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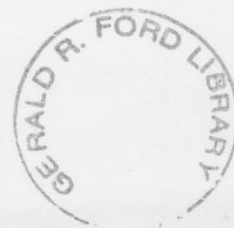
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SOUTHERN BLACK MAYORS CONFERENCE
TUSKEGEE, ALABAMA

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I REMEMBER A TIME WHEN I THOUGHT OF PRESIDENTS, GOVERNORS, SENATORS AND CONGRESSMEN AS PEOPLE WHO LIVED IN CIVICS BOOKS, AND OF THE MAYOR OF OUR TOWN AS THE ONE REAL-LIFE EMBODIMENT OF GOVERNMENT....DISTANT GOVERNMENT.

AGE, AND MY PRESENT ASSIGNMENT, HAS MODIFIED THIS PICTURE SOME FOR ME, AND I SUPPOSE TELEVISION HAS CHANGED IT FOR TODAY'S YOUNGER GENERATION. BUT I SUSPECT THAT MAYORS ARE MORE REAL TO MORE PEOPLE TODAY THAN ALL OTHER PUBLIC OFFICIALS PUT TOGETHER, AND I AM IN ANY EVENT STILL CLEAR ENOUGH ABOUT MY OWN EARLIER IMPRESSION TO COUNT IT A PARTICULAR HONOR TO BE HERE.

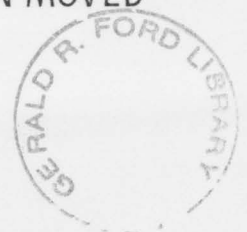
WE WOULD AGREE, AS PARTNERS IN PROGRESS, THAT GOVERNMENT NEVER PLAYS A COMPLETELY SEPARATE ROLE IN ANYTHING. AND TO TALK ABOUT SOLVING THE MANY PROBLEMS OF OUR CITIES SUGGESTS, TOO MUCH, THAT THIS IS A MATTER OF FINDING A SINGLE KEY SOME PLACE AND FITTING IT INTO A LOCK.



ONE KEY IS THE NEW FEDERALISM CONCEPT. THIS MEANS GETTING PROGRAMS AND SERVICES CLOSER TO THE USER AND GETTING LOCAL PEOPLE INVOLVED IN THE DECISION-MAKING PROCESS AND TAKING A GREATER PART IN THE ACTION.

THIS CONCEPT IS ESSENTIAL BECAUSE WE KNOW THAT THE POPULATION OF THE CITIES WILL DOUBLE DURING THE NEXT FIFTY YEARS AND THAT THERE WILL BE REQUIRED NEW FACILITIES EQUAL TO ALL THOSE BUILT SINCE THIS COUNTRY WAS SETTLED. THE DOMESTIC COUNCIL CONTINUES TO STRESS THAT REBUILDING OF THE ENTIRE URBAN UNITED STATES CAN BE ACCOMPLISHED THROUGH COMMUNITY EFFORT, REVENUE SHARING, AND ASSISTANCE FROM THE FEDERAL GOVERNMENT.

WE FULLY REALIZE THE EXTENT TO WHICH ALL OF US HAVE ALLOWED SO MANY OF OUR INNER METROPOLITAN CITIES, AND SMALL TOWNS, TO BECOME UGLY, DECREPIT AND INHOSPITABLE PLACES. TOO OFTEN SMALL TOWNS WERE DEVELOPED ONLY TO MEET THE IMMEDIATE DEMANDS OF AN INDUSTRY OR A COMMERCE WHICH THEN MOVED



ON TAKING WITH IT REVENUE AND SKILLED MANPOWER. THE HOUSING WAS DESIGNED TO YIELD A PROFIT FROM THE PAYMENT OF POVERTY RENTS. THEN IT WAS ABANDONED BY ITS AFFLUENT AND MIDDLE CLASSES AND ARE NOW A FINAL RESTING PLACE FOR THE POOR OF AMERICA IN MANY OF YOUR CITIES.

THE DILAPIDATION WE CALL SLUMS IS NOT DIRECTLY RELATED TO THE ROTTING OF THE MATERIALS USED TO BUILD THEIR WALLS AND STREETS, BUT FROM THE ROTTING OF THE LIVES OF THE PEOPLE WHO LIVE THERE. BUILDINGS ARE NOT CONDEMNED UNTIL AFTER THEY HAVE BEEN LIVED IN BY CONDEMNED PEOPLE.

THERE WILL BE LASTING URBAN RENEWAL ONLY AS THERE IS DEVELOPED FIRST AN ADEQUATE PROGRAM OF HUMAN RENEWAL THROUGH EDUCATION AND DEDICATED COMMUNITY LEADERSHIP.

WHERE THEN DO WE, WHO ARE DEDICATED TO THE PROPOSITION OF A PARTNERSHIP IN PROGRESS, START ON SUCH A PROGRAM?

I SUGGEST THAT THIS CHOICE IS BEING DEVELOPED TODAY BY YOUR PRESENCE HERE AS PART OF A DEVELOPING SITUATION WE ARE INCLINED TO VIEW IN A VARIETY OF TERMS.



THE OCCASION OF THIS MIXTURE OF HIGH HOPES AND DEEP ANXIETIES IS, OF COURSE, LIKE THE EFFECTIVENESS OF THE CIVIL RIGHTS MOVEMENT, WILL ALSO BE OVERCOME THROUGH MUTUAL COOPERATION WITH LOCAL OFFICIALS, THE DOMESTIC COUNCIL, AND THE PRIVATE SECTOR.

JUST A FEW WEEKS AGO THE NATION MARKED THE TENTH ANNIVERSARY OF THE CIVIL RIGHTS MARCH ON WASHINGTON -- ONE OF THE LARGEST ASSEMBLIES OF PERSONS TO PETITION THE GOVERNMENT IN WASHINGTON'S HISTORY. IN MANY WAYS THOSE WERE THE "GOOD OLD DAYS" OF THE CIVIL RIGHTS MOVEMENT. FOR EVEN IF IT WAS A TIME OF DOGS AND WATER HOSES, OF AXE HANDLES AND JAIL CELLS -- OF THINGS BETTER CONSIGNED TO TEXTBOOKS THAN TO MEMORY -- IT WAS ALSO A TIME OF GENUINE BROTHERHOOD, OF PEACEFUL DEMONSTRATIONS, OF MORAL FERVOR, AND A SHARED BELIEF THAT JUSTICE WOULD BE DELIVERED SWIFTLY TO ALL THE NATION'S CITIZENS. THE CIVIL RIGHTS MOVEMENT IN THE 70's HAS MUCH WORK YET UNFINISHED. AND FINALLY, IT IS A



MOVEMENT WHOSE SUCCESSES IN RECENT HISTORY RESULTED IN THE ELECTION OF ALMOST 3,000 BLACK PEOPLE IN THE UNITED STATES OF WHICH 108 ARE MAYORS AND VICE MAYORS.

THE NUMBER OF BLACK MAYORS IN THE SOUTH HAS RISEN DURING THE PAST FOUR YEARS FROM 17 TO MORE THAN 40. IN LARGE PART THIS HAS BEEN THE RESULT OF INCREASED PARTICIPATION BY BLACKS IN EXISTING GOVERNMENTS. IN PART IT HAS ALSO BEEN THE RESULT OF INCORPORATION OF RURAL AREAS AND THE CREATION OF NEW TOWN GOVERNMENTS AND NEW BLACK LEADERSHIP.

THE SOUTHERN BLACK MAYORS ARE IN A UNIQUE POSITION. AS THE TOP OFFICIALS OF YOUR COMMUNITIES, YOU HAVE THE MOST COMPREHENSIVE AUTHORITY OF THE 1179 BLACK ELECTED OFFICIALS THROUGHOUT THE SOUTH. YET IN MOST CASES YOU MAYORS GOVERN SMALL TOWNS, MANY ARE WITHOUT PRIOR EXPERIENCE IN HOLDING PUBLIC OFFICE AND STILL FACE THE STUMBLING BLOCKS OF RACIAL DISCRIMINATION WHICH HINDER ALL BLACK AMERICANS.



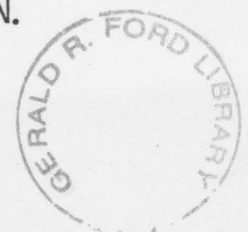
WHAT ABOUT VOTING? TODAY ALL OF THE ELECTED BLACK OFFICIALS IN THE SOUTH REPRESENT TEN TIMES AS MANY AS THERE WERE IN 1965 WHEN THE VOTING RIGHTS ACT WAS PASSED. ENFORCEMENT IN THIS AREA, WHICH IS ADMINISTERED WITH THE SUPPORT OF MY OFFICE, FAR FROM FALTERING, HAS CONTINUED IN A STEADY UPWARD TREND TO THE PRESENT.

THIS ADMINISTRATION HAS NOW GOVERNED FAR MORE THAN HALF THE TIME SINCE THE PASSAGE OF THE CIVIL RIGHTS ACT, IT IS FAIR TO LOOK AT ITS RECORD FOR THE ANSWER. EVEN A CURSORY EXAMINATION OF RECENT PERFORMANCE REVEALS ACHIEVEMENTS OF SUBSTANTIAL, OFTEN UNPRECEDENTED DIMENSIONS.

LET'S LOOK AT A FEW.

IN THE PAST FOUR AND A HALF YEARS, THE INCREASE IN THE TOTAL CIVIL RIGHTS ENFORCEMENT BUDGET HAS GONE FROM \$75 MILLION TO OVER \$521 MILLION THIS FISCAL YEAR.

HUMAN RESOURCES BUDGET INCREASED DURING THE LAST DECADE FROM \$10 BILLION TO THE PRESENT \$45 BILLION.



INTERNAL EMPLOYMENT POLICIES REVEAL SHARP INCREASES OF MINORITIES IN THE FEDERAL SERVICE. ALMOST 25,000 MINORITY EMPLOYEES WERE ADDED TO THE ROLLS BETWEEN 1969 AND 1972. LAST YEAR THE NUMBER OF MINORITIES IN "SUPERGRADE" POSITIONS INCREASED 29 PERCENT, A RATE MUCH FASTER THAN FOR NONMINORITIES. RANK AND FILE POSITIONS WHICH HAVE GONE TO MINORITIES HAVE BEEN A 300 PERCENT BOOST IN THE LAST FOUR YEARS.

POLITICS FOR BLACKS, AS YOU ALL KNOW, HAS PLAYED AN IMPORTANT PART IN RECENT HISTORY, ALTHOUGH PROBABLY TO A SMALLER DEGREE THAN IS COMMONLY ASSUMED BY THOSE WHO SEE ALL PHENOMENA OF LIFE AS A FUNCTION OF POLITICAL FORCES. HERE, "SOUTHERN STRATEGY", THE FAVORITE TERM OF A COUPLE OF YEARS AGO, HAS NOW INTEGRATED WHICH RESULTED IN RECENT VICTORIES AND HAVE MADE TODAY A DAY TO REMEMBER AS SPECTACULAR, INFORMATIVE AND HELPFUL BECAUSE YOUR GOALS ARE COMMON GOALS.



WE SOLICIT YOUR IDEAS ABOUT WHAT PROGRAMS AND SERVICES ARE NEEDED, HOW THEY CAN BE MADE MORE PRODUCTIVE, AND HOW THE COMMUNITY CAN BE MADE MORE SUITABLE FOR THE PEOPLE INVOLVED.

I SUGGEST THAT THE POLITICAL MOVEMENT OF BLACKS MUST BE REINFORCED, BECOME BROADLY BASED, INTEGRATED AND A CREATIVE FORCE FOR THE ADVANCEMENT OF HUMAN RIGHTS AND FOR THE REBUILDING OF AMERICA'S CITIES.

NOTHING COULD MORE PROFOUNDLY UNDERESTIMATE ELECTED OFFICIALS AND THEIR RANK AND FILE, NOR MORE SERIOUSLY MISJUDGE THE NATURE OF THE CONDITIONS WHICH YOU, AS MAYORS, HAVE INHERITED, AND WHICH YOU HAVE UNDERTAKEN TO CHANGE, THAN TO ASSUME THAT YOU ARE CONCERNED EXCLUSIVELY OR EVEN PRIMARILY WITH SUCH MATTERS AS FORMAL SEGREGATION OR OVERT, CALCULATED DISCRIMINATION.

TO THE CONTRARY, BLACK ELECTED OFFICIALS ARE PROFOUNDLY CONCERNED WITH THE ENTIRE COMPLEX OF ECONOMIC, AND CULTURAL, AND SOCIOLOGICAL FORCES WHICH ARE PRECISELY THOSE FORCES



THAT HAVE TURNED THE AMERICAN CITY INTO SLUMS; THE FORCES OF POVERTY, UNEMPLOYMENT, IGNORANCE, AND ALIENATION.

WE ARE CLEAR ABOUT THE NATIONAL EMPLOYMENT AND UNEMPLOYMENT STATISTICS; BUT WE ARE NOT AT ALL CLEAR ABOUT WHAT THE UNDERUSE OF MEN AND WOMEN HAS MEANT IN HUMAN TERMS AND HOW DEEPLY THE INFECTION OF UNEMPLOYMENT HAS SET IN AMONG THE POOR IN AMERICA -- ESPECIALLY AMONG THE MINORITY GROUPS IN YOUR COMMUNITY.

ONE NEED HARDLY SPEAK TO THE MAYORS OF AMERICAN CITIES ABOUT THE RISING BURDEN OF WELFARE PAYMENTS. THERE CAN BE NO MISTAKING THE RELATION BETWEEN RISING UNEMPLOYMENT AMONG THE BLACKS, LOW TAX BASE, AND RISING WELFARE DEPENDENCY.

THE ESSENCE OF THE PRESIDENT'S CIVIL RIGHTS PROGRAM IS TO SETTLE FOR ONCE AND ALL THE GUARANTEE OF EQUAL OPPORTUNITY FOR ALL AMERICANS.

OFTEN MANY BLACK MAYORS HAVE TAKEN OVER NON-FUNCTIONING GOVERNMENTAL BODIES WITH NO BUDGET, FEW OPERATIONAL FUNCTIONS,



WHICH HAVE PREVIOUSLY HAD LONG-TERM MAYORS WITH LITTLE INTEREST IN GOVERNING.

MANY OF YOU ARE COMMUNITY LEADERS SERVING IN PART-TIME POSTS WITH FULL-TIME DUTIES AS YOU PURSUE PROFESSIONS. VIRTUALLY ALL OF YOU HAVE FEW CITY EMPLOYEES AND NO ONE TO ASSIST IN THE DEVELOPMENT OF APPROVABLE PROPOSALS FOR GRANTS AND FOR ADMINISTERING PROGRAMS AND SERVICES TO THE COMMUNITY.

BECAUSE OF THESE COMMON NEEDS AND COMMON PROBLEMS, A HISTORIC MEETING OF 25 SOUTHERN BLACK MAYORS WAS HELD IN FAYETTE, MISSISSIPPI LAST FEBRUARY. THE MAYORS RECOGNIZED THAT ONLY THROUGH CONCERTED ACTION COULD THEY GAIN THE ATTENTION AND POWER NECESSARY TO IMPROVE THEIR COMMUNITIES. FURTHER, THEY RECOGNIZED THAT THEY WERE ACTING NOT ONLY FOR THEIR OWN TOWNS, BUT FOR ALL BLACKS IN THE RURAL SOUTH, FOR ALL COMMUNITIES WHICH WILL COME TO HAVE BLACK LEADERSHIP, AND IN FACT, FOR ALL AMERICANS WHO FACE SIMILAR PROBLEMS.



THUS, THE CONFERENCE OF SOUTHERN BLACK MAYORS, FORMED AT THE FAYETTE MEETING, HAS BEEN WORKING ON A REGIONAL POLITICAL STRATEGY TO MEET THE NEEDS OF THEIR CONSTITUENTS IN A TIME OF CHANGING FEDERAL, STATE AND LOCAL RELATIONSHIPS. A PRIME FOCUS OF THAT STRATEGY WAS TO GAIN ACCESS TO THAT FEDERAL ASSISTANCE WHICH HAS ELUDED THEM IN THE PAST.

AT THIS MEETING, THE MAYORS REQUESTED THE JOINT CENTER FOR POLITICAL STUDIES TO PREPARE A STUDY OF THE COMMUNITIES INVOLVED SO AS TO SET BEFORE THE NATION THE SITUATION AND SPECIAL NEEDS OF THESE TOWNS AND THEIR MAYORS.

THE REQUESTS OF THE CONFERENCE WAS EXPANDED TO INCLUDE A COMMUNITY PLANNING AND MANAGEMENT WORKSHOP WHICH WAS DEVELOPED AND ADMINISTERED BY CLARENCE L. TOWNES, DIRECTOR, OFFICE OF GOVERNMENTAL AFFAIRS, JOINT CENTER FOR POLITICAL STUDIES IN COOPERATION WITH THE NATIONAL LEAGUE OF CITIES/U. S. CONFERENCE OF MAYORS AND FUNDED UNDER CONTRACT BY THE DEPARTMENT OF HOUSING AND URBAN



DEVELOPMENT. THE FIRST OF FIVE REGIONAL WORKSHOPS FOR BLACK ELECTED OFFICIALS WAS HELD IN RICHMOND, VIRGINIA LAST MONTH. THE TRAINING WORKSHOP WAS STRUCTURED INTO TWO CONCURRENT SESSIONS. THE FIRST PROVIDED INFORMATION ON THE PROCESS OF CAPACITY BUILDING FOR EFFECTIVE UTILIZATION OF FEDERAL AID AND THE SECOND COVERED AVAILABLE CATEGORICAL PROGRAMS AND PROJECTED RESOURCES. THE NEXT WORKSHOP WILL BE HELD IN ATLANTA, GEORGIA THIS MONTH TO BE FOLLOWED BY ONE IN HOUSTON, TEXAS IN JANUARY, AND LOS ANGELES, CALIFORNIA IN FEBRUARY AND THE LAST TO BE HELD IN DETROIT, MICHIGAN IN MARCH, 1974. I STRONGLY URGE YOU TO PARTICIPATE.

THESE WORKSHOPS ASSIST BLACK ELECTED OFFICIALS WHO FACE THE TASK OF ADDRESSING EXTENSIVE PROBLEMS IN THEIR LARGELY RURAL SMALL TOWNS AND METROPOLITAN COMMUNITIES. POVERTY CONTINUES TO BE THE UNDERLYING PROBLEM OF THEIR COMMUNITIES. IT MANIFESTS ITSELF IN ALL AREAS OF COMMUNITY LIFE, BUT PARTICULARLY AFFECTS HOUSING, WATER AND SEWER



NEEDS, OTHER COMMUNITY DEVELOPMENT NEEDS AND INDUSTRIAL DEVELOPMENT. THE AREAS OF NEXT GREATEST PRIORITY INCLUDE EMPLOYMENT AND UNDEREMPLOYMENT, HEALTH CARE, TRANSPORTATION, AND RECREATION FACILITIES.

MAYORS CONTINUE TO CALL FOR THE FEDERAL GOVERNMENT TO MAKE AN EXTENSIVE SPECIAL EFFORT TO ASSIST THE TOWNS IN THE SOUTH HEADED BY BLACK MAYORS. SOME ASK WHETHER SUCH ASSISTANCE OUGHT NOT GO TO ALL SMALL TOWNS WITH SIMILAR PROBLEMS, AND THE ANSWER MUST BE AFFIRMATIVE. BUT THE SPECIAL PROBLEMS FACED BY THESE MAYORS, LARGELY THE CONSEQUENCE OF THE HISTORIC RACIAL DISCRIMINATION AGAINST BLACKS, CALLS FOR A SPECIAL EFFORT. I BELIEVE THAT THE INITIATIVE TAKEN BY MOST BLACK MAYORS AND TODAY'S EFFORTS MAY SERVE AS A PILOT, A MODEL, AND A WEDGE INTO SIMILAR PROBLEMS FACED BY SMALL TOWNS THROUGHOUT THE NATION.

TO RESPOND TO SOME MAYOR'S CONCERN THAT MANY ARE UNABLE TO FIND OUT HOW TO GET FEDERAL AID WOULD TAKE MORE



TIME THAN WAS ALLOCATED TO ME ON THIS DAY, EXCEPT TO SAY THAT THE PRESENT SYSTEM OF CATEGORICAL GRANTS IN AID HAS GROWN BY BITS AND PIECES OVER THE YEARS. THE PROLIFERATION OF SEPARATE URBAN DEVELOPMENT PROGRAMS, EDUCATION PROGRAMS, AND MANPOWER TRAINING PROGRAMS HAVE BROUGHT INTO BEING COUNTERPART INDEPENDENT LOCAL BUREAUCRACIES WHICH FREQUENTLY OPERATE OUTSIDE THE CONTROL OF LOCAL ELECTED OFFICIALS. THIS HAS FRAGMENTED LOCAL EFFORTS AND MADE IT DIFFICULT FOR MAYORS TO FORM A COMMUNITY-WIDE STRATEGY UNDER THE PROVISIONS OF 500 CATEGORICAL AID PROGRAMS.

DECENTRALIZATION OF FEDERAL DEPARTMENTS AND AGENCIES RECOMMENDED BY THE PRESIDENT WILL HAVE A DIRECT IMPACT ON THE DAY-TO-DAY LIVES OF SMALL TOWN RESIDENTS.

THE TIME HAS COME FOR A NEW PARTNERSHIP BETWEEN THE FEDERAL GOVERNMENT AND THE STATES AND LOCALITIES -- A PARTNERSHIP IN WHICH THE STATES AND LOCAL GOVERNMENTS



WILL BE MORE RESPONSIVE TO LOCAL NEEDS. IN SHORT, THE PRESIDENT IS ANXIOUS TO PUT FUNDS WHERE THE NEEDS ARE AND LET THE POWER TO SPEND IT WHERE THE PEOPLE ARE. UNTIL THIS BECOMES A REALITY, WE WILL CONTINUE TO OPERATE UNDER PREVAILING LEGISLATION. A BIRD'S-EYE VIEW ANSWER TO THE QUESTION IS:

1. LOCAL EMPLOYMENT OFFICES PROVIDE INFORMATION ON AVAILABLE PROGRAMS, DELIVERY SYSTEMS, AND SERVICES.
 2. JOINT CENTER FOR POLITICAL STUDIES - CLARENCE TOWNES IS A BROKAGE REPRESENTATIVE FOR BLACK ELECTED OFFICIALS.
 3. UNIVERSITIES AND COLLEGES PROVIDE ASSISTANCE TO ELECTED OFFICIALS.
 4. LEAGUE OF CITIES IS ANOTHER RESOURCE REFERENCE POINT.
 5. FEDERAL REGIONAL DIRECTORS OF THE VARIOUS DEPARTMENTS AND AGENCIES ARE RESPONSIBLE FOR PROVIDING TECHNICAL ASSISTANCE, PROJECT DEVELOPMENT AND APPROVAL AND FUNDING.
- EXAMPLES ARE:
- a. DEPARTMENT OF AGRICULTURE PROVIDES TECHNICAL ASSISTANCE ON CONSERVATION OF WATER, SOIL AND OTHER



NATURAL RESOURCES; SANITATION LAND FILL; SUITABILITY OF INDUSTRIAL PARK SITES; EXTENSION SERVICES; GRANTS TO FACILITATE BUSINESS AND INDUSTRIAL DEVELOPMENT; LOANS FOR WATER AND WASTE DISPOSAL SYSTEMS; AND LOANS FOR RURAL HOUSING.

b. ENVIRONMENTAL PROTECTION AGENCY PROVIDES INFORMATION ON GRANTS FOR WASTE AND WATER FACILITIES; POLLUTION CONTROL AND CLEANING UP OF THE ENVIRONMENT.

c. LAW ENFORCEMENT ASSISTANCE AGENCY PROVIDES CRIMINAL JUSTICE ASSISTANCE TO STATE AND LOCAL GOVERNMENTS THROUGH THE STATE PLANNING AGENCIES IN THE AREAS OF ADJUDICATION, CORRECTION AND PREVENTION.

d. DEPARTMENT OF LABOR PROVIDES INFORMATION AND ASSISTANCE ON MANPOWER TRAINING PROGRAMS; MEMBERSHIP ON THE COOPERATIVE AREA MANPOWER PLANNING SYSTEM (CAMPS); PARTICIPATION, PROMOTING, AND DEVELOPING INTERGOVERNMENTAL PERSONNEL ACT OF 1970 WHICH PROVIDES FOR TEMPORARY



ASSIGNMENT OF PERSONNEL FROM ONE ELEMENT OF GOVERNMENT TO ANOTHER -- ie -- FEDERAL PERSONNEL AND STATE AND LOCAL GOVERNMENTS. FEDERAL STAFFS ARE ASSIGNED TO LOCAL GOVERNMENTS FOR A PERIOD OF TWO YEARS TO PROVIDE ASSISTANCE ON MANPOWER PROGRAMS AND SERVICES.

e. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT PROVIDES INFORMATION ON MODEL CITIES, PUBLIC HOUSING, URBAN RENEWAL, PLANNING GRANTS; AND ALSO PARTICIPATES IN I.P.A. CITED ABOVE.

f. DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE PROVIDES INFORMATION ON AVAILABLE HEALTH, EDUCATION AND WELFARE PROGRAMS.

g. DEPARTMENT OF TRANSPORTATION HAS EXPERTS ON PUBLIC TRANSPORTATION, STREETS AND HIGHWAYS, AND AIRPORTS.

h. SMALL BUSINESS ADMINISTRATION AND MINORITY BUSINESS ADMINISTRATION PROVIDE EXPERT ADVICE ON INDUSTRIAL DEVELOPMENT IN THE COMMUNITY.



ACTION PROVIDES TECHNICAL ASSISTANCE ON VISTA,
FOSTER GRANDPARENT, AND SENIOR CITIZENS PROGRAMS. AND

6. MY OFFICE IS AN AVENUE TO THE DOMESTIC COUNCIL
WHERE A WORKABLE AGENDA CAN BE DEVELOPED TO RESOLVE MANY
OF YOUR PROBLEMS.

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