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NOT HAS SEEN

*Bill Mulliken*

*File*  
*11/15/76*

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Atlanta, Georgia 30312  
(404) 622-1056 Office  
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September 16, 1976

President Gerald Ford  
The White House  
Washington, D.C.

Dear President Ford:

Below is a brief summary of my thinking on the human services arena:

I. Basic Presupposition: Institutional Bankruptcy

We no longer live in an agrarian society where social needs are simply met. Life on a farm or in a small village allowed many human problems to be soothed by doses of goodwill and cooperation. Needs were visible and their solution became a function of the energy of neighbors.

With the rapid growth of an industrial society, however, the responsibility for meeting social needs was transferred from the extended family to institutions. This process was accelerated during the Depression and greatly expanded during the post-war years, climaxing in the recent War on Poverty.

Institutions dominate our lives. They are the inevitable price of technology. Corporations, federal agencies, educational systems, public utilities, state legislatures and myriads of facsimiles shape the content of our days.

Public institutions especially mold the lives of the poor. A life of poverty is a life of helpless dependency upon bureaucracy. Welfare, legal aid societies, health clinics, housing projects, and food stamps dominate the poor with abject finality.

Public institutions often make valiant efforts to serve clients, but all too often their urban translations are woefully inadequate. Poor people have few options. They must take what they can get. They become victimized by those very institutions created to serve them.

A mood of pessimism now prevails. The rush of the 1960's to help the "ghetto" has slackened. The youthful idealism of the last decade has soured. Great cities of the land stagger on the edge of bankruptcy and despair. Never has there been a more urgent need for creative and concrete answers. Conversely, if the answers are not forthcoming, the hopelessness and frustration of the masses will change to furious attacks on the systems and persons thought to be responsible.

## II. Recent Historic Approach

A. Republicans under the Nixon-Ford Administration in the name of economy have been accused of a policy of withdrawal from the urgent issues confronting the people - "benign neglect" ... in effect, abdicating. The result is mounting pain and tension.

B. Democrats through a compassion for the downtrodden have been known for offering massive infusions of cash and Washingtonian programs - more and bigger is better. Projections of inflation and an unimpressive war on poverty cast doubt and suspicion on their approaches.

Can a third alternative be pursued that siezes on both the need for economy and compassion?

## III. A Proposal to Address Institutional Bankruptcy

A. What: An Office of Prototype Development  
(reporting directly to the President)

B. Why:

1. To provide a mechanism that enhances the process of government economy and reorganization. This requires a synergistic approach to resource allocation. Economy, which in itself is a great source of revenue, requires a mechanism that provides accountability. Trying harder with existing concepts must give way to thinking differently in synergistic patterns. Every aspect of federal programming needs to be evaluated wholistically.
2. To conceive and successfully operate program prototypes in specified areas of the human services arena. These prototypes would attain programmatic excellence in such pressing areas as inner-city education, urban housing and neighborhood development, welfare, criminal rehabilitation, job development, etc. Any system that cannot be modelled cannot be managed. General Motors makes one car work then prepares for massive replication. Model Cities had nothing to do with building models.
3. To prepare for a new role for federal government: away from a Washington centered but uncoordinated program proliferation to the posture of the servant to state and local governments with proven, transferrable prototypes to meet the needs of their population.

III. A Proposal to Address Institutional Bankruptcy (Cont'd.)

C. How:

The proposed Office of Prototype Development must initiate studies which identify how systems can be integrated into more synergistic patterns for production, performing tasks, and providing services. This methodology would first bring together specialists and generalists to look at the vertical and horizontal linkages within and between existing services. Such a group would design a model. Second, working prototypes would be developed and researched in various regions around the nation. Third, the basic principles would be identified and extracted so the prototypes could be reproduced. Fourth, the prototypes would be institutionalized so that existing institutions could be modified to incorporate the more synergistic pattern. Fifth, incentives and assistance to state and local governments would be provided that would encourage synergistic program development.

IV. CONCLUSION

"The need to create sound syntheses and systematizations of Knowledge ... will call out a kind of...genius which hitherto has existed only as an aberration; the genius for integration. Of necessity this means specialization as all creative effort does; but this time the man will be specializing in the construction of a whole."  
(Ortega y Gasset, Mission of the University, Princeton, 1944, p. 91)

This general systems approach reminds us that energy, employment, agriculture, housing, health care, economics, etc. are not distinct areas for problem solving. Changes in one affect all the others. This change requires a new kind of leadership.

Thank you for your attention to this letter. Sometime in the near future I would like to have the opportunity to meet with you to expand on what I have written and provide additional information.

Sincerely,



Bill Milliken

BM:km



**EXODUS, INC.**  
848 PEACHTREE STREET, N.E.  
ATLANTA, GEORGIA 30308  
404 881-1922

RBC HAS 'SEEN

August 16, 1976

Dr. Charles D. Shipman, Acting Director  
Right to Read Effort  
Department of Health, Education, and Welfare  
Office of Education  
Washington, D.C. 20202

*Title*  
*11/15*

Dear Mr. Shipman:

On the afternoon of August 13, 1976, I received your letter dated August 4, 1976, indicating that we had been denied assistance for a Reading Academy under the Right to Read Effort. The purpose of this letter is to request a review of the proposal since we feel an error or misunderstanding resulted in a very low score in the category that is the basis of the whole proposal - supportive services. This is discussed in points 3,4,5 below. We are also providing other key informational points.

- 1) For the past ~~2 1/2~~ years EXODUS has been working with Dr. Alonzo Crim of the Atlanta Public Schools on a concept called propinquity. The goal of this concept is to bring together the world of public education with the world of youth social services. The underlying presupposition of this concept is that in inner-city situations teachers cannot meet the needs of their students because non-instructional factors are sabotaging their efforts. Around our nation literally thousands of youth are coming to school with problems which are not directly associated with learning (health problems, legal problems, housing problems, etc) but which if unaddressed make learning almost impossible. Unless the army of social service personnel employed to deal with these problems are marshalled for direct aid at the school site, the frustrations of education in our large urban centers will continue. The propinquity concept which directly involves social services with classroom instruction is operational in the Atlanta Public Schools. Our proposed Right to Read Reading Academy rests on this concept and provides expanded outreach to the most needy of our young adult population.
- 2) Dr. Richard Kunkel of Saint Louis University met with you on June 15, 1976, and among other things discussed the concept. He was written an evaluation of our Indianapolis Public Schools propinquity program at Arsenal Technical High School and at Chrispus Attucks High School. Attached is his concluding paragraph.



Dr. Charles D. Shipman  
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- 3) Since our grant application was submitted in February, 1976, the Junior League of Atlanta made a grant of \$17,550 to support start-up costs of the project. This was to enable staff, tutors and students to be made ready for the project's kick off in September, 1976. This supportive grant totals approximately one quarter of the entire first year request. Contact Ms. Mary O'Connor at 404/261-7799 for confirmation. The mailing address is:

Junior League of Atlanta, Inc.  
3154 Northside Parkway, N.W.  
Atlanta, Georgia 30327

- 4) EXODUS has made available approximately 2100 sq. ft. (see floor plan attached) at no cost of grant request funds to house the program's first year operation.
- 5) EXODUS is providing the following supportive service personnel in the propinquity tradition at no cost to Right to Read:

1 family counselor	-	full time
1 student counselor	-	full time
1 streetworker	-	full time
1 nurse	-	1/3 time
1 criminal justice worker	-	full time

Contact Mr. Bill Jamieson, Special Assistant to the Commissioner  
Georgia Department of Human Resources  
47 Trinity Avenue, S.W.  
Atlanta, Georgia 30339  
404/656-5680

This same social service supportive staff deployment would follow all centers. It is the single most basic design feature of the entire proposed program. Few of the objectives would be attainable without this core of support. This is discussed on pages 10,14,16,23,25,26,28,31 and A-1 of the proposal. In addition EXODUS is also providing:

free use of phones  
free use of the Community Resource Center  
free utilities  
free use of considerable amounts of office equipment  
and furniture.

In light of items 3,4 and 5 above we feel convinced that proposal readers or others erred in giving such a low score on item D6 of the Application Technical Review Form (copy enclosed). In this connection we must also point out that on 22 of the 24 criteria for evaluation, our proposal scored 129 points of a possible 170 points or 75.6%. A percentage of 72.5% was necessary for funding. In fact, we scored 80% in 16 of those 22 categories. We strongly feel that an error may be the reason for the proposal not being funded and therefore, request a review.

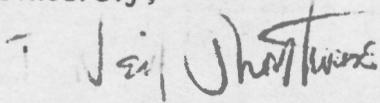


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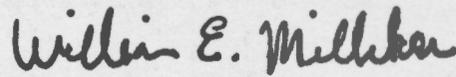
Over the past year we have met frequently with White House Administration officials, particularly Messrs. Richard Cheney and Paul O'Neill. While they have not read the specific proposal submitted to you, they are well aware of the basis concept. There is solid agreement among us that unless supportive services are directly tied into the educational process of our inner-city school systems, we face a bleak future. The school systems cannot afford these supportive services and need not since they are already available if creative hook-ups are pursued. This is propinquity - the basis of our Reading Academy proposal to you.

Our sincerest thanks for struggling through this letter. Please feel free to contact us at your earliest convenience.

Sincerely,



J. Neil Shorthouse



William E. Milliken

JNS/WEM:km

Enclosures (4)

cc:  Mr. Richard Cheney, Chief of Staff, The White House  
 Dr. Richard Kunkel, Chairman and Professor, Saint Louis University  
 Mr. Paul O'Neill, Deputy Director, Office of Management and Budget

