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INTERNATIONAL CITY MANAGEMENT ASSOCIATION CONFERENCE

SEATTLE, WASHINGTON

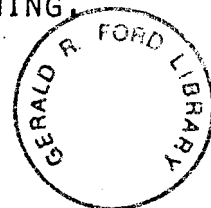
SEPTEMBER 29, 1975

"A BETTER TOMORROW?"

AT FIRST LOOK, YOUR CONFERENCE THEME SOUNDS LIKE A SLOGAN FOR AN APPLIANCE FAIR. BUT, IT HAS THE SENSE TO AVOID PROMISES AND THE COURAGE TO STATE A CHALLENGE. THE QUESTION IS WHETHER, WITH TODAY'S ABUNDANT BAD NEWS, WE HAVE THE COLLECTIVE WIT AND WILL TO IMPROVE.

EVERY ONE OF US HAS AN INDIVIDUAL IDEA ABOUT WHAT WILL HELP MAKE TOMORROW BETTER. YOU ARE HERE TO FIND OUT WHICH, IF ANY, OF THOSE "BETTER IDEAS" IS REALLY THE BEST IDEA FOR YOUR CITY. THAT MEANS YOU WILL CONTINUE YOUR DIALOGUE REGARDING THE IMPOUNDERABLES OF CITY MANAGEMENT, BUT THIS TIME WITH A REAL COMMITMENT TO TACKLE THE "NUTS AND BOLTS".

ROBBIE BURNS SAID: "THE BEST LAID PLANS OF MICE AND MEN OFT GO ASTRAY." ONE OF THE MOST "OFT" CAUSES IS A NUT OR BOLT THAT WAS OVERLOOKED IN THE ORIGINAL PLANNING.



I'D LIKE TO KEY THESE OPENING REMARKS TO THAT NOTE.

THAT ROBBIE BURNS QUOTE FITS BECAUSE THE FEDERAL GOVERNMENT HAS LAID OUT A HOST OF WELL-MEANING PLANS FOR OUR CITIES OVER THE PAST DECADE THAT HAVE "GONE ASTRAY" WITH A VENGEANCE.

TODAY, WITH THE BENEFIT OF CLAIRVOYANT HINDSIGHT, WE CAN POINT OUT THE ERRORS IN THOSE MASTER SCHEMES OF PAST YEARS.

FOR EXAMPLE, THE "LOOSE BOLT" IN THE PROLIFERATION OF "PUBLIC HOUSING PROJECTS" WAS THE OVERLOOKED FACT THAT, IF YOU HOUSE ONLY THE VERY POOR IN A LARGE HOUSING PROJECT, YOU WILL CREATE A "GHETTO" NO MATTER WHERE YOU PLACE IT OR HOW WELL YOU CONSTRUCT IT.

OUR CITIES HAVE ERECTED ANY NUMBER OF MONUMENTS TO THIS KIND OF "PLANNING" -- ONE OF THE MOST DISASTEROUS BEING THE PRUITT-IGOE PROJECT IN ST. LOUIS.



THE "MISSING NUT" IN THE OLD HOMEOWNERSHIP ASSISTANCE PLAN WAS THE FAILURE TO RECOGNIZE THAT IF "IT TAKES A HEAP O'LIVIN' TO MAKE A HOUSE A HOME" -- IT ALSO TAKES A HEAP O'PAYIN'.

A MORTGAGE SUBSIDY IS A CRUEL JOKE FOR THE POOR FAMILY WHO CAN'T MEET THE REQUIRED PAYMENTS.

Now, CAN WE DO BETTER? YES!

NOT BECAUSE WE ARE SMARTER, BUT BECAUSE WE HAVE A LOT MORE HISTORY GOING FOR US AND FAR FEWER CHOICES. WE HAVE, AS A NATION, FINALLY REALIZED THAT THE RESOURCES OF BOUNTIFUL AMERICA ARE PRECIOSLY FINITE.

BUT IT IS NO LONGER ENOUGH OF A GOAL FOR US TO SAY WE WILL NOT MAKE THE SAME MISTAKES AGAIN.

NEITHER OUR RESOURCES NOR THE STATE OF OUR ECONOMY IN THIS TENSE WORLD GIVE US THE LUXURY OF MUDDLING THROUGH ANOTHER SET OF UNWORKABLE PLANS FOR BETTER CITIES AND FOR BETTER HOUSING IN SEARCH OF A BETTER TOMORROW.



LIKE IT OR NOT THE NEW FOCUS MUST BE ON PLANNING, NOT ON MONEY. MONEY CAN AND WILL, OF COURSE, FOLLOW, BUT NOT BLINDLY AND CERTAINLY NOT ENDLESSLY.

BUT EVEN BEFORE THE PLANNING BEGINS, WE MUST AGREE ON BASIC PREMISES. LET ME SUGGEST A FEW.

FIRST, WE MUST ADMIT THAT THERE ARE TODAY 16 MILLION FAMILIES OFFICIALLY CLASSIFIED AS "THE HOUSING POOR" -- WHICH IS GOVERNMENT SHORTHAND FOR PEOPLE WHO LIVE IN SLUM CONDITIONS.

THIS IS NOT JUST A BIG CITY PROBLEM; THIS IS A PROBLEM OF THE SMALL AND MEDIUM SIZE CITIES, OF THE SUBURBS, AND OF THE RURAL AREAS.

SECOND, WE CANNOT AFFORD TO RELY EXCLUSIVELY ON THE "CLEAR AND BUILD" STRATEGY IN WHICH WE PLACED SO MUCH CONFIDENCE IN THE PAST. PRESERVATION AND RECYCLING OF OUR EXISTING ASSETS MUST COME FIRST.



THIRD, WE HAVE FOUND BY EXPERIENCE THAT THE DESPERATELY POOR SIMPLY CANNOT AFFORD TO OWN THEIR OWN HOUSES. THE INEXORABLE COSTS OF UPKEEP, TAXES, UTILITIES AND THE MORTGAGE PUT OWNERSHIP BEYOND THE REACH OF THE TRUE POVERTY LEVEL.

FOURTH, MUCH OF THE PLANNING DONE BY GOVERNMENTS HAS BEEN SHAMEFULLY WASTEFUL.

LET ME DWELL A BIT ON THIS LAST POINT.

PLANNING FAILURES HAVE OFTEN BEEN FAILURES BY THE FEDERAL GOVERNMENT TO UNDERSTAND THE COMPLEXITY AND DIVERSITY OF LOCAL PROBLEMS. AS REPRESENTATIVES OF SMALLER CITIES, MANY OF YOU HAVE BEEN FORCED TO WORK WITH PROGRAMS BETTER DESIGNED FOR BIG CITIES.

BUT THERE HAVE ALSO BEEN LOCAL FAILURES. LOCAL GOVERNMENT SHARES WITH WASHINGTON THE RESPONSIBILITY FOR ENERGY WASTING SPRAWL, FOR DESTROYING NEIGHBORHOODS THAT MIGHT HAVE SURVIVED, AND FOR MASSING THE POOR INTO SOCIALLY DESTRUCTIVE CONCENTRATIONS.



IN THE DAY-TO-DAY COMPETITION FOR RESOURCES, MONEY AND ENERGY HAVE TOO OFTEN BEEN EXHAUSTED IN SHORT-TERM SOLUTIONS.

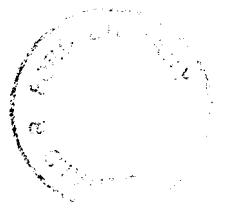
I DO NOT MINIMIZE ANY OF YOUR DAY-TO-DAY PROBLEMS. MINE, CERTAINLY USE UP MOST OF MY DAY.

BUT ONE LESSON OF NEW YORK'S CURRENT FISCAL CRISIS IS THAT WE CANNOT BE SATISFIED WITH ONLY SHORT-RUN SOLUTIONS. THE SYMPTOMS IN YOUR CITY MAY NOT BE AS PAINFULLY OBVIOUS AS THOSE IN NEW YORK, BUT YOU ARE HEARING THE WARNING WHISTLE.

IT RESOLVES NOTHING TO SAY THAT ALL CITIES ARE IN THE SAME BOAT.

YOURS IS A PAROCHIAL CALLING. YOUR CONSTITUENTS AREN'T ASKING YOU TO SOLVE THE PROBLEMS OF THE NATION -- OR OF THE WORLD -- JUST THEIRS.

FAIR ENOUGH. AND MY PRIORITY AS SECRETARY IS TO HELP YOU DO JUST THAT.



I BELIEVE THAT WITH THE 1974 HOUSING AND COMMUNITY DEVELOPMENT ACT, THERE IS A REAL POTENTIAL FOR A NEW ERA IN THE RELATIONSHIP BETWEEN HUD AND LOCAL GOVERNMENTS.

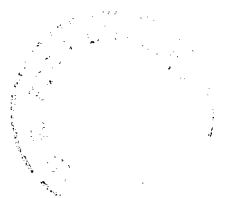
THE ACT PROVIDES FUNDS FOR RESPONSIBLE AND ENERGETIC COMMUNITIES TO PLAN AND TO CARRY OUT THEIR HOUSING AND COMMUNITY DEVELOPMENT ACTIVITIES.

FOR THE CITY MANAGER, THE COMMUNITY DEVELOPMENT AND THE 701 PLANNING ASSISTANCE GRANTS ARE PARTICULARLY IMPORTANT.

LAST WEEK THE HOUSE AND SENATE CONFERENCE COMMITTEE VOTED TO MAKE \$2.8 BILLION AVAILABLE FOR COMMUNITY DEVELOPMENT GRANTS.

UNDER THIS PROGRAM LOCAL COMMUNITIES DECIDE THEIR OWN DEVELOPMENT PRIORITIES AND DEVISE THE STRATEGIES THAT BEST USE THE RESOURCES AVAILABLE TO THEM.

TODAY, NO CITY OFFICIAL CAN SAY HE'S INSTALLING A SEWER -- INSTEAD OF DOING SOMETHING OF HIGHER URGENCY -- BECAUSE ALL WASHINGTON IS HANDING OUT IS SEWER MONEY.



WE PERCEIVE OUR FIRST YEAR WITH THIS PROGRAM AS ENORMOUSLY SUCCESSFUL. IN SPITE OF ABBREVIATED TIME-FRAMES AND NEW PROCEDURES, 78 PERCENT OF LOCAL OFFICIALS ASKED STATED THAT THESE BLOCK GRANTS SIGNIFICANTLY INCREASED THEIR ABILITY TO RESPOND EFFECTIVELY TO LOCAL PROBLEMS. AND 85 PERCENT RECOGNIZED AND WELCOMED A DECREASE OF FEDERAL INTERVENTION IN THEIR DECISION-MAKING PROCESSES.

AS A CONDITION TO RECEIVING COMMUNITY DEVELOPMENT FUNDS, A CITY MUST SUBMIT A COMPREHENSIVE PLAN ASSESSING ITS NEEDS, RESOURCES, PRIORITIES AND GOALS.

IT MUST ALSO SET FORTH A PLAN FOR MEETING THE IDENTIFIED HOUSING NEEDS OF ITS LOWER INCOME FAMILIES.

I WOULD JUST LIKE TO EMPHASIZE THAT THE BLOCK GRANT PART OF THE '74 ACT ISN'T JUST A CONCEPT -- IT'S THE LAW. "CREATIVITY" ISN'T MERELY ALLOWED -- IT'S PRACTICALLY MANDATED.

AND, TWO KEY ELEMENTS OF ANY GOOD PLAN IS THE ABILITY TO ANALYZE THE COST-EFFECTIVENESS OF THE EFFORTS BEING TAKEN AND TO LEVERAGE THE FUNDS IN A WAY THAT ATTRACTS OTHER PUBLIC AND PRIVATE INVESTMENT.

OVER 60 PERCENT OF THE \$2.6 BILLION APPROPRIATED FOR FEDERAL COMMUNITY DEVELOPMENT FUNDS THIS FIRST YEAR WERE USED FOR THE PRESERVATION OF DECLINING AND BLIGHTED NEIGHBORHOODS AND FOR THE PUBLIC SERVICES NECESSARY TO SUPPORT THESE EFFORTS.

THIS STRIKES US AS A SENSIBLE ECONOMY.

THIS ALSO UNDERSCORES THE GREAT ADVANTAGE OF BLOCK GRANTS -- A SPECIAL FORM OF REVENUE-SHARING -- OVER THE OLD CATEGORICAL GRANTS.

BY LEADING US AWAY FROM THINKING ABOUT CITY PROBLEMS IN SEVEN ENUMERATED CATEGORIES, WE ARE DEVELOPING INNOVATIVE AND COST-EFFECTIVE STRATEGIES FOR DEALING WITH REAL, NOT ASSUMED PROBLEMS.



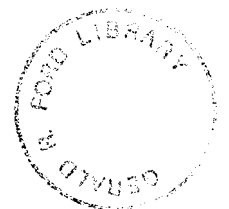
BY INCREASING THE CITIES FLEXIBILITY TO ADDRESS THEIR PROBLEMS, WE GREATLY INCREASE THEIR OPPORTUNITIES FOR LEVERAGING THEIR FUNDS.

BOTH RESULTS STRETCH THE MONEY AND THE MINDS OF CITY PLANNERS.

BUT THE \$75 MILLION THAT THE CONFERENCE COMMITTEE VOTED TO MAKE AVAILABLE THIS FISCAL YEAR FOR 701 PLANNING GRANTS, WHICH CONSTITUTES A 50 PERCENT INCREASE OVER LAST YEAR'S FUNDING, MAY IN MANY RESPECTS PROVE MORE IMPORTANT TO YOU THAN THE \$2.8 BILLION VOTED FOR COMMUNITY DEVELOPMENT GRANTS.

I KNOW THAT 701 FUNDING IS THE CITY MANAGER'S IDEA OF PRACTICAL FEDERAL HELP. ONE OF MY CITY MANAGER FRIENDS CALLS IT "HORSEPOWER FROM HEADQUARTERS".

IT PROVIDES MANAGERS WITH ADVICE AND ASSISTANCE WHEN IT COUNTS MOST -- AT THE PLANNING STAGE.



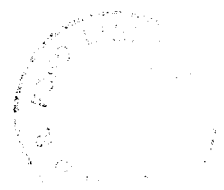
RECENT CHANGES IN THE LAW CAN ELIMINATE THE PROGRAM'S PAST WEAKNESSES. TOO OFTEN 701 MONIES WERE USED TO DEVELOP PLANS THAT WERE NEVER IMPLEMENTED OR EVEN SERIOUSLY CONSIDERED. THEY WERE PLACED IN PRETTY COVERS AND SHELVED IN STATE OR LOCAL OFFICES OR IN WASHINGTON.

FROM NOW ON THE PLANS DEVELOPED SHOULD BE OFF THE SHELF AND ON THE DESK -- THE MANAGER'S DESK -- AND OPEN.

THE LAW NOW CALLS FOR THE DEVELOPMENT OF A COMPREHENSIVE LAND USE PLAN, AS WELL AS AN ASSESSMENT OF HOUSING NEEDS IN TERMS OF EXISTING AND PROSPECTIVE POPULATION GROWTH.

THE LAW ALSO REQUIRES SOMETHING THAT SHOULD HAVE BEEN SELF-EVIDENT FOR THE PAST DECADE: THE LAND USE ELEMENT AND THE HOUSING ELEMENTS MUST BE CONSISTENT WITH ONE ANOTHER.

THE BOUNDARIES OF YOUR CITY -- NO MATTER THE MILEAGE -- ARE FINITE. EVERY DECISION YOU MAKE TODAY WILL -- SOONER OR LATER -- IMPACT ON THE LAND WITHIN THAT ENVIRON.

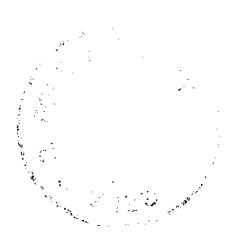


NOT JUST THE OBVIOUS DECISIONS -- LIKE BUILDING A HOUSING PROJECT, AN INDUSTRIAL PARK, A HYDROELECTRIC PLANT OR A SCHOOL COMPLEX.

BUT, INSIDIOUS SIDE ISSUES -- LIKE WHERE TO PUT THE GARBAGE, HOW TO ROUTE THE SEWAGE, PARK THE CARS, ABATE THE DECIBELS, AND PROVIDE POLICE AND OTHER PUBLIC SERVANTS.

WE HAVE SEEN THE WASTEFUL, AND EVEN THE TRAGIC EFFECTS, OF UNPLANNED AND HAPHAZARD LAND DEVELOPMENT. WE HAVE ABANDONED EXISTING CITY HOUSING WITH ALL THE NECESSARY STREETS, SEWERS, SCHOOLS AND TRANSPORTATION IN PLACE TO BUILD WHOLE NEW SUBURBS WITHOUT ANY REAL THOUGHT.

HUD'S STUDIES DEMONSTRATE STATISTICALLY THAT WHICH WE MIGHT HAVE CONCLUDED INTELLIGENTLY A DECADE AGO THAT THE CONSTRUCTION OF NEW SUBURBS CONSUMES HALF AGAIN AS MUCH LAND, CAPITAL, AND ENERGY AND CREATES NEARLY HALF AGAIN MORE AIR POLLUTION THAN THE RECYCLING OF EXISTING ASSETS. NO CITY TODAY CAN AFFORD SUCH WASTE.



THE CITY THAT LEAVES THESE POWERFUL FACTS OF LIFE TO CHANCE NEED NOT ASK: "FOR WHOM THE BELL TOLLS."

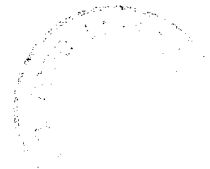
ALL OF THIS IS NOT TO SAY THAT WE THINK THAT 701 IS GOING TO SOLVE THE CITIES' PROBLEMS OVERNIGHT OR ALL BY ITSELF.

BUT WHAT 701 IS DESIGNED TO DO IS TO PULL TOGETHER THE BEST MINDS AND THE BEST THINKING AT EVERY LEVEL OF GOVERNMENT -- STATE, LOCAL AND FEDERAL.

I DO NOT MEAN TO SUGGEST BY THAT, THAT THE FEDERAL GOVERNMENT IS GOING TO INVADE CITY HALL. QUITE TO THE CONTRARY.

THE OBJECT OF 701 IS TO ASSIST LOCAL PLANNERS TO MAKE THEIR DECISION -- LOCALLY CONCEIVED, LOCALLY PERCEIVED AND LOCALLY EXECUTED.

STILL, AS SIGNIFICANT AS THE COMMUNITY DEVELOPMENT AND 701 PLANNING PROGRAMS ARE, THE FEDERAL BUDGET IS FINITE. NOT ALL OF YOUR CITIES RECEIVED BLOCK GRANTS; NOT ALL OF THEM RECEIVED PLANNING GRANTS; AND MOST OF THE GRANTS WERE SMALLER THAN YOU WANTED.

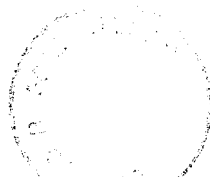


THESE LIMITED RESOURCES CALL UPON YOUR MOST CREATIVE POWERS AND OURS. LET ME SUGGEST SOME EXAMPLES WITH RESPECT TO PLANNING GRANTS. WE HAVE BEGUN TO FOCUS ON CONSOLIDATED APPLICATION FROM CONSORTIUMS OF CITIES OR FROM REGIONAL COUNCILS OF GOVERNMENTS.

THAT MEANS SHARING OF EXPERTISE AND SERVICES; SHARING EXPENSIVE ELECTRONIC DATA COSTS AND COMPUTER OUTPUTS; COMBINING AND INTERCHANGING INFORMATION CONCERNING COMMON PROBLEMS OF CITIES IN GIVEN REGIONAL AREAS.

THIS APPROACH OFFERS REAL PROMISE FOR STRETCHING THE AVAILABLE DOLLARS.

TO ILLUSTRATE, THE KNOXVILLE, TENNESSEE AREAWIDE PLANNING ORGANIZATION HAS USED 701 FUNDS TO PREPARE HOUSING ASSISTANCE PLANS FOR LOCAL GOVERNMENTS WITHIN THEIR JURISDICTION. AND, A NON-METROPOLITAN PLANNING ORGANIZATION IN PENNSYLVANIA HAS DEVELOPED A BUILDING CODE INSPECTION PROGRAM WITH A CENTRAL CADRE OF BUILDING INSPECTORS WHICH NO ONE OF THE COMMUNITIES COULD HAVE ALONE AFFORDED.



PUBLIC ADMINISTRATORS SERVE SEVERAL LOCALITIES BY RIDING CIRCUIT, PROVIDING MUCH NEEDED EXPERTISE IN KENTUCKY AND GEORGIA, EVEN WITH LIMITED FEDERAL FUNDS. WE ARE MAKING EFFORTS TO DISSEMINATE INNOVATIVE IDEAS SUCH AS THESE.

WE ALSO SEEK TO ENCOURAGE THE EDUCATION OF CITY MANAGERS.

THESE ARE CHALLENGING TIMES -- TIMES WHEN WE NEED ALL THE TRAINED TALENT WE CAN GET -- MEN, WOMEN, MAJORITIES AND MINORITIES -- INTO POSITIONS OF LEADERSHIP IN CITY MANAGEMENT AND IN THE ICMA. LET ME CANDIDLY SAY: I WOULD LIKE TO SEE A WOMAN AND A BLACK ON YOUR BOARD.

ONE WAY WE TRY TO EXPAND THE POOL OF TALENT IS BY FUNDING THE ICMA AWARDS OF CONTRACTS TO UNIVERSITIES TO DEVELOP NEW METHODS TO TRAIN CITY MANAGERS. THIS YEAR, TEN HUD-FUNDED RESEARCH AND DEMONSTRATION CONTRACTS TOTALLING \$100,000 WILL BE JOINTLY ADMINISTERED BY

THE INTERNATIONAL CITY MANAGERS
ASSOCIATION AND THE NATIONAL
ASSOCIATION OF SCHOOLS OF PUBLIC
AFFAIRS AND ADMINISTRATION



IT IS ONE OF THE PLEASURES AND PRIVILEGES OF MY OFFICE -- PARTICULARLY AT THIS TIME AND PLACE -- TO ANNOUNCE THE TEN WINNERS.

THEY ARE:

1. THE TEXAS MUNICIPAL LEAGUE -- TRINITY UNIVERSITY (OF TEXAS).
2. LONG BEACH AND LOS ANGELES, CALIFORNIA -- CALIFORNIA STATE UNIVERSITY.
3. MEMPHIS, TENNESSEE -- MEMPHIS STATE UNIVERSITY.
4. ALASKA CITY MANAGERS -- UNIVERSITY OF ALASKA.
5. DELAWARE ASSOCIATION FOR PUBLIC ADMINISTRATION -- UNIVERSITY OF DELAWARE.
6. SOUTH CAROLINA AND GEORGIA MANAGERS -- UNIVERSITY OF GEORGIA.
7. KANSAS CITY MANAGERS -- UNIVERSITY OF KANSAS.
8. MARYLAND MANAGERS -- UNIVERSITY OF MARYLAND.
9. NORTH TEXAS CITY MANAGERS -- UNIVERSITY OF TEXAS AT ARLINGTON.
10. WEST VIRGINIA MANAGERS -- WEST VIRGINIA UNIVERSITY.



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MR. RICHARD H. CUSTER TOLD ME THAT THE AWARDS WILL
BE COVERED IN DETAIL IN THE ICMA CONFERENCE DAILY NEWSLETTER.
I HAVE ALSO AUTHORIZED AN OFFICIAL RELEASE OF THE ANNOUNCEMENT
TO THE PUBLIC.

MY SINCERE CONGRATULATIONS TO ALL OF YOU.

THANK YOU VERY MUCH.

