

The original documents are located in Box 59, folder “1976/06/15 - National Conference of State Legislatures Seminar” of the James M. Cannon Files at the Gerald R. Ford Presidential Library.

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**NATIONAL
CONFERENCE
OF STATE
LEGISLATURES**

1405 CURTIS STREET
SUITE 2300
DENVER, COLORADO 80202

Earl S. MacKey
Executive Director

**Legislative
Leaders
Seminar**

**Kiandra Lodge
Hotel**

**Vail, Colorado
June 14-17, 1976**

**National Conference
of State Legislatures**

Legislative Leader's Name _____

Leadership
Title _____

Mailing Address _____

Zip _____ Phone _____

Need Charter Bus Transportation — Denver to Vail? _____ Yes; _____ No

If yes, include arrival time at Denver Airport _____ Fit. No. _____ Airline _____

Vail Hotel Reservation Needed? _____ Yes; _____ No; Arrival Date _____

Guarantee for Late Arrival? _____ Yes; _____ No; Departure Date _____

Single Room _____; Double Room _____; Other _____

Seminar Registration Fee is \$75. Rooms are: Single \$25; Double \$29.

Does your legislature have a recent innovation which you could discuss during any of the Seminar's Sessions?

PRELIMINARY AGENDA*

LEGISLATIVE LEADERS SEMINAR

Kiandra Lodge Hotel, Vail, Colorado

June 14-17, 1976

Monday, June 14

4-7:30 p.m. Buses leave for Vail from Denver's Stapleton International Airport and the Executive Tower Inn

6:30-8 p.m. **Registration and Reception**

Tuesday, June 15

8:00-9 a.m. **Breakfast Welcome**9:00-11 a.m. **Future Directions in Federal Assistance to the States**
—Dialogue with Invited Congressional and Administrative Representatives11-1:00 p.m. **The Legislature's Emerging Role in Administrative Oversight**
—Staff Resources, Program Evaluation and Auditing, Improved Fiscal Information, Review of Administrative Procedures7:00-9 p.m. **The Impact of Private Sector Decisions on State Government**
—Dialogue with Invited Business Leaders

Wednesday, June 16

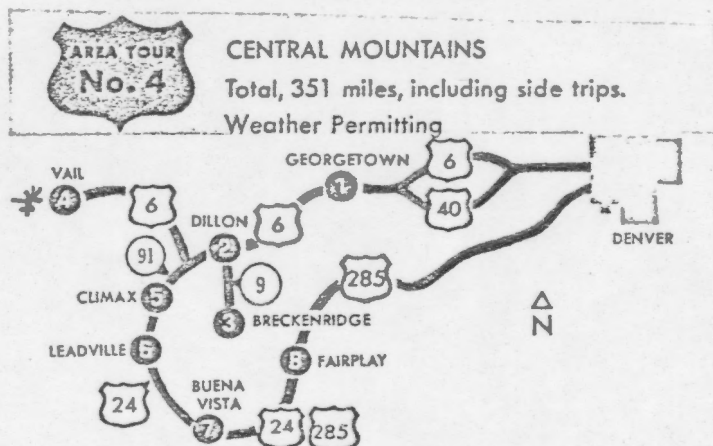
9-10:30 a.m. **Information Tools for Managing the Legislature**
—Legislative Computer Applications, New Communication Techniques, Interstate Communication10:30-12 p.m. **Leaders as Managers**
—Legislative Scheduling, Personnel Management, Services to Rank-and-File, Administering Interim Operations, Etc.12-1:00 p.m. **Luncheon for Leaders and Families**
7-9:00 p.m. **Health and Stress Management for Leaders**
—Emmett I. Miller, M.D. (Leaders' wives also welcome to attend)

Thursday, June 17

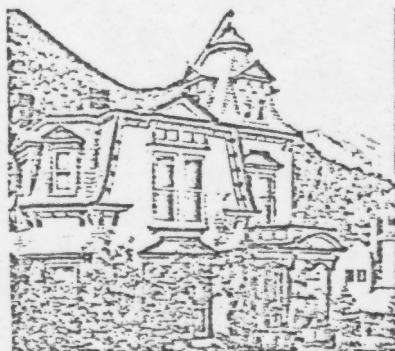
9:00-11 a.m. **Dialogue with Presidential Candidate(s)**
—Candidates Invited for Individual Discussion of Current Issues and Problems11:00-12 p.m. **Problems of Leadership in a Time of Openness**
—Sunshine Laws, Caucus Management, Etc.12:00-1 p.m. **Final Luncheon and Evaluation**1:00-3 p.m. **Buses Leave for Denver**

*Agenda subject to changes, pending final acceptance of legislative leaders and invited guests.





- ① **GEORGETOWN.** Fine examples of Victorian architecture, Hotel de Paris, Hamill House, Maxwell House Museums. Cross Continental Divide over 11,992-foot Loveland Pass, passing Loveland and Arapahoe Basin Ski Area. ② **DILLON.** Giant Dillon reservoir. ③ Side Trip to Breckenridge, year-around ski and vacation site in famous old mining area. ● Side trip to Vail, Colorado's newest town, complete vacation and ski area. Both have all winter sports, fishing, hunting, riding, summer scenic lifts, accommodations. ⑤ **CLIMAX.** World's largest molybdenum mine atop 11,318-foot Fremont Pass. ⑥ **LEADVILLE.** Nation's highest incorporated city at 10,152 feet, scene of bonanza silver strikes of 1870's and 1880's, historical museums and exhibits, include Healy House, Dexter Cabin, Tabor Museum, and Matchless Mine. Collegiate Peaks to west include 14,431-foot Mt. Elbert, Colorado's highest mountain. ⑦ **BUENA VISTA.** Key trading center in Upper Arkansas River Valley; takeoff point for mountain Jeep trips, hunting, fishing. ⑧ **FAIRPLAY.** Mining and ranching community in vast South Park Valley. South Park City Museum, authentic restored pioneer village. World's Championship Pack Burro Race over 11,541-foot Hoosier Pass last Sunday of each July. Beautiful Denver return trip via Kenosha Pass and Platte River Canyon.



GEORGETOWN'S VICTORIAN MANSIONS, hitching posts and wrought iron fences date back to the early 1860's when rich gold and silver mines were in full operation.



ITINERARY

The Honorable James M. Cannon
Assistant to the President for Domestic Affairs

June 14 - 15, 1976

Washington, D.C. - Vail, Colorado
Monday, June 14, 1976

4:00 p.m. Depart the White House for Dulles Airport via WHL

4:50 p.m. Arrive at United Airlines Terminal

5:15 p.m. Depart Washington, D.C. for Vail, Colorado via
UA #167 (D8S Aircraft)

 --Seating; First Class
 --Flying Time: 3 hours, 40 minutes
 --Time Change: minus two (2) hours
 --Dinner served enroute

6:55 p.m. Arrive in Denver, Colorado

Proceed to: Hertz Rental Car

7:10 p.m. Depart by car for Vail, Colorado

 --Driving Time: Approximately 2 hours
 (map attached)

9:00 p.m. Arrive at the Kiandra Lodge, Vail, Colorado

RON
Kiandra Lodge
Vail, Colorado



(All: 800 - 325-3450 / 421-8210)

Roy Minton

Sully still was

Vail, Colorado - Washington, D.C.
Tuesday, June 15, 1976

8:00 a.m.
Phil Wagner

Welcome Breakfast

9:00 a.m.

Future Directions in Federal Assistance to the States

--Dialogue with Invited Congressional and Administrative Representatives

PRESENT YOUR REMARKS

11:00 a.m.

The Legislature's Emerging Role in Administrative Oversight

--Staff Resources, Program Evaluation and Auditing, Improved Fiscal Information, Review of Administrative Procedures

12:00 p.m.

Depart Vail for Denver

4:10

Drop off car at Hertz Rental Car

4:30 p.m.

Depart Denver, Colorado for Washington, D.C. via UA #606 (727 Aircraft)

--Seating: First Class
--Flying Time: 3 hours, 15 minutes
--Time Change: plus two (2) hours
--Dinner served enroute

9:45 p.m.

Arrive at Dulles Airport, Virginia

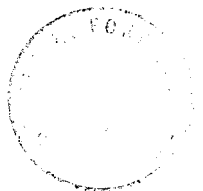
Met by: WHL

Depart Airport for Home

10:00

TWA 25V
3:45 -

Ar
9:05



Chum
457 -
4426

Roy Minton

Duty Sully
277
4876



SEMINAR AGENDA

Legislative Leaders Seminar

Monday, June 14

7:00 - 10:00 P.M. - Kiandra Lodge
Registration and Reception

Tuesday, June 15

8:00 - 9:00 A.M. - Kiandra Patio
Continental Breakfast

9:00 - 11:00 A.M. - Big Horn Room, Kiandra Lodge
Future Directions in Federal Assistance to the States
James Cannon, Assistant to the President for Domestic Affairs and Executive Director of the Domestic Council
C. William Fischer, Assistant Director, Congressional Budget Office

11:00 - 1:00 P.M. - Big Horn Room, Kiandra Lodge
The Job of the Legislative Leader: Problems of Management

11:00 - 11:30 A.M. - Opening Remarks:
Nicholas D. Coleman, Majority Leader, Minnesota Senate, and Duane S. McGill, Speaker, Kansas House of Representatives

11:30 - 1:00 P.M. - Discussion Groups:
- Group 1: Bighorn Room

Leader: George B. Roberts, Speaker of the House of Representatives, New Hampshire

- Group 2: Booth Room
Leader: Speaker Duane S. McGill

- Group 3: Executive Parlor
Leader: Senator Nicholas P. Coleman

2:30 - 3:30 P.M. - Executive Parlor, Kiandra Lodge
Caucus of Republican Leaders

6:00 - 7:30 P.M. - Kiandra Pool
Barbecue for participants and families.

7:30 - 9:00 P.M. - Columbine Room, Talisman Lodge
Regional Economic Shifts: The New War Between the States?

- Ralph Widner, President, Academy for Contemporary Problems
- Ken Rainey, Vice-President for Program Management, Academy for Contemporary Problems.

Wednesday, June 16

8:00 - 9:00 A.M. - Kiandra Patio
Continental Breakfast

9:00 - 10:30 A.M. Concurrent Discussions
New Tools for State Legislatures

Legislative Computer Applications

- Lew Brantley, President-Elect, Florida Senate

- John Bagnariol, House of Representatives, Washington

Sitzmark Conference Room, Sitzmark Lodge

Techniques for Communication with the Public

- Irvin N. Anderson, Majority Leader, Minnesota House of Representatives

International Room, The Lodge

Interstate Communication

- Tom Jensen, House Minority Leader, Tennessee

- Martin O. Sabo, Speaker, Minnesota House of Representatives

Salt Lick Bar, The Lodge

10:30 - 12:30 P.M.

The Legislature's Expanding Role in Oversight

10:30 - 11:00 A.M. - International Room, The Lodge

Opening Remarks:

Donald L. Tucker, Speaker, Florida House of Representatives

11:00 - 12:30 P.M. - Discussion Groups:

- Group 1: Salt Lick Bar, The Lodge
Leader: Vernal G. Riffe, Speaker, Ohio House of Representatives

- Group 2: Sitzmark Conference Room, Sitzmark Lodge

Leader: Senator Joseph I. Lieberman, Majority Leader, Connecticut

- Group 3: International Room, The Lodge
Leader: Speaker Donald L. Tucker

12:30 - 2:00 P.M. - Arlberg Room, The Lodge

Luncheon

R.W. Apple, Political Correspondent, New York Times

Wednesday, June 16 (Cont'd)

2:30 - 3:30 P.M. - Columbine Room, Talisman Lodge
Caucus of Democratic Leaders

8:00 - 9:30 P.M. - Big Horn Room, Kiandra
Health and Stress Management
- Emmett I. Miller, M.D.

Thursday, June 17

8:00 - 9:00 A.M. - Kiandra Patio
Continental Breakfast

9:00 - 11:00 A.M. - Gold Dust Room, The Hilton
Medicaid: Efforts at Cost Control

- Dr. Paul Willging, Deputy Commissioner, Medical Services Administration, HEW.

- Lawrence J. DeNardis, Deputy Minority Leader, Connecticut Senate

11:00 - 12:00 P.M. - Gold Dust Room, The Hilton

Problems of Leadership in a Time of Openness

- Ned R. McWherter, Speaker, Tennessee House of Representatives

- Ruben A. Valdez, Speaker, Colorado House of Representatives

12:00 - 1:00 P.M. - Abbey Dining Room, The Hilton
Luncheon

2:00 P.M. Buses leave for Denver Executive Tower Inn and Airport.

THE WHITE HOUSE
WASHINGTON

June 14, 1976

MEMORANDUM FOR:

JIM CANNON

FROM:

STEVE McCONAHEY

SUBJECT:

National Conference of
State Legislatures
Talking Points

*Kathy G. Cannon
for:*

Attached are draft comments for your consideration in developing a presentation for the State Conference.

Attachment



OUTLINE OF VAIL SPEECH

You have been asked to provide opening comments on the future direction of Federal assistance and then be available for Q&A's. I have drafted the following outline as a suggested guide for your comments.

I. Introduction:

Thank you for the opportunity to address your Conference on the topic of Federal assistance and its future direction.

- A. It is an important topic for us at the Federal level -- particularly for the Domestic Council where questions of future policy are addressed at the White House.
- B. It is important to you as leaders in State Government, who now assume the responsibility for developing state-wide programs and administering many services, supported by Federal funds.
- C. More broadly, it is a timely topic given the current political climate in which we are asking fundamental questions about the scope, nature and impact of Federal assistance.

II. Decisions on a future target of Federal assistance should, and hopefully will, reflect the lessons of the past -- lessons we have learned over the past two decades of growth and centralization of Federal activity.

A. These lessons are the following:

- 1. There is a growing realization that dollars alone will not solve many of our basic problems.

There is also the realization that Federal resources are limited. We have come to learn that there is a limit to what the Federal Government can consume in financial resources without disrupting our economy and sapping the vitality of individual initiative.

*Subject:
Future Direction
in Federal
Assistance to the
States*
*Outline - Green -
Description of the
1) NO MORE MONEY -
+ MORE CESS
2) MORE SPRINGS
3) MORE CATEGORIES
4) More Populations*

Bill Anderson

B. Failure of excessive Washington-based decision making:

1. We recognize that some categorization and Federal mandating is inevitable, but in the past two decades we have witnessed excessive Federal intervention.
2. These excesses have had detrimental effects. They have drained state and local decision making resources and have forced inappropriate actions on state and local decision makers.

C. Insensitivity of Federal actions:

1. Federal actions are aimed at the mean or at special cases. Assistance to individuals or institutions that fall outside of these targets is often inappropriate and insensitive to specific requirements.
2. This realization suggests selectivity in providing Federal assistance and suggests a more realistic expectation of results.

D. Uncertain Funding:

The nature of Federal legislation and the annual appropriations process results in uncertainty over the availability of Federal dollars.

1. This uncertainty raises havoc with state and local planning and decision making, and has resulted in instances where localities have been saddled with significant financial burdens due to Federal "cut-offs or phase-outs".

III. What do these lessons suggest for the future?

- A. The Ford Administration has attempted to incorporate these lessons into its current policies and problems. Two examples are key:

1. Block Grants - The President has supported existing block grant programs, e.g. community development, and has proposed additional block grants in the areas of health, education, child nutrition and community services.

2. General Revenue Sharing - Most importantly, the President has been a firm advocate of the renewal of GRS. (Note: An update on the status of GRS legislation would be appropriate at this point).

B. Future directions in Federal assistance will reflect the continuation of these concepts and others.

1. Consolidation of categorical assistance into block grant and GRS approaches.
2. Increased flexibility for greater decision making at the state and local levels.
 - Provision of assistance for activities within certain parameters but with discretion as to specific actions at the local level.
 - Continuing battle is likely over the balance between local flexibility and national mandating.
3. Longer term financial commitments, free of overly restrictive match requirements.
 - This action should provide, as does GRS, a better base for local planning.
 - Elimination of local match requirements or the adoption of a scheme to reduce the Federal aid in proportion to reductions by states and localities should avoid unreasonable penalties, such as a total loss in Federal assistance when financial restraints force reallocations or reductions at the state and local levels.
4. Consolidation and improvement in the planning process.
 - Current fragmented planning requirements are contradictory, costly and often counterproductive. A change is likely through legislative, institutional or procedural adjustment.

*revised
objectives*

- State governments are likely to assume an increasing role.
- But, we must avoid excessive structuralism which would force common structures on diverse local jurisdictions.

5. Slowing of the rate of growth in Federal assistance and perhaps for the first time rescissions.


- Uncontrollable or fixed items are consuming a larger portion of Federal resources and, thereby, restricting the options for new initiatives.
- Public opinion is moving toward "balanced" economics and Federal budgeting.
- Congress is moving more toward disciplined approach to Federal assistance.
- The budget control act and new suggestions, such as the "Sunset Bill" offered by Senator Muskie, implies greater discipline in appropriations and evaluations of Federal programs.

V. I would like to conclude with several thoughts about what these future directions mean for State Governments.

A. The role and responsibility of State Governments will most likely increase. Increased delegation of responsibility back to the State Governments from the Federal Government will place a greater burden of decision making on state institutions. Moreover, with the growing limits on Federal expenditures, we can anticipate a greater role of state initiative in the financing of governmental programs.

Finally, we can expect a growing responsibility of the State Governments in the planning of governmental activities at the state as well as the regional and local levels.

- B. Therefore, the ability of State Governments to function effectively and to manage their activities efficiently are becoming increasingly important.
1. State Governments will be under close scrutiny by many who doubt the states ability to perform. These skeptics will be more than willing to return responsibility back to Washington, if they concluded that the states are not conforming.
 2. The management of state resources and the control of state regulations and rules will be essential to maximize the use of existing resources and to avoid unnecessary bureaucracy at the state level.
- C. Finally, statemanship will be essential to develop a climate within the states and among the states to ensure the organization and cooperation of state and local governments necessary to solve domestic problems.

 Very simply, states and localities must improve their working relationship if the transfer of authority from the Federal Government is to be successful.

V. Conclusion:

All of what I have said suggests to me that you as leaders in State Government face a significant challenge and opportunity as we move toward establishing a better balance among the levels of government within our "Federal system." This challenge will require diligence and imagination process at the state level and active participation on your part in the Federal legislative process to ensure that the trends which I have outlined, which I believe will be beneficial to the states, will continue.

GERALD R.



National
Conference
of State
Legislatures

Office of
State
Federal
Relations

1150
Seventeenth
Street, N.W.
Suite 602
Washington, D.C.
20036
202/785-5614

President
Tom Jensen
House Minority Leader
Tennessee
Executive Director
Earl S. Mackey

May 26, 1976

Handwritten: H. Cannon
fill

The Honorable James M. Cannon
Assistant to the President for Domestic
Affairs, and
Executive Director of the Domestic Council
The White House
Washington, D. C. 20500

Dear Jim:

We are delighted that you will be joining us at the opening session of NCSL's Leaders' Seminar, on Tuesday morning, June 15, 1976, at the Kiandra Lodge Hotel in Vail, Colorado.

The National Conference of State Legislatures is composed of and serves the nation's 7,563 state legislators and their staffs. Each year the NCSL sponsors a Leaders' Seminar for Speakers, Senate Presidents, Presidents Pro Tem, and Majority and Minority Leaders in the state legislatures. We were honored to be the guests of the President and to meet with you at the White House during the April 1975 Leaders' Seminar. This year we are holding the Leaders' Seminar in Vail, beginning Monday evening, June 14, and ending Thursday noon on June 17. A copy of the preliminary agenda is attached.

The opening session from 9:00 a.m. to 11:00 a.m. on Tuesday, June 15, will be devoted to a dialogue with the state leaders on "Future Directions in Federal Assistance to the States." I hope you will focus on the state budget and program implications of federal aid, any probable changes in the relative amounts of such assistance, and the effects of modifying the forms of federal aid through more extensive bloc grants or further decentralization. I am also inviting Senator Edmund S. Muskie to join us for this session, in an effort to add the Congressional perspective.

We would ask that both you and Senator Muskie make opening statements to the group, but hope that the bulk of the program could be left open for a dialogue between the two of you and the state leaders. I believe this format will be most conducive to a valuable exchange for all.

I understand that you and Steve McConahey will be flying into the Denver area Monday evening. We have made reservations for you at the Kiandra Lodge for Monday night, and will be happy to provide transportation from Denver to Vail. Jerry Sohns of our Washington Office will remain in touch with Steve regarding these arrangements.

Kindest regards,

Handwritten signature: Tom

Tom Jensen



PRELIMINARY AGENDA*

LEGISLATIVE LEADERS SEMINAR

Kiandra Lodge Hotel, Vail, Colorado

June 14-17, 1976

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—Staff Resources, Program Evaluation and Auditing, Improved Fiscal Information, Review of Administrative Procedures

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—Dialogue with Invited Business Leaders

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—Legislative Computer Applications, New Communication Techniques, Interstate Communication

10:30-12 p.m. **Leaders as Managers**
—Legislative Scheduling, Personnel Management, Services to Rank-and-File, Administering Interim Operations, Etc.

12-1:00 p.m. **Luncheon for Leaders and Families**

7-9:00 p.m. **Health and Stress Management for Leaders**
—Emmett L. Miller, M.D. (Leaders' wives also welcome to attend)

Thursday, June 17

9:00-11 a.m. **Dialogue with Presidential Candidate(s)**
—Candidates Invited for Individual Discussion of Current Issues and Problems

11:00-12 p.m. **Problems of Leadership in a Time of Openness**
—Sunshine Laws, Caucus Management, Etc.

12:00-1 p.m. **Final Luncheon and Evaluation**

1:00-3 p.m. **Buses Leave for Denver**

*Agenda subject to changes, pending final acceptance of legislative leaders and invited guests.



THE CONGRESSIONAL BUDGET OFFICE

Responsibilities and Organization

May 1976



Congress of the United States
Washington, D.C.

THE CONGRESSIONAL BUDGET OFFICE

The Congressional Budget Office (CBO), established pursuant to Public Law 93-344, the Congressional Budget Act of 1974, is a nonpartisan organization which provides the U.S. Congress with information and analyses it needs to make decisions about budget and fiscal policies and national priorities. This report discusses CBO's responsibilities and outlines how it is organized and staffed to assist the U.S. Congress.

Responsibilities of the Congressional Budget Office

The Congressional Budget Act of 1974 established a new procedure by which the U.S. Congress considers and acts upon the annual federal budget. The act reorganizes the budget cycle and creates three new institutions: House and Senate Committees on the Budget and the Congressional Budget Office. CBO's mission is to provide the Congress with detailed budget information and studies of the budget impact of alternative policies. The law makes clear that the CBO is to have a nonpartisan, highly professional staff and that it is to provide a wide range of fiscal and budget information and analyses. CBO does not make recommendations on policy matters but provides Congress with options and alternatives for its consideration.

The act spells out some general and specific responsibilities of CBO (listed in Attachment A) that fall into the following general categories:

Economic Forecasting and Fiscal Policy Analysis

The federal budget both affects and is affected by the national economy. The Congress, therefore, considers the federal budget in the context of the current and projected state of the national economy. CBO provides periodic forecasts and analyses of economic trends and alternative fiscal policies.

Scorekeeping

Under the new budget process, each spring the Congress adopts a concurrent resolution setting expenditure and revenue targets for the fiscal year beginning October 1st. In September the Congress reviews the detailed spending and taxing decisions it has made during the summer, and then adopts a second concurrent resolution, affirming or changing the totals in the spring resolution. While the first resolution sets targets, the second establishes actual ceilings for spending and a floor for revenues. CBO keeps score of Congressional action on individual authorization, appropriation and revenue bills against the targets (or ceilings) in the concurrent resolutions.

Cost Estimates and Projections

CBO is required to develop five-year cost estimates for implementing any public bill or resolution reported by Congressional committees. At the start of each fiscal year, CBO provides five-year projections on the costs of continuing current federal spending and taxation policies.

An Annual Report on the Budget

By April 1 of each year, CBO is responsible for furnishing the House and Senate Budget Committees a fiscal policy report which includes a discussion of alternative spending and revenue levels, levels of tax expenditures under existing law, and alternative allocations among major programs and functional categories, all in the light of major national needs and their effects on balanced growth and development of the United States.

Additional Studies

CBO undertakes specific studies requested by committees and subcommittees of the Congress on budget-related issues.

Organization and Staffing

CBO's authorized staffing level is established by the Congress. The professional staff represents a mix of analytical expertise and practical budget experience.

As the attached organization chart indicates, CBO is organized to accomplish the tasks specified in the law. Brief descriptions of each staff and its responsibilities are given below.

Office of the Director and Deputy Director

The Director bears full responsibility for seeing that all the duties of the organization specified in the Congressional Budget Act are performed effectively and in a manner most useful to the Congress. The Deputy Director assists the Director in the overall management of the organization and acts in the absence of the Director. Both positions are specified by the statute.

Director:

Alice M. Rivlin is an economist. She was formerly a Senior Fellow at the Brookings Institution and an Assistant Secretary of the Department of Health, Education, and Welfare.

Deputy Director:

Robert A. Levine, also an economist, is a former President of the New York City Rand Institute and Assistant Director of the Office of Economic Opportunity for Research, Plans, Programs, and Evaluation.

Office of the General Counsel

The General Counsel performs legal work for CBO, interpreting applicable statutes, analyzing proposed legislation, overseeing procurement actions, etc. The General Counsel also serves as a senior adviser on policy issues.

Assistant Director-General Counsel:

Alfred B. Fitt is an attorney; former Legal Advisor to the Governor of Michigan; General Counsel of the Army; Assistant Secretary of Defense (Manpower); and most recently, the Special Adviser to the President, Yale University.

Office of Intergovernmental Relations

The Office of Intergovernmental Relations (OIGR) serves as the communications center and the point of contact with the Congress, external organizations, and the news media.

One of the most important functions of the office is to provide Members of the Congress with timely and substantive responses to inquiries concerning general budget issues and CBO reports and studies.

OIGR coordinates requests from state and local governments, national organizations, educational institutions and interest groups. In that regard, OIGR is establishing a dialogue with state and local government officials to assist them in understanding the Congressional budget process and receiving federal budget data.

OIGR also provides the editorial support to assist the other divisions of CBO with preparation of reports and other manuscripts for publication.

Director, Office of Intergovernmental Relations:

Stanley L. Greigg is a former Member of Congress from Iowa; Mayor of Sioux City, Iowa; and Dean, Morningside College.

Budget Analysis Division

The Budget Analysis Division is the focal point for providing CBO's routine support of the budget process. The Division's primary responsibility is ensuring that accurate and comprehensive budget information is available to the Congress on a timely basis.

The Division has two subunits. The larger of these two units is responsible for:

Budget scorekeeping—The provision of periodic reports comparing Congressional actions affecting the budget with the limits set in the concurrent resolution, the President's budget, and other indices of government activity.

Cost analysis of pending public legislation—The development of cost estimates for public bills and resolutions reported by committees in the House of Representatives and the Senate.

Five-year projections—Preparation of five-year projections of Congressional budget action.

The other subunit of the Budget Analysis Division is concerned with the budget process, budget concepts, and an automated budget information system. It assumes CBO's statutory responsibilities in the areas of budget terminology, studying the feasibility of advance appropriations and support to the House and Senate Budget Committees in their continuing studies of additional budget reform proposals. In addition, this unit is responsible for development of an automated system which meets the budget information needs of the Congress and for undertaking the legislative classification work relating the budget to authorizing statutes.

Assistant Director for Budget Analysis:

James L. Blum, economist and budget analyst, is a former Deputy Director of the Council on Wage and Price Stability, Acting Deputy Assistant Secretary of Labor for Planning and Evaluation, and Assistant Division Chief of the Office of Management and Budget for education and labor programs.

Fiscal Analysis Division

The Fiscal Analysis Division provides forecasts of economic trends and analyses of alternative economic policies. These analyses focus on production, inflation, employment, and the impact of the federal budget on them.

In developing these reports and analyses, the staff draws on at least four kinds of information:

- Current information about the economy,
- Current information about fiscal and monetary actions,
- Forecasts from econometric models and other sources, and
- Policy "multipliers" modifying these forecasts on the basis of alternative economic policies.

Assistant Director for Fiscal Analysis:

Frank de Leeuw is an economist. He was formerly Chief of the Special Studies section at the Federal Reserve Board and Senior Fellow at the Urban Institute.

Tax Analysis Division

The Tax Analysis Division is responsible for revenue estimation, analysis of tax expenditures, and related studies and evaluations. The Division consists of two subunits. The receipt and distribution unit prepares the revenue and receipts estimates required in the CBO annual report and the five-year projection reports.

The tax expenditure unit evaluates and analyzes existing and proposed tax expenditures. Both units work closely with the House Ways and Means Committee, the Senate Finance Committee, the task forces of the Budget Committees, the Joint Committee on Internal Revenue Taxation, other Committees interested in tax expenditure programs, and the Treasury Department.

Assistant Director for Tax Analysis:

Charles Davenport, an attorney, formerly served on the legal staff of the Assistant Secretary of the Treasury for Tax Policy; taught at the University of California; and recently served as Project Director for the Internal Revenue Service Project, Administrative Conference of the United States.

Division of Natural Resources and Commerce

The Natural Resources and Commerce Division prepares analyses of program and budget issues in the areas of energy, environment, natural resources, science, agriculture and rural development, commerce, transportation, and communications.

Assistant Director, Natural Resources and Commerce:

Douglas M. Costle, an attorney, is a former Connecticut Commissioner of Environmental Protection and Senior Staff Associate of the President's Advisory Council on Executive Organization.

Human Resources and Community Development Division

The Human Resources and Community Development Division provides analyses of program and budget issues in the areas of income assistance, education, employment, health, veterans' affairs, and community development and housing.

Assistant Director for Human Resources and Community Development:

C. William Fischer, budget and program analyst, is a former Assistant Chief, International Division; Deputy Assistant Director for Legislative Reference; and Deputy Associate Director for Human Resources, Office of Management and Budget.

National Security and International Affairs Division

The National Security and International Affairs Division prepares studies and analyses of budget matters relating to the defense establishment and international economic programs.

The Division consists of two subunits, the first of which concerns itself with national defense budget issues.

The second group examines the impact on the economy and on the federal budget of foreign programs, such as commodity agreements, foreign aid, tariff and subsidy programs, and international monetary agreements.

Assistant Director for National Security and International Affairs:

John E. Koehler is a former senior economist with the Rand Corporation where he worked on National Security Council information systems, the impact on force planning of limited nuclear option capabilities, and economic assistance programs.

Management Programs Division

The Management Programs Division fulfills a dual role in CBO. First, the Division provides internal administrative and management support services for all other components of CBO. These activities include personnel management, financial services, library services for the professional staff, contracting, computer support, and office services. The Division also prepares the CBO annual budget, and establishes and manages an internal budget control system.

The Management Programs Division exercises its other major responsibility as one of the program analysis divisions. It provides information and analyses of general government programs—those managed by the Civil Service Commission, General Services Administration, Postal Service, Treasury Department, and other similar agencies, and conducts studies of the budget issues involved in government-wide organization, manpower utilization, executive branch reorganizations, regulatory program management, and other broad management areas.

Assistant Director for Management Programs:

Howard M. Messner, public administrator and management analyst, is a former Deputy Assistant Administrator for Administration, U.S. Environmental Protection Agency, and Senior Management Analyst, Office of Management and Budget.

ATTACHMENT A

STATUTORY TASKS ASSIGNED TO CBO

Listed in the order in which they appear in the Congressional Budget Act of 1974 (PL 93-344). Citations are to the US Code and, in parentheses, to section numbers of PL 93-344.

(1) In general, provide information to the two Budget Committees on all matters within their jurisdictions, 2 USC 602(a), (202(a)).

(2) On request, provide information to the appropriating and taxing committees, 2 USC 602(b), (202(b)).

(3) On request of any other committee, provide information compiled under 1) and 2) plus "to the extent practicable," additional information which may be requested, 2 USC 602(c)(1), (202(c)(1)).

(4) On request of a Member, provide information compiled under 1) and 2) plus "to the extent available," additional information which may be requested, 2 USC 602(c)(2), (202(c)(2)).

(5) Perform the duties and functions formerly performed by the Joint Committee on Reduction of Federal Expenditures, 2 USC 602(e), (202(e)), see also 31 USC 571.

(6) Annually on or before April 1, furnish to the Budget Committees a report on fiscal policy for the next fiscal year, to include a discussion of alternative levels of revenues, budget authority, outlays and tax expenditures, plus alternative allocations among major programs and functional categories, all in the light of major national needs and the effect on "balanced growth and development of the United States," 2 USC 602(f)(1), (202(f)(1)).

(7) From time to time, furnish the Budget Committees such further reports as "may be necessary or appropriate," 2 USC 602(f)(2), (202(f)(2)).

(8) Develop and maintain filing, coding and indexing systems for all information obtained by CBO from the Executive Branch or from other agencies of the Congress, 2 USC 603(b), (203(b)).

(9) With respect to each committee bill providing new budget authority, furnish to the reporting committee for its consideration: (a) a comparison of the bill to the most recent concurrent resolution on the budget, (b) a 5-year projection of outlays associated with the bill, and (c) the amount of new budget authority and resulting outlays provided by the bill for State and local governments, 31 USC 1329(a)(1), (308(a)(1)).

(10) With respect to each committee bill providing new or increased tax expenditures, furnish to the reporting committee for its consideration: (a) a report on how the bill will affect the levels of tax expenditures most recently detailed in a concurrent resolution on the budget, and (b) a 5-year projection of the tax expenditures resulting from the bill, 31 USC 1329(a)(2), (308(a)(2)).

(11) Periodically, issue a scorekeeping report on the results of Congressional actions compared to the most recently adopted concurrent resolution on the budget, plus status reports on all bills providing new budget authority or changing revenues or the public debt limit, plus up-to-date estimates of revenues and the public debt, 31 USC 1329(b), (308(b)).

(12) Annually, "as soon as practicable after the beginning of each fiscal year," issue a 5-year projection of budget authority and outlays, revenues and tax expenditures, plus the projected surplus or deficit, year by year, *31 USC 1329(c)*, (308(c)).

(13) Prepare "to the extent practicable," a 5-year cost estimate for carrying out any public bill or resolution reported by any committee (except the two appropriating committees), *31 USC 1353*, (403).

(14) Jointly study with OMB, but separately report, on the feasibility and advisability of year-ahead budgeting and appropriating, the report to be made by February 24, 1977, *31 USC 1020 note*, (502(e)).

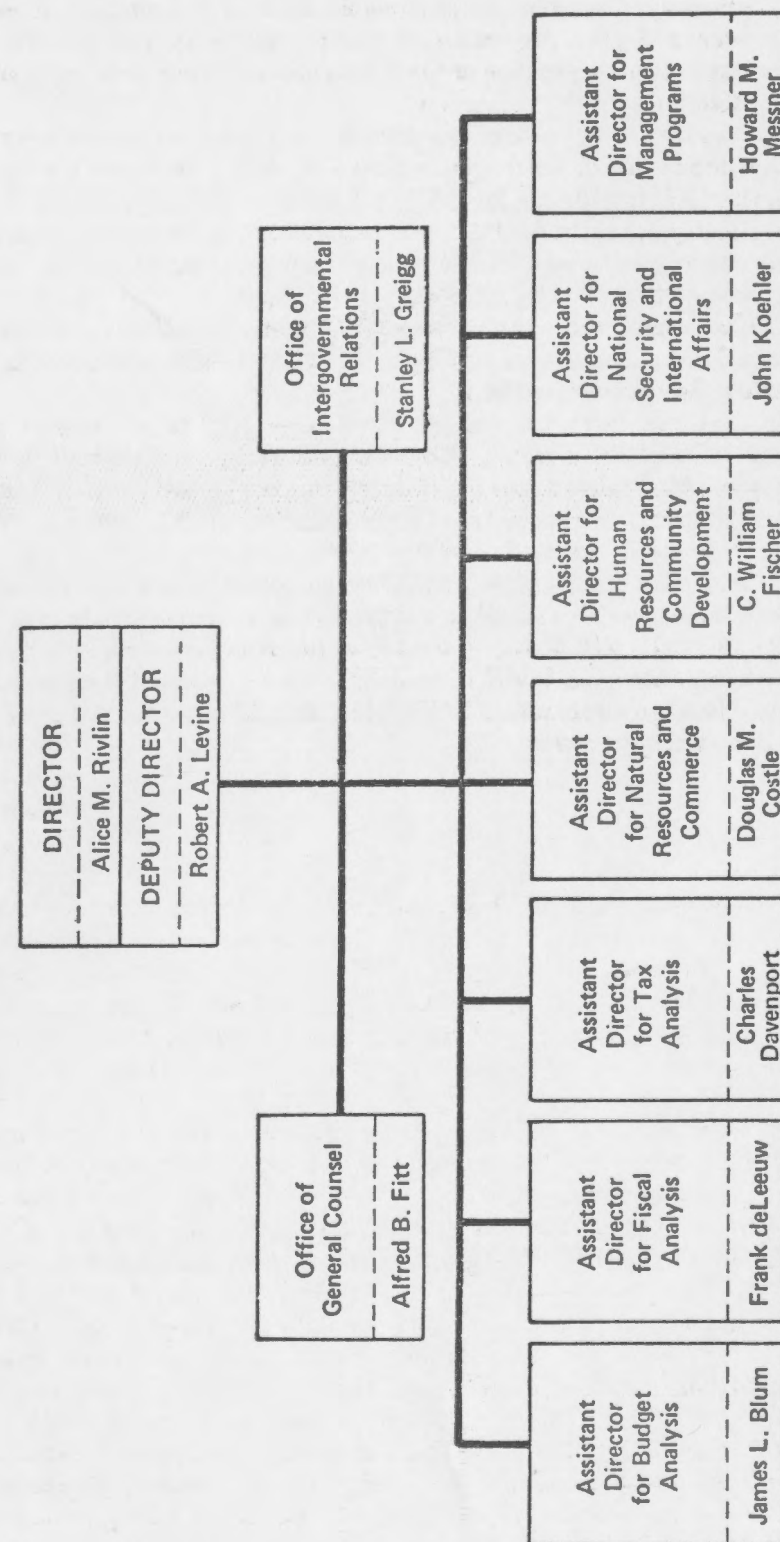
(15) Cooperate with the Comptroller General in the development of standard fiscal terminology, *31 USC 1152(a)(1)*, (801(a)), (*Sec 202(a)(1) of the Legislative Reorganization Act of 1970*).

(16) Cooperate with the Comptroller General in developing an inventory of fiscal information sources, providing assistance to Congress in obtaining information from those sources and furnishing, on request, assistance in appraising and analyzing information so obtained, *31 USC 1153(b)*, (801(a)), (*Sec 203(b) of the Legislative Reorganization Act of 1970*).

(17) With the Comptroller General, establish a central file or files "of the data and information required to carry out the purposes of this title," *31 USC 1153(c)*, (801(a)), (*Sec 203(c) of the Legislative Reorganization Act of 1970*).

(18) Cooperate with OMB in providing useful federal fiscal information to State and local governments, *31 USC 1153(d)*, (801(a)), (*Sec 203(d) of the Legislative Reorganization Act of 1970*).

CONGRESSIONAL BUDGET OFFICE



May 1976

ITINERARY

The Honorable Stephen G. McConahey
Special Assistant to the President
for Intergovernmental Affairs

June 14 - 16, 1976

Washington, D.C. - Kansas City, Missouri
Monday, June 14, 1976

7:00 a.m. Depart home for Washington National Airport
via taxi

7:35 a.m. Arrive at Trans World Airlines Terminal

8:00 a.m. Depart Washington, D.C. for Kansas City,
(EDT) Missouri via TW#237 (727 Aircraft) CONNECTION

--Seating: Coach

--Flying Time: 1 hour, 50 minutes

--Time Change: Minus one (1) hour

--Breakfast served enroute

8:50 a.m. Arrive in Chicago, Illinois
(CDT) (WAITING TIME: 50 MINUTES)

9:40 a.m. Depart Chicago, Illinois for Kansas
City, Missouri via TW#381 (707 Aircraft)

--Seating: Coach

--Flying Time: 1 hour, 13 minutes

--No Time Change

10:53 a.m. Arrive in Kansas City, Missouri

Proceed to: Governor's State Office Bldg.
(across from Federal Bldg)

Met by: Neil Neilson

1:00 p.m. Conference with local officials
Hilton Plaza Hotel -- Consulate Rooms 3&4
One and one-half hours

4:15 p.m. Depart Hilton Plaza Hotel for Kansas City Airport

4:45 plm. Arrive at Continental Airlines Terminal



5:15 p.m.
(CDT)

Depart Kansas City, Missouri for Denver,
Colorado via CO#45 (72S Aircraft)

--Seating: Coach
--Flying Time: 1 hour, 57 minutes
--Time Change: minus one (1) hour
--Dinner served enroute

5:42 p.m.
(MDT)

Arrive in Denver, Colorado

Proceed to: Hertz Rental Car

6:00 p.m.

Depart airport for Stouffer Inn (near airport)

8:00 p.m.

Dinner w/ Al Feldman, Frontier Airlines

RON

Stouffer Inn
Denver, Colorado



Denver, Colorado - St. Louis, Missouri
Tuesday, June 15, 1976

6:30 a.m. Depart Denver for Vail, Colorado via rental

8:30 a.m. Arrive at the Kiandra Lodge Hotel

9:00 a.m. Future Directions in Federal Assistance to the States

--Dialogue with Invited Congressional and Administrative Representatives

11:00 a.m. The Legislature's Emerging Role in Administrative Oversight

--Staff Resources, Program Evaluation and Auditing, Improved Fiscal Information, Review of Administrative Procedures

2:00 p.m. Drop off car at Vail Village Inn

2:00 p.m. Depart Kiandra Lodge for Eagle Airport

2:40 p.m. Arrive at Rocky Mountain Airways

3:10 p.m. Depart Eagle for Denver, Colorado via RMA

--Seating: Commuter

--Flying Time: 45 minutes

--No Time Change

3:55 p.m. Arrive at Denver, Colorado
(JMC will depart at 4:20 p.m. on UA#606)

6:05 p.m. Arrive at Trans World Airlines

6:30 p.m. Depart Denver, Colorado for St. Louis, Mo. via
(MDT) FL#8 (73S Aircraft) ONE STOP IN KANSAS CITY

--Seating: Coach

--Flying Time: 2 hours, 26 minutes

--Time Change: plus one (1) hour

--Dinner served enroute

9:56 p.m. Arrive in St. Louis, Missouri
(CDT)

RON

Best Western Executive International Inn
St. Louis, Missouri



Jefferson City, Missouri - Washington, D.C.
Wednesday, June 16, 1976

9:30 a.m. Depart for St. Louis Airport

10:05 a.m. Arrive at Ozark Airlines Terminal

10:35 a.m. Depart St. Louis for Jefferson City, Missouri
via OZ#824 (FH7 Aircraft)

 --Seating: Coach
 --Flying Time: 50 minutes
 --No Time Change

11:25 a.m. Arrive in Jefferson City, Missouri

Proceed to: Governor's Office

12:00 p.m. Lunch with Governor Bond

1:00 p.m. Conference with local officials
Highway Department Hearing Room
One and one-half hours

2:30 p.m. Depart for Airport

2:50 p.m. Arrive at Jefferson City Airport

3:00 p.m. Depart Jefferson City for St. Louis, Missouri
via STATE AIRCRAFT

 --Flying Time: 45 minutes

3:45 p.m. Arrive in St. Louis, Missouri

Proceed to: Trans World Airlines

4:15 p.m. Depart St. Louis, Missouri for Washington, D.C.
via TW#460 (72S Aircraft)

 --Seating: Coach
 --Flying Time: 1 hour, 44 minutes
 --Time Change: Plus one (1) hour
 --Dinner served enroute

6:59 p.m. Arrive at National Airport, Washington, D.C.



TELEPHONE NUMBERS

KANSAS CITY, MISSOURI (816)

Hilton Plaza Hotel	753-7400
Governor's State Off. Bldg.	274-6186
Mayor Charles B. Wheeler	274-2595

DENVER, COLORADO (303)

Stouffer Inn	321-3333
Al Feldman - Frontier Airlines	398-5151
Senate Majority Leader Richard (Dick) H. Plock	222-3737

VAIL, COLORADO (303)

Kiandra Lodge	476-5081
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ST. LOUIS, Missouri (314)

Best Western Exec. Int'l Inn.	731-3800
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JEFFERSON CITY, MISSOURI (314)

Governor Kitt Bond Perry Roberts - Assistant	751-3222
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INDEPENDENCE, MISSOURI (816)

Mayor Richard A. King	836-8300
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PRELIMINARY AGENDA*

LEGISLATIVE LEADERS SEMINAR

Kiandra Lodge Hotel, Vail, Colorado

June 14-17, 1976

Monday, June 14

4-7:30 p.m. Buses leave for Vail from Denver's Stapleton International Airport and the Executive Tower Inn

6:30-8 p.m. **Registration and Reception**

Tuesday, June 15

8:00-9 a.m. **Breakfast Welcome**

9:00-11 a.m. **Future Directions in Federal Assistance to the States**
—Dialogue with Invited Congressional and Administrative Representatives

11-1:00 p.m. **The Legislature's Emerging Role in Administrative Oversight**
—Staff Resources, Program Evaluation and Auditing, Improved Fiscal Information, Review of Administrative Procedures

7:00-9 p.m. **The Impact of Private Sector Decisions on State Government**
—Dialogue with Invited Business Leaders

Wednesday, June 16

9-10:30 a.m. **Information Tools for Managing the Legislature**
—Legislative Computer Applications, New Communication Techniques, Interstate Communication

10:30-12 p.m. **Leaders as Managers**
—Legislative Scheduling, Personnel Management, Services to Rank-and-File, Administering Interim Operations, Etc.

12-1:00 p.m. **Luncheon for Leaders and Families**

7-9:00 p.m. **Health and Stress Management for Leaders**
—Emmett I. Miller, M.D. (Leaders' wives also welcome to attend)

Thursday, June 17

9:00-11 a.m. **Dialogue with Presidential Candidate(s)**
—Candidates Invited for Individual Discussion of Current Issues and Problems

11:00-12 p.m. **Problems of Leadership in a Time of Openness**
—Sunshine Laws, Caucus Management, Etc.

12:00-1 p.m. **Final Luncheon and Evaluation**

1:00-3 p.m. **Buses Leave for Denver**

*Agenda subject to changes, pending final acceptance of legislative leaders and invited guests.



JAMES M. CANNON

ITINERARY FOR VAIL, COLORADO TRIP
Tuesday, June 14 and 15, 1976

Monday, June 14

Depart Dulles Airport at 5:15 p.m. on United 167.
Arrive in Denver at 6:55. You will be met by a
member of the National League of Cities who will
take you to Vail.

Tuesday, June 15

Your speaking engagement is at 9:00 on Federal
Assistance and the Trend of Domestic Policy.
(Steve suggests you and he stay until 1:00 or
1:30). Steve will then drive you back to Denver.

Depart Denver at 3:45 on TWA 252 and arrive Dulles
at 9:05 or depart at 4:30 on United 606 and arrive
Dulles at 9:45.



The smooth, safe and dramatic way to reach the wild "up there" of America's alps is aboard Vail's aerial gondola tramway. At Mid-Vail, board a double chairlift to the very summit, alighting into alpine meadows and a 360-degree view of the great Rockies.

Vail offers a complete program for tennis players — including pro shop and lessons. There's something especially exhilarating about tennis in the crisp, clear, sunny air of Vail's Gore Valley. Our superb Laykold courts are yours to enjoy by reservation.

Youngsters have special kinds of interests, just as do parents. And when these are best served separately, Vail's Potpourri Day Camp is the imaginative, thrifty solution. All kinds of activities and sports are provided, under professional supervision, including a hearty high-country lunch.

If you're a fishing buff, you'll enjoy going after the fat, battling Colorado mountain trout that teem in crystal Gore Creek and other mountain streams near Vail. Vail is a fisherman's valhalla. Rental equipment and licenses are available in Vail village — and you can fly fish right in the village itself.

Lodging at Vail has cosmopolitan and luxury all its own. Inns and lodges are of international stature — though rates reflect many savings compared to the atmosphere, the hospitality. You'll like the variety. Furnished condominiums offer unusual apartments — for families and economies — are standard at virtually every Vail facility. And just down every street are fine shops, restaurants, dancing, or old-time melodrama.

Within convenient driving distance of Vail, you can enjoy the great blue vistas and water sports of Colorado's high-country lakes.



For information and reservations assistance, contact:

VAIL RESORT ASSOCIATION

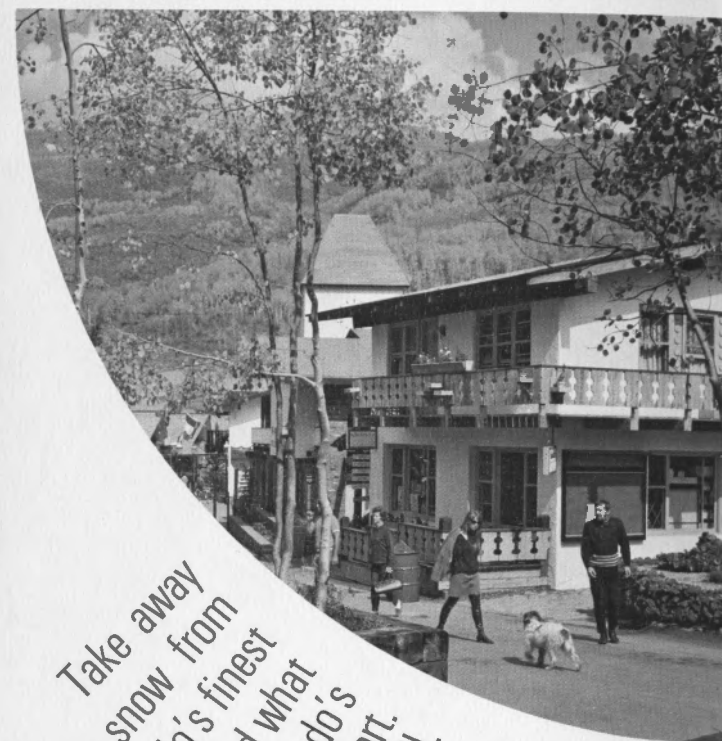
Vail, Colorado 81657 • 303/476-5677

Vail is 110 miles west of Denver on U.S. 6/Interstate 70. 2½ hours drive from Denver, 3 hours from Grand Junction. We're served by four major rent-a-car outlets, with drop stations. Bus from Denver takes about 4 hours. By scheduled flight to Eagle, Vail is 30 minutes from Denver, with a 35-minute Eagle-Vail limousine drive. Denver is served by major trunk and regional airlines. Typical times: New York, 4 hours; Chicago, Los Angeles, Dallas, 2 hours.

Vail welcomes the American Express Card at most area facilities.



SUMMERVAIL



Take away
the snow from
Colorado's finest
winter resort and what
have you got? Colorado's
finest summer resort.
SummerVail.



SUMMER VAIL

Scenic Vail Valley and its meandering Gore Creek lie between the unspoiled Gore Range Wilderness Area and the majestic Sawatch Range. Your personal high-country experience can range from an easy aerial gondola ride into the high meadows and forests of Vail mountain to expertly guided alpine expeditions. These vary from day hikes to overnight backpacking experiences. For the more adventurous, Vail offers a Mountaineering School providing instruction in climbing techniques, equipment and safety — under the direction of world-stature climbers.

Vail's lush, 18-hole, mountain-framed, Class "A" PGA golf course challenges your skill and your imagination. It's open to the public — and offers a complete pro shop, pro program, lessons, rental equipment and electric carts. Among the most scenic resort courses in America, it's a golfer's vacation dream. And you'll enjoy the specially-arranged tournaments.

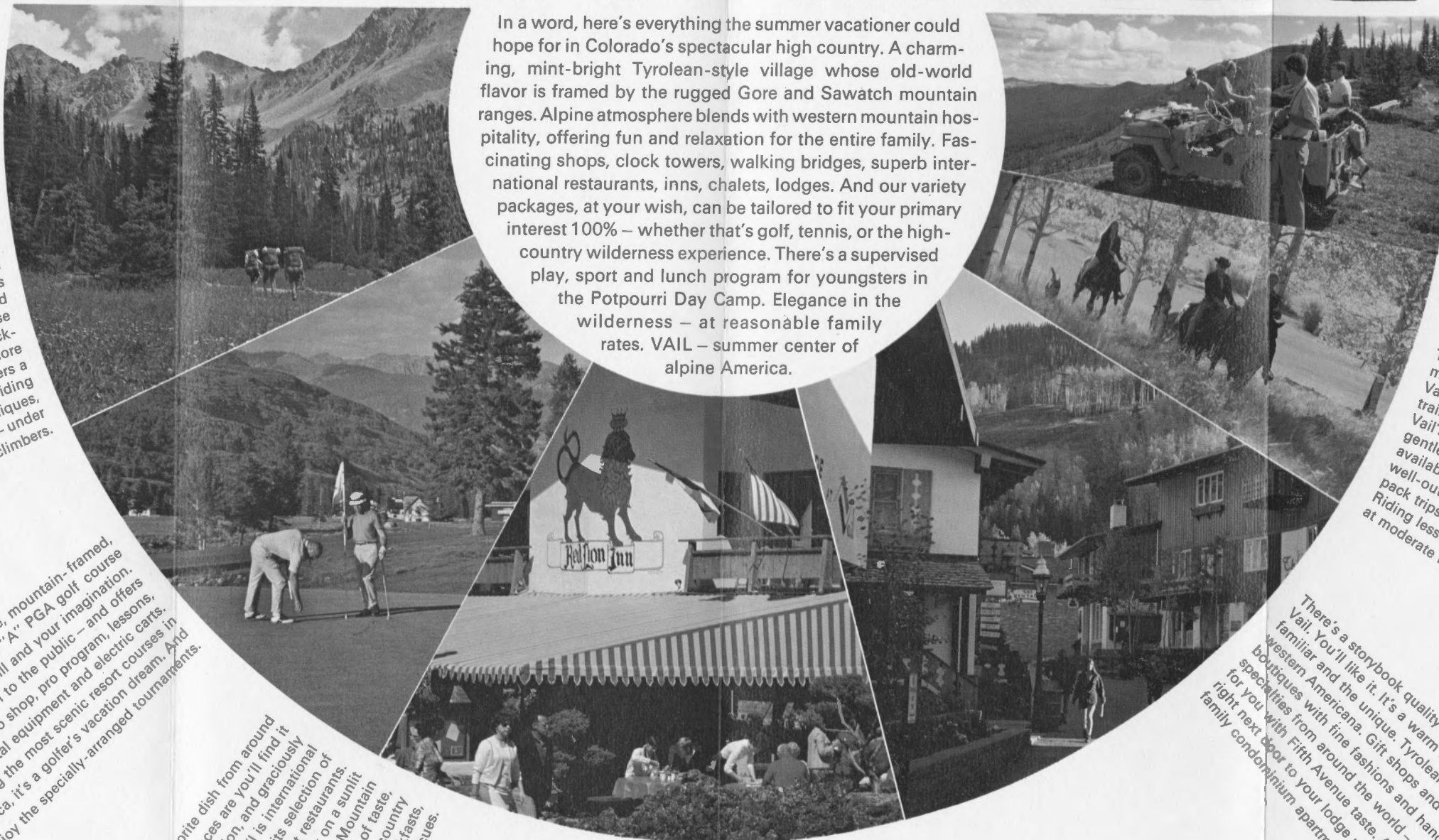
Name your favorite dish from around the world. Chances are you'll find it prepared to perfection, and graciously served, at Vail. For Vail is international in flavor, and in its selection of superb gourmet restaurants. Dine by candlelight — or on a sunlit terrace under the Rocky Mountain sky. And for a change of taste, come along on a high country cookout — trout breakfasts, steak fries and barbecues.

In a word, here's everything the summer vacationer could hope for in Colorado's spectacular high country. A charming, mint-bright Tyrolean-style village whose old-world flavor is framed by the rugged Gore and Sawatch mountain ranges. Alpine atmosphere blends with western mountain hospitality, offering fun and relaxation for the entire family. Fascinating shops, clock towers, walking bridges, superb international restaurants, inns, chalets, lodges. And our variety packages, at your wish, can be tailored to fit your primary interest 100% — whether that's golf, tennis, or the high-country wilderness experience. There's a supervised play, sport and lunch program for youngsters in the Potpourri Day Camp. Elegance in the wilderness — at reasonable family rates. VAIL — summer center of alpine America.

The 4-wheel-drive way up mountains is a great new, all-family way to explore the roof of a nation. Vail, scenic center of a vast, unspoiled wilderness, is a natural Jeeping center. Superbly-maintained Jeep-type vehicles are available for rent at reasonable rates that include an expert driver-guide.

This was the way of the mountain men. And today at Vail you can follow the winding trails of the past. Vail's mountain-bred horses are gentle and surefooted. They're available by the hour, day, or for well-outfitted and responsibly-led pack trips of a day or more. Riding lessons, too, are offered at moderate rates.

There's a storybook quality in a walk through Vail. You'll like it. It's a warm blend of the familiar and the unique. Tyrolean chalets and western Americana. Gift shops and boutiques with fine fashions and handwrought specialties from around the world — chosen for you with Fifth Avenue taste. And all right next door to your lodge rooms or family condominium apartment.





**National
Conference
of State
Legislatures**

Headquarters
Office
(303) 623-6600

1405
Curtis
Street
23rd Floor
Denver,
Colorado
80202

President
Tom Jensen
House Minority Leader
Tennessee
Executive Director
Earl S. Mackey

May 24, 1976

Mr. James M. Cannon
Assistant to the President for Domestic Affairs
Domestic Counsel
White House, 1600 Pennsylvania Ave
Washington, D.C. 20500

Arrive 6/14
Single
Guarantee for Late Arrival

Dear Mr. Cannon:

Your attendance form has been recieved for the Legislative Leaders Seminar on June 14-18 at the Kiandra Lodge in Vail, Colorado. Reservations are herewith confirmed for you as indicated above.

We have reserved the United Airlines Friendship Room on the "B" Concourse for your convenience while awaiting to board the charter buses being furnished by NCSL for transportation to Vail. Please plan to arrive between 2 and 6 p.m. in the afternoon, as the buses will depart for Vail at approximately 4 and 7 p.m. If your flight arrangements are such that you are unable to arrive at the scheduled bus departure times please call me in order that I may make other arrangements for you.

The program will conclude at 1 p.m. on Thursday, June 17th, and the return to Denver will also be by charter buses which will leave the Lodge between 1 and 3 p.m. and arrive at Stapleton Airport at 3:30 and 5:30 respectively. If you are an individual that is attending the Intergovernmental Relations Committee meetings being held June 18-19, at the Executive Tower Inn in Downtown Denver there will also be a chartered bus departing for this site.

Information on facilities in Vail are described in the enclosed brochure; also enclosed is a route map from Denver to Vail for those of you, which may decide to drive. I am looking forward to seeing you on June 14.

Sincerely,

Charles Valkenburgh-Vincent
Administrative Assistant for
Training Department

CVV/drs

Enclosure



PRELIMINARY AGENDA*

LEGISLATIVE LEADERS SEMINAR

Kiandra Lodge Hotel, Vail, Colorado

June 14-17, 1976

Monday, June 14

- 4-7:30 p.m. Buses leave for Vail from Denver's Stapleton International Airport and the Executive Tower Inn
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Tuesday, June 15

- 8:00-9 a.m. Breakfast Welcome
- 9:00-11 a.m. Future Directions in Federal Assistance to the States
—Dialogue with Invited Congressional and Administrative Representatives
- 11-1:00 p.m. The Legislature's Emerging Role in Administrative Oversight
—Staff Resources, Program Evaluation and Auditing, Improved Fiscal Information, Review of Administrative Procedures
- 7:00-9 p.m. The Impact of Private Sector Decisions on State Government
—Dialogue with Invited Business Leaders

Wednesday, June 16

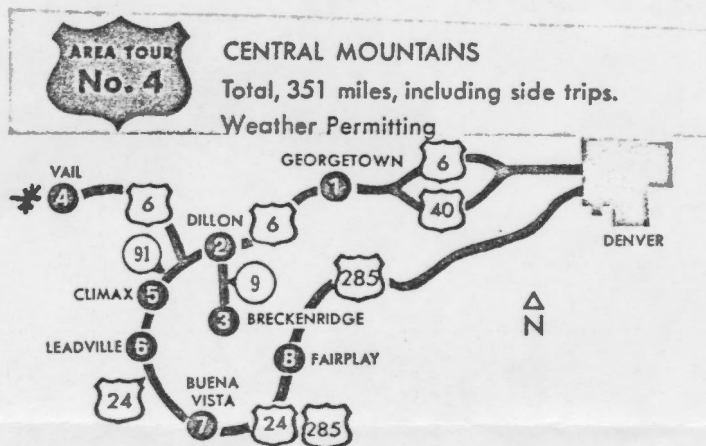
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—Legislative Computer Applications, New Communication Techniques, Interstate Communication
- 10:30-12 p.m. Leaders as Managers
—Legislative Scheduling, Personnel Management, Services to Rank-and-File, Administering Interim Operations, Etc.
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- 7-9:00 p.m. Health and Stress Management for Leaders
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Thursday, June 17

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—Candidates Invited for Individual Discussion of Current Issues and Problems
- 11:00-12 p.m. Problems of Leadership in a Time of Openness
—Sunshine Laws, Caucus Management, Etc.
- 12:00-1 p.m. Final Luncheon and Evaluation
- 1:00-3 p.m. Buses Leave for Denver

*Agenda subject to changes, pending final acceptance of legislative leaders and invited guests.





- ① **GEORGETOWN.** Fine examples of Victorian architecture, Hotel de Paris, Hamill House, Maxwell House Museums. Cross Continental Divide over 11,992-foot Loveland Pass, passing Loveland and Arapahoe Basin Ski Area. ② **DILLON.** Giant Dillon reservoir. ③ Side Trip to Breckenridge, year-around ski and vacation site in famous old mining area. ● Side trip to Vail, Colorado's newest town, complete vacation and ski area. Both have all winter sports, fishing, hunting, riding, summer scenic lifts, accommodations. ⑤ **CLIMAX.** World's largest molybdenum mine atop 11,318-foot Fremont Pass. ⑥ **LEADVILLE.** Nation's highest incorporated city at 10,152 feet, scene of bonanza silver strikes of 1870's and 1880's, historical museums and exhibits, include Healy House, Dexter Cabin, Tabor Museum, and Matchless Mine. Collegiate Peaks to west include 14,431-foot Mt. Elbert, Colorado's highest mountain. ⑦ **BUENA VISTA.** Key trading center in Upper Arkansas River Valley; takeoff point for mountain Jeep trips, hunting, fishing. ⑧ **FAIRPLAY.** Mining and ranching community in vast South Park Valley. South Park City Museum, authentic restored pioneer village. World's Championship Pack Burro Race over 11,541-foot Hoosier Pass last Sunday of each July. Beautiful Denver return trip via Kenosha Pass and Platte River Canyon.



GEORGETOWN'S
 VICTORIAN MANSIONS,
 hitching posts and wrought
 iron fences date back to the
 early 1860's when rich gold
 and silver mines were in
 full operation.







**National
Conference
of State
Legislatures**

Office of
State
Federal
Relations

1150
Seventeenth
Street, N.W.
Suite 602
Washington, D.C.
20036
202/785-5614

President
Tom Jensen
House Minority Leader
Tennessee

Executive Director
Earl S. Mackey

May 26, 1976

The Honorable James M. Cannon
Assistant to the President for Domestic
Affairs, and
Executive Director of the Domestic Council
The White House
Washington, D. C. 20500

Dear Jim:

We are delighted that you will be joining us at the opening session of NCSL's Leaders' Seminar, on Tuesday morning, June 15, 1976, at the Kiandra Lodge Hotel in Vail, Colorado.

The National Conference of State Legislatures is composed of and serves the nation's 7,563 state legislators and their staffs. Each year the NCSL sponsors a Leaders' Seminar for Speakers, Senate Presidents, Presidents Pro Tem, and Majority and Minority Leaders in the state legislatures. We were honored to be the guests of the President and to meet with you at the White House during the April 1975 Leaders' Seminar. This year we are holding the Leaders' Seminar in Vail, beginning Monday evening, June 14, and ending Thursday noon on June 17. A copy of the preliminary agenda is attached.

The opening session from 9:00 a.m. to 11:00 a.m. on Tuesday, June 15, will be devoted to a dialogue with the state leaders on "Future Directions in Federal Assistance to the States." I hope you will focus on the state budget and program implications of federal aid, any probable changes in the relative amounts of such assistance, and the effects of modifying the forms of federal aid through more extensive bloc grants or further decentralization. I am also inviting Senator Edmund S. Muskie to join us for this session, in an effort to add the Congressional perspective.

We would ask that both you and Senator Muskie make opening statements to the group, but hope that the bulk of the program could be left open for a dialogue between the two of you and the state leaders. I believe this format will be most conducive to a valuable exchange for all.

I understand that you and Steve McConahey will be flying into the Denver area Monday evening. We have made reservations for you at the Kiandra Lodge for Monday night, and will be happy to provide transportation from Denver to Vail. Jerry Sohns of our Washington Office will remain in touch with Steve regarding these arrangements.

Kindest regards,

Tom

Tom Jensen



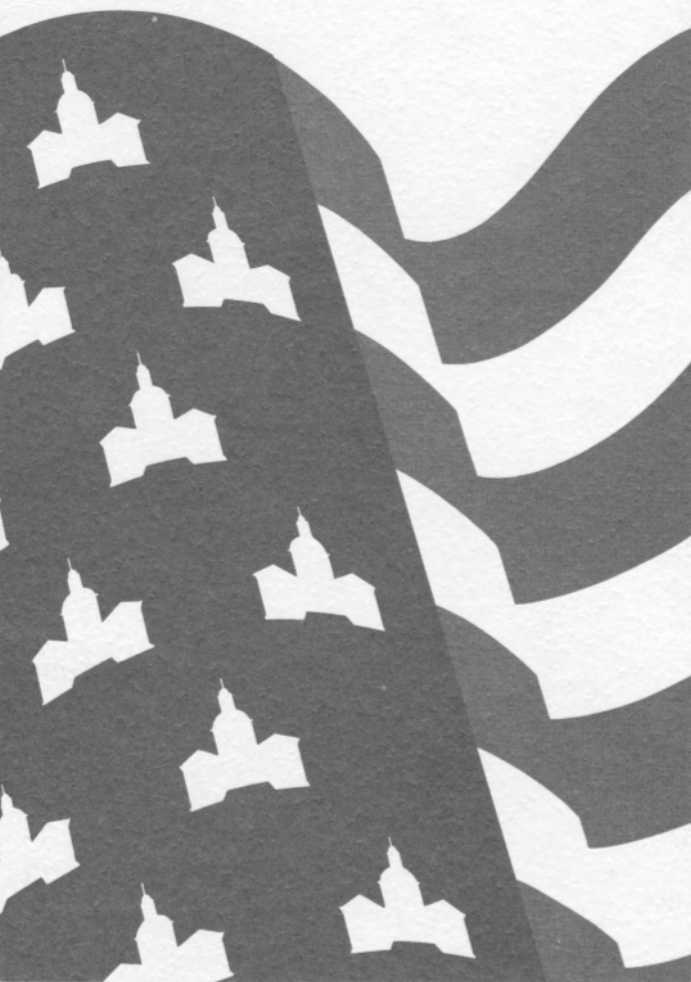
TJ:jt

Attachment

cc: Stephen B. McConahey



National Conference of State Legislatures



The National Conference of State Legislatures

The National Conference of State Legislatures is designed to help lawmakers and their staffs meet the challenges of today's complex federal system. It was established in January, 1975, with the merger of three previously existing legislative organizations: the National Legislative Conference, the National Conference of State Legislative Leaders, and the National Society of State Legislators. Headquartered in Denver, Colorado, and with an office of state-federal relations in Washington, D.C., NCSL is a non-partisan public interest group serving the nation's state legislators and their staffs. It is funded by the states and governed by a thirty-two member Executive Committee.

The NCSL has three basic objectives:

To improve the quality and effectiveness of state legislatures.

To assure states a strong, cohesive voice in the federal decision-making process.

To foster inter-state communication and cooperation.

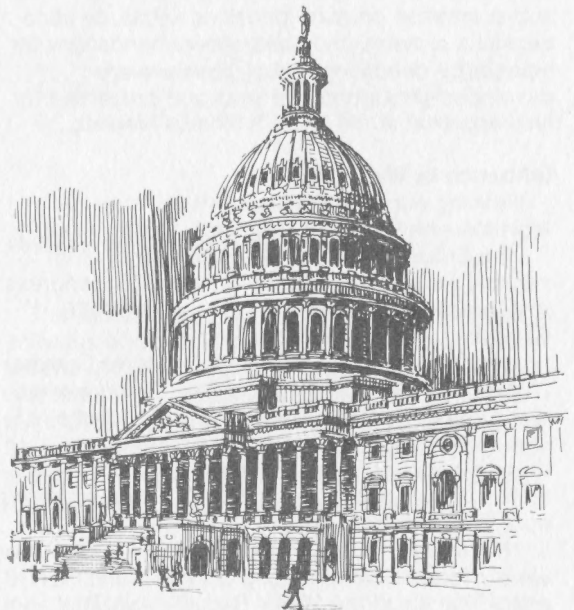
Earl S. Mackey
Executive Director

Denver Office

1405 Curtis Street
23rd Floor
Denver, Colorado 80202
(303) 623-6600

Washington Office

1150 17th Street, N.W.
Suite 602
Washington, D.C. 20036
(202) 785-5614



State-Federal Relations: The Washington Office

State legislatures are assuming an active role in national policy development, and the Office of State-Federal Relations in Washington works to ensure a meaningful role for state legislators in the federal decision-making process. The Washington staff monitors federal legislation and executive department activities to keep legislators and staff continuously aware of national developments that affect the states.

The development of policy on state-federal issues is the responsibility of the Conference's Intergovernmental Relations Committee. With eight hundred legislators as members, the IRC is the largest of NCSL's committees. IRC members regularly testify before Congress, serve on federal advisory panels and meet with White House and federal agency representatives. The current IRC Chairman is Speaker Martin O. Sabo (Minn.); Vice-Chairman is Sen. John D. Caemmerer (N.Y.); Secretary is Assemblyman John J. Hamilton (N.J.)

The IRC is divided into eight task forces: Community Affairs and Transportation, Education, Energy, Food Supply and Agriculture, Government Operations, Human Resources, Criminal Justice and Consumer Affairs, and Natural Resources. As a special focus during the coming year, a new IRC sub-committee on state pensions will study state pensions systems and make recommendations for new policy directions. Policy positions are developed throughout the year and presented for final approval at the NCSL's Annual Meeting.

Influence in Washington

Working with the Washington staff, state legislators have recently influenced national policy:

- *The Education Task Force joined with other national groups in successfully calling on Congress to override President Ford's veto of the 1976 Education Appropriations bill.

- *Legislative leaders and members of the Criminal Justice and Consumer Affairs Task Force worked with other groups to successfully persuade the U.S. Department of Justice to drop proposed requirements for specialized computers to store state criminal justice information. This could have cost the states \$80 million.

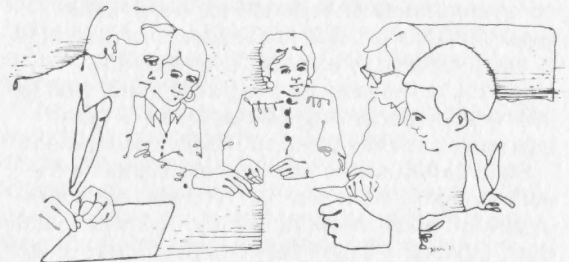
- *Members of the Human Resources Task Force were influential in persuading Congress and HEW to enact Title XX of the Social Security Act. This program allows states to apply Federal funds to their own social services priorities.

- *The Energy Task Force and the Natural Resources Task Force helped spur Congress to take action on the Outercontinental Shelf Lands Act of 1975.

- *Legislative leaders and members of the Government Operations Task Force convinced Congress of the need to change Federal income tax provisions for state legislators, taking into account the time spent away from their homes and expenses incurred while on legislative business in their state capitols.

For further information contact:

Jerome Sohns
Director of State-Federal Relations
Washington office.



Annual Meeting

The NCSL Annual Meeting highlights the year's activities of the Conference and brings together several thousand legislators and staff to discuss vital state-federal issues and crucial institutional questions. This year's meeting will be held August 31 — September 3 in Kansas City, Missouri. Policy positions of the Conference are approved at the Annual Meeting, and new officers installed.

For further information contact:

Karl T. Kurtz
Director of Operations
Denver Office

State Services and Legislative Improvement

The purpose of NCSL's State Services division is to help state legislatures continue to upgrade their ability to make effective public policy. Members of the State Services staff make periodic visits to all fifty state legislatures. They bring together legislative experts to assist a particular legislature on a variety of issues. State Services, for example, assisted in improving the bill-drafting process in Nevada and the budgetary process in Delaware. In both cases, legislative staff personnel from other states were brought in to provide insight and make constructive recommendations. Recently State Services was involved in a three-day Legislative Information Task Force Seminar in Oregon and staff members have participated in pre-session conferences in New Hampshire and Kansas.

In order to help avoid unnecessary duplication among states, the staff collects, indexes, and distributes titles and descriptions of research studies in progress among legislative research staffs. State Services has also begun to collect completed research reports from seven state legislative councils and to circulate brief abstracts of these reports. In addition, State Services responds to requests from legislators and staff for information concerning state activities in both legislative procedural and substantive policy areas.

State Services also provides assistance to the various legislative staffs. The nine staff sections organized within the NCSL include Policy Research Staff, Librarians, Legal Services Staff, Leadership Staff, Fiscal Officers, Post Auditors, Program

Evaluators, Services and Security, and Clerks and Secretaries. State Services helps these groups plan their programs for the NCSL Annual Meeting; it assists them in running their training sessions; and provides a number of other services which the groups request.

Committees

State Services provides assistance for three of NCSL's committees. Made up of legislators and staff, these committees meet regularly to evaluate legislative needs and to make suggestions for legislative improvement.

Improving the legislative process is the goal of the *Legislative Improvement and Modernization Committee*. Its recently published study, the *State Legislative Appropriations Process*, includes numerous suggestions for improving state budgeting and legislative authority over the budget. It is currently examining the legislative role in reviewing administrative rule setting and procedures. The Chairman of this committee is Sen. Jerrold Speers (Me.); Vice-Chairman is Marcus Halbrook (Ark.)

The *Committee on Legislative Information Needs* is primarily concerned with improving communications within and among state legislatures. The committee has been working on the possibility of a central computer system to keep legislators abreast of inter-state information on issues and legislation. The Chairman of this committee is Del. Hugh Nichols (Md.); Vice-Chairman is David Johnston (Ohio).

The *Ethics and Election Committee* has been drafting guidelines for legislation to encourage more open government. Recommendations have been made on the subjects of open meetings and open records legislation, campaign spending limits, lobbyist registration measures, and a suggested bill has been drafted on conflict of interest/financial disclosure. The committee plans to undertake an extensive review of election laws and voter registration systems. The Chairman of this Committee is Rep. Joe Clarke (Ky.); Vice-Chairman is Sen. Hal Runyan (Ariz.)

For further information contact:

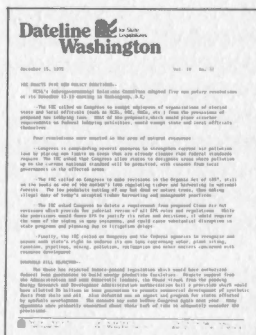
William Pound
Director of
State Services



Communications

Communication is an essential component of a strong state legislative voice in the federal system. NCSL's major publication, **State Legislatures**, provides legislators and staff with in-depth articles on major issues facing state legislatures. **State Legislatures** is published eight times annually and has a circulation of 12,000. Regular features include interviews with prominent figures, state legislature profiles, NCSL conference reports and book reviews.

Two newsletters from Washington keep lawmakers abreast of the latest federal developments. **Dateline Washington**, published weekly, provides a brief synopsis of congressional action and national policy



decisions which affect the states. More detailed examinations are presented in **Washington Report**, a summary of the latest developments and political implications of a current issue.

The Conference has also issued a number of publications on issues of concern to state legislatures. These include:

Editorial Productivity: Public Concern and Legislative Response

State School Finance Reform: Has It Been Successful?

Compilation of State Energy Laws 1975

Meeting the Challenge: Scientific and Technical Staff in the States' Legislatures

States' Role in Radioactive Material Management

Turning toward the Sun
State Legislative Appropriations Process
Improving the 1980 Census
Coastal Zone Management
Handbook on Medical Malpractice

For further information contact:

Eugene A. Brown or Carol Steinbach
Director of Communications
Denver Office
Director of State-Federal Communications
Washington Office

Training and Development Service

NCSL's Training and Development Service provides the only national training forum for state legislators and their staffs in the country. Training topics for seminars are selected by members of the state legislatures and their staffs through the NCSL Training Committee, chaired by Sen. George Firestone (Fla.) and Vice-Chairman Charles A. Schnabel, Secretary of the Senate (Texas). Training sessions center on key issues such as Medical Malpractice, Legislative Oversight, and Legislative Review of Administrative Rules. Seminars are held for legislative leaders and for staff sections, including clerks and secretaries, services and security, and fiscal analysts. Programs for the 1976 year are described in a special Legislative Training brochure which is available upon request.

Technical Assistance Service

Special assistance is available to individual legislatures for developing training and development activities in their own state houses. The Training Service staff will assist legislatures in conducting legislative orientation programs and special seminars on key state legislative issues, and establishing instate training services for their legislatures. This technical assistance is available on request.

For further information contact:

Kent Bulloch
Director of Training
Denver Office.

Office of Science and Technology

State legislatures are now facing the problem of formulating highly technical and complex policy in areas such as land management, energy resource development, and mass transportation. To act effectively in these areas it is important that states have at their disposal a variety of scientific and technical resources.

The **Office of Science and Technology** provides: — assistance to state legislatures to develop and strengthen their own science and technology resources.

— an individualized answering service and comprehensive policy analysis of critical scientific issues facing state governments.

— technical assistance to aid states in carrying out federally mandated programs such as the Safe Drinking Water Act.

During the past year, the Model Interstate Scientific and Technical Information Clearinghouse (MISTIC) has been initiated primarily to assist legislators to locate outside sources of information. These sources are usually found within federal agencies, and also within universities, private industry and other states. Requests to MISTIC have ranged from an Oklahoma query for information on tick eradication programs to requests from several states on the transportation of hazardous materials.

The Office of Science and Technology maintains direct contacts with agencies such as the Department of Transportation, the National Bureau of Standards, the National Science Foundation, and the National Aeronautics and Space Administration

to integrate state research and development needs into federal programs. The S&T staff have also sponsored workshops on topics including states' role in management of radioactive materials and the impact of energy development on Western water resources.

The office functions under the direction of the Committee on Science and Technology: Chairman Rep. Thomas J. Anderson (Mich.); Vice-Chairman Albert J. Abrams (N.Y.)

Publications available include:

Science and Technology in the Legislatures

The S & T Connection

Legislative Access to Technical Information Services

Aerosol Spray Hazards: Fact or Fiction: The States Want to Know

For further information contact:

Edward L. Helminski
Office of Science and Technology
Denver Office.

Special Projects

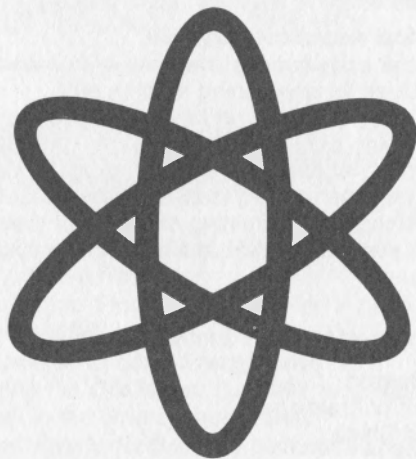
Grants from the federal government and national foundations enable NCSL to engage in special projects on behalf of state legislatures.

School Financing

The Conference's School Finance Project is funded by a grant from the Ford Foundation with additional financial aid from the National Institute of Education. The project staff provides practical and technical assistance to state legislatures considering major revisions in their educational finance systems. It was recently instrumental in developing a new reform law in Connecticut, one of seven states where this project is providing in-depth support and technical assistance to legislative committees dealing with school finance problems.

For further information contact:

John J. Callahan	or	Bill Wilken
School Finance		Project Research
Project Director		Associate
Washington Office		Washington Office



Executive Committee 1976

Energy

A contract from the Federal Energy Administration supports a full-time staff in Washington to monitor the federal energy developments and the nearly two thousand state energy bills that have been introduced this year. A weekly "Energy Report to the States," provides state policy-makers with information and analysis of state-federal energy activities. A complete text of all the state-enacted bills is published in this report. Technical assistance is also provided in the development of state energy policies.

For further information contact:

Rick Jones
Energy Policy Project Director
Washington Office

Renewable Energy

A grant from the National Science Foundation funds the Renewable Energy Resources Project, whose prime function is to provide state legislators and staff with an understanding of renewable energy technologies. The staff is developing legislation and policy recommendations to facilitate the more rapid utilization of these energy sources, and will conduct training sessions concerning the implementation of such state policies.

For further information contact:

Patrick Binns
Renewable Energy Project Director
Denver Office

Criminal Justice and Consumer Affairs

A grant from the Law Enforcement Assistance Administration assists the Conference in providing legislatures with up-to-date information on trends in criminal justice, law enforcement and consumer affairs. The project monitors state and federal efforts to reduce crime and delinquency and encourages innovative state legislation in this area.

For further information contact:

Jeffrey L. Esser
Criminal Justice and Consumer Affairs
Washington Office

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Representative Martin O. Sabo
Speaker of the House (Minn.)

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Assembly Minority Leader (N.Y.)

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Senator Kevin B. Harrington
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Senate Minority Leader (Ill.)

Senator Steny H. Hoyer
President of the Senate (Md.)

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VAIL, COLORADO TRIP
June 14, 15, 1976

Calls: Dixie Sullivan 225-
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