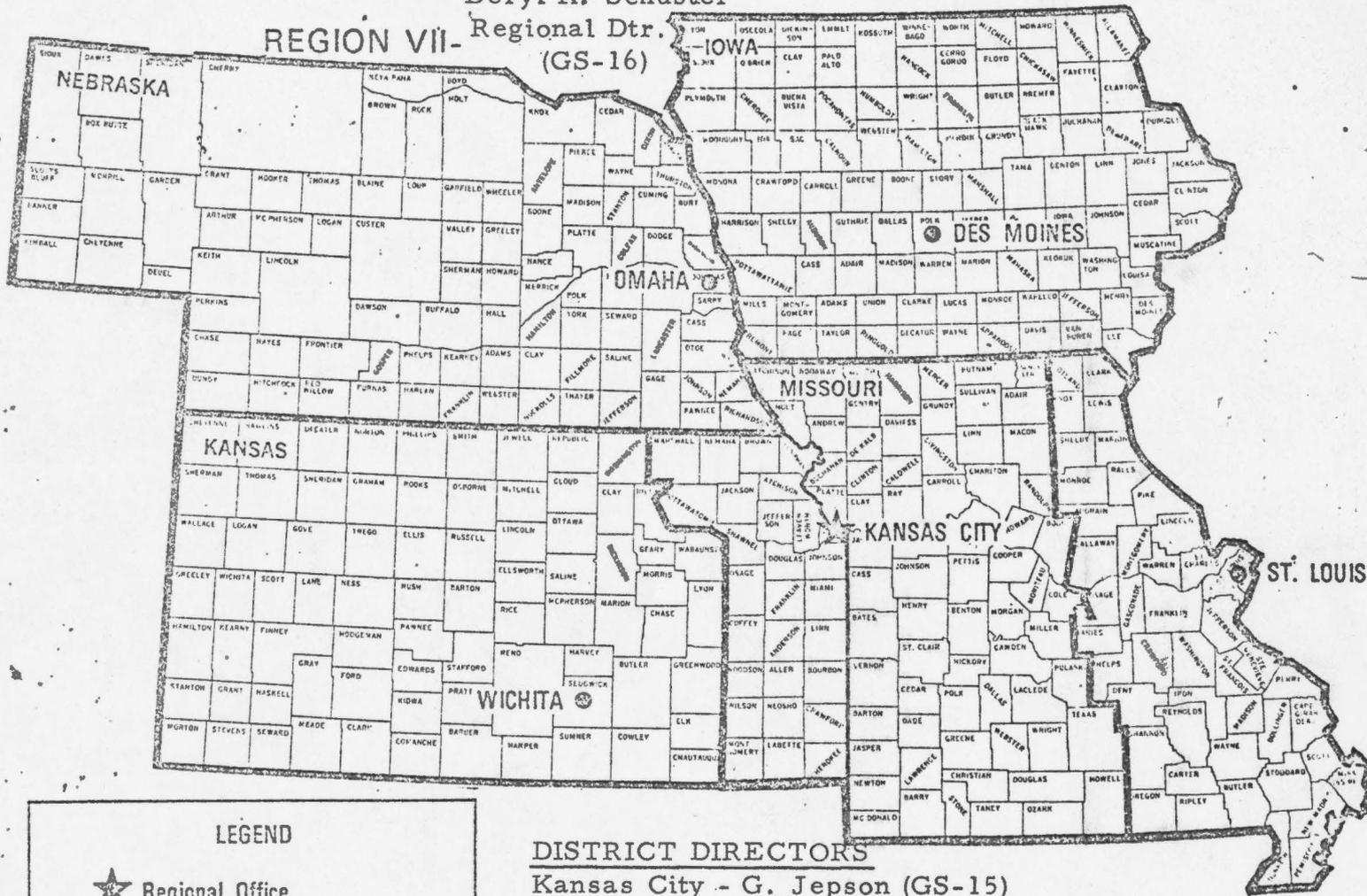


REGION VI - Frederick S. Neumann, Regional Dtr. (GS-17)



Deryl K. Schuster

REGION VII - Regional Dtr. (GS-16)



LEGEND

★ Regional Office

★ District Office

— District Boundary

DISTRICT DIRECTORS

Kansas City - G. Jepson (GS-15)

Des Moines - H. Sears (GS-15)

Omaha - R. Budd (GS-15)

St. Louis - T. Holling (GS-15)

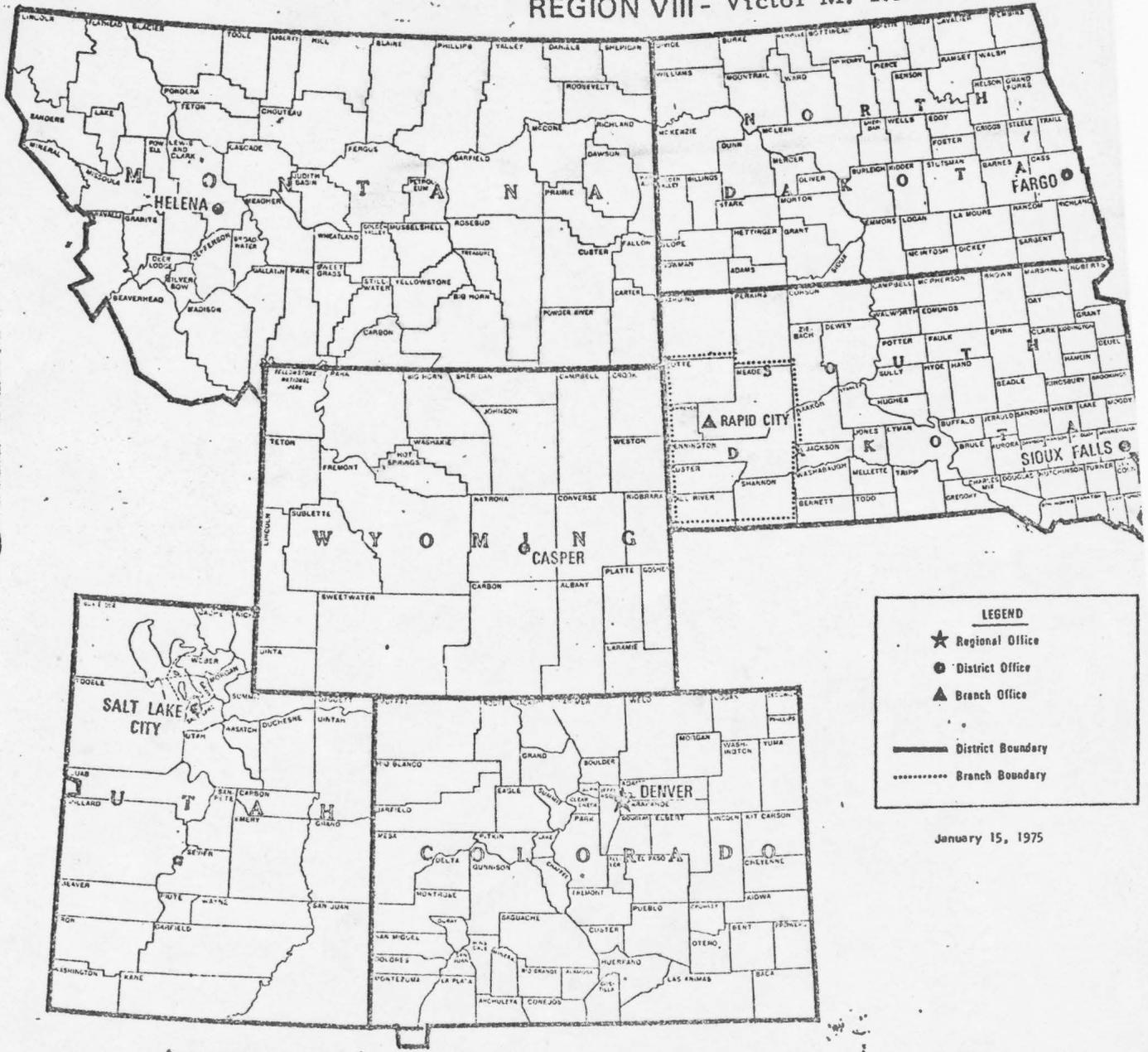
Wichita - C. Hunter (GS-14)

January 15, 1975



(GS-16)

REGION VIII - Victor M. Rivera, Reg. Dtr.



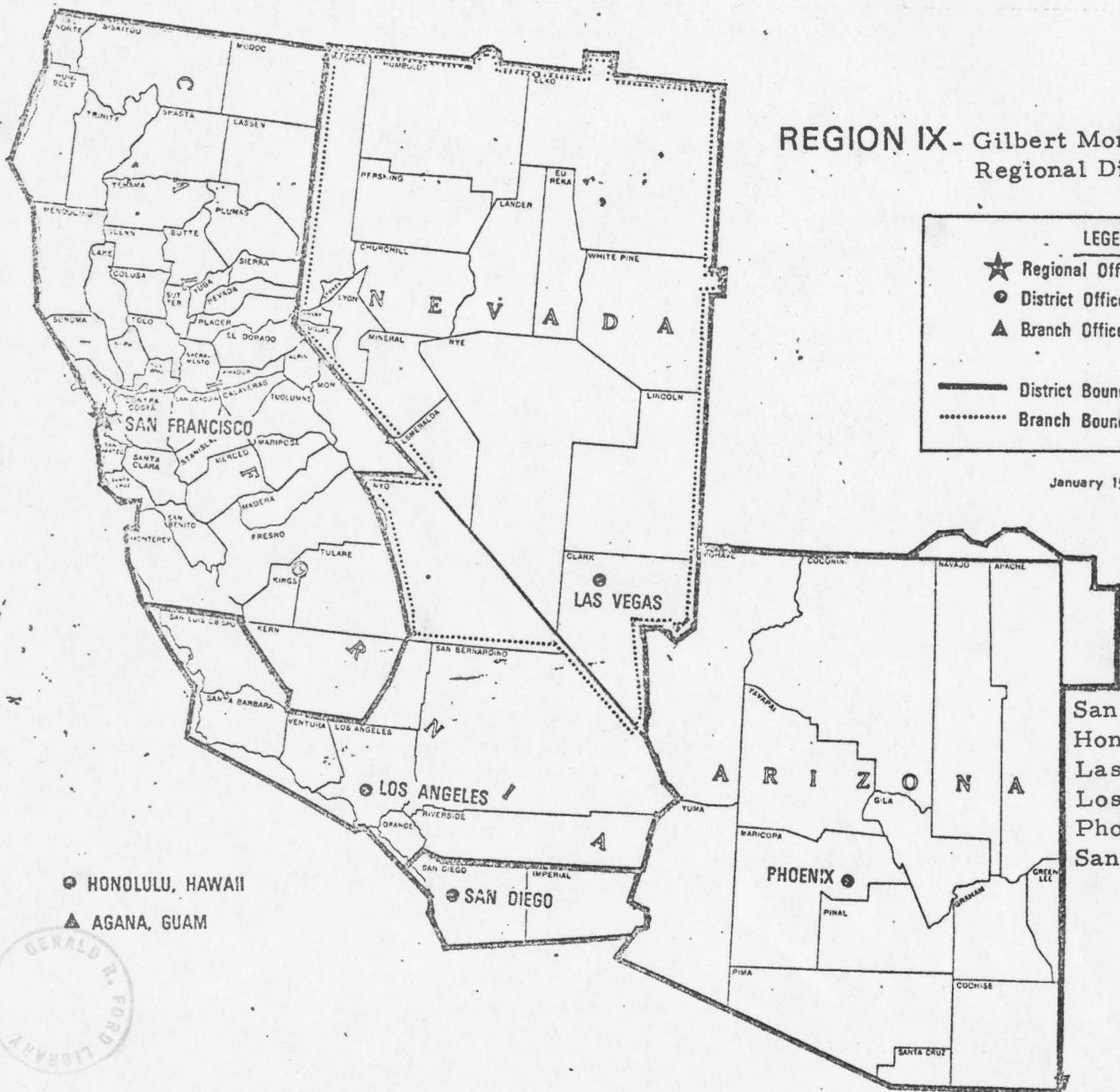
**LEGEND**

- ★ Regional Office
- District Office
- ▲ Branch Office
- District Boundary
- ..... Branch Boundary

January 15, 1975

- DISTRICT DIRECTORS**
- Denver - D. Graves (GS-15)
  - Casper - J. King (GS-15)
  - Fargo - E. Shafer (GS-15)
  - Helena - O. Tschache (GS-15)
  - Salt Lake City - C. Hopkins (GS-15)
  - Sioux Falls - C. Leedom (GS-15)





**REGION IX - Gilbert Montano**  
**Regional Director (GS-17)**

**LEGEND**

- ★ Regional Office
- District Office
- ▲ Branch Office

— District Boundary  
 ..... Branch Boundary

January 15, 1975

**DISTRICT DIRECTORS**

- San Fran - C. Morton (GS-16)
- Honolulu - D. Nakagawa (GS-14)
- Las Vegas - R. Garrett (GS-14)
- Los Angeles - S. Rollins (GS-16)
- Phoenix - S. Goldberg (GS-15)
- San Diego - F. Sargent (GS-15)

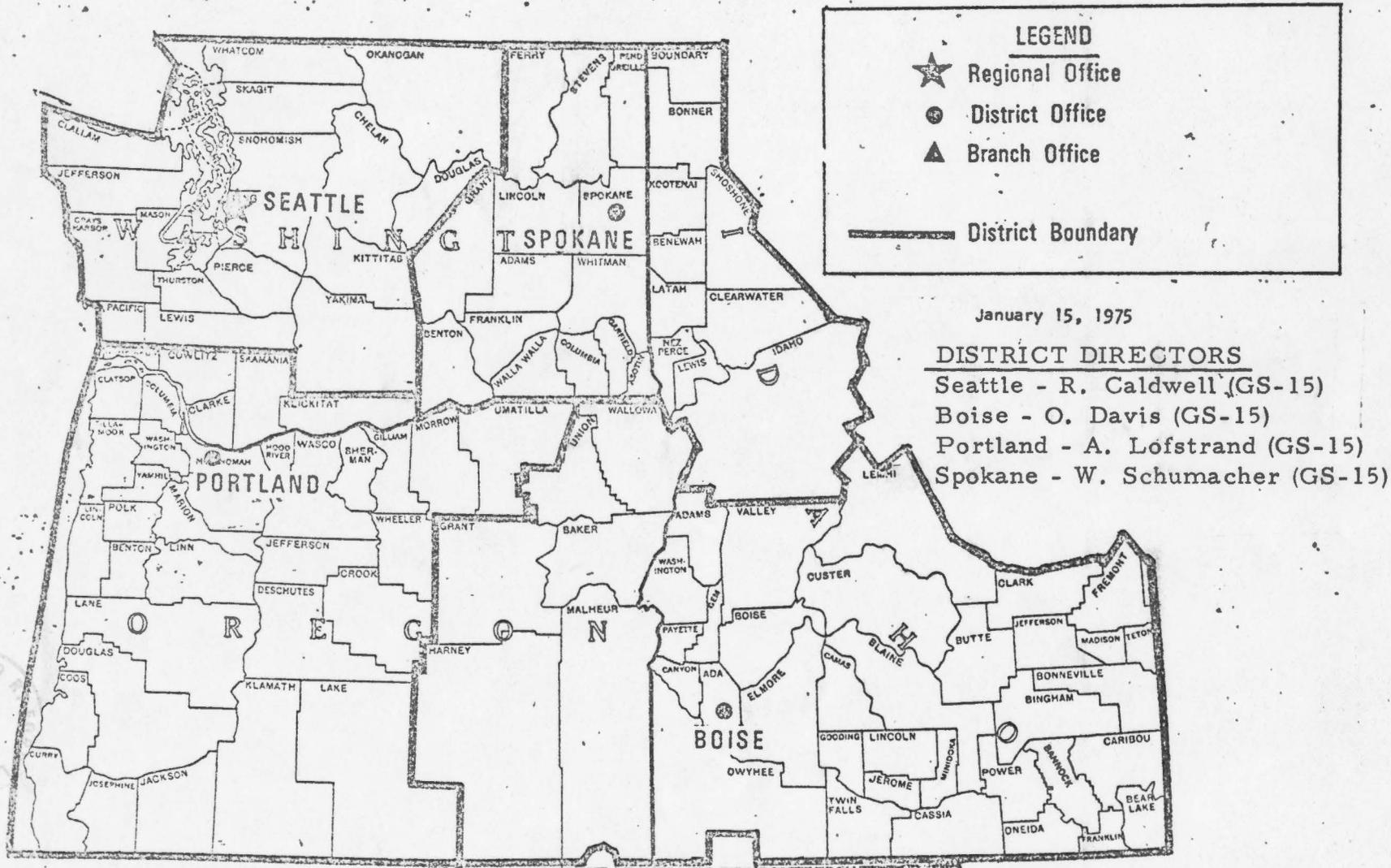
- HONOLULU, HAWAII
- ▲ AGANA, GUAM



⊙ ANCHORAGE, ALASKA

▲ FAIRBANKS, ALASKA

# REGION X - Daniel B. Ward, Regional Dtr. (GS-16)



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GERALD



