

REMARKS BY SENATOR HUBERT H. HUMPHREY

SMALL BUSINESS SERVICE BUREAU

Worcester, Massachusetts

May 5, 1974

Rapid change and increased complexity are hallmarks of modern societies - America is no exception.

Overnight the energy situation seemed to burst into our consciousness as a national crisis. One day the radio jingle was "Electricity is cheap, cheap, cheap," the following day it was "turn your thermostat down."

For years the price of crude oil in our country increased at a rate of about 1.5% each year, but in the past twelve months its price has skyrocketed an incredible 80%. In other words, the price of crude oil has risen twice as much in the past year as in the prior 23 years combined.

Government policy has traditionally been aimed at holding down the supply of oil domestically as a way of keeping American crude prices above world market levels. This year that policy has been reversed. Today our policy is based on an urgent need to expand production and bring supplies to market at the earliest possible time, in order to drive down today's inordinate world market oil prices.

The world food situation reversed itself just as dramatically. For decades, our concern was over how to keep our farms from producing so much that farmers drove each other out of business and how to dispose of surpluses. Today, world demand is running far ahead of the ability of the world's farmers to produce.

The growth in world population and world affluence has turned the food situation around. Our nation's food stocks are at their lowest level since World War II. And world food reserves today have shrunk to a point where they are adequate to meet demand for a mere 27 days. That is a slim margin and is courting a world food disaster. Coupled with this scarcity are world food prices that spell inconvenience to most American consumers, but starvation for many millions around the globe who rely on the products of our farms for their sustenance.

Conditioned to a world of food surpluses, neither the United States nor any other major food exporting nation has taken the steps that will be needed to provide a minimum level of food security and price stability to the world's producers and consumers.

For centuries countries have argued, bargained and entered trade negotiations to gain access to the markets of other nations.

This was the reason for the Kennedy Round of trade negotiations in the early 1960's and the purpose of virtually every trade overture the United States has ever initiated -- including those toward the Soviet Union and China.

But today, the focus of international trade discussions has been radically changed. The main concern of every industrialized nation in the world today is over access to the resources of other nations, rather than to their markets.

Access to fuel, to food, to many raw materials those critical natural resources that satisfy the insatiable appetite of the modern economy and sustain the relative affluence of the advanced nations - like our own - is what international trade is suddenly all about.

These are just a sampling of the many indicators that our nation now faces a much more basic question. How will America adapt to this new recognition of the limits on nature's resources without diminishing the standard of living of its people?

One necessity will be to begin to do a much better job of establishing goals and setting priorities for our nation.

Our nation has been most successful when such goals have been precisely set and doggedly pursued.

The Space Program is a good example. It was a success because we set a goal, developed a plan for achieving it, and assigned a specific time period for its accomplishment.

The Marshall Plan met with success in rebuilding Europe after World War II for similar reasons. We defined our objectives, and put the entire effort under a comprehensive management system.

Today's needs can also be met if we clearly and carefully select our goals, establish a time period for their accomplishment, and create a management system to pursue each of them.

Some of our most important needs - needs that should be national priorities and receive the intensive management that such status should entail - are pretty obvious to all of us.

First, our nation's transportation system needs urgent attention; it is neither balanced nor efficient.

Second, the conflict between environmental protection and industrial growth must be resolved.

Third, the development of alternative energy sources is essential if we are to sustain our standard of living.

Fourth, our cities are decaying - they need to be made livable again.

Fifth, rural and small town America provide a choice, a diversity, in lifestyle to our citizens that is healthy for our country and has to be preserved.

These are just a few of the goals to which America must address itself.

We will not set the nation's priorities, commit its resources, mobilize the support of the people, and reach these goals without a much better job of planning. Yes, better planning!

For years we in politics, and many in private life, in this country have avoided this word like the plague. Planning - it conjured up the demons of Socialism and Communism in the minds of many people. Today, I believe we are a bit more mature. Most people accept planning as a non-ideological necessity in managing activity in the modern world - private and public activity.

When I speak of planning I do not mean having someone in Washington make the many detailed decisions regarding public or private activity. Nor do I envision a one-year, two-year, or five-year national economic plan within which every business in every sector of the economy must be fit and to which they all must conform. This is not my idea of what we need in America at all.

I see planning coming from the lowest level of government to the national level. I see the articulation of national goals as a cumulative process from the local community, to the county government, to the state and then the federal level.

Planning in our nation can only be effective if all levels of government and the private sector are intimately involved in it. The philosophy of our people and the traditional practices in our economy doom any other approach to certain failure.

We have had experience with planning of this sort in our country in the past, and it has worked quite well.

For example, without careful planning the great interstate highway system which is rapidly nearing completion, would have been impossible. And the system of state and national parks in this country could, likewise, only have been developed with clear goals and thorough planning.

The need today is to extend the concept of planning as a way of dealing with the problem of continued prosperity in the face of ever more limited resources.

This is a tremendous challenge to America. It will call for a creative surge from our people in order to be met. Failure to succeed in this effort will reduce our nation to second class citizenship in the world. We are facing a great test, but I am confident we will succeed.

We have faced great challenges in the past and emerged a stronger nation - challenges that would have broken the spirit and defeated a lesser nation and a weaker people.

To move this concept along and to focus public discussion on this crucial issue, I have recently introduced in the Senate the Balanced National Growth and Development Act of 1974. It is the single most important legislative proposal of my 25 years in Congress, and I have worked for over two years on its development.

At present, we do not have the instruments of government that are needed for planning our nation's balanced growth. While we have a national commitment, by Congress and the President, giving "highest priority" to this concept, we have not followed through on it. My proposal would create a range of institutions for dealing with problems as they appear on the horizon and are established and dealt with as national priorities.

It would give Congress and the Executive branch the analytical capabilities and organizational perspective both need to effectively meet the problems our nation will confront in the next few decades. And, it would help facilitate a more mature and productive relationship among local, state, and federal government - one based on the experience and capabilities each has gained in recent years - and not on the preconceptions of the past.

When one looks ahead to the beginning of the next century - a mere 25 years away - the need for such a planning capability is obvious.

In 25 years, our nations population is expected to exceed 270 million people, today it is 212 million.

In 25 years, 83% of our people will be living on one-sixth of this nation's land in ten massive urban areas.

In 25 years, the per capita income of Americans will be from two to three times what it is today.

In 25 years, we will be consuming three times as much energy as we did in 1970, if past trends continue.

In 25 years, automobile travel in the United States will easily double, even if it grows at a slower rate than it has in the past.

In 25 years, consumption of encreasingly scarce raw materials will have risen dramatically over current levels - for example, aluminun consumption in the United States can be expected to jump almost five fold from the 1970 level by the year 2000.

It is incredible that the United States, the first nation to enter the modern world of the 20th Century, may well be the last nation to develop the institutions and processes needed to deal with the complexity and rapid change that come with a modern technological society.

If we are to "design" our future and not simply "resign" ourselves to it, if we are to anticipate change and direct it to the fullest possible benefit of our people, if we are to gain the benefits of complexity at the lowest social cost, then we must create the institutional system needed to plan and implement a continually evolving policy of balanced national growth and development.

In these days of extreme and often baffling complexity;

In these days when the time and spacial distances between peoples and nations have been reduced to insignificance by modern technology;

In these days of rapid change in virtually every facet of our lives;

We need a way for "all the people" of this nation to share in the shaping of our nation's future.

The need for this kind of legislation is particularly urgent today, when trust and confidence in the political process is at an all time low. And the mistrust and cynicism are not directed solely at the White House - the shadow of doubt extends from the city hall to the state house, from the Governor's Mansion to the United States Congress. Nor is it directed solely at individuals. Rather, the basic integrity of our political institutions is being questioned.

Our political process must be cleansed. Government must become worthy of the trust and confidence of the people. But campaign and election reform, so often touted as the response to Watergate, is only the beginning.

Unless our government buckles down and begins to meet the needs of our people, all the campaign reform and election reform in the world will not restore the people's faith in their government.

The proposal I have discussed with you tonight would, I believe, result in a great improvement in the ability of government to anticipate and respond effectively to our nations' problems.

I do not claim that is is a perfect proposal or that modifications would not improve it. And, like anything that is new we probably will make mistakes as we learn to use it. But I do believe that the problems of the 20th century require that government have the new tools. I am proposing, if it is to successfully deal with them. Certainly we must try. For as Franklin Roosevelt once said;

"Governments can err, Presidents do make mistakes, but the immortal Dante tells us that the Divine Justice weighs the sins of the cold-blooded and the sins of the warm-hearted on a different scale. Better the occasional faults of a government living in the spirit of charity than the consistent commissions of a government frozen in the ice of its own indifference."

# # # # #



① P O'Neal - Son  
Sen Kennedy Sen Brooks

② Ray LaFontaine - from Hardner Mass  
"Chain City"

REMARKS OF SENATOR

HUBERT H. HUMPHREY

Mayor Israel Katz  
Sen Joseph DiCarlo  
Sen David Nixon  
Mr Espasido -  
(Worms)  
Frank Carrull

③ Thank to Frank Carrull  
for inviting me TO

(H.H.)

SMALL BUSINESS SERVICE BUREAU

WORCESTER, MASSACHUSETTS

④ Sen Dan Foley  
John Logan

MAY 5, 1974

⑤ Tim Barnicle -

Cong Harold Donahue  
- Cong Joe Moakley  
- Cong Paul Cronin  
(Dorchester)

⑥ Thanks for Citations

"Lady of Mercy School for Exceptional  
Children"

"Living Memorial Hospital in South  
Vietnam"

# Small Business Service Bureau

## PRELIMINARY REMARKS FOR WORCESTER SPEECH

∟ IT IS A PLEASURE TO BE HERE <sup>Tonite</sup>~~TODAY~~ TO PARTICIPATE  
IN THE ANNUAL MEETING AND TESTIMONIAL OF THE SMALL  
BUSINESS SERVICE BUREAU ∟ AS A SMALL BUSINESSMAN  
OF SORTS MYSELF, MY FAMILY STILL <sup>owns</sup>~~owns~~ A SMALL  
DRUGSTORE IN SOUTH DAKOTA AND I GREW UP BEHIND THE  
COUNTER OF MY FATHERS STORE, I FEEL RIGHT AT HOME.

HIS  
Drug  
Store

∟ I AM PARTICULARLY PLEASED TO BE ABLE TO JOIN  
IN YOUR TRIBUTE TO SENATOR DANIEL FOLEY AS YOUR  
OUTSTANDING PUBLIC SERVANT FOR 1974, ∟ I HAVE KNOWN

Sen  
DAN  
FOLEY

DAN FOLEY FOR YEARS AS AN OUTSTANDING LEGISLATOR,  
A FINE DEMOCRAT, AND A GOOD FRIEND, ∟ HIS INITIATIVES  
IN THE FIELD OF PROGRESSIVE HEALTH LEGISLATION AND  
NO-FAULT AUTO INSURANCE, HAVE NOT ONLY SUCCEEDED IN  
PROTECTING THE CONSUMERS OF THIS STATE, BUT HAVE  
SHOWN THE WAY TO MANY OTHER STATES AROUND THE NATION.

∟ BUT, EVEN MORE THAN THESE SPECIFIC ACCOMPLISHMENTS,

L DAN FOLEY HAS REMAINED CLOSE TO THE PEOPLE HE  
REPRESENTS AND AN EFFECTIVE CHAMPION OF THEIR  
INTERESTS. L I COMPLIMENT YOUR ORGANIZATION FOR  
~~your~~ ~~their~~ EXCELLENT SELECTION OF A TRULY OUTSTANDING  
PUBLIC SERVANT!

L AND SPEAKING OF OUTSTANDING PUBLIC SERVANTS,  
IT IS A PRIVILEGE TO BE HERE IN THE HOME DISTRICT  
OF MY DISTINGUISHED COLLEAGUE OF 25 YEARS IN CONGRESS,

*Cong  
Harold  
Donohue*

HAROLD DONOHUE. L HAROLD HAS BEEN ONE OF THE MOST  
CONSISTENT AND VIGOROUS SUPPORTERS OF PROGRESSIVE  
LEGISLATION IN THE HOUSE OF REPRESENTATIVES FOR TWO  
DECADES. L COLLEAGUES RECOGNIZE THAT HE IS AN EX-  
PERIENCED SOURCE OF SOUND THINKING AND QUIET STRENGTH  
WHEN THE LEGISLATIVE ATMOSPHERE GETS A LITTLE TENSE,  
AS IT SO OFTEN DOES IN THIS TURBULENT TIME OF OUR  
HISTORY.



WE HAVE WORKED TOGETHER ON MANY MAJOR  
PIECES OF LEGISLATION DURING OUR YEARS TOGETHER IN  
CONGRESS. BUT TODAY HE IS DEEPLY INVOLVED IN THE  
MOST IMPORTANT AND HISTORIC DELIBERATION OF THE  
CONGRESS IN OVER A CENTURY. AS THE RANKING DEMOCRATIC  
MEMBER OF THE HOUSE JUDICIARY COMMITTEE, HAROLD  
DONOHUE IS IN A CRITICAL LEADERSHIP POSITION IN  
CONGRESSIONAL CONSIDERATION OF THE IMPEACHMENT OF  
THE PRESIDENT OF THE UNITED STATES. WHILE I DO  
NOT ENVY HIM IN THIS DIFFICULT JOB, I AM THANKFUL  
THAT MEN WITH HIS EXPERIENCE AND CHARACTER ARE  
CARRYING OUT THIS DIFFICULT RESPONSIBILITY.

#  
I have told there maybe a few Democrats in  
this audience also a republican by the name  
of Nipen - ~~thought~~ I should make a  
rep. snorting Democratic speech - but then  
that would be like "treating in a Nudist  
Camp."

shared  
Nixon!

↳ RAPID CHANGE AND INCREASED COMPLEXITY ARE HALLMARKS  
OF MODERN SOCIETIES <sup>and</sup> - AMERICA IS NO EXCEPTION.

↳ OVERNIGHT THE ENERGY SITUATION SEEMED TO BURST INTO  
OUR CONSCIOUSNESS AS A NATIONAL CRISIS. ↳ ONE DAY THE  
RADIO JINGLE WAS "ELECTRICITY IS CHEAP, CHEAP, CHEAP,"

THE FOLLOWING DAY IT WAS "TURN YOUR THERMOSTAT DOWN."

↳ FOR YEARS THE PRICE OF CRUDE OIL IN OUR COUNTRY  
INCREASED AT A RATE OF ABOUT 1.5% EACH YEAR; BUT IN THE

PAST TWELVE MONTHS ITS PRICE HAS SKYROCKETED AN

INCREDIBLE 80%. ↳ IN OTHER WORDS, THE PRICE OF <sup>domestic</sup> CRUDE OIL

HAS RISEN TWICE AS MUCH IN THE PAST YEAR AS IN THE PRIOR

23 YEARS COMBINED.

L GOVERNMENT POLICY HAS TRADITIONALLY BEEN AIMED AT  
HOLDING DOWN THE SUPPLY OF OIL DOMESTICALLY AS A WAY OF  
KEEPING AMERICAN CRUDE PRICES ABOVE WORLD MARKET LEVELS.

L THIS YEAR THAT POLICY HAS BEEN REVERSED. L TODAY OUR POLICY  
IS BASED ON AN URGENT NEED TO EXPAND PRODUCTION AND BRING

SUPPLIES TO MARKET AT THE EARLIEST POSSIBLE TIME, IN ORDER  
TO DRIVE DOWN TODAY'S <sup>high</sup> ~~INFLATED~~ WORLD MARKET OIL PRICES.

*Food* L THE WORLD FOOD SITUATION REVERSED ITSELF JUST AS

DRAMATICALLY L FOR DECADES, OUR CONCERN WAS ~~ON~~ HOW TO

KEEP OUR FARMS FROM PRODUCING <sup>too</sup> ~~SO MUCH THAT FARMERS DROVE~~

~~EACH OTHER OUT OF BUSINESS~~ AND HOW TO DISPOSE OF SURPLUSES.

TODAY, WORLD DEMAND IS RUNNING FAR AHEAD OF THE ABILITY

OF THE WORLD'S FARMERS TO PRODUCE.

~~Yes, next was access to markets~~  
~~now it is access to supply~~

THE GROWTH IN WORLD POPULATION AND WORLD AFFLUENCE HAS  
TURNED THE FOOD SITUATION AROUND. OUR NATION'S FOOD STOCKS

ARE AT THEIR LOWEST LEVEL SINCE WORLD WAR II. AND WORLD

FOOD RESERVES TODAY HAVE SHRUNK TO A POINT WHERE THEY ARE

ADEQUATE TO MEET DEMAND FOR A MERE 21 DAYS. THAT IS A

SLIM MARGIN AND IS COURTING A WORLD FOOD DISASTER. COUPLED

WITH THIS SCARCITY ARE <sup>rising</sup> WORLD FOOD PRICES THAT SPELL <sup>trouble</sup> ~~WORLD FAMINE~~

<sup>to many</sup> ~~TO MANY~~ AMERICAN CONSUMERS, BUT STARVATION FOR MANY MILLIONS

AROUND THE GLOBE WHO RELY ON THE PRODUCTS OF OUR FARMS

FOR THEIR SUSTENANCE.

CONDITIONED TO A WORLD OF FOOD SURPLUSES, NEITHER THE

UNITED STATES NOR ANY OTHER MAJOR FOOD EXPORTING NATION

HAS TAKEN THE STEPS THAT WILL BE NEEDED TO PROVIDE A MINIMUM

LEVEL OF FOOD SECURITY AND PRICE STABILITY TO THE WORLD'S

PRODUCERS AND CONSUMERS. -

Need of Reserves!

FOR CENTURIES, COUNTRIES HAVE ARGUED, BARGAINED AND ENTERED

TRADE NEGOTIATIONS TO GAIN ACCESS TO THE MARKETS OF OTHER

NATIONS.

THIS WAS THE REASON FOR THE KENNEDY ROUND OF TRADE NEGOTIATIONS

IN THE EARLY 1960'S AND THE PURPOSE OF VIRTUALLY EVERY

TRADE OVERTURE THE UNITED STATES HAS EVER INITIATED --

INCLUDING THOSE TOWARD THE SOVIET UNION AND CHINA.

BUT TODAY, THE FOCUS OF INTERNATIONAL TRADE DISCUSSIONS

HAS BEEN RADICALLY CHANGED, THE MAIN CONCERN OF EVERY

INDUSTRIALIZED NATION IN THE WORLD TODAY IS ~~FOR~~ ACCESS

Access

TO THE RESOURCES OF OTHER NATIONS; ~~RATHER THAN TO THEIR~~



yes, historically, it has been access to  
-5- markets -  
now, it is access to Supply!

MARKETS.

L ACCESS TO FUEL, TO FOOD, TO MANY RAW MATERIALS <sup>+ lumber, to ~~steel~~ minerals</sup> THOSE  
CRITICAL NATURAL RESOURCES THAT SATISFY THE INSATIABLE  
APPETITE OF THE MODERN ECONOMY AND SUSTAIN THE RELATIVE  
AFFLUENCE OF THE ADVANCED NATIONS - LIKE OUR OWN - IS WHAT

INTERNATIONAL TRADE IS SUDDENLY ALL ABOUT.

L THESE ARE JUST A SAMPLING OF THE MANY INDICATORS THAT  
OUR NATION NOW FACES A MUCH MORE BASIC QUESTION. ✓ HOW WILL  
AMERICA ADAPT TO THIS NEW RECOGNITION OF THE LIMITS ON  
NATURE'S RESOURCES WITHOUT DIMINISHING THE STANDARD OF  
LIVING OF ITS PEOPLE?

Planning

L ONE NECESSITY WILL BE TO BEGIN TO DO A MUCH BETTER JOB  
planning - yes if  
OF ESTABLISHING GOALS AND SETTING PRIORITIES FOR OUR NATION.

we have  
~~OUR NATION HAS~~

BEEN MOST SUCCESSFUL WHEN SUCH GOALS

HAVE BEEN PRECISELY SET AND DOGGEDLY PURSUED.

① L THE SPACE PROGRAM IS A GOOD EXAMPLE. ( IT WAS A SUCCESS

BECAUSE WE SET A GOAL, DEVELOPED A PLAN FOR ACHIEVING IT,

AND ASSIGNED A SPECIFIC TIME PERIOD FOR ITS ACCOMPLISHMENT.

② L THE MARSHALL PLAN MET WITH SUCCESS IN REBUILDING EUROPE

AFTER WORLD WAR II FOR SIMILAR REASONS. ( WE DEFINED OUR

OBJECTIVES, AND PUT THE ENTIRE EFFORT UNDER A COMPREHENSIVE *plan of*

MANAGEMENT SYSTEM.

L TODAY'S NEEDS CAN ALSO BE MET IF WE CLEARLY AND CAREFULLY

SELECT OUR GOALS, ESTABLISH A TIME PERIOD FOR THEIR ACCOMPLISHMENT,

*plus get the resources required and then*

CREATE A MANAGEMENT SYSTEM TO PURSUE EACH OF THEM.

↳ SOME OF OUR MOST IMPORTANT NEEDS - NEEDS THAT SHOULD BE  
NATIONAL PRIORITIES ~~AND RECEIVE THE INTENSIVE MANAGEMENT~~  
~~THAT SUCH STATUS SHOULD ENTAIL~~ ARE PRETTY OBVIOUS TO  
ALL OF US.

↳ FIRST, OUR NATION'S TRANSPORTATION SYSTEM NEEDS URGENT (1)  
ATTENTION, IT IS NEITHER BALANCED, ~~nor~~ EFFICIENT, *or modern.*

↳ SECOND, THE CONFLICT BETWEEN ENVIRONMENTAL PROTECTION (2)  
AND INDUSTRIAL GROWTH MUST BE RESOLVED.

↳ THIRD, THE DEVELOPMENT OF ALTERNATIVE ENERGY SOURCES (3)  
IS ESSENTIAL IF WE ARE TO SUSTAIN OUR STANDARD OF LIVING.

*Fourth - need National Food Policy - assure Plenty*  
↳ Fifth ~~fourth~~ OUR CITIES ARE DECAYING - THEY NEED TO BE MADE  
LIVABLE AGAIN. *modern & liveable again.* (4)

*But*  
FIFTH, RURAL AND SMALL TOWN AMERICA PROVIDE A CHOICE,

5

A DIVERSITY, IN LIFESTYLE TO OUR CITIZENS THAT IS HEALTHY

FOR OUR COUNTRY AND HAS TO BE PRESERVED *and developed.*  
/ Educa, Health - Housing  
THESE ARE JUST A FEW OF THE GOALS TO WHICH AMERICA MUST

ADDRESS ITSELF,

*But* WE WILL NOT SET THE NATION'S PRIORITIES, COMMIT ITS

RESOURCES, MOBILIZE THE SUPPORT OF THE PEOPLE, AND REACH

THESE GOALS WITHOUT A MUCH BETTER JOB OF PLANNING, *looking ahead*

*yes* BETTER PLANNING!

/ FOR YEARS WE IN POLITICS, AND MANY IN PRIVATE LIFE,

IN THIS COUNTRY HAVE AVOIDED THIS WORD LIKE THE PLAGUE.

PLANNING - IT CONJURED UP THE DEMONS OF SOCIALISM AND COMMUNISM

IN THE MINDS OF MANY PEOPLE. TODAY, I BELIEVE WE ARE A BIT

MORE MATURE. MOST PEOPLE ACCEPT PLANNING AS A NON-IDEOLOGICAL

NECESSITY IN MANAGING ACTIVITY IN THE MODERN WORLD - PRIVATE

AND PUBLIC ACTIVITY.

*Att - Smoke signals*

WHEN I SPEAK OF PLANNING I DO NOT MEAN HAVING SOMEONE

IN WASHINGTON MAKE THE MANY DETAILED DECISIONS REGARDING

PUBLIC OR PRIVATE ACTIVITY. NOR DO I ENVISION A ONE-YEAR,

TWO-YEAR, OR FIVE-YEAR NATIONAL ECONOMIC PLAN WITHIN WHICH

EVERY BUSINESS IN EVERY SECTOR OF THE ECONOMY MUST BE FIT

AND TO WHICH THEY ALL MUST CONFORM. THIS IS NOT MY IDEA

OF WHAT WE NEED IN AMERICA AT ALL.

*Fed Budget - a secret*



I SEE PLANNING COMING FROM THE LOWEST LEVEL OF GOVERNMENT  
TO THE NATIONAL LEVEL. I SEE THE ARTICULATION OF NATIONAL  
GOALS AS A ~~GUIDE~~ PROCESS FROM THE LOCAL COMMUNITY,  
TO THE COUNTY GOVERNMENT, TO THE STATE AND THEN THE FEDERAL  
LEVEL. ~~Heaven~~

PLANNING IN OUR NATION CAN ONLY BE EFFECTIVE IF ALL  
LEVELS OF GOVERNMENT AND THE PRIVATE SECTOR ARE INTIMATELY  
INVOLVED IN IT. THE PHILOSOPHY OF OUR PEOPLE AND THE TRADITIONAL  
PRACTICES IN OUR ECONOMY DOOM ANY OTHER APPROACH TO CERTAIN  
FAILURE.

WE HAVE HAD EXPERIENCE WITH PLANNING OF THIS SORT IN  
OUR COUNTRY IN THE PAST, AND IT HAS WORKED QUITE WELL.

L FOR EXAMPLE, WITHOUT CAREFUL PLANNING THE GREAT INTERSTATE  
HIGHWAY SYSTEM WHICH IS RAPIDLY NEARING COMPLETION, WOULD  
HAVE BEEN IMPOSSIBLE. AND THE SYSTEM OF STATE AND NATIONAL  
PARKS IN THIS COUNTRY COULD, LIKEWISE, ONLY HAVE BEEN DEVELOPED  
WITH CLEAR GOALS AND <sup>0</sup>THROUGH PLANNING.

L THE NEED TODAY IS TO EXTEND THE CONCEPT OF PLANNING  
AS A WAY OF DEALING WITH THE PROBLEM OF CONTINUED PROSPERITY  
IN THE FACE OF EVER MORE LIMITED RESOURCES.

L THIS IS A TREMENDOUS CHALLENGE TO AMERICA. ~~IT WILL~~  
~~CALL FOR A CREATIVE SURGE FROM OUR PEOPLE IN ORDER TO BE~~  
~~MET. FAILURE TO SUCCEED IN THIS EFFORT WILL REDUCE OUR~~  
~~NATION TO SECOND CLASS CITIZENSHIP IN THE WORLD.~~

*yes,*  
~~WE ARE FACING A GREAT TEST, BUT I AM CONFIDENT WE CAN AND WILL~~

~~SUCCEED~~

*But,*

WE HAVE FACED GREAT CHALLENGES IN THE PAST AND EMERGED  
A STRONGER NATION - CHALLENGES THAT WOULD HAVE BROKEN THE  
SPIRIT AND DEFEATED A LESSER NATION AND A WEAKER PEOPLE.

*Confidence  
for  
America*

*as Platform*  
L TO MOVE THIS CONCEPT <sup>as Platform</sup> ALONG AND TO FOCUS PUBLIC DISCUSSION

ON THIS CRUCIAL ISSUE, I HAVE RECENTLY INTRODUCED IN THE

SENATE THE BALANCED NATIONAL GROWTH AND DEVELOPMENT ACT OF

1974. L IT IS THE SINGLE MOST IMPORTANT LEGISLATIVE PROPOSAL

OF MY 25 YEARS IN CONGRESS, AND I HAVE WORKED FOR OVER

TWO YEARS ON ITS DEVELOPMENT.

L AT PRESENT, WE DO NOT HAVE THE INSTRUMENTS OF GOVERNMENT  
THAT ARE NEEDED FOR PLANNING OUR NATION'S BALANCED GROWTH.

L WHILE WE HAVE A NATIONAL COMMITMENT, BY CONGRESS AND THE PRESIDENT,  
GIVING "HIGHEST PRIORITY" TO THIS CONCEPT, WE HAVE NOT  
FOLLOWED THROUGH ON IT. MY PROPOSAL WOULD CREATE A RANGE

OF INSTITUTIONS FOR DEALING WITH PROBLEMS AS THEY APPEAR

ON THE HORIZON AND ~~WE~~ *also establish goals and* ESTABLISHED ~~GOALS AND~~ NATIONAL

PRIORITIES.

L IT WOULD GIVE CONGRESS AND THE EXECUTIVE BRANCH

THE ANALYTICAL CAPABILITIES AND ORGANIZATIONAL PERSPECTIVE

BOTH NEEDED TO EFFECTIVELY MEET THE PROBLEMS OUR NATION WILL

CONFRONT IN THE NEXT FEW DECADES.

AND, IT WOULD HELP <sup>create</sup> ~~FORMULATE~~ A MORE MATURE AND PRODUCTIVE  
RELATIONSHIP AMONG LOCAL, STATE, AND FEDERAL GOVERNMENT -  
ONE BASED ON THE EXPERIENCE AND CAPABILITIES EACH HAS GAINED  
IN RECENT YEARS - AND NOT ON THE PRECONCEPTIONS OF THE *distant*  
PAST.

↳ WHEN ONE LOOKS AHEAD TO THE BEGINNING OF THE NEXT CENTURY -  
A MERE 25 YEARS AWAY - THE NEED FOR SUCH A PLANNING CAPABILITY  
IS OBVIOUS.

↳ IN 25 YEARS, OUR NATIONS POPULATION IS EXPECTED TO EXCEED  
270 MILLION PEOPLE, TODAY IT IS 212 MILLION.

↳ IN 25 YEARS, 83% OF OUR PEOPLE WILL BE LIVING ON ONE-SIXTH  
OF THIS NATION'S LAND IN TEN MASSIVE URBAN AREAS.



L IN 25 YEARS, THE PER CAPITA INCOME OF AMERICANS WILL BE  
FROM TWO TO THREE TIMES WHAT IT IS TODAY,

L IN 25 YEARS, WE WILL BE CONSUMING THREE TIMES AS MUCH ENERGY  
AS WE DID IN 1970, IF PAST TRENDS CONTINUE.

L IN 25 YEARS, AUTOMOBILE TRAVEL IN THE UNITED STATES WILL  
EASILY DOUBLE, EVEN IF IT GROWS AT A SLOWER RATE THAN IT HAS  
IN THE PAST.

L IN 25 YEARS, CONSUMPTION OF INCREASINGLY SCARCE RAW  
MATERIALS WILL HAVE RISEN DRAMATICALLY OVER CURRENT LEVELS -  
FOR EXAMPLE, ALUMINUM CONSUMPTION IN THE UNITED STATES CAN BE  
EXPECTED TO JUMP ALMOST FIVE FOLD FROM THE 1970 LEVEL BY  
THE YEAR 2000.

It IS INCREDIBLE THAT THE UNITED STATES, THE FIRST NATION  
TO ENTER THE MODERN WORLD OF THE 20TH CENTURY, MAY WELL  
BE THE LAST NATION TO DEVELOP THE INSTITUTIONS AND PROCESSES  
NEEDED TO DEAL WITH THE COMPLEXITY AND RAPID CHANGE THAT  
COME WITH A MODERN TECHNOLOGICAL SOCIETY.

If WE ARE TO "DESIGN" OUR FUTURE AND NOT SIMPLY "RESIGN"  
OURSELVES TO IT; IF WE ARE TO ANTICIPATE CHANGE AND DIRECT  
IT TO THE FULLEST POSSIBLE BENEFIT OF OUR PEOPLE; IF WE

~~ARE TO GAIN THE BENEFITS OF COMPLEXITY AT THE LOWEST SOCIAL~~

~~COST.~~ THEN WE MUST CREATE THE ~~INSTITUTIONAL SYSTEM NEEDED~~

TO PLAN AND IMPLEMENT A CONTINUALLY EVOLVING POLICY OF

BALANCED NATIONAL GROWTH AND DEVELOPMENT.

*the means and organization  
provide for America  
America  
Cannot rely on good luck  
and happy fortune.*

L IN THESE DAYS OF EXTREME AND OFTEN BAFFLING COMPLEXITY;

L IN THESE DAYS WHEN THE TIME AND SPACIAL DISTANCES BETWEEN  
PEOPLES AND NATIONS HAVE BEEN REDUCED TO INSIGNIFICANCE  
BY MODERN TECHNOLOGY;

L IN THESE DAYS OF RAPID CHANGE IN VIRTUALLY EVERY FACET  
OF OUR LIVES;

WE NEED A WAY FOR "ALL THE PEOPLE" OF THIS NATION TO SHARE  
IN THE SHAPING OF OUR NATION'S FUTURE.

L THE NEED FOR THIS KIND OF LEGISLATION IS PARTICULARLY  
URGENT TODAY, WHEN TRUST AND CONFIDENCE IN THE POLITICAL

PROCESS IS AT AN ALL TIME LOW L AND THE MISTRUST AND CYNICISM

ARE NOT DIRECTED SOLELY AT THE WHITE HOUSE - THE SHADOW

OF DOUBT EXTENDS FROM THE CITY HALL TO THE STATE HOUSE,

FROM THE GOVERNORS MANSION TO THE UNITED STATES CONGRESS.

NOR IS IT DIRECTED SOLELY AT INDIVIDUALS. <sup>RATHER,</sup> THE

<sup>and Soundness</sup>  
BASIC INTEGRITY <sup>1</sup> OF OUR POLITICAL INSTITUTIONS IS BEING

QUESTIONED.

L OUR POLITICAL PROCESS MUST BE CLEANSED. L GOVERNMENT

MUST BECOME WORTHY OF THE TRUST AND CONFIDENCE OF THE PEOPLE.

BUT CAMPAIGN AND ELECTION REFORM, SO OFTEN TOUTED AS THE

RESPONSE TO WATERGATE, ARE ONLY THE BEGINNING!

L UNLESS OUR GOVERNMENT BUCKLES DOWN AND BEGINS TO MEET

THE NEEDS OF OUR PEOPLE, ALL THE CAMPAIGN REFORM AND ELECTION

REFORM IN THE WORLD WILL NOT RESTORE THE PEOPLE'S FAITH

IN THEIR GOVERNMENT.

(X)

Preamble - We the People

Not image - substance  
not charisma - character

not P.R. - but Performance  
Not Promises - Action

{ THE PROPOSAL I HAVE DISCUSSED WITH YOU TONIGHT WOULD,  
I BELIEVE, RESULT IN A GREAT IMPROVEMENT IN THE ABILITY  
OF GOVERNMENT TO ANTICIPATE AND RESPOND EFFECTIVELY TO  
OUR NATIONS' PROBLEMS,

{ I DO NOT CLAIM THAT IS IS A PERFECT PROPOSAL OR THAT  
MODIFICATIONS WOULD NOT IMPROVE IT. / AND, LIKE ANYTHING  
THAT IS NEW WE PROBABLY WILL MAKE MISTAKES AS WE LEARN  
TO USE IT. / ~~BUT I DO BELIEVE THAT~~ THE PROBLEMS OF THE 20TH  
CENTURY REQUIRE THAT GOVERNMENT HAVE ~~THE~~ NEW TOOLS. ~~AS~~

~~that I am~~ PROPOSING, IF IT IS TO SUCCESSFULLY DEAL WITH THEM, CERTAINLY  
WE MUST TRY. FOR AS FRANKLIN ROOSEVELT ONCE SAID:



"GOVERNMENTS CAN ERR, PRESIDENTS DO MAKE MISTAKES, BUT  
THE IMMORTAL DANTE TELLS US THAT THE DIVINE JUSTICE WEIGHS  
THE SINS OF THE COLD-BLOODED AND THE SINS OF THE WARM-  
HEARTED ON A DIFFERENT SCALE. / BETTER THE OCCASIONAL FAULTS  
OF A GOVERNMENT LIVING IN THE SPIRIT OF CHARITY THAN THE  
CONSISTENT COMMISSIONS OF A GOVERNMENT FROZEN IN THE ICE  
OF ITS OWN INDIFFERENCE."



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