

REMARKS BY SENATOR HUBERT H. HUMPHREY

ASSESSMENT OFFICERS' CONFERENCE

Boston, Massachusetts
September 21, 1971

Government at all levels in this nation is muscle bound, hard and ineffective.

It is big, it is costly, and it is seemingly unable to respond to the needs of people.

Citizens have a case against government: Governments today over-promise and under-perform.

Let me give you an example. For years, the Federal government has touted the importance of urban development grants.

Through press releases and Presidential news conferences the expectations of officials over what these grants could mean to communities were increased.

But what happened?

The promise said grants would be available immediately.

The performance said 4 1/2 years^{1/2}

-- That is 544 processing days for planning grants, 706 days for initial funding, and another 337 days for final project approval.

I ask you: is it any wonder that citizens believe they are not getting their money's worth from government?

The sad part is that this kind of track record is not limited to the Federal government alone. The fact is that the government closest to the people does not always operate with compassion, sympathy, or efficiency.

And so today, I want to talk to you about "street level government" and how we can turn it around and make it efficient.

To do so means we must take three immediate action steps.

First, we must ask: What will be the future needs of this nation. And, then we must reorient our resources accordingly.

To plan, to create to think ahead -- these are the challenges of our time. For, as John Galsworth once said, "If you do not think about the future, then you can not have one."

By the year 2,000, our population will reach 300 million people. Where are these people going to live? Are we going to continue to have the same settlement patterns that now mean 70 percent of the people live on two percent of the land?

Or consider health care. Last year, this nation spent collectively 67.2 billion dollars for health care -- that is 2 1/2 times the amount spent just ten years ago.

How are we going to have medical care for those who can not pay for it? And how many doctors, nurses, medical centers, clinics, or hospitals will we need in the years to come?

What will be our education needs in the next twenty years? Will our schools be able to offer the education experience that will give students the ability to think, to maximize their potential?

In short, do our present priorities reflect any emphasis on what we should be doing now to meet our future needs?

I say they do not. And, I say this is a national tragedy.

Look at the federal budget.

For every person in the United States, our government spends \$893. But, the lion's share goes to defense, military procurement, weapons research, and weapons development -- that is \$325.14 for every woman, man, and child in the United States.

Only \$16.71 is spent on community development -- that means \$5.49 for public facilities, \$.18 for planning, and \$6.62 for housing.

Think of it! \$6.62 to build and stimulate housing construction -- in a nation that will need some 26 million units over the next decade.

And, on health care, we spend less than \$79 per person.

Education gets even less -- \$35.92.

I happen to believe that we can do better in this nation.

We need a new arithmetic in this nation -- one that can add, subtract, multiply, and divide on the basis of human public interest, not the special, narrow interest.

If we are going to have efficient, responsive, accountable government, then our nation must make a commitment now to place a floor of basic services beneath every individual and family in this country. We need an income floor, a housing floor, a health floor, an educational floor, and an enrichment floor.

And we need them not only in urban areas and large cities, but in rural areas and small communities.

The 1970's should be a decade of domestic development.

The 1970's should be the decade when we correct the imbalances that have made this nation privately wealthy, but publicly poor.

The second immediate step we must take is to reorganize our governments.

We must move away from institutional creation and move towards institutional simplification.

I want to outline to you today three new programs that reward progress towards national goals, cut red tape, eliminate bureaucratic waste, and help improve the efficiency of city hall.

I propose that all Federal government departments realign their administrative regions so that there is only one set covering the entire United States. Under my plan, HEW and HUD plus all other Departments would have identical districts.

In each one, a high level, competent team of program expeditors would be assigned to each city and state within that district.

The job of this team would be (1) to provide day by day liaison between the departments and the local community, (2) to assist in grant preparations that span two or more agencies in order to insure exact coordination, and (3) to guarantee that the bureaucratic maze becomes understandable to citizens.

In addition, each administrative region would have an executive officer who would be empowered to make final decisions on project applications. And, he would be required to do so within sixty days of submission.

Finally, each administrative region would have a direct representative of the President located in it. This Presidential Manager would report directly to the President. He would cut red tape, insure cooperation among agencies, and be personally available to local government officials for program consultation on their problems in their communities.

I propose the Local Communities Management Assistance Program.

This program would pay fifty percent of the local administrative cost of providing a local department of community development. It would pay fifty percent of the cost of hiring teams of systems experts to improve municipal budgeting procedures and accounting methods. In addition, all other administrative branches of the local government would be eligible for assistance if their programs were innovative and contributed to the efficiency of local government.

I propose a nationwide Community Program Information Network -- a cataloging of ongoing operating programs such as drug control, community relations, housing, social services, health planning, and other functions. This Information Network would make available the procedures and operating practices of successful ongoing programs for and from communities across the nation.

The essential idea is this: If there is a successful program dealing with drugs in one city or community, why not at least give it a try in other communities, adapting as necessary?

The Information Network would not be a scholars' catalogue. It would provide useful mechanical information on operating programs.

There is a final action step we must immediately take to make government efficient.

If we are really going to make government accountable and efficient, then we must have a health fiscal climate in our communities.

In short, we have to have an economy that grows without inflation, we have to have jobs, programs to match our needs, and a tax structure that is fair and equitable.

We need a strong health economy. And, we are not going to get it from the half policies advocated by the Nixon Administration.

We need policies that produce jobs, that increase productivity, and stabilize the cost of living.

A strong, healthy economy will give us an expanding tax base, but our taxes themselves must be equitable.

Right now, the top ten percent of the income population in the United States receives 30 percent of the total income, but pays only 9.8 percent of the total taxes.

On the other hand, the middle and moderate income groups receive only 11 percent of the income but they pay 25 percent of the taxes. And, the lowest tenth of the population receive 1 percent of the national income but pay about 4 percent of the taxes.

Is this fair? Is this equitable?

Look at your own communities. About 35 to 45 percent of your total revenue is raised from the property tax. But, who gets hit the hardest with the property tax? It is the moderate income, the middle income, and the low income taxpayers.

Is this fair? Is this equitable?

What we must do is to restructure our taxing system through this Nation. We need progressive, not regressive tax systems. And, we need a redistribution of wealth in this country.

That is one reason why I have advocated some form of financial assistance to cities and states that is tied to changes in the tax system.

We need fiscal relief for our cities. And, revenue sharing in some form is one part of the answer. Unlike the President, I believe it should be enacted now. I reject the President's request for delay. But, at the same time as we enact it, why not try to improve government? We should reward performance, and we should provide incentives for states to adopt progressive tax structures.

Another measure crucial to more rational financing is welfare reform.

And, I say to you that the President's recommendation that we postpone welfare reform is an outrageous example of mixed priorities.

Welfare reform has three purposes. First, to help those who really need help. Second, to retrain and employ those who are capable of work. Third, to alleviate the crushing property tax burden on state and city taxpayers.

All three of these purposes are vital. All three are necessary. Welfare reform must not be derailed or delayed.

Another needed financing program is the National Domestic Development Bank -- legislation I recently introduced to help cities, states, and towns finance vitally needed public projects.

I propose that we now apply accepted principles of international finance at home by providing long-term, low interest loans and couple that help with financial assistance.

This plan will allow our governments to move ahead on a wide range of urgently needed public construction.

It can provide jobs and stimulate the economy.

We have used this approach successfully overseas.

I say if we can help build a better Rio de Janeiro, then we can build a better Boston, or Milwaukee, or Pittsburgh, or Colorado.

Next, we can and must enact the Consolidated Farm and Rural Development Act of 1971.

This legislation can help stem the tide of outmigration before it becomes a flood.

The legislation creates a Federal Rural Development Credit Agency to be an expeditier of community programs. It is a bill that will help small communities conserve their most basic resource -- people -- people who can rebuild and revitalize their communities.

In the final analysis though, to make a government efficient, responsible, and accountable does not just take institutional change, or departmental reorganization or fair taxes.

It takes political leadership -- leadership dedicated to providing people with wthey they expect: honest government, fair government, and responsive government.

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International Association of
ASSESSING OFFICERS' CONFERENCE

BOSTON, MASSACHUSETTS

SEPTEMBER 21, 1971

Mr. Regis - President (Des Moines)

Clyford Allen - Past President (Nashville)

Phil Watson - V.P. (I.A.) Friendly
sons of
St. Patrick
Friendly Republican

Mayor White

① Vikings - Detroit, Louis

Assessing officers

wanted to stay

you're doing a good job
Wright County man

BK 1st
middle
NSP

Govt.

Business
man, Sen

↳ GOVERNMENT AT ALL LEVELS IN ~~THIS NATION~~ ^{seem to be} IS MUSCLE-
BOUND, ~~and~~ INEFFECTIVE.

↳ Federal System
↳ Partnership

↳ IT IS BIG; IT IS COSTLY; AND IT IS SEEMINGLY UNABLE
TO RESPOND TO THE NEEDS OF PEOPLE.

↳ CITIZENS HAVE A CASE AGAINST GOVERNMENT; GOVERNMENTS
TODAY OVER-PROMISE AND UNDER-PERFORM.

Example

↳ LET ME GIVE YOU AN EXAMPLE. FOR YEARS, THE FEDERAL
GOVERNMENT HAS TOUTED THE IMPORTANCE OF URBAN DEVELOPMENT
GRANTS.

↳ THROUGH PRESS RELEASES AND PRESIDENTIAL NEWS
CONFERENCES THE EXPECTATIONS OF ^{local} OFFICIALS OVER WHAT THESE

GRANTS COULD MEAN TO COMMUNITIES WERE INCREASED. Rising Expectations

L BUT WHAT HAPPENED?

THE PROMISE SAID GRANTS WOULD BE AVAILABLE IMMEDIATELY.

THE PERFORMANCE SAID 4 1/2 YEARS!

-- THAT IS 544 PROCESSING DAYS FOR PLANNING GRANTS,

706 DAYS FOR INITIAL FUNDING, AND ANOTHER 337 DAYS FOR

FINAL PROJECT APPROVAL.

*then many more months
for funding*

~~L I ASK YOU IF IT IS ANY WONDER THAT CITIZENS BELIEVE THEY~~

~~ARE NOT GETTING THEIR MONEY'S WORTH FROM GOVERNMENT?~~

L THE SAD PART IS THAT THIS KIND OF TRACK RECORD IS NOT

LIMITED TO THE FEDERAL GOVERNMENT ALONE.

*(The fact is that the
-local govt)*

GOVERNMENT CLOSEST TO THE PEOPLE, DOES NOT ALWAYS OPERATE

WITH COMPASSION,

promptly, or efficiently. frequently

*it is under staffed, under financed,
and the victim of old and obsolete
charter or constitutional provisions.*

As the People See it Local
As the People See it Local
~~That which is closest to~~

-3-

AND SO TODAY, I WANT TO TALK TO YOU ABOUT "STREET
LEVEL GOVERNMENT" AND HOW WE CAN TURN IT AROUND AND MAKE
IT work.

~~TO DO SO MEANS WE MUST TAKE THREE IMMEDIATE ACTION~~

~~STEP~~

FIRST, WE MUST ASK: WHAT WILL BE our FUTURE NEEDS
THIS NATION. AND, THEN WE MUST REORIENT OUR RESOURCES
ACCORDINGLY.

Planning

TO PLAN, TO CREATE TO THINK AHEAD -- THESE ARE THE
minimum requirements for any sensible
~~CHALLENGES OF OUR TIME. FOR AS JOHN GALSWORTHY ONCE SAID,~~
use your resources
~~IF YOU DO NOT THINK ABOUT THE FUTURE, THEN YOU CAN NOT HAVE~~

~~ONE.~~

Population Patterns

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BY THE YEAR 2,000, OUR POPULATION WILL REACH 300 MILLION

PEOPLE. WHERE ARE THESE PEOPLE GOING TO LIVE? ARE WE GOING

TO CONTINUE TO HAVE THE SAME SETTLEMENT PATTERNS THAT NOW

MEAN 70 PERCENT OF THE PEOPLE LIVE ON TWO PERCENT OF THE LAND?

How are we going to provide for

OR ~~OR~~ HEALTH CARE. LAST YEAR, THIS NATION SPENT

about 70
~~COLLECTIVELY 17.2~~ BILLION DOLLARS FOR HEALTH CARE -- THAT IS

2 1/2 TIMES THE AMOUNT SPENT JUST TEN YEARS AGO..

*Yet inadequate
Poor distribution*

L HOW ARE WE GOING TO HAVE MEDICAL CARE FOR THOSE WHO

CAN NOT PAY FOR IT? AND HOW MANY DOCTORS, NURSES, MEDICAL

CENTERS, CLINICS, OR HOSPITALS WILL WE NEED IN THE YEARS TO

COME? *How to Pay for it*

WHAT WILL BE OUR EDUCATION NEEDS IN THE NEXT TWENTY YEARS?

WILL OUR SCHOOLS BE ABLE TO OFFER THE EDUCATION EXPERIENCE THAT

WILL GIVE STUDENTS THE ABILITY TO THINK, TO MAXIMIZE THEIR

POTENTIAL? Quality Educ at all levels.

IN SHORT, DO OUR PRESENT PRIORITIES REFLECT ANY

EMPHASIS ON WHAT WE SHOULD BE DOING NOW TO MEET OUR FUTURE

NEEDS? Future is now!

~~I SAY THEY DO NOT, AND I SAY THIS IS A NATIONAL~~

~~TRAGEDY.~~

LOOK AT THE FEDERAL BUDGET — the only Planning tool we have - and on a fiscal year basis.
Priorities

FOR EVERY PERSON IN THE UNITED STATES, OUR GOVERNMENT

SPENDS \$893, BUT, THE LION'S SHARE GOES TO DEFENSE - MILITARY

PROCUREMENT, WEAPONS RESEARCH, AND WEAPONS DEVELOPMENT -- THAT

IS \$325.14 FOR EVERY WOMAN, MAN, AND CHILD IN THE UNITED STATES.

ONLY \$16.71 IS SPENT ON COMMUNITY DEVELOPMENT -- THAT
MEANS \$5.49 FOR PUBLIC FACILITIES, ^{\$5.18} ~~██████~~ FOR PLANNING, AND \$6.62
FOR HOUSING.

THINK OF IT! \$6.62 TO BUILD AND STIMULATE HOUSING ⁽⁸⁹³⁾
CONSTRUCTION -- IN A NATION THAT WILL NEED SOME 26 MILLION *new*
UNITS OVER THE NEXT DECADE.

↳ AND, ON HEALTH CARE, WE SPEND LESS THAN \$79 PER PERSON. ⁽⁸⁹³⁾

↳ EDUCATION GETS EVEN LESS -- \$35.92. ^(893.)

↳ I HAPPEN TO BELIEVE THAT WE CAN DO BETTER, ~~IN THIS NATION.~~

↳ ~~WE NEED A NEW ARITHMETIC SYSTEM -- ONE THAT CAN~~

~~ADD, SUBTRACT, MULTIPLY, AND DIVIDE ON THE BASIS OF HUMAN~~

~~PUBLIC INTEREST, NOT THE SPECIAL, NARROW INTEREST~~

↳ IF WE ARE GOING TO HAVE EFFICIENT, RESPONSIVE, ACCOUNTABLE

GOVERNMENT, THEN ~~OUR NATION~~ ^{we} MUST MAKE A COMMITMENT NOW TO

PLACE A FLOOR OF BASIC SERVICES BENEATH EVERY INDIVIDUAL AND

FAMILY IN THIS COUNTRY WE NEED AN INCOME FLOOR, A HOUSING

FLOOR, A HEALTH FLOOR, AN EDUCATIONAL FLOOR, AND AN ENRICHMENT

FLOOR.

↳ AND WE NEED THEM NOT ONLY IN URBAN AREAS AND LARGE

CITIES, BUT IN RURAL AREAS AND SMALL COMMUNITIES.

as I see it, THE 1970'S SHOULD BE A DECADE OF DOMESTIC DEVELOPMENT,

THE 1970'S SHOULD BE THE DECADE WHEN WE CORRECT THE

IMBALANCES THAT HAVE MADE THIS NATION PRIVATELY WEALTHY, BUT

PUBLICLY POOR.

#

THE SECOND IMMEDIATE STEP ~~IS TO REORGANIZE~~ IS TO REORGANIZE *+ Modernize*

OUR GOVERNMENTS.

~~WE MUST MOVE AWAY FROM INSTITUTIONAL CREATION AND MOVE~~

TOWARDS INSTITUTIONAL SIMPLIFICATION.

I WANT TO OUTLINE TO YOU TODAY THREE NEW PROGRAMS THAT

REWARD PROGRESS TOWARD NATIONAL GOALS, CUT RED TAPE, ELIMINATE

BUREAUCRATIC WASTE, AND HELP IMPROVE THE EFFICIENCY OF CITY HALL.

I PROPOSE THAT ALL FEDERAL GOVERNMENT DEPARTMENTS

REALIGN THEIR ADMINISTRATIVE REGIONS SO THAT THERE IS ONLY ONE

Regions + Regional Offices

SET COVERING THE ENTIRE UNITED STATES / UNDER MY PLAN, HEW AND

Dept Labor

HUD PLUS ALL OTHER DEPARTMENTS WOULD HAVE IDENTICAL DISTRICTS

I IN EACH *Region* ~~AREA~~, A HIGH LEVEL, COMPETENT TEAM OF PROGRAM

EXPEDITERS WOULD BE ASSIGNED TO EACH CITY AND STATE WITHIN

THAT DISTRICT.

THE JOB OF THIS TEAM WOULD BE (1) TO PROVIDE DAY BY DAY A LIAISON BETWEEN THE DEPARTMENTS AND THE LOCAL COMMUNITY, (2) TO ASSIST IN GRANT PREPARATIONS THAT SPAN TWO OR MORE AGENCIES IN ORDER TO INSURE EXACT COORDINATION, AND (3) TO GUARANTEE THAT THE BUREAUCRATIC MAZE BECOMES UNDERSTANDABLE TO CITIZENS.

↳ IN ADDITION, EACH ADMINISTRATIVE REGION WOULD HAVE AN EXECUTIVE OFFICER WHO WOULD BE EMPOWERED TO MAKE FINAL DECISIONS ON PROJECT APPLICATIONS AND, HE WOULD BE REQUIRED TO DO SO WITHIN SIXTY DAYS OF SUBMISSION.

FINALLY, EACH ADMINISTRATIVE REGION WOULD HAVE A DIRECT REPRESENTATIVE OF THE PRESIDENT LOCATED IN IT. THIS PRESIDENTIAL MANAGER WOULD REPORT DIRECTLY TO THE PRESIDENT.

HE WOULD CUT RED TAPE, INSURE COOPERATION AMONG AGENCIES, AND
BE PERSONALLY AVAILABLE TO LOCAL GOVERNMENT OFFICIALS FOR
PROGRAM CONSULTATION ON THEIR PROBLEMS IN THEIR COMMUNITIES.

I PROPOSE THE LOCAL COMMUNITIES MANAGEMENT ASSISTANCE
PROGRAM.

THIS PROGRAM WOULD PAY FIFTY PERCENT OF THE LOCAL
ADMINISTRATIVE COST OF PROVIDING A LOCAL DEPARTMENT OF
COMMUNITY DEVELOPMENT. IT WOULD PAY FIFTY PERCENT OF THE COST

OF HIRING TEAMS OF SYSTEMS EXPERTS TO IMPROVE MUNICIPAL, *County, + metropolitan*
BUDGETING PROCEDURES AND ACCOUNTING METHODS. IN ADDITION,

~~ALL OTHER ADMINISTRATIVE BRANCHES OF THE LOCAL GOVERNMENT WOULD
BE ELIGIBLE FOR ASSISTANCE IF THEIR PROGRAMS WERE INNOVATIVE
AND CONTRIBUTED TO THE EFFICIENCY OF LOCAL GOVERNMENT.~~

∟ I PROPOSE A NATIONWIDE COMMUNITY PROGRAM INFORMATION

NETWORK -- A CATALOGING OF ONGOING OPERATING PROGRAMS, ~~SUCH~~ *Such*

AS DRUG CONTROL, COMMUNITY RELATIONS, HOUSING, SOCIAL SERVICES,

HEALTH PLANNING, AND OTHER FUNCTIONS. ∟ THIS INFORMATION NETWORK

WOULD MAKE AVAILABLE THE PROCEDURES AND OPERATING PRACTICES OF

SUCCESSFUL ONGOING PROGRAMS FOR AND FROM COMMUNITIES ACROSS

THE NATION.

∟ THE ESSENTIAL IDEA IS THIS: IF THERE IS A SUCCESSFUL

PROGRAM DEALING WITH DRUGS IN ONE CITY OR COMMUNITY, WHY

NOT AT LEAST GIVE IT A TRY IN OTHER COMMUNITIES, ADAPTING

AS NECESSARY?

THE INFORMATION NETWORK WOULD NOT BE A SCHOLARS' CATALOGUE,

IT WOULD PROVIDE USEFUL practical, + applied ~~GENERAL~~ INFORMATION ON

OPERATING PROGRAMS

~~THERE IS A FINAL ACTION STEP WE MUST TAKE~~

~~TO MAKE GOVERNMENT~~ *But, reforms and reorganization are not enough*

IF WE ARE REALLY GOING TO MAKE GOVERNMENT ACCOUNTABLE

AND EFFICIENT, THEN WE MUST HAVE A healthier ~~HEALTHY~~ FISCAL CLIMATE

IN OUR COMMUNITIES.

IN SHORT, WE HAVE TO HAVE AN ECONOMY THAT GROWS WITHOUT *runaway*

INFLATION WE HAVE TO HAVE JOB ~~PROGRAMS TO MEET OUR NEEDS~~ *+ investment for expansion*

AND A TAX STRUCTURE THAT IS FAIR AND EQUITABLE.

~~A STRONG HEALTHY ECONOMY WILL GIVE US AN EXPANDING TAX BASE BUT OUR TAXES THEMSELVES MUST BE EQUITABLE.~~

RIGHT NOW, THE TOP TEN PER CENT OF THE INCOME POPULATION IN THE UNITED STATES RECEIVES 30 PER CENT OF THE TOTAL INCOME BUT PAYS ONLY 9.8 PER CENT OF THE TOTAL TAXES.

~~ON THE OTHER~~, THE MIDDLE AND MODERATE INCOME GROUPS RECEIVE ONLY 11 PER CENT OF THE INCOME BUT THEY PAY 25 PER CENT OF THE TAXES, AND, THE LOWEST TENTH OF THE POPULATION RECEIVE 1 PER CENT OF THE NATIONAL INCOME BUT PAY ABOUT 4 PER CENT OF THE TAXES.

~~IS THIS FAIR? IS THIS EQUITABLE?~~

The top structure is out of joint!

*Calif School
Reduction*

LOOK AT YOUR OWN COMMUNITIES. ABOUT 35 TO 45

PER CENT OF YOUR TOTAL REVENUE IS RAISED FROM THE

PROPERTY TAX, BUT, WHO GETS HIT THE HARDEST WITH THE

PROPERTY TAX? IT IS THE MODERATE INCOME, THE MIDDLE

INCOME, AND THE LOW INCOME TAXPAYERS.

*Tax reform
is a top priority if we are to meet our
social & economic goals.*

~~Is this fair? Is this equitable?~~
We must over-haul
~~we must~~ RESTRUCTURE OUR TAXING

SYSTEM, ~~through this nation~~. WE NEED PROGRESSIVE, NOT

REGRESSIVE TAX SYSTEMS. AND, WE NEED A ~~REDISTRIBUTION~~

better distribution
of both revenues + wealth,
~~OF WEALTH IN THIS COUNTRY.~~

↳ THAT IS ONE REASON WHY I HAVE ADVOCATED SOME FORM

OF FINANCIAL ASSISTANCE TO CITIES ^{*counties*} AND STATES THAT IS

TIED TO CHANGES IN THE TAX SYSTEM.

⊙ (Payments in lieu of taxes Fed Properties)

local government,

WE NEED FISCAL RELIEF FOR ~~CITIES~~. AND,

REVENUE SHARING IN SOME FORM IS ONE PART OF THE ANSWER.

UNLIKE THE PRESIDENT, I BELIEVE IT SHOULD BE ENACTED

The fiscal crisis is now -

NOW ~~I REJECT THE PRESIDENT'S REQUEST FOR DELAY.~~

BUT, AT THE SAME TIME AS WE ENACT IT, WHY NOT TRY TO

IMPROVE GOVERNMENT? WE SHOULD REWARD PERFORMANCE, AND

WE SHOULD PROVIDE INCENTIVES FOR STATES TO ADOPT

PROGRESSIVE TAX STRUCTURES.

welfare

ANOTHER MEASURE CRUCIAL TO MORE RATIONAL FINANCING

IS WELFARE REFORM.

~~AND, I SAY TO YOU THAT~~ THE PRESIDENT'S RECOMMENDATION

THAT WE POSTPONE WELFARE REFORM IS AN ~~EXAMPLE~~

EXAMPLE OF MIXED PRIORITIES.

WELFARE REFORM HAS THREE PURPOSES. FIRST, TO HELP THOSE WHO REALLY NEED HELP; SECOND, TO RETRAIN AND EMPLOY THOSE WHO ARE CAPABLE OF WORK. THIRD, TO ALLEVIATE THE CRUSHING PROPERTY TAX BURDEN ON STATE AND CITY TAXPAYERS.

ALL THREE OF THESE PURPOSES ARE VITAL. ALL THREE ARE NECESSARY. WELFARE REFORM MUST NOT BE DERAILED OR DELAYED.

ANOTHER NEEDED FINANCING PROGRAM IS THE NATIONAL DOMESTIC DEVELOPMENT BANK -- LEGISLATION I RECENTLY INTRODUCED TO HELP CITIES, STATES, AND TOWNS FINANCE VITALLY NEEDED PUBLIC PROJECTS.

↳ I PROPOSE THAT WE NOW APPLY ACCEPTED PRINCIPLES OF
INTERNATIONAL FINANCE AT HOME BY PROVIDING LONG-TERM,
LOW INTEREST LOANS AND COUPLE THAT HELP WITH FINANCIAL
ASSISTANCE.

↳ THIS PLAN WILL ALLOW OUR GOVERNMENTS TO MOVE AHEAD
ON A WIDE RANGE OF URGENTLY NEEDED PUBLIC CONSTRUCTION *Services*.

IT CAN PROVIDE JOBS AND STIMULATE THE ECONOMY.

↳ WE HAVE USED THIS APPROACH SUCCESSFULLY OVERSEAS.

I SAY IF WE CAN HELP BUILD A BETTER RIO DE JANEIRO,
THEN WE CAN BUILD A BETTER BOSTON, OR MILWAUKEE, OR
PITTSBURGH, OR COLORADO.

↳ NEXT, WE CAN AND MUST ENACT THE CONSOLIDATED FARM
AND RURAL DEVELOPMENT ACT OF 1971.

THIS LEGISLATION CAN HELP STEM THE TIDE OF ^{Rural} OUTMIGRATION

BEFORE IT BECOMES A FLOOD,

THE LEGISLATION CREATES A FEDERAL RURAL DEVELOPMENT

CREDIT AGENCY TO BE AN EXPEDITER OF ^{Rural} COMMUNITY PROGRAMS,

It is legislation designed to help non-metropolitan

~~IT IS A BILL THAT WILL HELP~~ COMMUNITIES CONSERVE

THEIR MOST BASIC RESOURCE -- PEOPLE -- PEOPLE WHO CAN

REBUILD AND REVITALIZE THEIR COMMUNITIES.

IN THE FINAL ANALYSIS THOUGH, TO MAKE ~~F~~ GOVERNMENT

EFFICIENT, RESPONSIBLE, AND ACCOUNTABLE DOES NOT JUST

TAKE INSTITUTIONAL CHANGE, OR DEPARTMENTAL REORGANIZATION

OR FAIR TAXES.

↳ IT TAKES POLITICAL LEADERSHIP -- LEADERSHIP

DEDICATED TO PROVIDING PEOPLE WITH WHAT THEY EXPECT:

HONEST GOVERNMENT, FAIR GOVERNMENT, AND RESPONSIVE GOVERNMENT.

IF WE DO NOT HAVE THE LEADERSHIP, THEN WE CAN HAVE
ALL THE BUREAUS AND SHORT CUTS IN THE WORLD, AND,
GOVERNMENT WILL REMAIN BIG AND COSTLY, AND INSENSITIVE.

THE KEY IS THIS: AN ACTIVE AND ALERT CITIZENRY,
AND A COMPASSIONATE, SYMPATHETIC PUBLIC LEADERSHIP.

THIS IS THE ONLY WAY THAT THE HOPE OF A RESPONSIVE
GOVERNMENT BECOMES A RESPONSIVE GOVERNMENT.

AND, IT IS THE ONLY WAY THAT GOVERNMENT CAN
CONTINUE TO BE ^hOF THE PEOPLE, ~~FOR~~ ^{by} THE PEOPLE, AND ^{for}
THE PEOPLE. ^h

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