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*****THE*****
SMALL BUSINESS ADMINISTRATION
DURING THE ADMINISTRATION
OF
LYNDON B. JOHNSON



NOVEMBER 1963 - JANUARY 1969





THE SMALL BUSINESS ADMINISTRATION DURING

THE ADMINISTRATION OF PRESIDENT

LYNDON B. JOHNSON

NOVEMBER 1963 - JANUARY 1969

VOLUME II

DOCUMENTARY SUPPLEMENT



DOCUMENT 1

SDPA FIELD OFFICES AND BOUNDARIES - 1951-2

SDPA FIELD OFFICES AND BOUNDARIES - 1951-2

Region I - Boston - All New England States

Region II - New York - New York and New Jersey

Region III - Philadelphia - Pennsylvania and Delaware

Region IV - Richmond - Virginia, West Virginia, Maryland, North Carolina
and District of Columbia

Region V - Atlanta - Tennessee, South Carolina, Georgia, Alabama,
Mississippi and Florida

Region VI - Cleveland - Ohio, Kentucky and Michigan

Region VII - Chicago - Illinois, Wisconsin and Indiana

Region VIII - Minneapolis - Minnesota, North Dakota, South Dakota and
Montana

Region IX - Kansas City - Missouri, Kansas, Iowa and Nebraska

Region X - Dallas - Texas, Oklahoma, Arkansas and Louisiana

Region XI - Denver - Colorado, Wyoming, Utah and New Mexico

Region XII - San Francisco - California, Nevada and Arizona

Region XIII - Seattle - Washington, Oregon and Idaho

DOCUMENT 2

SBA FIELD OFFICES AND BOUNDARIES - 1953

SBA FIELD OFFICES AND BOUNDARIES - 1953

Region 1. Boston covering Maine, New Hampshire, Vermont, Rhode Island, Massachusetts and Connecticut (except Fairfield County).

Region 2. New York covering New York, Fairfield County, Connecticut and New Jersey (except counties of Atlanta, Burlington, Camden, Cape May, Cumberland, Gloucester, Mercer, Ocean and Salem).

Branch Office: Buffalo, New York

Region 3. Philadelphia covering Pennsylvania, Delaware, and counties of New Jersey: Mercer, Ocean, Burlington, Camden, Gloucester, Atlanta, Salem, Cumberland and Cape May.

Branch Office: Pittsburgh

Region 4. Richmond, Virginia covering Virginia, D. C., Maryland, North Carolina and West Virginia.

Branch Office: Baltimore

Region 5. Atlanta covering Georgia, Alabama, Florida, Mississippi, South Carolina, Tennessee, Puerto Rico and Virgin Islands.

Branch Offices: Birmingham, Alabama

Nashville, Tennessee

Region 6. Cleveland covering Ohio, Kentucky and Michigan.

Branch Offices: Cincinnati, Ohio; Detroit, Michigan

Region 7. Chicago covering Illinois, Indiana and Wisconsin.

Branch Offices: Indianapolis, Indiana; Madison, Wisconsin

Region 8. Minneapolis, Minnesota covering Minnesota, Montana, North Dakota and South Dakota.

Branch Office: Helena, Montana

Region 9. Kansas City covering Missouri, Iowa, Kansas and Nebraska.

Branch Offices: Davenport, Iowa; Omaha, Nebraska; St. Louis,
Missouri

Region 10. Dallas covering Texas, Arkansas, Louisiana and Oklahoma.

Branch Offices: Houston, Texas; New Orleans, Louisiana;
Oklahoma City, Oklahoma

Region 11. Denver covering Colorado, New Mexico, Utah and Wyoming.

Region 12. San Francisco, California covering Nevada (except Clark County;
the Territory of Hawaii, and California except the following counties:
Imperial, Inyo, Los Angeles, Orange, Riverside, San Bernardino, San Diego,
Santa Barbara and Ventura).

Region 13. Seattle covering Washington, Idaho, Oregon and the Territory
of Alaska.

Branch Office: Portland, Oregon

Region 14. Los Angeles covering all of Arizona, Clark County, Nevada,
and the following counties of California: Imperial, Inyo, Los Angeles,
Orange, Riverside, San Bernardino, San Diego, Santa Barbara and Ventura.

DOCUMENT 3

MAJOR ORGANIZATIONAL CHANGES

NOVEMBER 1963 - JANUARY 1969

SMALL BUSINESS ADMINISTRATION

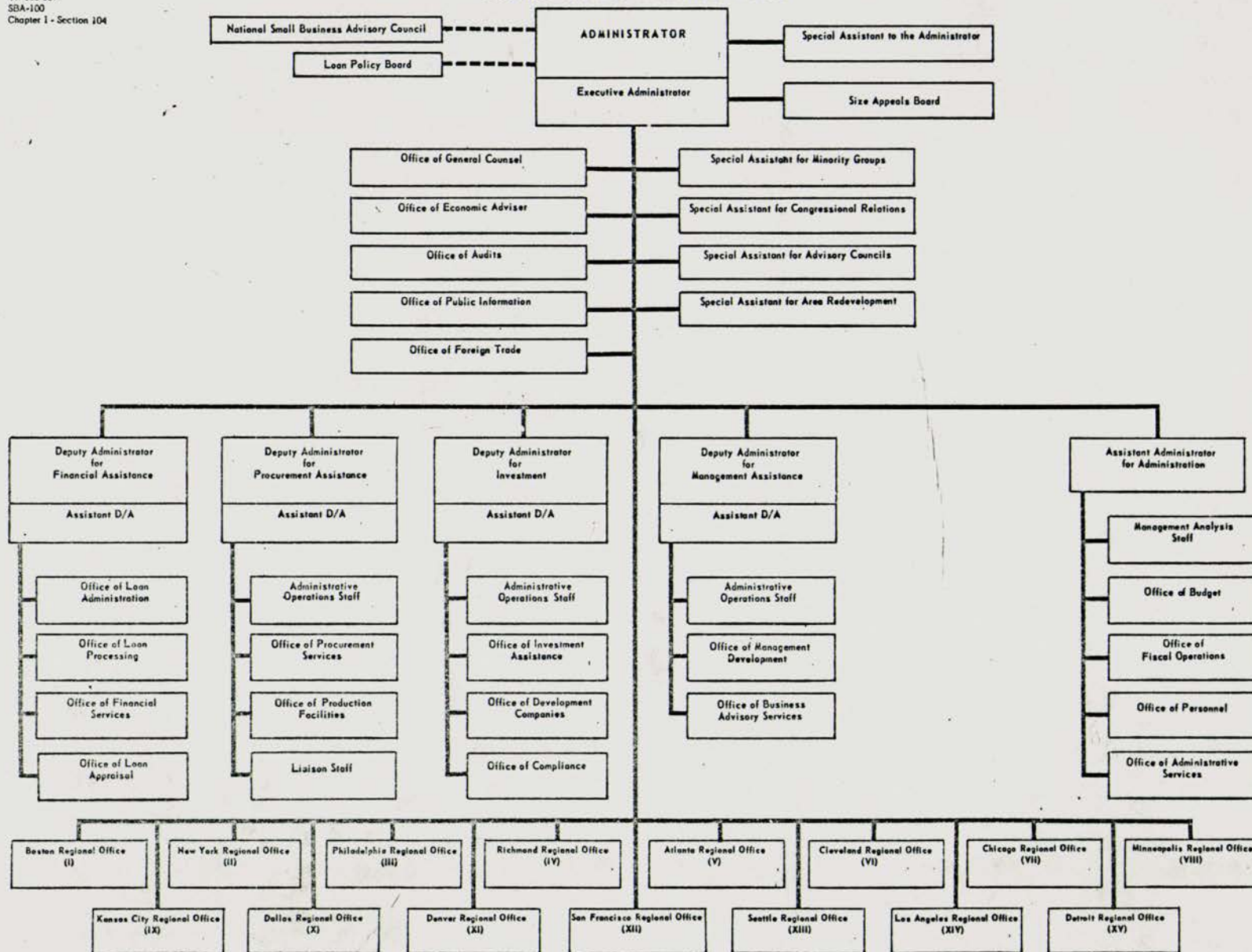
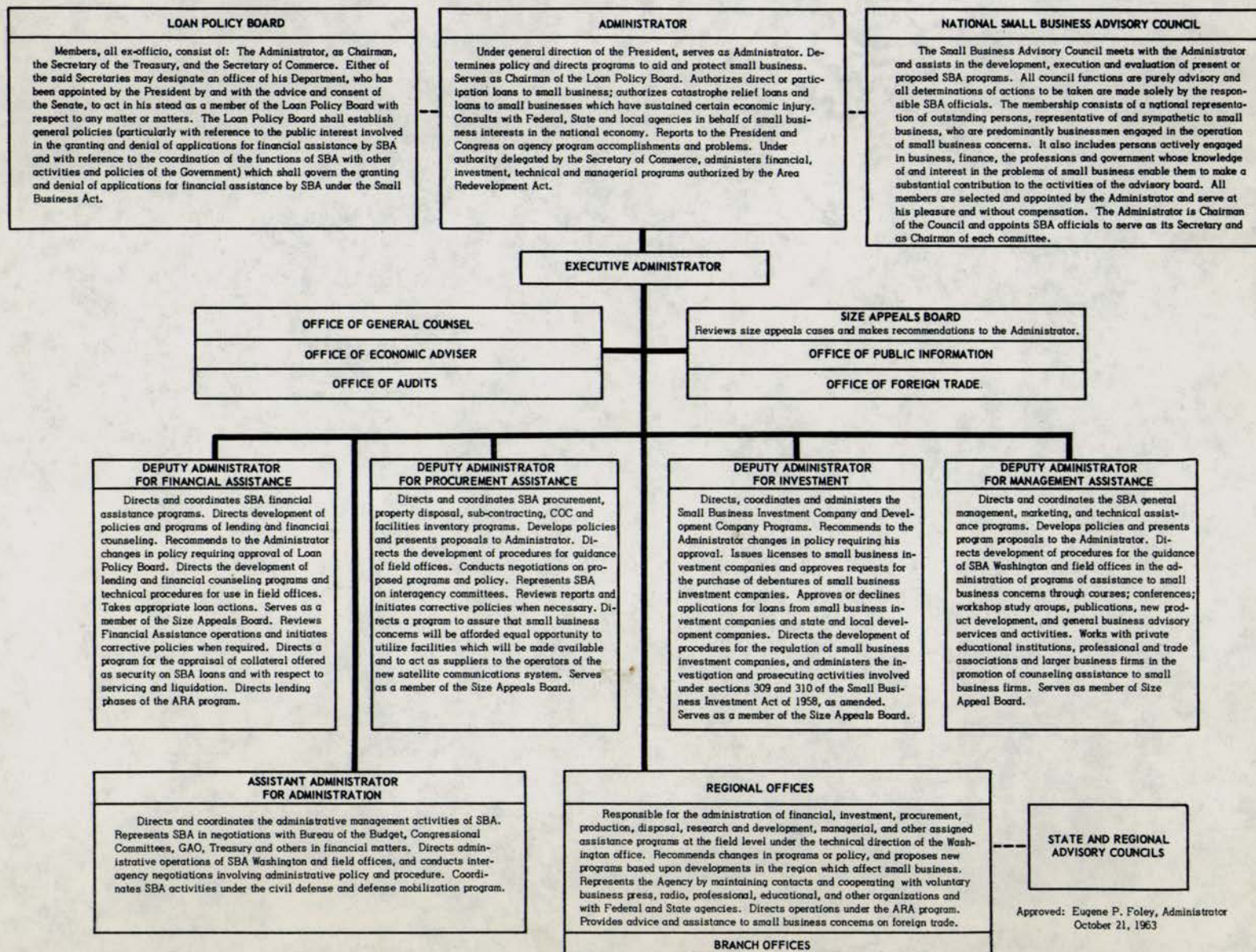


Chart 1

Approved: Eugene P. Foley, Administrator
October 21, 1963
Revised

Eugene P. Foley

SMALL BUSINESS ADMINISTRATION



Approved: Eugene P. Foley, Administrator
October 21, 1963

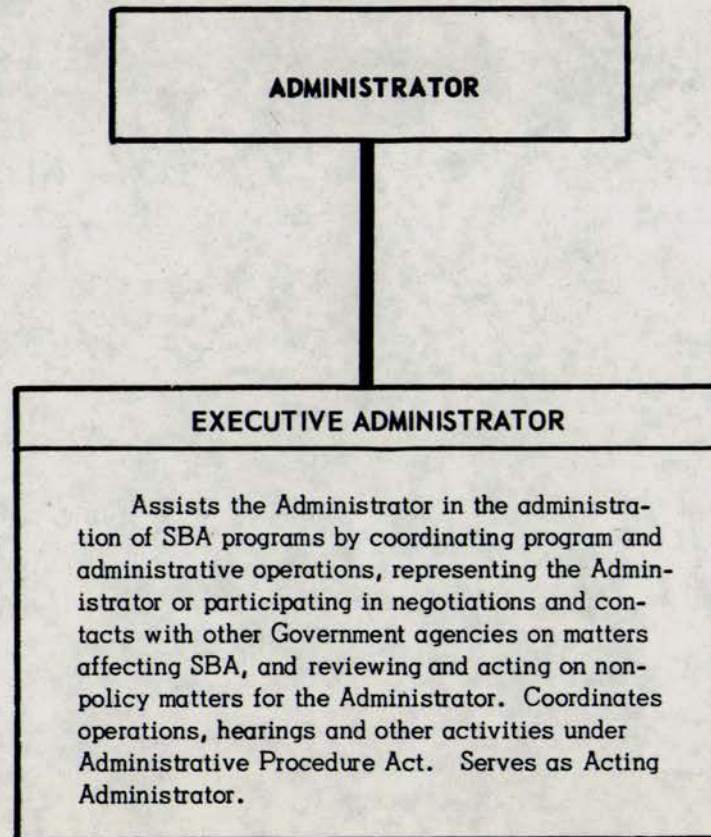
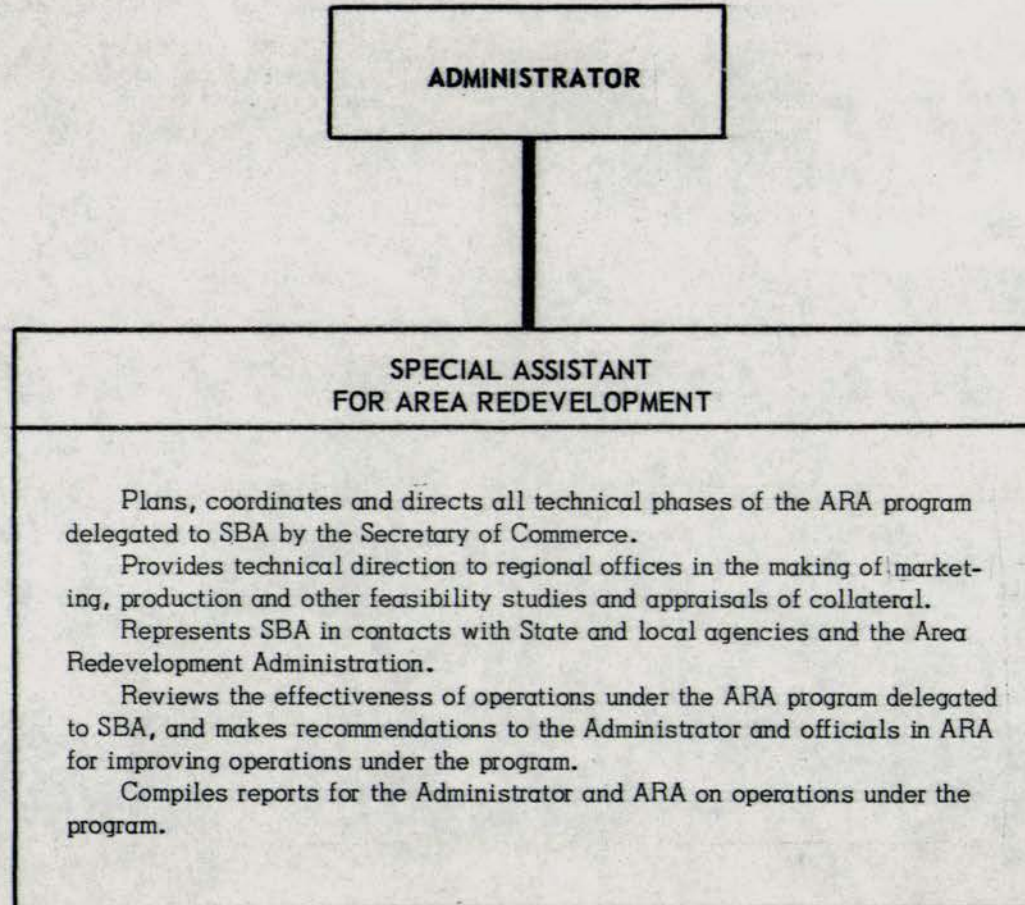


Chart 1b

Approved: Eugene P. Foley, Administrator
October 21, 1963



ADMINISTRATOR

OFFICE OF GENERAL COUNSEL

Analyzes and interprets legislation, regulations and orders relating to the operation of SBA. Advises the Administrator and other officials as to the legal aspects of the development and execution of policies and programs. Negotiates with Government agencies as to the legal aspects of matters pertaining to responsibilities of SBA, and drafts resultant agreements. Develops legal theories incorporated in requests of the Comptroller General or to other Government agencies for decisions in matters of interest to small business.

Gives legal counsel and drafts legal instruments for the development of policies, operating procedures and inter-agency agreements relating to the financial, investment, technical and procurement assistance programs, including the providing of funds in connection with small business research and management counseling. Determines eligibility of applicants for assistance from SBA. Advises with respect to servicing and liquidation of loans and assists and participates with the Department of Justice in litigation arising from delinquent loans, criminal matters, and other SBA program activities.

Provides legal advice in the formation of defense production pools and research and development pools. Reviews legislative proposals affecting small business and develops recommendations for the Bureau of the Budget and Congressional Committees; prepares legislative proposals relating to SBA; and develops reports for Congressional hearings or the Office of the President. Prepares documents for publication in the Federal Register, and is responsible for interpreting the Administrative Procedure Act. Serves as Chairman of the Size Appeals Board.

OFFICE OF GENERAL COUNSEL

LOAN DIVISION

Provides legal counsel to Agency officials in the development of policies and operating procedures relating to the financial assistance programs under Section 7 of the Small Business Act, and in connection with appropriate activities under the Area Redevelopment Act.

Advises with respect to legal problems arising in connection with individual loan applications, loan disbursements, and administration and servicing of current loans, and determines legal action necessary to protect the Administration's interest in such loans.

Renders opinions interpreting Small Business Act, Regulations and Loan Policy Statement, especially loan eligibility requirements involving novel and complex situations. Advises Field Counsel of current eligibility determinations by compiling monthly digest of eligibility opinions.

Analyzes and comments on proposed new loan programs and procedures within existing legislative authority, and also on new legislative lending proposals.

Participates in drafting, reviewing and revising standard SBA loan forms. Participates in drafting, reviewing and revising of SBA financial assistance manuals and other instructional memoranda, bulletins and publications.

Prepares for publication in Federal Register revisions in Loan Policy Statement, official Declarations of Disaster Area and official statements involving group corporation loans.

Reviews and evaluates security information under financial assistance and investment programs.

Continuous review and liaison with regional counsel and their staffs concerning field legal operations within loan division jurisdiction.

Maintains liaison with Department of Agriculture, Department of Justice, Housing and Home Finance Agency, and other Government agencies on legal matters relating to the loan programs.

PROCUREMENT, INTER-AGENCY AND ADMINISTRATIVE DIVISION

Is responsible for the legal aspects of policies and procedures relating to the procurement, technical, and management assistance programs of the Agency.

Provides legal counsel in connection with the administration of the Agency, including fiscal, personnel, contractual and other problems of an administrative nature.

Serves as liaison with the Federal Register and prepares documents for publication therein. Interprets the Administrative Procedure Act as it applies to the Agency other than for purposes of the Small Business Investment Act of 1958.

Is responsible for all legal functions of the Agency relating to the development and execution of the Agency's Advocacy activities.

Provides legal counsel to the Agency's Size Appeals Board and legal advice in connection with the administration of the Agency's small business size standards.

LEGISLATIVE DIVISION

Reviews all legislation or legislative proposals affecting the interests of small business or the operations of SBA.

Prepares legislative proposals relating to the interests of small business or to the functions of SBA.

Prepares statements and reports for Congressional hearings and Committees and the Bureau of the Budget respecting such legislative matters; and prepares answers to all inquiries relating thereto.

Prepares SBA summary of the Congressional Record.

LIQUIDATION AND LITIGATION DIVISION

Advises and counsels operating officials with respect to legal action to be taken in connection with the servicing and collection of loans and investments. Acts as liaison with the Department of Justice and with all field offices on civil litigation and criminal matters. Refers to the Department of Justice for collection and other action to protect interests of SBA, delinquent loans and all other civil litigation. Refers to the Department of Justice for appropriate action any evidence indicating a criminal violation of the Small Business Act, the Small Business Investment Act of 1958 or the Criminal Code of the United States. Prepares cases for submission to the Department of Justice for litigation or prosecution, obtaining and evaluating evidence, conducting pre-trial interviews and investigations, and actively assisting United States Attorneys in the trial of cases, whenever necessary or requested. Advises Administrator, operating officials and field offices with respect to all matters involving subpoenas and disclosure of information. Collaborates with the Security & Investigations Division with respect to any improper activities by representatives of borrowers, being responsible for the conduct of any disbarment proceedings which may be instituted as a result of such misconduct. Participates with the other divisions of the Office of the General Counsel with respect to any problems in the above categories which arise in connection with their functions and activities.

LEGAL INVESTMENT DIVISION

Advises operating officials in the development of policies, regulations, and operating instructions relating to Agency programs under the Small Business Investment Act of 1958.

Provides legal advice with respect to the granting of licenses to small business investment companies and the regulation of such companies.

Advises with respect to loans to small business investment companies and loans to State and local development companies.

Prepares legal documents in connection with the licensing of small business investment companies, the purchase of subordinated debentures of investment companies, and the making and servicing of loans to investment and development companies.

Responsible for interpreting requirements of the Administrative Procedure Act applicable to the Small Loan Investment Act of 1958.

Maintains liaison with the Department of Justice, the Securities and Exchange Commission, the Internal Revenue Service, Department of Commerce, Federal Reserve Board, and other Government agencies on legal matters relating to the investment program.

Approved: Eugene P. Foley, Administrator
October 21, 1963

OFFICE OF GENERAL COUNSEL

LEGAL INVESTMENT DIVISION

LICENSING AND OPERATION BRANCH

Reviews all License Applications and submits legal memoranda to the Investment Division as to compliance with the Act, Regulations, Bulletin Items, and established policy. Reviews Regional Counsel opinions regarding State or local law affecting such applications.

Renders legal opinions and interpretations involving the Act, Regulations, and operations.

Responsible for the drafting of all legal documents evidencing the purchase of subordinated debentures and notes under Sections 302 and 303 of the Act. Renders legal opinions to the Investment Division regarding the legal sufficiency and terms thereof and gives legal clearance thereto.

DEVELOPMENT COMPANIES BRANCH

Is responsible for legal matters involving loans to State and local development companies. Reviews opinions of Regional Counsel with respect to the eligibility of State and local development companies and as to the arrangement between the development companies and as to the arrangement between the development company and the small business concern. Reviews and finalizes loan authorizations, involving collateral, use of proceeds, disbursement, and other matters under the Act and Regulations.

Advises and assists in the preparation of enabling State legislation in connection with State development companies, to assure eligibility under Title V of the Act. Provides legal advice with respect to the formation of State and local development companies, to assure eligibility for financial assistance from SBA under the Act.

Provides legal services in connection with Investment Division activities involving the Area Redevelopment Act.

REGULATIONS AND COMPLIANCE BRANCH

Prepares in cooperation with the Investment Division proposed and final regulations under the Act in accordance with the Administrative Procedure Act covering the operation of small business investment companies. Also prepares the regulations for borrowings by State and local development companies.

Provides legal advice and opinions to the Investment Division on matters relating to compliance and enforcement activities arising under the Act; and takes appropriate legal action with respect thereto. Conducts field investigations on legal matters involving compliance.

PROCUREMENT, INTER-AGENCY AND ADMINISTRATIVE DIVISION

INTER-AGENCY BRANCH

Is responsible for the legal aspects of SBA's activities before other Federal agencies on behalf of the small business community. Conducts legal investigation, research, and analysis in determining the effect of the programs and regulations of such agencies on small business. With technical advice from program officials, develops written or oral presentation of SBA's position. Represents SBA at inter-agency-industrial conferences, agency hearings, and court proceedings.

PROCUREMENT AND ADMINISTRATIVE BRANCH

Provides legal counsel to Agency officials in the development of policies, interagency agreements and operating procedures relating to the procurement and technical assistance programs, including small business subcontracting, research and development program, foreign trade, products assistance, certificates of competency, joint determinations, set-asides, small business management and research assistance, size standards, and size appeals programs.

Analyzes regulations and policies of civilian and military procurement agencies for the development of proposals for changes therein to assist small businesses.

Drafts legal instruments necessary to the taking by SBA of Government prime contracts and awarding of subcontracts.

Provides legal advice in the formation of defense production pools and research and development pools.

Participates in legal aspects of interagency activities designed to assist small business participation in Government procurement as prime and subcontractors.

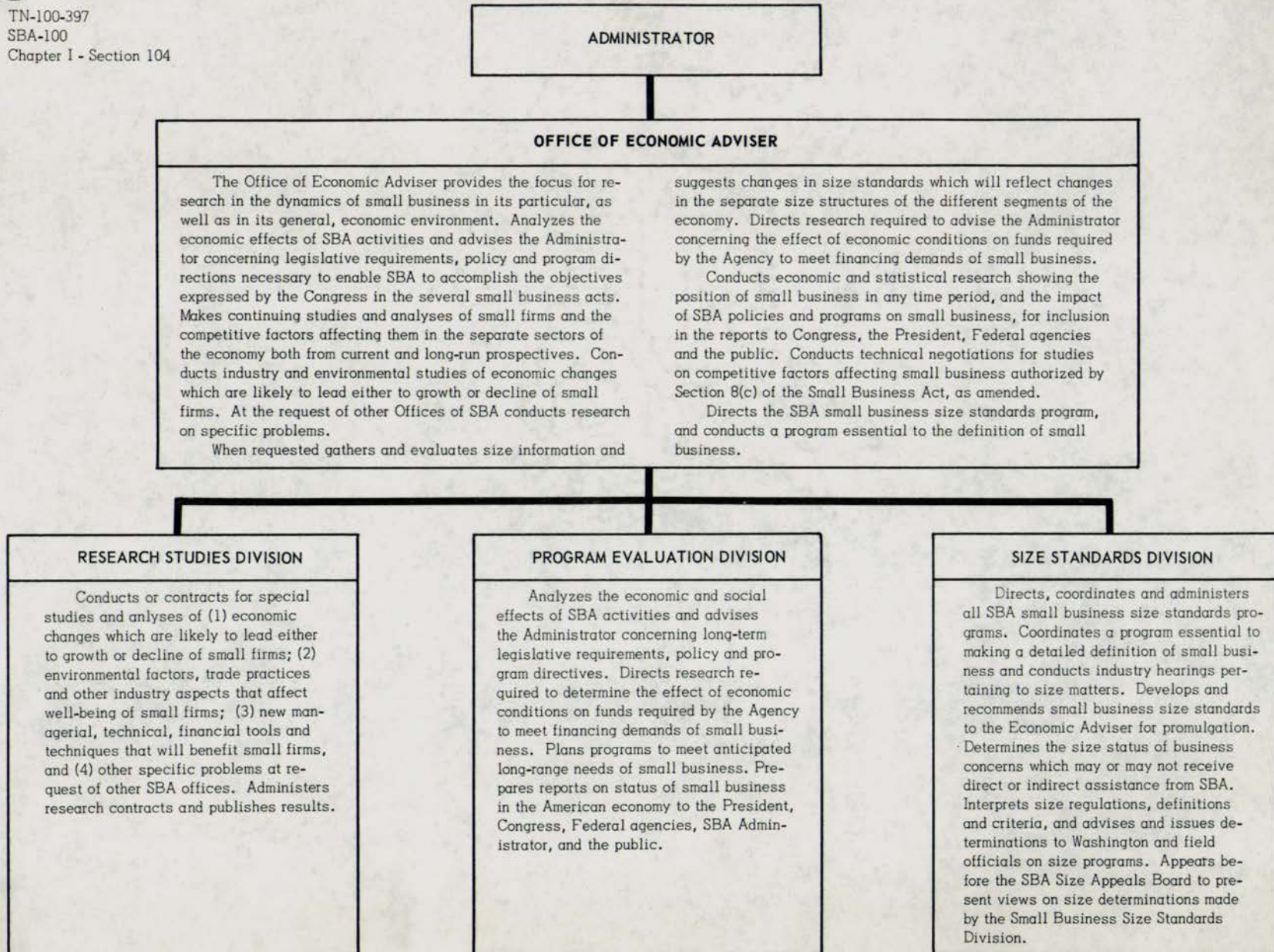
Renders assistance to small business concerns in their dealings with Government procurement officials.

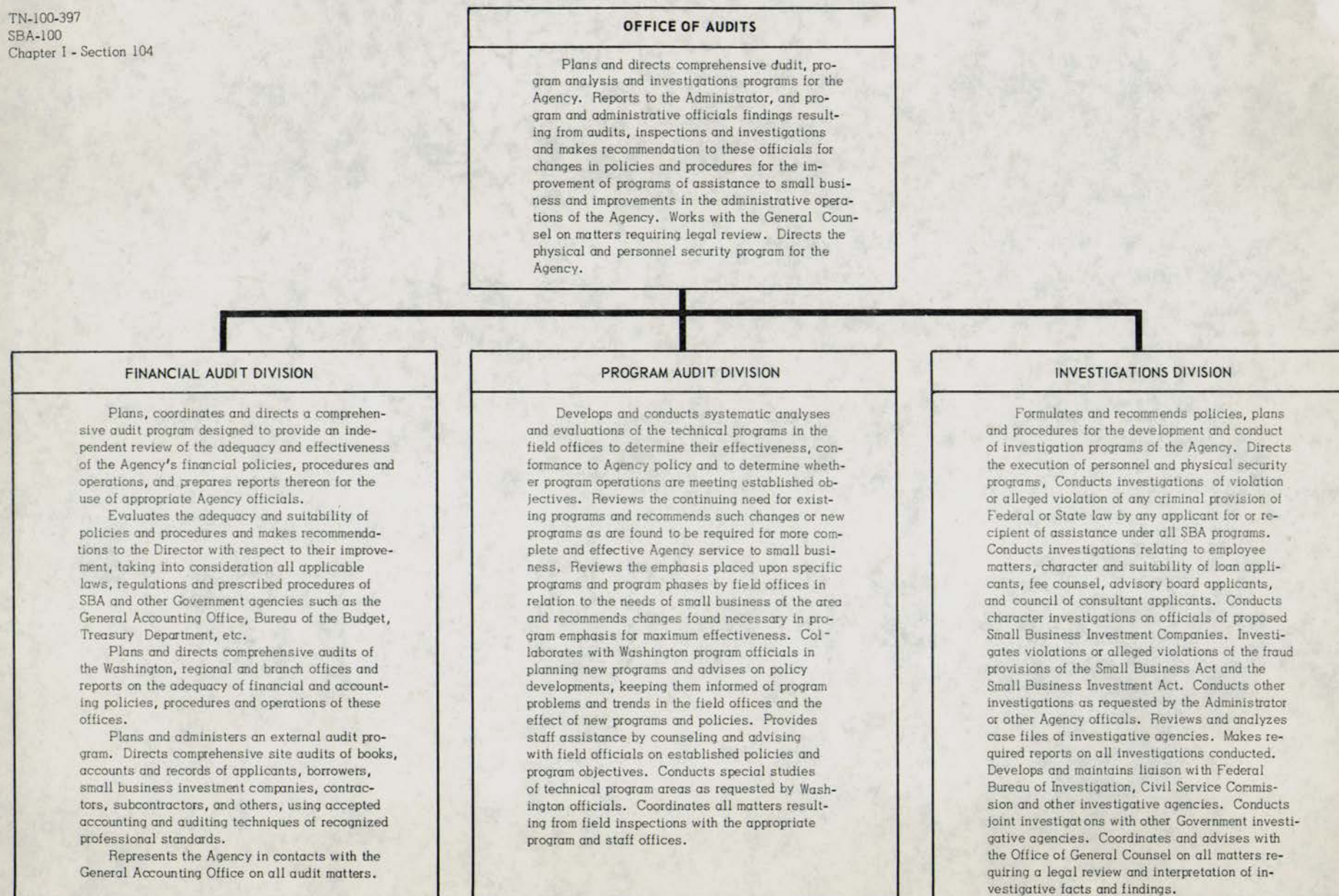
Reviews and forwards to appropriate Federal agencies, for appropriate action, information concerning activities detrimental to small business concerns.

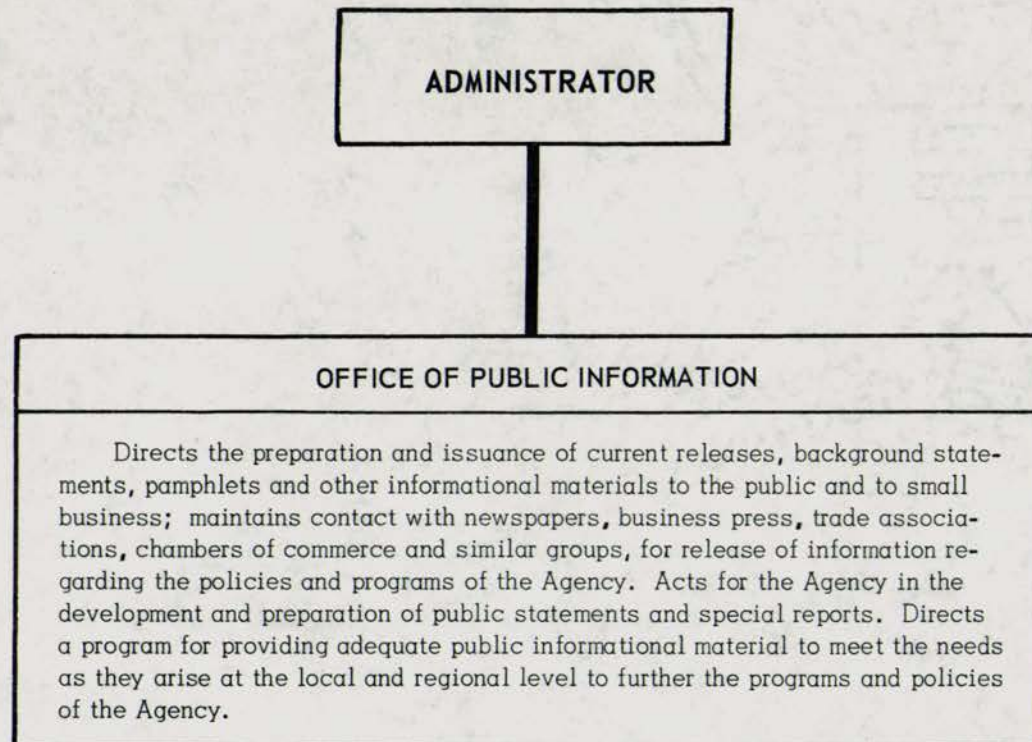
Advises and assists Agency officials in the development of policies and procedures relating to administrative functions of the Agency and the solution of fiscal, personnel, contractual, and other administrative problems.

Prepares documents for publication in the Federal Register, and except with respect to the Small Business Investment Act of 1958, is responsible for interpreting the requirements of the Administrative Procedure Act.

Provides legal counsel to Agency officials in the development of policies and operating procedures relating to the providing of funds in connection with small business research and counseling.







TN-100-397
SBA-100
Chapter I - Section 104



Chart 6

Approved: Eugene P. Foley, Administrator
October 21, 1963

DEPUTY ADMINISTRATOR FOR FINANCIAL ASSISTANCE

Directs and coordinates SBA financial assistance programs. Directs development of policies and programs of lending and financial counseling. Recommends to the Administrator changes in policy requiring approval of Loan Policy Board. Directs the development of lending and financial counseling programs and technical procedures for use in field offices. Takes appropriate loan actions. Reviews Financial Assistance operations and initiates corrective action when required. Directs a program for the appraisal of collateral offered as security on SBA loans and with respect to loan servicing and liquidation. Serves as a member of the Size Appeals Board. Directs lending phases of the ARA program.

OFFICE OF LOAN PROCESSING

Directs and administers policies and programs pertaining to the processing of loan applications, both business and disaster loans, new or special financial assistance programs, ARA applications and COC credit analysis. Works with private financial and state institutions to enable small business to achieve more self sufficiency. Acts as liaison with government agencies responsible for financing and credit policy. Approves or declines loan applications and amendments or modifications to authorizations for undisbursed or partially disbursed loans. Recommends new and revised practices and procedures relating to the making of business and disaster loans. Provides technical direction and coordination to the field offices in the administration and operation of the loan processing and related programs, including visits to field offices for review of performance. Directs the post-audit of actions taken under delegated authority.

OFFICE OF LOAN ADMINISTRATION

Directs and administers policies and programs pertaining to the administration and servicing of SBA loans, including problem and delinquent loans, loans in liquidation, and the sale or disposal of acquired assets. Participates with the Office of General Counsel and other SBA offices in the handling of problem and delinquent loans. Approves or declines amendments or modifications to loan authorizations for loans fully disbursed. Provides technical direction and coordination to the field offices in the administration and operation of the loan administration and related programs. Recommends new or revised policies and procedures for the administration and collection of loans. Maintains contact with banks, insurance companies and other financial institutions to develop a market for SBA loans, mortgages, securities, real estate and other assets.

OFFICE OF LOAN APPRAISALS

Develops and establishes policies, plans, and operating instructions for the administration of technical evaluation and appraisals of physical properties representing loan collateral of specific loan applications and with respect to loan servicing and loan liquidations.

Establishes standards and procedures for regional offices to conduct loan appraisals and to make technical evaluations of physical properties representing loan collateral.

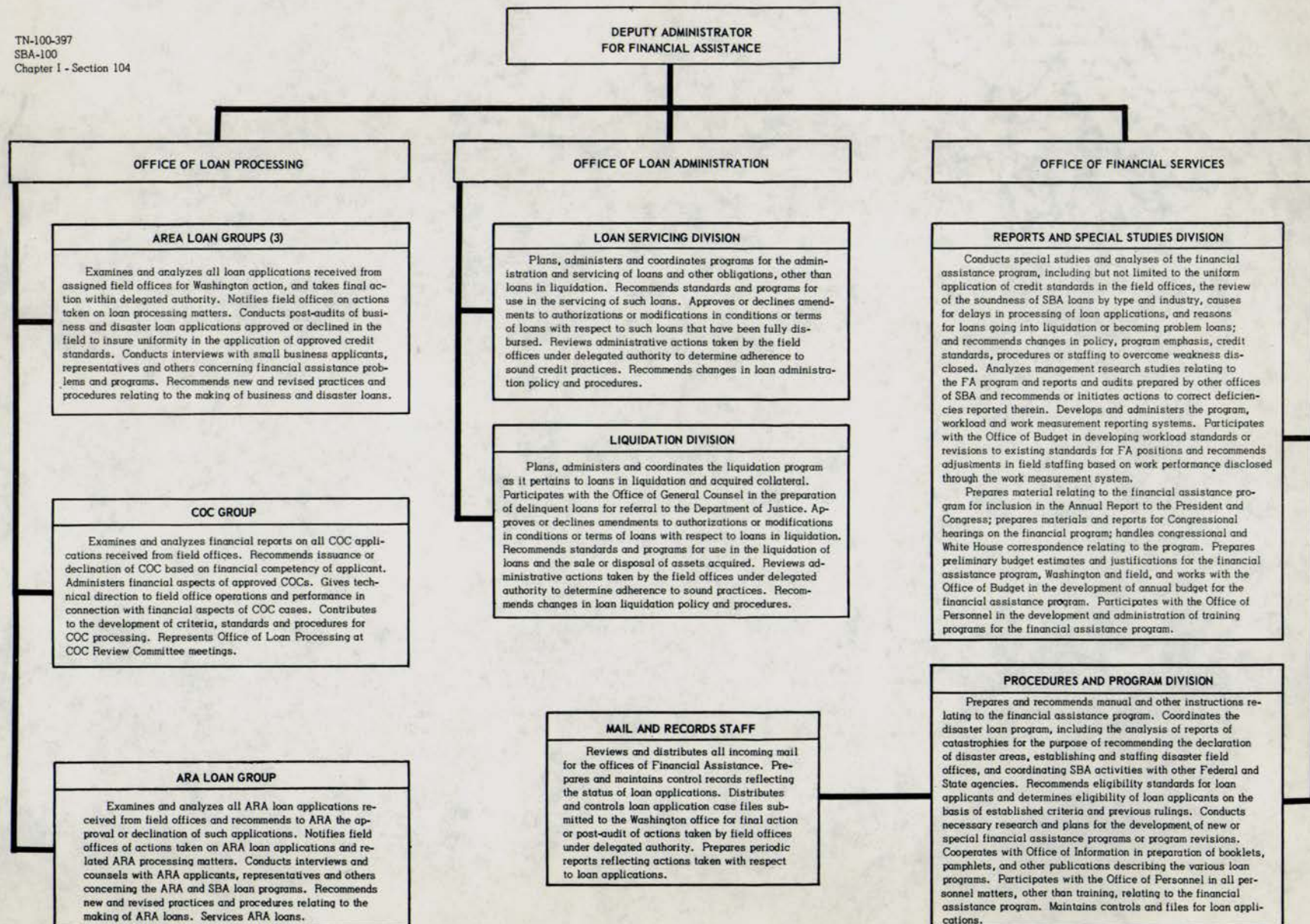
Develops, coordinates, and executes plans and procedures that will assure adequate and appropriate basic data necessary for arriving at technical evaluations and defining and delimiting of essential factors which enter into a loan appraisal, including but not limited to: (a) cost; (b) net book value; (c) replacement cost; (d) appraised value; (e) liquidating value; (f) restoration costs; and similar related factors.

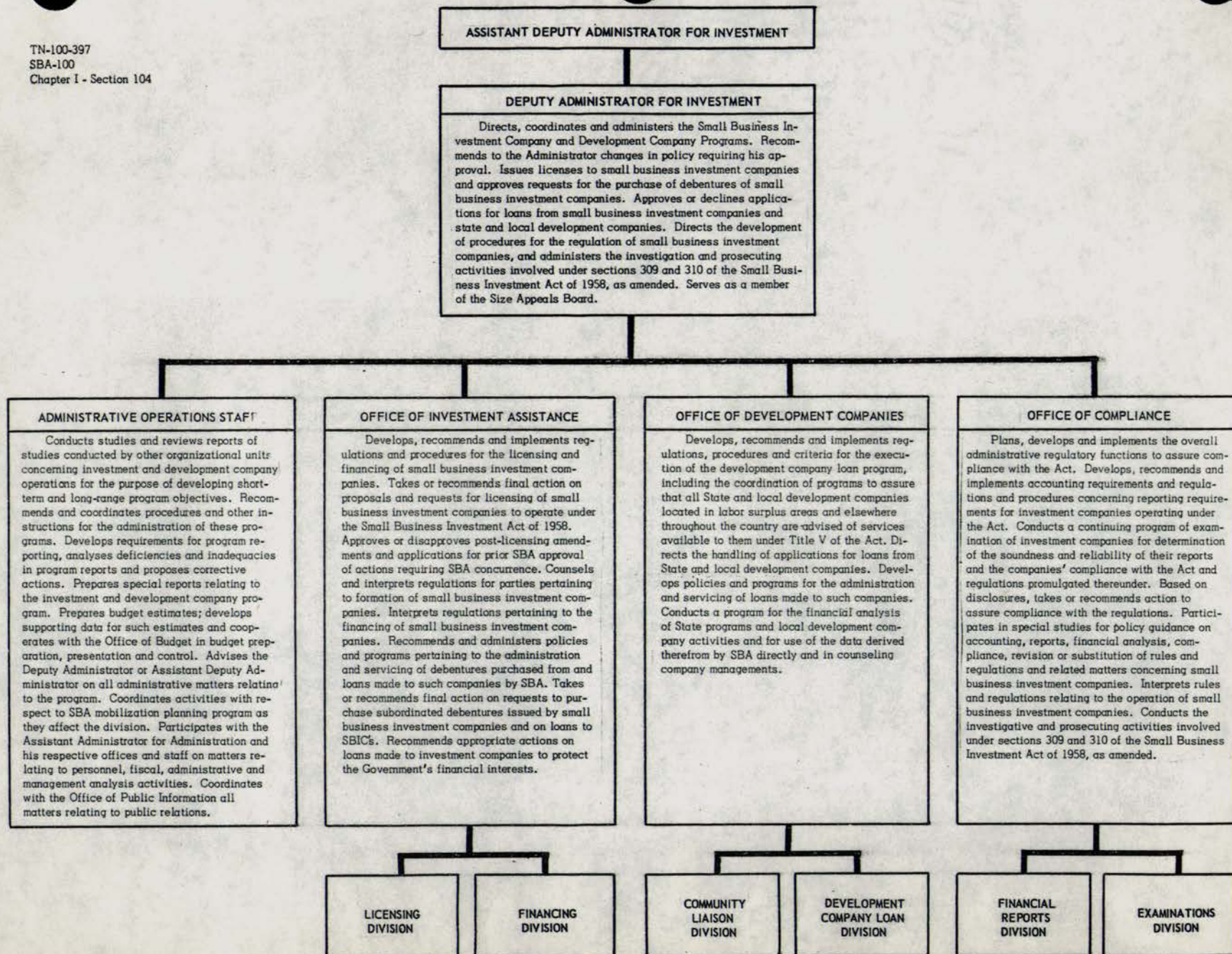
Coordinates field training activities in order to insure a systematic and uniform approach to the SBA loan appraisal program. Directs the conduct of, participates in, and makes appraisals and evaluations involving highly complex conditions and physical properties.

Provides technical direction and coordination to field offices in the administration and operation of the program.

OFFICE OF FINANCIAL SERVICES

Prepares and coordinates the Financial Assistance and other Manual instructions relating to the financial assistance program. Recommends and develops other instructional notices and prepares reports to the field offices regarding the financial assistance program. Coordinates the disaster loan program, including the analysis of reports of catastrophes for the purpose of recommending the declaration of disaster areas, establishing and staffing disaster field offices, and coordinating SBA activities with other Federal and State agencies. Determines eligibility of loan applicants on the basis of established criteria and previous rulings. Conducts necessary research and plans for the development of new or special financial assistance programs or program revision. Initiates studies and analyses, or reviews reports or studies made by other organizational units, of FA operations both in Washington and the field, and makes recommendations for changes in policy, program emphasis, staffing, procedures and credit standards. Develops and administers the program, workload and work measurement reporting systems. Coordinates follow-up actions and replies on reports of audit examinations of the financial assistance program in field offices. Prepares material and reports for Congressional hearings on operations of Financial Assistance Program and handles all Congressional and White House correspondence relating to the financial assistance program. Coordinates drafts of information for inclusion in annual report. Cooperates with Office of Information in preparation of booklets, pamphlets and other publications describing the various loan programs, and reviews management research studies on the financial assistance program. Coordinates with the Office of Budget the preparation of budget estimates and justifications. Coordinates with the Office of Personnel all personnel matters of the office. Handles all travel and other administrative matters for the offices of Financial Assistance. Participates with Office of Personnel in developing training programs and in carrying out approved training programs. Maintains controls and files for loan applications.





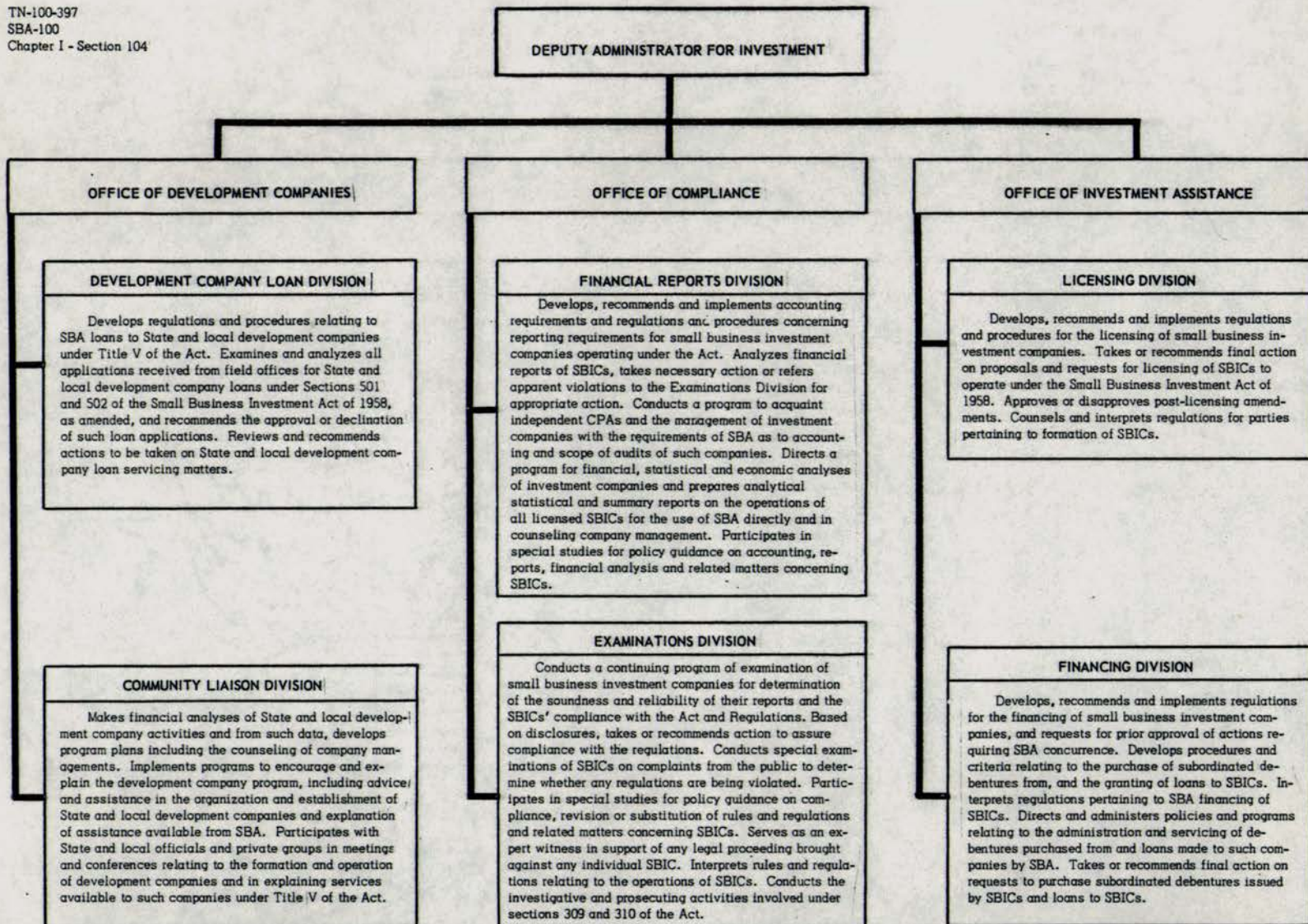


Chart 8a

Approved: Eugene P. Foley, Administrator
October 21, 1963

**DEPUTY ADMINISTRATOR
FOR MANAGEMENT ASSISTANCE**

ADMINISTRATIVE OPERATIONS STAFF

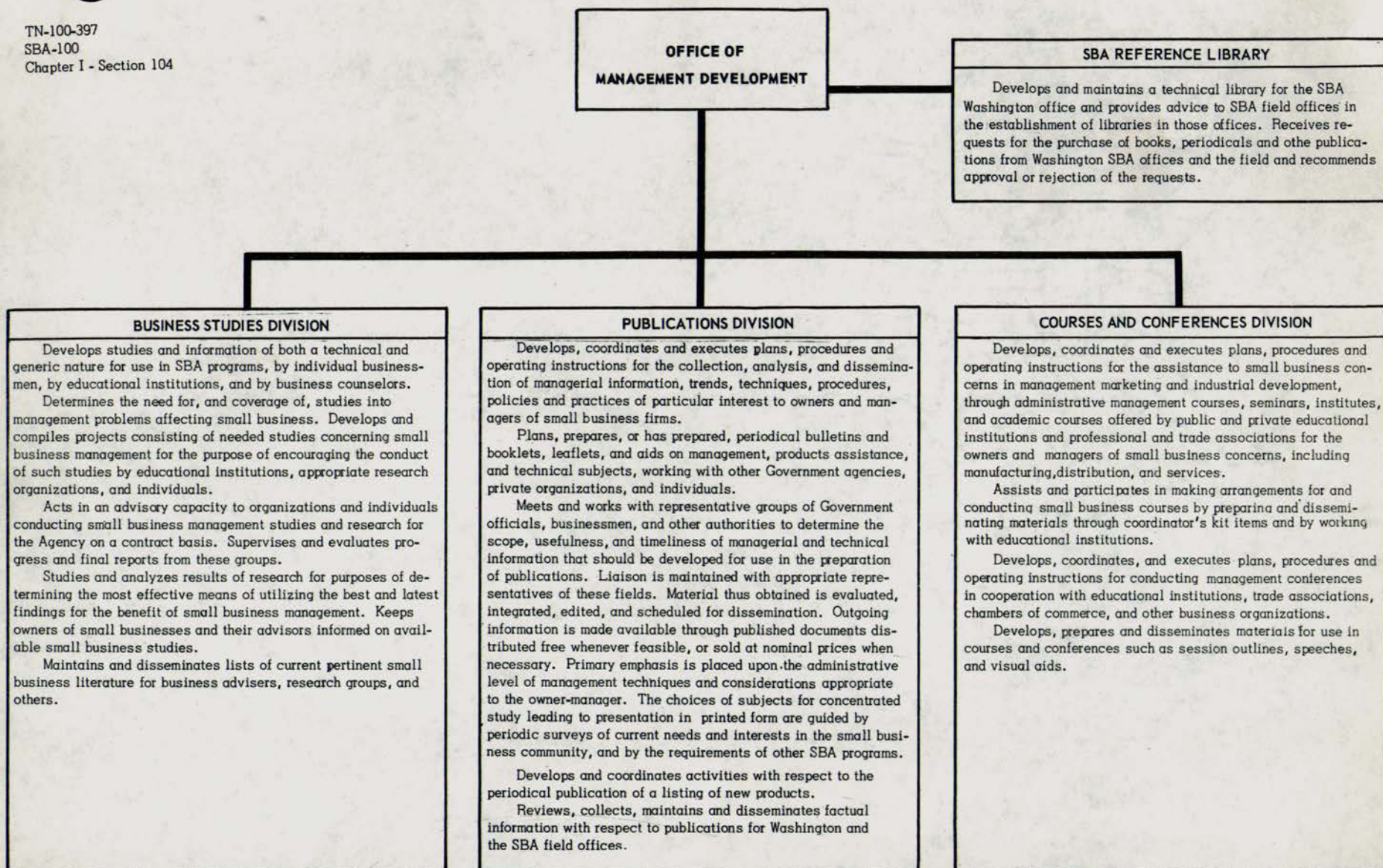
Develops and maintains the manual and recommends other issuances designed to advise Washington and field offices with respect to policies and procedures of the management assistance program. Develops and coordinates the preparation of budget estimates and justifications and maintains liaison with the Office of Budget in connection with budgetary matters. Administers the personnel management program for the offices and maintains liaison with the Office of Personnel regarding personnel matters. Handles travel and other administrative matters for the offices and completes such special projects as assigned.

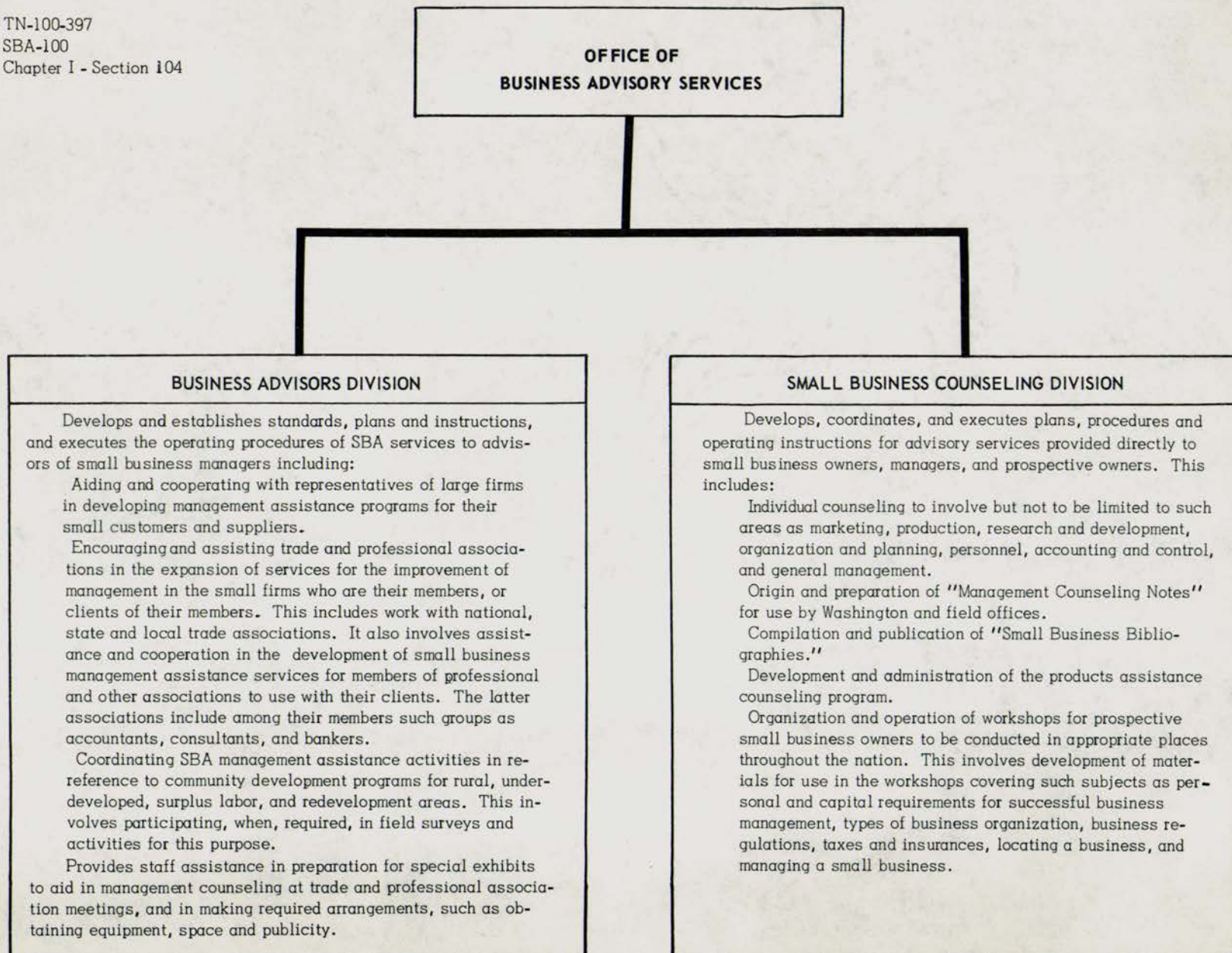
OFFICE OF MANAGEMENT DEVELOPMENT

Directs, coordinates and administers the management development programs.
Develops policies and procedures for the administration of the program of assistance to small business concerns through management courses, study groups and conferences; business studies, and management and technical publications.
Determines the need for, and coverage of, business studies into management problems affecting small business. Directs the development and utilization of technical and management publications.
Provides technical direction in the development and operation of regional business libraries available for the use of individuals interested in small business and for use of SBA personnel. Develops and coordinates library procedures for the operations of field and Washington office libraries. Operates Washington office reference library.

OFFICE OF BUSINESS ADVISORY SERVICES

Directs, coordinates and administers policies and programs of management, marketing, and technical assistance through business advisory services.
Provides management, marketing and technical advisory services to small business owners and managers through other advisors by:
Proposing and aiding with management improvement programs to be conducted by large firms (manufacturers, wholesalers, and retailers) for the small firms who are their customers or suppliers.
Encouraging and assisting trade and professional associations in the development of services to improve the management of small firms who are either members of the trade associations or clients of members of professional associations, such as accountants, bankers, and consultants.
Working with community organizations and groups to bring management assistance to small businesses within specified communities, such as rural, under-developed, surplus labor, and redevelopment areas.
Provides business advisory services or management counseling directly to small business owners, managers, and prospective owners. This includes counseling to individuals in the fields of general management, marketing, products assistance, research and development and production. It also includes advice to groups through workshops for prospective small business owners.





DEPUTY ADMINISTRATOR FOR PROCUREMENT ASSISTANCE

ADMINISTRATIVE OPERATIONS STAFF

Coordinates and recommends procedures and other instructions for the administration of the Procurement Assistance Activities.

Develops requirements for program reporting, analyzes deficiencies and inadequacies in program reports, and proposes corrective actions. Advises the Deputy Administrator on all administrative matters relating to the procurement assistance program. Coordinates procurement assistance activities with respect to SBA mobilization planning programs and activities.

Prepares budget estimates for the procurement assistance program, develops supporting data for budget estimates, and cooperates with the Office of Budget in PA budget preparation, presentation and control.

Cooperates with the Assistant Administrator for Administration and his respective offices and staff with respect to activities of the Procurement Assistance Program.

LIAISON STAFF

Develops, recommends, and executes plans, and directs the SBA Procurement Assistance Liaison Activities.

Participates in and speaks for SBA in contacts and negotiations with military and civilian agencies in the development of policies and the preparation of small business directives and implementing instructions relating to the procurement assistance program.

Provides liaison to Government departments and agencies in the coordination and implementation of set-aside activities relating to procurement, property sales, and research and development contracts and the sub-contract program.

Recommends changes in policies and procedures of Government procurement and disposal agencies and SBA to improve the effectiveness of the set-aside and sub-contract programs.

OFFICE OF PRODUCTION FACILITIES

Develops standards, plans, and directs the certificates of competency, facilities inventory, and property sales assistance programs. Directs the review and analysis of applications for certificates of competency referred to the Washington office and reviews actions taken by field offices on COC applications processed under delegation of authority. Participates in and conducts negotiations with respect to agreements and memoranda of understanding with Government disposal agencies. Provides technical direction and coordination to field offices in the administration and operation of the COC, facilities inventory and property sales assistance programs.

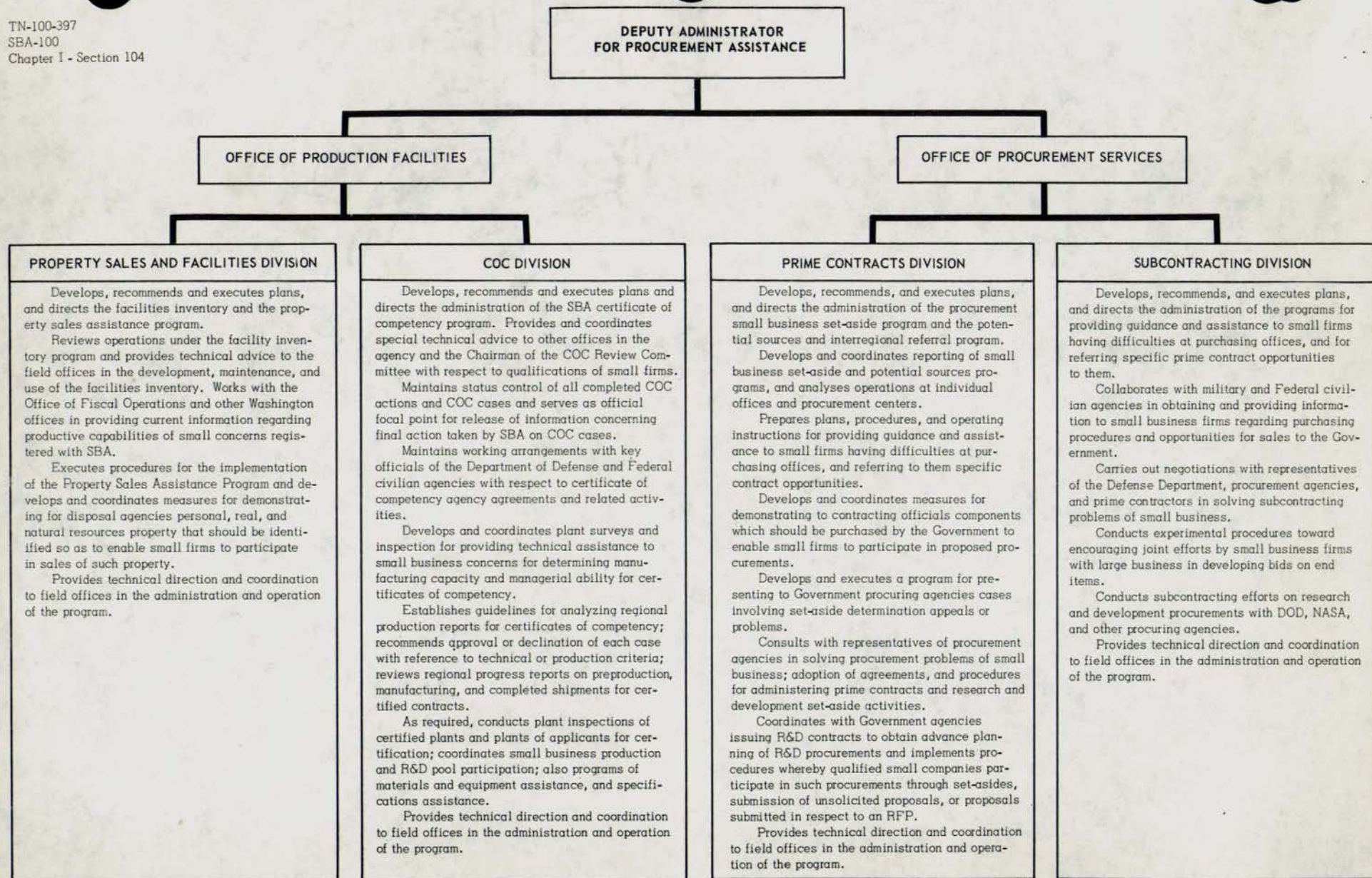
OFFICE OF PROCUREMENT SERVICES

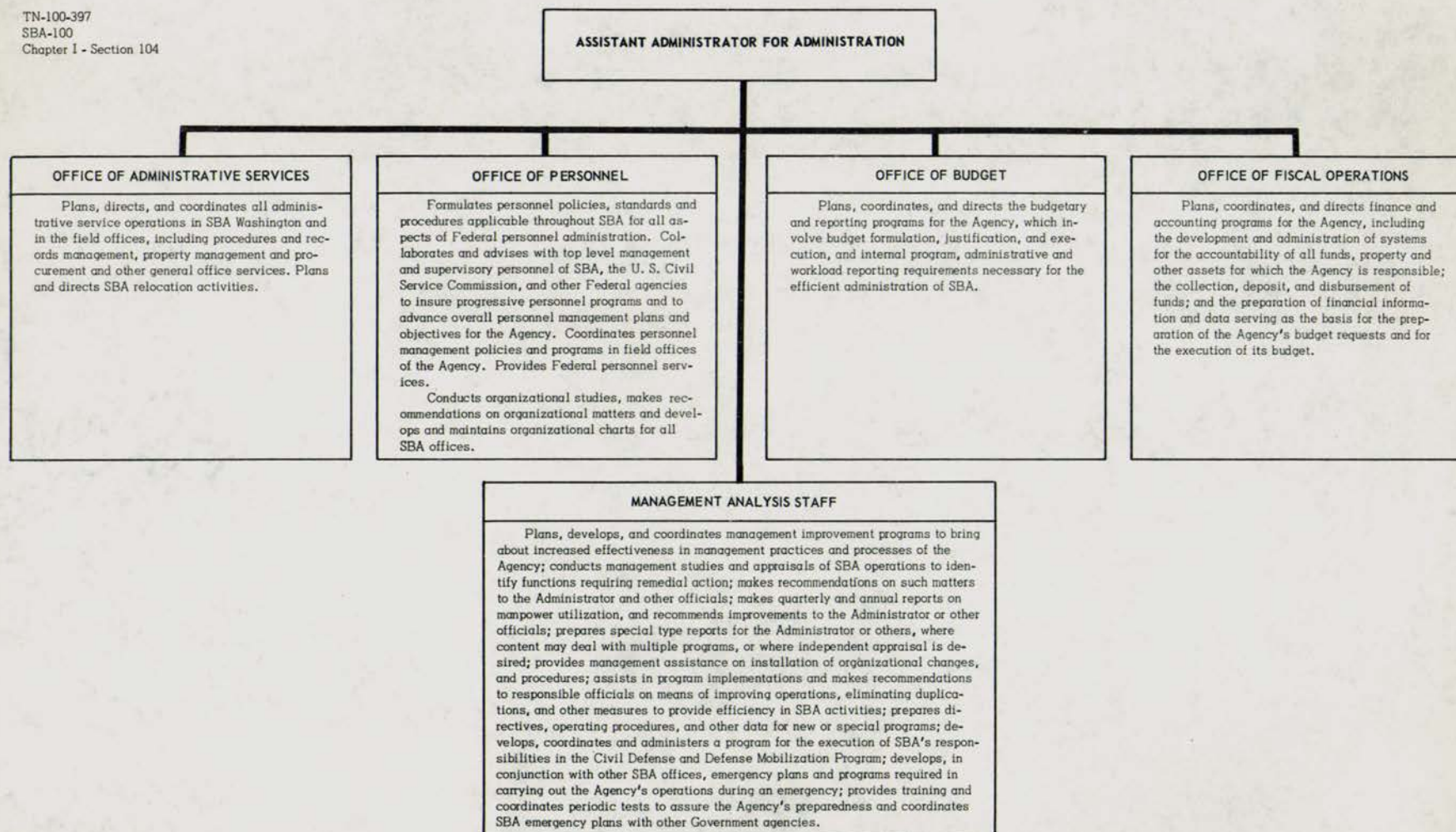
Develops standards, plans, and directs (a) the set-aside program for purchases and services, (b) research and development contracts and (c) the sub-contract program.

Develops and recommends policies and procedures for the administration of the set-aside and sub-contract programs.

Provides representation to Government procurement agencies and conducts negotiations with respect to agreements and memoranda of understanding with these agencies. Directs special procurement projects.

Provides technical direction and coordination to field offices in the administration and operation of the SBA set-aside and sub-contract programs. Develops and coordinates plans and operations for opportunity meetings pertaining to procurement assistance activities.





OFFICE OF BUDGET

ESTIMATES AND ALLOTMENTS DIVISION

Develops and directs the budget program for the Agency, which involves budget formulation, justification, and execution.

Analyzes the budget requirements of the Agency in relation to program plans and limitations and develops both business and appropriation type budgets and systems for the administration and control of all revolving and appropriated funds available to the Agency.

Conducts studies of program operations in order to develop valid workload and cost data for the purpose of budget formulation and execution.

Develops financial plans for carrying out program operations and obtains quarterly apportionments of funds based upon the financial plan requirements, and recommends allotments within approved apportionments.

In cooperation with the Office of the General Counsel, reviews from a budgetary standpoint current legislative proposals.

Maintains relationships with Congressional Appropriations Committees, Bureau of the Budget and other agencies, assists in justifying appropriation or apportionment requests before appropriate committees and agencies; and participates with the Office of Finance and Accounts in the compilation of prescribed reports under regulatory requirements of the other Government agencies such as the Treasury.

REPORTS AND STATISTICS DIVISION

Develops and directs the reports and statistics programs of the Agency, including the establishment of procedures, systems, and report forms for use by Washington and field offices in recording and reporting statistics covering the program operations.

Establishes and maintains, or supervises the maintenance of, the statistical records necessary for the preparation of required reports.

Plans and establishes the form, content, and frequency of periodic consolidated statistical and operating reports designed to provide the Administrator and other key officials with data on program operations and accomplishments, and for use in reporting externally thereon; in cooperation with the Office of Fiscal Operations, plans and establishes the form, content, and frequency of consolidated financial reports.

Analyzes internal "operating" reports and "Agency" reports for purposes of determining (1) inadequacies in the overall reporting system, (2) areas in which program operations appear to be deficient or out of line, and (3) unfavorable trends in program operations in total or in one or more localized areas, and submits to appropriate officials comments and recommendations concerning the results of such analyses.

OFFICE PERSONNEL

ORGANIZATION AND CLASSIFICATION DIVISION

Develops and recommends policies, plans and procedures for the development and conduct of position classification and salary administration for the Agency. Coordinates the classification program throughout the Agency. Prepares and recommends position standards and specifications based on analyses of duties, responsibilities and qualification requirements. Conducts classification surveys, audits and allocates new or revised positions in accordance with the Classification Act of 1949 and other applicable laws. Maintains official position description files.

Establishes and classifies all SBA positions subject to the Classification Act through GS-15 level. Develops classification recommendations for agency positions classified by the Civil Service Commission. Establishes salary rates for positions not subject to the Act or other statutes.

Conducts organizational studies, makes recommendations for changes in organization, develops organization charts, and works with program and administrative officials on all organizational matters.

EMPLOYMENT DIVISION

Develops and recommends policies, plans and procedures for the development and conduct of the recruitment and placement, and employee relations programs for SBA. Prepares and coordinates SBA instructions relating to all aspects of Federal personnel administration, including the development and maintenance of the SBA Personnel Manual, and a system of evaluation of personnel management programs in field offices of SBA. Conducts research and special studies on new or special personnel programs, and prepares required reports. Coordinates and advises with the Office of Budget and Office of Fiscal Operations on budget and fiscal matters relating to Agency personnel programs. Maintains liaison with the Civil Service Commission on the various personnel programs.

Directs employment operations relating to examination, recruitment, selection, placement, appointment, transfer, promotion, separation, hours of duty, leave, retirement, and related matters. Directs processing of personnel actions throughout SBA, furnishing guides and procedures necessary to assure that actions processed under decentralized authority are in accordance with SBA and CSC standards, policies, and regulations.

Recommends policies, furnishes guides, and establishes plans and practices to assure uniformity of standard personnel management throughout SBA. Investigates cases involving alleged misconduct or unsatisfactory service, and furnishes reports including recommendations for disposition of such cases. Administers Agency merit promotion program. Furnishes technical guidance and assistance to Agency committees established to hear appeals on such items as performance ratings, adverse actions, and grievance matters. Conducts utilization surveys and makes recommendation as to the most efficient assignments of duties and proper utilization of employee skills. Conducts a health and safety program.

TRAINING DIVISION

Develops and recommends policies, plans, and procedures for administering the employee development and employee recognition program. This program includes training, career development, employee utilization, incentive awards, performance ratings, and employee suggestions. Coordinates all agency contacts with Civil Service Commission, educational institutions, other Government agencies and between field and central offices on employee development and incentive awards matters. Works with program officials, Washington and field, in development and utilization of SBA employees. Advises and assists Regional Incentive Awards Committees; and provides staff assistance to Agency Incentive Awards Committee, and recommends final action on all employee awards. Monitors the Agency performance rating program, recommending final action on suggested forms of recognition. Conducts orientation programs for new employees, other agency and industry employees, and foreign visitors desiring an understanding of American small business operations. Coordinates Agency departmental charitable and other campaigns, health protection, and similar benevolent and employee service programs.

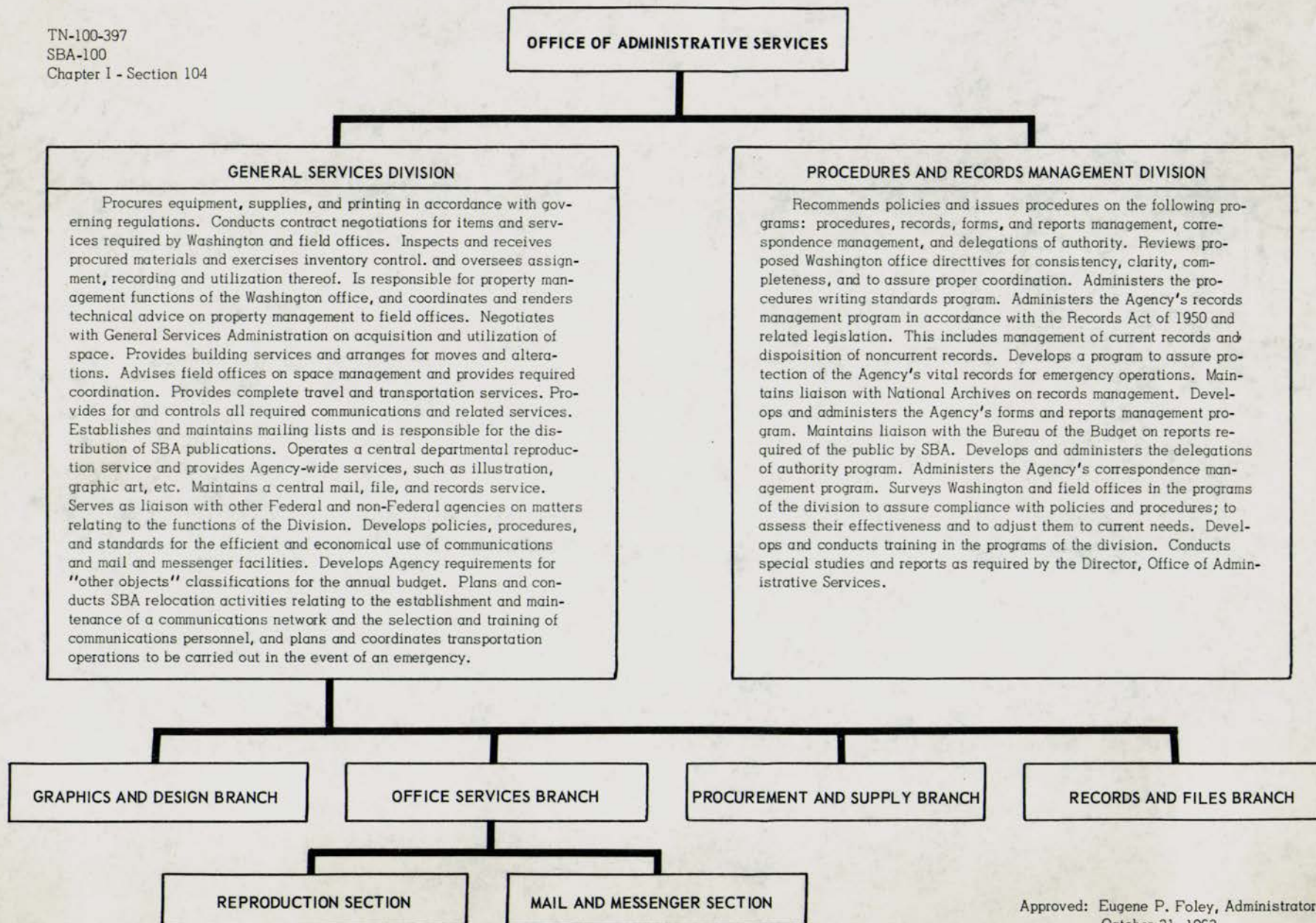
PLACEMENT AND EMPLOYEE RELATIONS BRANCH

Develops standards and required examination announcements to achieve standards of qualifications to meet special recruiting requirements for varied types of specialized personnel. Develops and revises procedures to meet Agency requirements or CSC regulations. Conducts employment operations involving examination, recruitment, selection, placement, appointment, transfer, promotion, separation, reassignment, hours of duty, leave, retirement, and related matters. Conducts pre-employment inquiries, and follow-up interviews after appointment or position change. Consults with supervisors and employees regarding grievances, appeals, reductions-in-force, and other adverse actions. Prepares final notifications of adverse actions. Operates health benefits, merit promotion, retirement counseling, and other related employee programs.

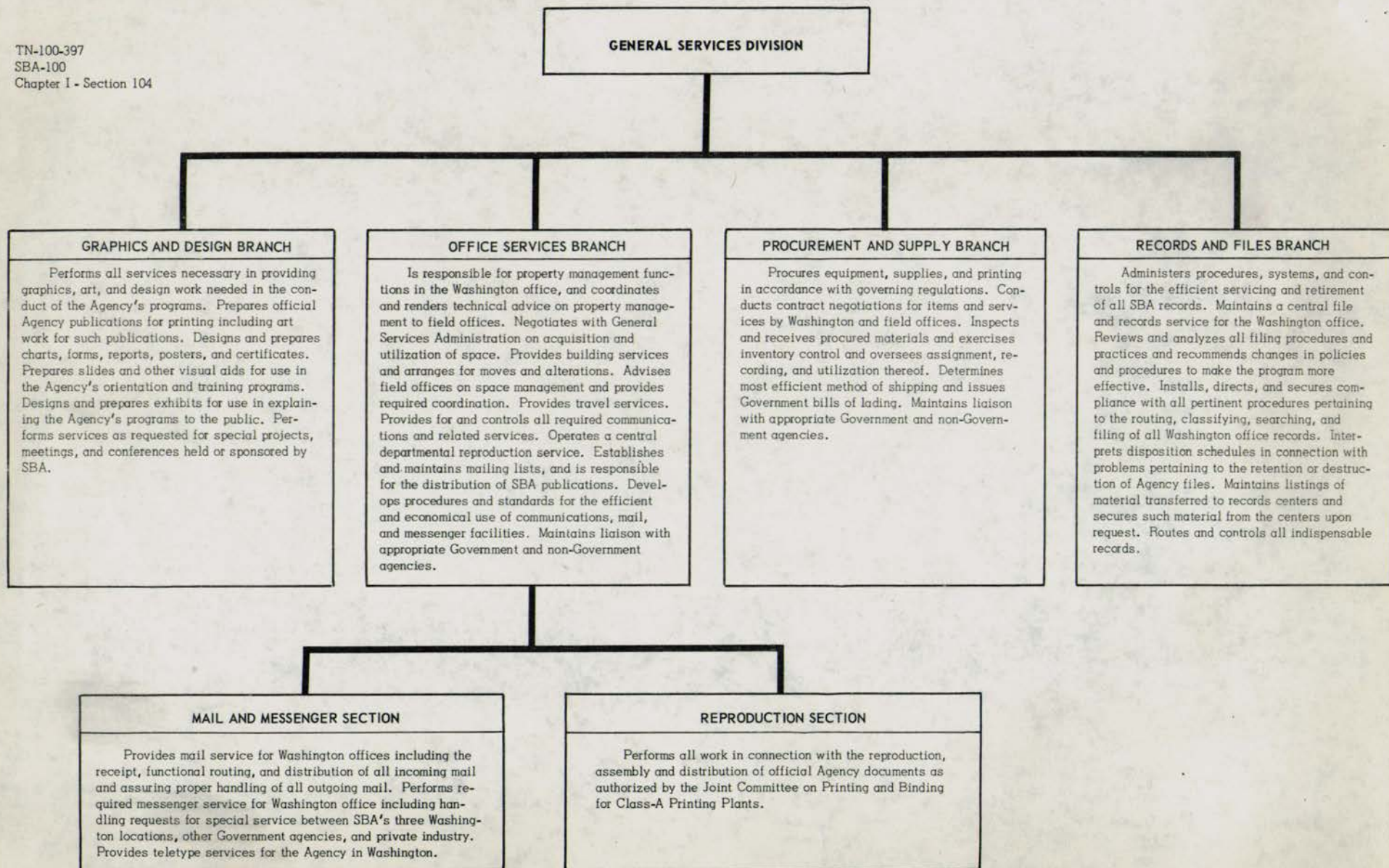
PROCESSING SECTION

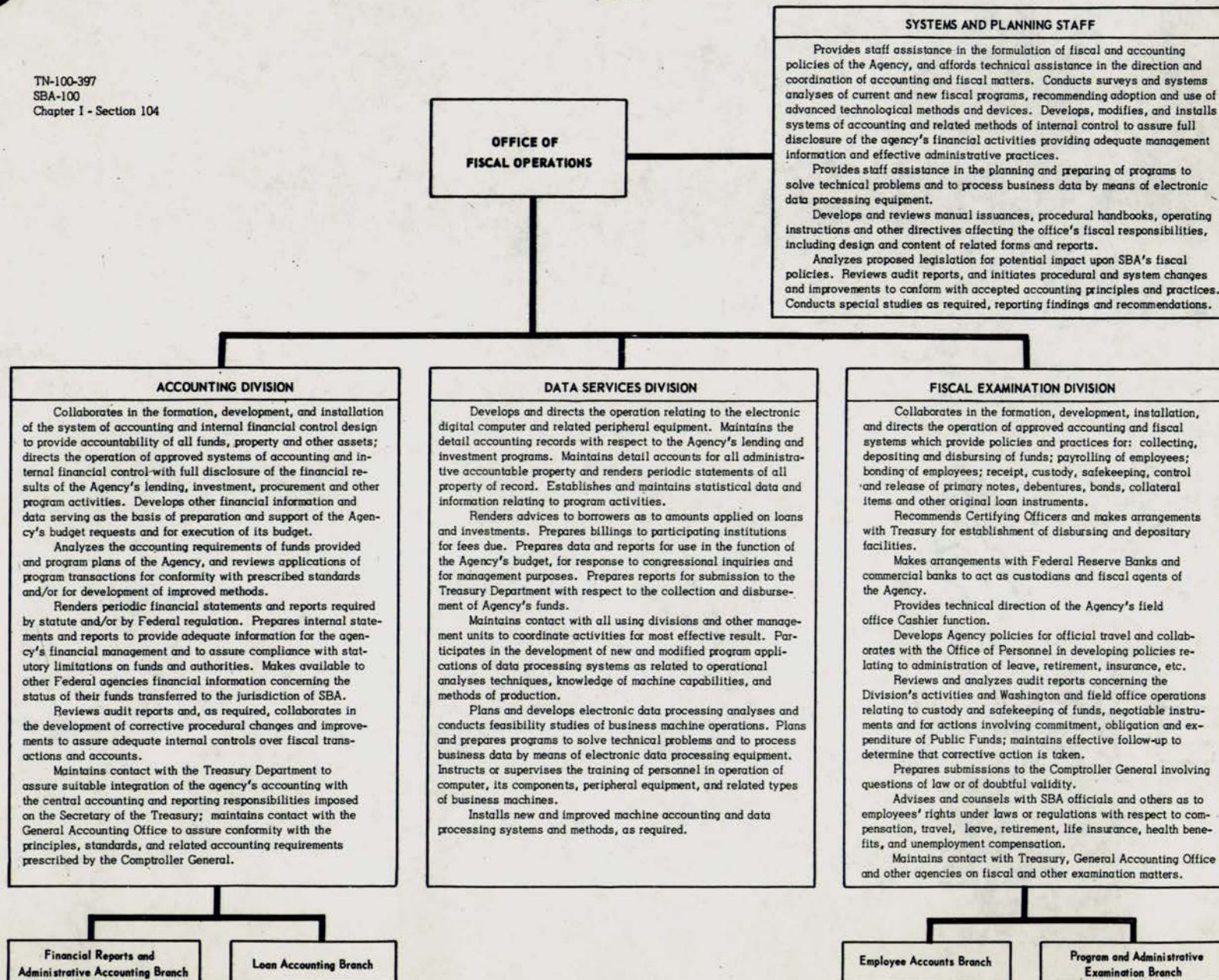
Maintains official personnel folders, service control file, applicant supply file, and chronological file of notifications of personnel actions. Processes and records personnel transactions in accordance with legal and regulatory requirements. Inducts new employees, including administering oath of office, completion of required employment documents, and issuance of SF-50. Combines and retires official personnel folders in accordance with current regulations. Prepares SF-113, Monthly Report of Federal Civilian Employment, and other personnel reports.

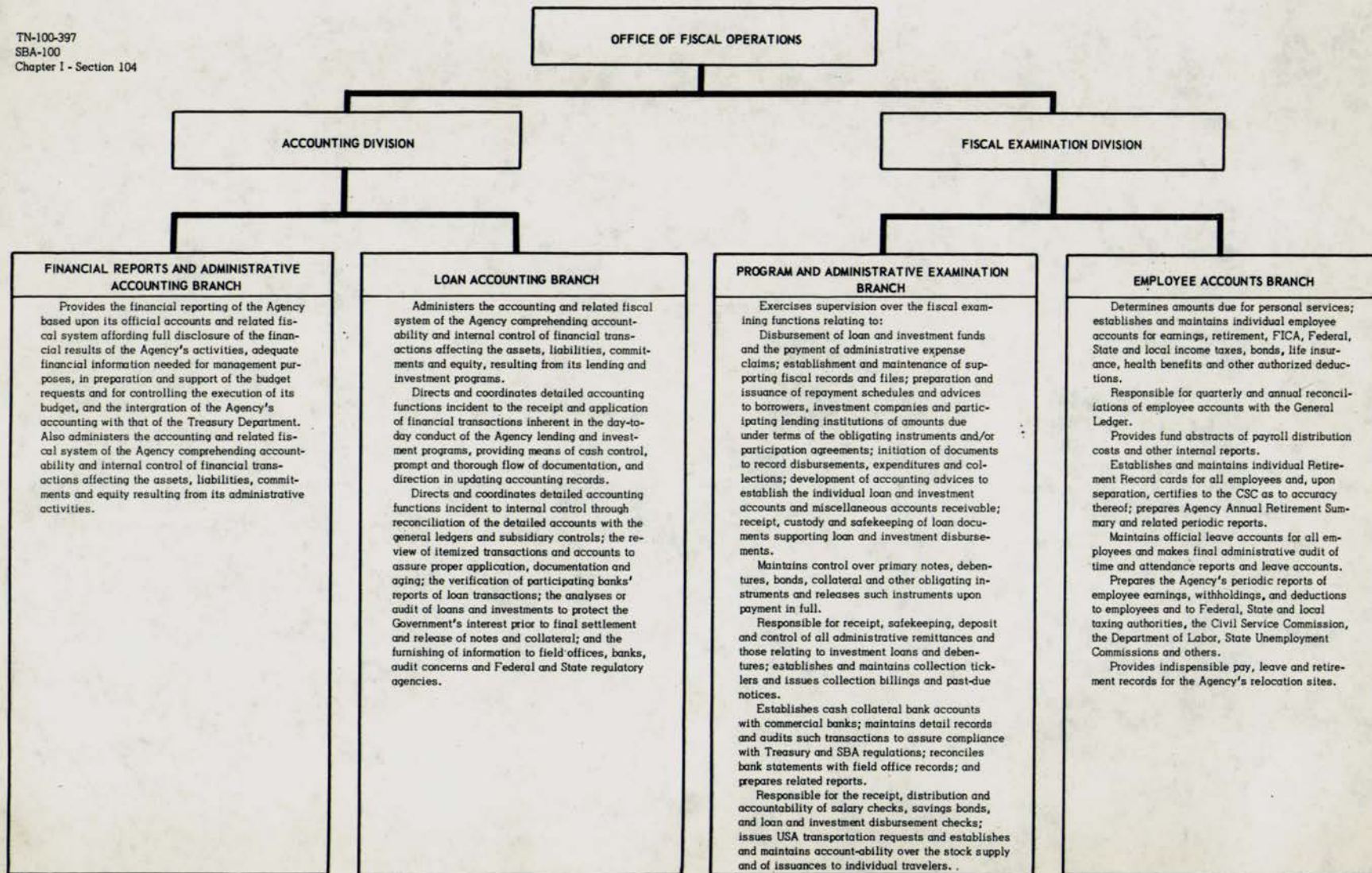
Approved: Eugene P. Foley, Administrator
October 21, 1963

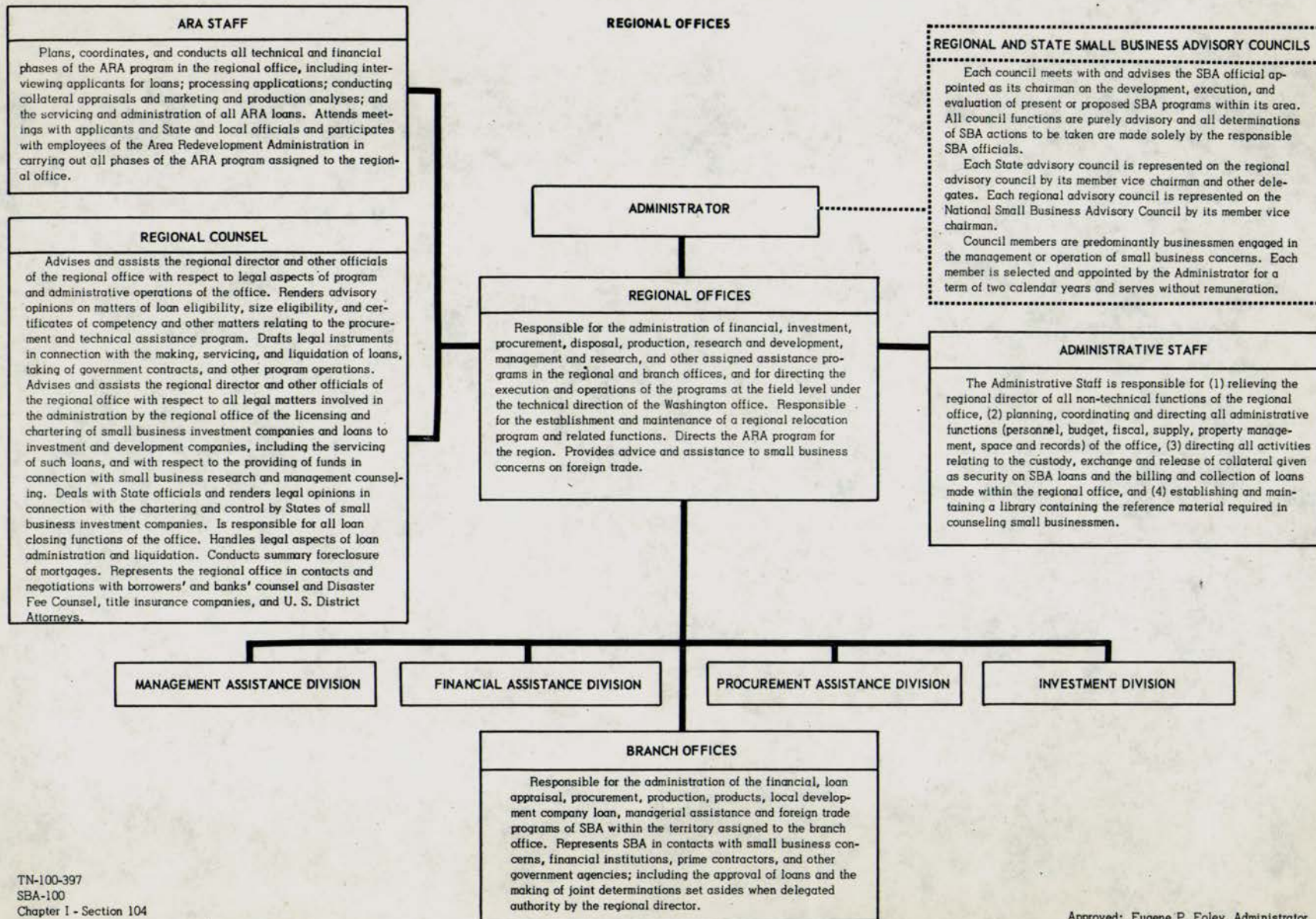


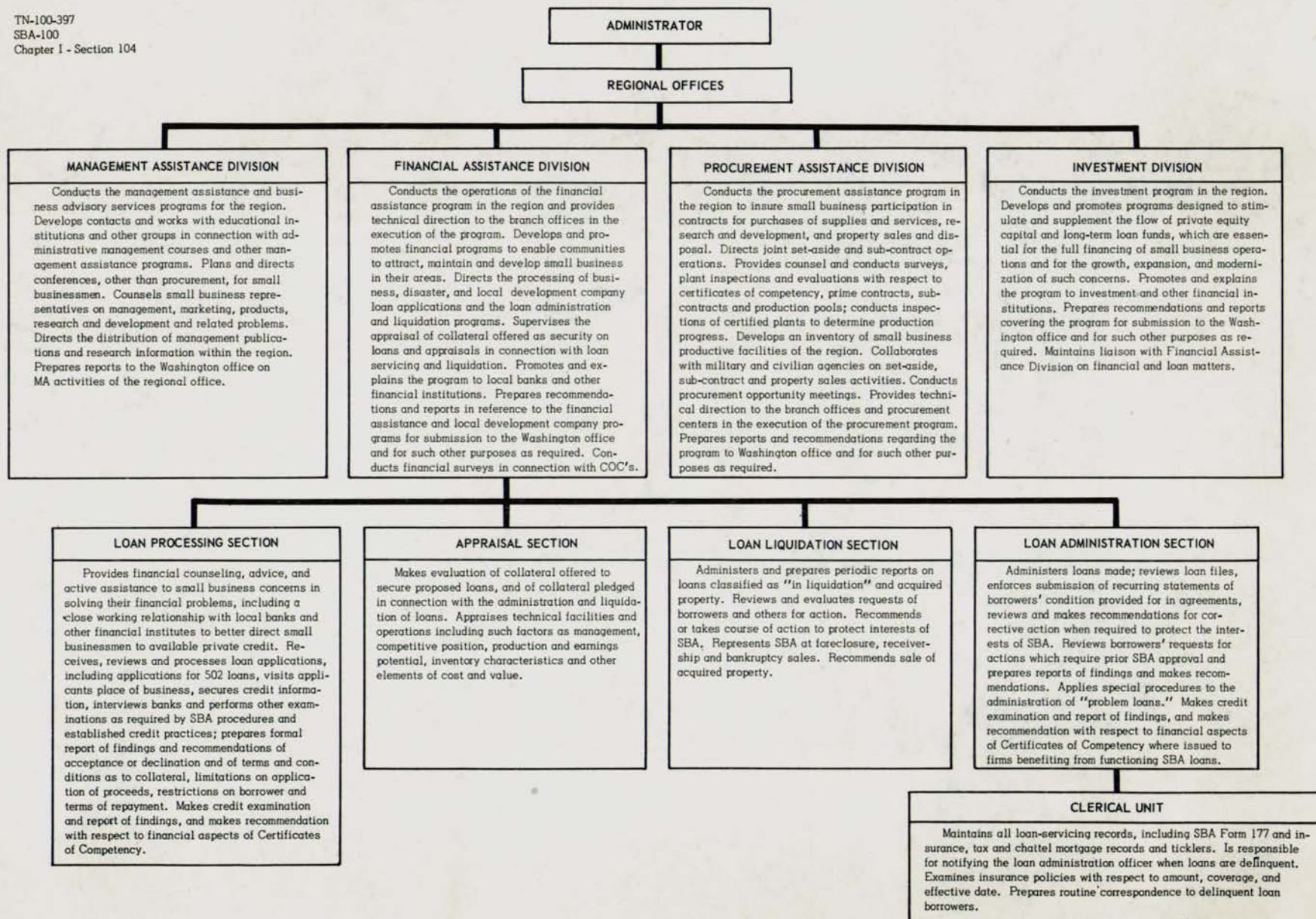
Approved: Eugene P. Foley, Administrator
October 21, 1963











DOCUMENT 4

AREA PLAN SCHEDULE

PRESS RELEASE - DECENTRALIZATION OF SBA OPERATIONS

AREA PLAN SCHEDULE

Phase I (General Announcement)

- a) All regional directors to be called into the Washington office the week of December 28, 1964. Those not selected as area administrators should be individually informed by the Administrator or Executive Administrator of the field plan and how it affects them. Regional directors selected for area administrators should be advised of the plan in a separate meeting either individually or collectively.

Points to be covered at these meetings:

1. That steps are being taken to have the Civil Service Commission establish grade 17 for the area administrator's position.
2. That the present regional offices and all branch offices will be designated as regional offices. Explain relationship between Washington and field offices. For example:
 - (1) The Washington office, primarily policymaking, planning, establishment of standards, evaluation of overall accomplishments and legislation.
 - (2) Area offices, responsible for planning, directing, and evaluating the accomplishments of the regional offices. Establishes and recommends goals and program objectives based on local conditions and economic trends affecting small business firms.
 - (3) Regional offices, responsible for planning, directing, and carrying out all program operations.
 - (4) Service type of offices, under regional offices, to include present post of duty stations, 6x6 loan offices and temporary disaster offices.
3. That steps are being taken to have the Civil Service Commission establish GS-16's for the regional directors positions of the New York, Minneapolis, Seattle, Richmond, and Chicago Regional Offices. Also that the other regional directors positions will be classified at the GS-15 level for the larger regional offices which will result in an increase in salary for those that are now in GS-16. Regional directors' positions in other offices will be classified at the GS-14 grade level.

4. That the purpose of this plan is to improve our programs of assistance and services to the small business community by the following means:

- (a) Area Office staff will study local conditions and economic trends affecting the small business firms in the area and recommend program goals and objectives based on such findings.
 - (b) Regional and former branch offices will be able to increase the scope of their program assistance and services to all small business firms in the area.
 - (c) Full delegation of authority is being given so that all final actions and decisions can be made at the field level.
5. A letter announcing the establishment of area offices will be sent to all offices on January 4, 1965. This letter will include an explanation of the geographical areas, designation of Acting Area Administrators and brief statements of the purpose for Area Offices.

A separate letter will also be sent on or about this date to the Regional and present branch offices including post of duty stations. This will include the designation of Regional Directors and explanation to the employees as to the effect this change will have on their status with SBA. A press release will be prepared on the general aspects of this plan for release after the employees have been notified.

6. Regional Directors and Washington Office officials concerned will be advised that no public announcements will be made until the Press Release is prepared and issued by Office of Information Services.
7. Washington office key officials will be advised of the Area Plan and the schedule of implementation. All offices involved will start developing plans and instructions to area administrators on actions to be taken in order that Phase II of this schedule can be met. This will cover transfer of files, records, space, program operations, and all other matters affecting the field conversion.

8. At the Regional Area Meeting to be held on January 4 through 12, a more detailed explanation will be given of the Area Plan. This will cover organization, staffing, functions, and other matters including relationship between offices.

After these meetings the area administrators selected will hold meetings with their regional directors and branch managers to go over the plans and determine problems.

9. Regional directors to inform their staffs of the general aspects of this plan and advise the employees that no personnel adjustments will be made until careful consideration is given to each individual case. In this connection we will endeavor to affect personnel adjustments. Every effort will be made to resolve personnel problems and each employee will be consulted before any action is contemplated.
10. That movement of household effects and transportation will be granted to those employees desiring transfer to other regional offices.
11. Area administrators selected will work with the Washington office staff in developing the details and solution of problems. The Assistant Administrator for Administration will be responsible for coordinating all matters involving the implementation of this plan with the Area Administrators and Washington office officials concerned.

Phase II (Implementation of Plan)

1. Effective February 1, 1965, the Area Offices will be established. The details involving the following will be carried out later:
 - a. Delegation of full authority to area administrator and to regional directors of large offices. Appropriate authority to be given other regional directors of medium and small size offices.
 - b. Take all normal administrative actions involving space arrangements, transfer of personnel, transfer of records and files or other matters involving the establishments of the area offices.

- c. Discontinue all post and pre-audit activities carried out by the Washington office. Individual cases will only be referred by the area offices for advisory action to the Washington Office. Final action to be taken by the regional office concerned based on the advice given by the Washington and area office.
 - d. Area and regional offices will handle most of the Congressional correspondence; only that which requires Washington office reply to be handled by Washington office.
 - e. Washington offices to prepare and send all major procedural changes to field offices.
 - f. Washington office, in coordination with area directors, to determine appropriate staffing requirements for all regional offices, based on workload and concentration of specialized programs. For example; procurement, COC, subcontracting, etc.
 - g. Banks, Chambers of Commerce, borrowers, and others notified of the regional offices which will be responsible for dealing with such organizations. Borrowers to be notified if there is a change in repayment procedures.
 - h. Area administrator to advise Washington office of problems and matters which warrant further consideration by Washington.
2. By no later than June 1, 1965, the following problems shall have been resolved:
- a) Settle Personnel problems.
 - b) Balance out Staff for each office and effecting personnel adjustments
 - c) Determination of Program Emphasis
 - d) Separation of Area Headquarters from the Regional Office and settling of all Space Problems
 - e) Considering boundary and state adjustments or other matters proposed by the Area Directors



P R E S S R E L E A S E

*** SMALL BUSINESS ADMINISTRATION ***

Lafayette Building
Washington, D. C. 20416

ADVANCE RELEASE
For Sunday Morning Papers
January 10, 1965

DUDley 2-5433

Eugene P. Foley, Administrator of the Small Business Administration, announced today that SBA operations will be decentralized to provide faster, better and more economical service to the Nation's small businessmen.

"We are moving SBA programs closer to the people who use them," he said. "With the technological revolution thrusting greater and greater pressures on the small businessman, there is a compelling need to take our services as close to the people as possible, to make our services as accessible as possible, and to handle requests as quickly and as effectively as possible.

"That is what we hope this decentralization will accomplish. And at the same time we expect to save about one million dollars annually through a more efficient operation."

Foley said 48 branch offices in 41 states, Puerto Rico and the District of Columbia will be elevated to regional status and given authority to make decisions now being made at a higher level.

The hub of the decentralization, Foley said, will be eight Area Offices set up in eight cities to provide general supervision and program guidance to states in their areas.

He said the Area Offices will be located in Boston, New York, Philadelphia, Atlanta, Chicago, Dallas, Denver, and San Francisco.

- more -

The 13 present regional offices and the 48 new regional offices will be operations offices authorized to deal directly with small businessmen, to assist in their financial, managerial and procurement problems on the spot, and to make decisions in their offices.

The Washington office after a period of transition will handle program planning, evaluation, and policy development.

This, Foley continued, will create three levels of organization: Planning in Washington, management in the Area Offices, and operations in the regional offices.

Foley said the decentralization aims to:

- Tailor programs to individual communities and states by making the regional offices more responsive to the specific needs of local small businessmen and by giving the regional offices the authority to respond to those needs.
- Speed up the process of decision-making, with particular emphasis on faster processing of applications for loans.
- Provide more efficient operations because the regional director will be freed of supervisory responsibilities for a broader area and can concentrate his time and energies in serving the specific vicinity covered by his office.
- Reduce paperwork and the need for supervisory personnel which will be prime factors in reducing costs.

Foley said that the decentralization will proceed over a period of time and is expected to be completed by June 30.

These present SBA branch offices will become regional offices:

- more -

Augusta, Me., Concord, N. H., Montpelier, Vt.,
Providence, R.I., Hartford, Conn., Syracuse, N. Y., Newark,
N. J., Pittsburgh, Pa., Santurce, Puerto Rico, Baltimore, Md.,
Clarksburg, W. Va., Washington, D. C., Cleveland, Ohio,
Birmingham, Ala., Jackson, Miss., Columbus, Ohio, Jacksonville,
Fla., Nashville, Tenn., Louisville, Ky., Charlotte, N. C.,
Columbia, S. C., Madison, Wisc., Indianapolis, Ind., Des Moines,
Iowa, St. Louis, Mo., Miami, Fla.

Omaha, Neb., Fargo, N. D., Sioux Falls, S. D.,
Helena, Mont., Wichita, Kans., Casper, Wyo., Salt Lake City, Utah,
Boise, Idaho, Little Rock, Ark., New Orleans, La., Oklahoma City,
Okla., Houston, Texas, Lubbock, Texas, Marshall, Texas,
San Antonio, Texas, Albuquerque, N. M., Phoenix, Ariz., San
Francisco, Calif., Portland, Oreg., Spokane, Wash., Anchorage,
Alaska, Honolulu, Hawaii.

These present SBA regional offices will continue as
regional offices:

Boston, Mass., Philadelphia, Pa., Atlanta, Ga.,
Chicago, Ill., Detroit, Mich., Richmond, Va., New York, N. Y.
Minneapolis, Minn., Kansas City, Mo., Dallas, Texas, Denver,
Colo., Los Angeles, Calif., Seattle, Wash.

These present SBA branch offices will continue as
branch offices:

Marquette, Mich., Knoxville, Tenn., San Diego, Calif.,
Buffalo, N. Y., Agana, Guam, St. Thomas, V. I.

Following is the listing of States covered by the eight
new Area Offices:

ATLANTA: Georgia, North Carolina, South Carolina,
Tennessee, Mississippi, Alabama, Florida, and Kentucky.

SAN FRANCISCO: California, Alaska, Hawaii,
Washington, Nevada, Arizona, Oregon and Guam.

BOSTON: Massachusetts, Connecticut, Rhode Island, Vermont, Maine and New Hampshire.

CHICAGO: Illinois, Indiana, Iowa, Michigan, Minnesota, Missouri and Wisconsin.

DALLAS: Texas, Arkansas, Louisiana, Oklahoma and New Mexico.

DENVER: Colorado, Kansas, Nebraska, North Dakota, South Dakota, Utah, Montana, Idaho and Wyoming.

PHILADELPHIA: Pennsylvania, New Jersey, Delaware, Ohio, Maryland, Virginia, West Virginia and the District of Columbia.

NEW YORK: New York State.

- END ADVANCE RELEASE -

DOCUMENT 5

FIELD ORGANIZATION

SMALL BUSINESS ADMINISTRATION
Washington 25, D. C.

SBA-100 - Administrative Manual

Transmittal Notice

1. Attached is a revision of Section 200 of SBA-100, Administrative Manual.
2. Explanation of Change. The section has been revised to reflect the Agency's new field organization.
3. Filing Instructions. File the attached pages in lieu of pages with the same headings in Chapter II, SBA-100.
4. Distribution. All holders of SBA-100, Administrative Manual.
5. Originating Office: Office of Management Analysis, Assistant Administrator for Administration.

BY DIRECTION OF:

EUGENE P. FOLEY
ADMINISTRATOR

Date: March 12, 1965

200. Field Offices

- .01 Purpose. This chapter provides for the establishment, discontinuance, revision of boundaries, changes in the mission, and internal organization of SBA field offices.
- .02 Policy. To maintain such field offices as may be required to carry out effectively the Agency's program responsibilities and activities in serving small business.
- .03 Definition of Field Offices
 - .031 General Definition. A "field office" is any SBA office other than the principal office in Washington, D. C., except as noted in Section 200.04.
 - .032 Types of Field Offices
 - a. AREA OFFICE - An SBA office under the Administrator that provides program and administrative planning, supervision, and direction to the regional and branch offices under their jurisdiction. Such an office is responsible for area planning and establishing goals and program objectives for the regional offices based on local conditions and economic trends affecting small business within the area. Evaluates the accomplishments of the regional offices to determine their effectiveness and compliance with established goals and objectives.
 - b. REGIONAL OFFICE - An SBA field office under an area administrator which carries out the Agency's programs and administrative operations in a prescribed geographical area. Provides supervision, guidance, and assistance to branch offices under their jurisdiction in carrying out assigned program and administrative operations.
 - c. BRANCH OFFICE - A small SBA field office under a regional director. Such an office carries out the financial assistance program and, when assigned, additional SBA programs and related administrative functions within a specific portion of the geographical area of its parent regional office. Such offices also include temporary facilities established to deal with a catastrophe or disaster, or a special lending operation (6x6 program offices).

.04 SBA Installations That are Not Field Offices

Cities visited on an informal basis, regardless of frequency or regularity of the visits, are not considered to be SBA field offices. Under their delegated authority to approve travel regional directors may, and are encouraged to, authorize circuit rider programs or other scheduled visits to cities within their region. Area administrators will be responsible in seeing that the regional directors effectively carry out the circuit rider program within their respective geographical boundaries and shall maintain current records on the scheduled visits to cities. The Director, Office of Management Analysis will be advised of all changes in the circuit rider scheduled visits by the area administrators.

.05 Authority

- .051 Only the Administrator may approve changes in establishment, relocation, or discontinuance of area, regional, and branch offices including geographical boundaries of such offices.
- .052 Area administrators may approve changes in internal organization of regional and branch offices provided such changes are consistent with functional charts 17 and 18, section 105.
- .053 Regional directors may take final action on establishment of disaster branch offices and assignment of SBA representatives at procurement centers. The actions of regional directors concerning disaster branch offices are governed further by the provisions of SBA-500, Financial Assistance Manual, Chapter X.
- .06 Release of Information. If a proposed change is approved, the Assistant Administrator for Administration will advise the Special Assistant for Congressional Relations and the Director, Office of Public Information, who will provide the area administrator with appropriate news announcements and coordinate the release of information regarding the change.
- .07 Internal Organization of Field Offices

Functional chart No. 16, section 105, shows the the organizational units approved for area offices. The establishment of all program level organizational units shown in chart 16 is mandatory.

Functional chart No. 17, section 105, shows the organizational units approved for regional offices which have been redelegated full program and administrative authority. The organizational structure of other regional offices will vary in accordance with staff assigned and delegation of authority. For example, if the ARA work is being performed by one individual he should be assigned to the Loan Processing and Administration Section for supervisory purposes. In such a case no section will be established in that regional office. This same principle will apply to other functional areas, especially when there is not sufficient staff to support a full-time or working supervisor. In such cases the individuals will be assigned to the staff of the regional director or appropriate division or section depending upon the relationship and nature of the work. In this connection section chief positions shall not be established unless the span of control and workload justifies a full-time supervisory position. The area administrators may establish working supervisory positions when there is need for group leadership, and the workload and staff assigned require partial supervision including review work. The establishment of the program divisions (financial assistance, and procurement and management assistance), the legal staff, and the administrative staff may be made in those offices where such authority has been redelegated and positions allotted. Any additional sections must be approved by the area administrator prior to their establishment. Requests should include workload of the proposed section, number of employees that will be in the section, and proposed effective date of the establishment of the section. The area administrators will notify the Office of Management Analysis of such changes.

Functional chart No. 18 shows the streamlined organization for a typical branch office. Disaster and special type lending offices (6x6) will be organized as simple and streamlined as possible to meet the needs for which established.

.08 Procedures for Making Changes in Field Offices and Geographical Boundaries

- .081 Initiation. Proposals for changes in the location and boundaries of regional and branch offices will be initiated by or through the area administrators based on the criteria set forth in section 200.082. The initiator shall state in the proposal the action being recommended and include a statement of positive and negative factors and supporting arrangements required. This statement shall include the arrangements which need to be made with respect to funds, personnel, space, and facilities.

.082 Standards for the Establishment of New Regional Offices

a. Factors to be Considered in the Establishment of SBA Regional and Branch Offices

- (1) Present and potential demand for SBA assistance;
- (2) Distance to the nearest SBA office in the area;
- (3) Normal trade areas and banking affiliations;
- (4) Cost;
- (5) Availability of funds.

(Disaster and special type of lending offices will be established in those territories where the need exists and funds are available.)

b. Justifications for the Establishment of Regional and Branch Offices.

- (1) Area administrators in submitting their recommendations for the establishment of regional and branch offices, with the exception of temporary facilities (disaster and special lending field offices) shall submit the following information:

(a) Financial Assistance Program

1. Number of inquiries and loan applications by type received from the territory to be served by the new office.
2. Number of outstanding loans to be serviced.

(b) Procurement and Management Assistance Program

1. Number and types by programs of assistance requested in the territory to be serviced.
2. Number and types of small business in the territory including procurement installations.

(c) General Information

1. Normal trade or marketing areas and banking affiliations.
2. Location of other Federal, state, and local community agencies that have close relationship with SBA.

3. Distance to the nearest SBA office in the area.
4. Transportation facilities available.
5. Other meaningful information.

(2) Cost.

- (a) Funds for personnel, space, furniture, equipment, and transportation have been specifically provided for through the regular budgetary process;

or

- (b) The staff for the new office can be provided within the total authorized staff of the area and other costs (transportation, space, equipment, etc.) are insignificant or are not in excess of periodic travel to the geographical territory to be serviced by the proposed office.

.083 Submission and Recommendation. The area administrators shall address the final proposal and supporting information to the Assistant Administrator for Administration for review, clearance, and preparation of recommendation to the Administrator.

.084 Implementation of the Administrator's Action

- a. Approval. When the Administrator approves the proposal and the planned arrangements and establishes the effective date, the Assistant Administrator for Administration will:
- (1) Direct the area office concerned to put the planned arrangement into effect;
 - (2) Direct the Office of Management Analysis to prepare for his clearance and the Administrator's approval a revision to SBA-100, Section 201, Boundaries of SBA Area, Regional, and Branch Offices.
- b. Disapproval. When the Administrator disapproves a proposal, the Assistant Administrator for Administration will inform the deputy administrators, the area administrator, the initiator, and other offices concerned.

- c. Area Administrators. In taking actions pertaining to field offices within their delegated authority, area administrators shall assure that all the actions are supported by official records.
- .09 Changes in Established Offices. Change of address, telephone number, or name of manager or SBA representative in charge of SBA field offices shall be sent promptly to the Office of Administrative Services.

BOUNDARIES OF SBA FIELD OFFICES

NORTHEASTERN AREA. Area Office, Boston, Massachusetts, having jurisdiction over the following regional offices:

Augusta, Maine. Serving Maine.
Boston, Massachusetts. Serving Massachusetts.
Concord, New Hampshire. Serving New Hampshire.
Hartford, Connecticut. Serving Connecticut.
Montpelier, Vermont. Serving Vermont.
Providence, Rhode Island. Serving Rhode Island.

NEW YORK AREA. Area Office, New York, New York, having jurisdiction over the following regional and branch offices:

New York, New York. Serving the New York counties of:

Albany	Kings	Rensselaer	Suffolk
Bronx	Nassau	Richmond	Sullivan
Columbia	New York	Rockland	Ulster
Delaware	Orange	Saratoga	Warren
Dutchess	Putnam	Schenectady	Washington
Greene	Queens	Schoharie	Westchester

Syracuse, New York. Serving New York counties of:

Broome	Fulton	Montgomery	St. Lawrence
Cayuga	Hamilton	Oneida	Steuben
Chemung	Herkimer	Onondaga	Tioga
Chenango	Jefferson	Ontario	Tompkins
Clinton	Lewis	Oswego	Wayne
Cortland	Livingston	Otsego	Yates
Essex	Madison	Schuyler	
Franklin	Monroe	Seneca	

*Buffalo, New York. Serving New York counties of:

Allegany	Erie	Orleans
Cattaraugus	Genesee	Wyoming
Chautauqua	Niagara	

*Denotes Branch Office under regional office

MIDDLE ATLANTIC AREA. Area Office, Philadelphia, Pennsylvania, having jurisdiction over the following regional and branch offices:

Baltimore, Maryland. Serving Maryland, except the counties of Montgomery and Prince Georges.

Clarksburg, West Virginia. Serving the following counties in West Virginia:

Barbour	Hardy	Monongalia	Ritchie
Berkeley	Harrison	Morgan	Taylor
Brooke	Jefferson	Ohio	Tucker
Doddridge	Lewis	Pendleton	Tyler
Grant	Marion	Pleasants	Upshur
Hampshire	Marshall	Preston	Wetzel
Hancock	Mineral	Randolph	Wood

*Charleston, West Virginia. Serving the following counties in West Virginia:

Boone	Kanawha	Pocahontas
Braxton	Lincoln	Putnam
Cabell	Logan	Raleigh
Calhoun	Mason	Roane
Clay	McDowell	Summers
Fayette	Mercer	Wayne
Gilmer	Mingo	Webster
Greenbrier	Monroe	Wirt
Jackson	Nicholas	Wyoming

Cleveland, Ohio. Serving Ohio counties of:

Allen	Geauga	Morrow	Seneca
Ashland	Hancock	Marion	Stark
Ashtabula	Hardin	Medina	Summit
Auglaize	Henry	Mercer	Trumbull
Columbiana	Holmes	Ottawa	Van Wert
Crawford	Huron	Paulding	Wayne
Cuyahoga	Lake	Portage	Williams
Defiance	Lorain	Putnam	Wood
Erie	Lucas	Richland	Wyandot
Fulton	Mahoning	Sandusky	

Columbus, Ohio. Serving Ohio counties of:

Adams	Fairfield	Lawrence	Pike
Athens	Fayette	Licking	Preble
Belmont	Franklin	Logan	Ross
Brown	Gallia	Madison	Scioto
Butler	Greene	Meigs	Shelby
Carroll	Guernsey	Miami	Tuscarawas
Champaign	Hamilton	Monroe	Union
Clark	Harrison	Montgomery	Vinton
Clermont	Highland	Morgan	Warren
Clinton	Hocking	Muskingum	Washington
Coshocton	Jackson	Noble	
Darke	Jefferson	Perry	
Delaware	Knox	Pickaway	

Newark, New Jersey. Serving the following counties in New Jersey:

Bergen	Hunterdon	Morris	Sussex
Essex	Middlesex	Passaic	Union
Hudson	Monmouth	Somerset	Warren

Philadelphia, Pennsylvania. Serving the State of Delaware and the following counties in Pennsylvania and New Jersey:Pennsylvania

Adams	Dauphin	Lycoming	Schuylkill
Berks	Delaware	Mifflin	Snyder
Bradford	Franklin	Monroe	Sullivan
Bucks	Fulton	Montgomery	Susquehanna
Cameron	Huntingdon	Montour	Union
Carbon	Juniata	Northampton	Wayne
Centre	Lackawanna	Northumberland	Wyoming
Chester	Lancaster	Perry	Tioga
Clinton	Lebanon	Philadelphia	York
Columbia	Lehigh	Pike	
Cumberland	Luzerne	Potter	

New Jersey

Atlantic	Camden	Cumberland	Mercer
Burlington	Cape May	Gloucester	Ocean
			Salem

Pittsburgh, Pennsylvania. Serving the following counties in Pennsylvania:

Allegheny	Clarion	Greene	Venango
Armstrong	Clearfield	Indiana	Warren
Beaver	Crawford	Jefferson	Washington
Bedford	Elk	Lawrence	Westmoreland
Blair	Erie	McKean	
Butler	Fayette	Mercer	
Cambria	Forest	Somerset	

Richmond, Virginia. Serving Virginia, except the counties of Arlington, Fairfax, and Loudoun.

Washington, D. C. Serving the District of Columbia; Maryland counties of Montgomery and Prince Georges and Virginia counties of Arlington, Fairfax, and Loudoun.

SOUTHEASTERN AREA: Area Office, Atlanta, Georgia, having jurisdiction over the following regional and branch offices.

Atlanta, Georgia. Serving Georgia.

Birmingham, Alabama. Serving Alabama.

Charlotte, North Carolina. Serving North Carolina.

Columbia, South Carolina. Serving South Carolina.

Jackson, Mississippi: Serving Mississippi.

Jacksonville, Florida. Serving Florida counties of:

Alachua	Flagler	Lake	St. John
Baker	Franklin	Leon	Seminole
Bay	Gadsden	Levy	Sumter
Bradford	Gilchrist	Liberty	Suwannee
Calhoun	Gulf	Madison	Taylor
Citrus	Hamilton	Marion	Union
Clay	Hernando	Nassau	Volusia
Columbia	Holmes	Okaloosa	Wakulla
Dixie	Jackson	Orange	Walton
Duval	Jefferson	Putnam	Washington
Escambia	Lafayette	Santa Rosa	

Nashville, Tennessee. Serving Tennessee counties of:

Bedford	Gibson	Lewis	Rutherford
Benton	Giles	Lincoln	Sequatchie
Cannon	Grundy	McNairy	Shelby
Carroll	Hamilton	Macon	Smith
Cheatham	Hardeman	Madison	Stewart
Chester	Hardin	Marion	Sumner
Clay	Haywood	Marshall	Tipton
Coffee	Henderson	Maury	Trousdale
Crockett	Henry	Montgomery	Van Buren
Davidson	Hickman	Moore	Warren
Decatur	Houston	Obion	Wayne
DeKalb	Humphreys	Overton	Weakley
Dickson	Jackson	Perry	White
Dyer	Lake	Pickett	Williamson
Fayette	Lauderdale	Putnam	Wilson
Franklin	Lawrence	Robertson	

*Knoxville, Tennessee. Serving Tennessee counties of:

Anderson	Greene	Morgan
Bledsoe	Hamblen	Polk
Blount	Hancock	Rhea
Bradley	Hawkins	Roane
Campbell	Jefferson	Scott
Carter	Johnson	Sevier
Clairborne	Knox	Sullivan
Cocke	Loudoun	Unicoi
Cumberland	McMinn	Union
Fentress	Meigs	Washington
Grainger	Monroe	

Louisville, Kentucky. Serving Kentucky.

Miami, Florida. Serving Florida counties of:

Brevard	Hardee	Martin	Polk
Broward	Hendry	Monroe	St. Lucie
Charlotte	Highlands	Okeechobee	Sarasota
Collier	Hillsborough	Osceola	Florida Keys
Dade	Indian River	Palm Beach	
De Soto	Lee	Pasco	
Glades	Manatee	Pinellas	

MIDWESTERN AREA. Area Office, Chicago, Illinois, having jurisdiction over the following regional and branch offices:

Chicago, Illinois. Covering Illinois counties of:

Boone	Ford	Livingston	Putnam
Bureau	Fulton	Logan	Rock Island
Carroll	Grundy	McDonough	Sangamon
Cass	Hancock	McHenry	Schuyler
Champaign	Henderson	McLean	Shelby
Christian	Henry	Macon	Stark
Clark	Iroquois	Marshall	Stephenson
Coles	Jo Daviess	Mason	Tazewell
Cook	Kane	Menard	Vermilion
Cumberland	Kankakee	Mercer	Warren
De Kalb	Kendall	Morgan	Whiteside
De Witt	Knox	Moultrie	Will
Douglas	Lake	Ogle	Winnebago
Du Page	La Salle	Peoria	Woodford
Edgar	Lee	Piatt	

Des Moines, Iowa. Serving Iowa.

Detroit, Michigan. Serving the Lower Peninsula of Michigan, except the counties of Alpena, Antrim, Charlevoix, Cheboygan, Emmet, Montmorency, Otsego, and Presque Isle.

*Marquette, Michigan. Serving Michigan in the Upper Peninsula and the Northern Lower Peninsula counties of:

Upper Peninsula

Alger	Gogebic	Mackinac
Baraga	Houghton	Marquette
Chippewa	Iron	Menominee
Delta	Keweenaw	Ontonagon
Dickinson	Luce	Schoolcraft

Northern Lower Peninsula

Alpena	Cheboygan	Otsego
Antrim	Emmet	Presque Isle
Charlevoix	Montmorency	

Indianapolis, Indiana. Serving Indiana.

Kansas City, Missouri. Serving the following counties in Missouri and Kansas:

Kansas

Allen	Crawford	Labette	Neosho
Anderson	Doniphan	Leavenworth	Osage
Atchison	Douglas	Linn	Pottawatomie
Bourbon	Franklin	Marshall	Shawnee
Brown	Jackson	Miami	Wilson
Cherokee	Jefferson	Montgomery	Woodson
Coffey	Johnson	Nemaha	Wyandotte

Missouri

Adair	Cole	Johnson	Pulaski
Andrew	Cooper	Laclede	Putnam
Atchison	Dade	Lafayette	Randolph
Barry	Dallas	Lawrence	Ray
Barton	Daviess	Linn	Saint Clair
Bates	De Kalb	Livingston	Saline
Benton	Douglas	Macon	Schuyler
Boone	Gentry	McDonald	Stone
Buchanan	Greene	Mercer	Sullivan
Caldwell	Grundy	Miller	Taney
Camden	Harrison	Moniteau	Texas (cont.)

Carroll	Henry	Morgan	Vernon
Cass	Hickory	Newton	Webster
Cedar	Holt	Nodaway	Worth
Chariton	Howard	Ozark	Wright
Christian	Howell	Pettis	
Clay	Jackson	Platte	
Clinton	Jasper	Polk	

Madison, Wisconsin. Serving Wisconsin counties of:

Adams	Green Lake	Marinette	Shawano
Brown	Iowa	Marquette	Sheboygan
Calumet	Jackson	Milwaukee	Vernon
Clark	Jefferson	Monroe	Walworth
Columbia	Juneau	Oconto	Washington
Crawford	Kenosha	Outagamie	Waukesha
Dane	Kewaunee	Ozaukee	Waupaca
Dodge	La Crosse	Portage	Waushara
Door	Lafayette	Racine	Winnebago
Fond du Lac	Langlade	Richland	Wood
Grant	Manitowoc	Rock	
Green	Marathon	Sauk	

Minneapolis, Minnesota. Serving Minnesota and Wisconsin counties of:

Ashland	Dunn	Pepin	Taylor
Barron	Eau Claire	Pierce	Trempealeau
Bayfield	Florence	Polk	Vilas
Buffalo	Forest	Price	Washburn
Burnett	Iron	Rusk	
Chippewa	Lincoln	St. Croix	
Douglas	Oneida	Sawyer	

St. Louis, Missouri. Serving the following counties in Illinois and Missouri.

<u>Illinois</u>			
Adams	Crawford	Hamilton	Lawrence
Alexander	Edwards	Hardin	Macoupin
Bond	Effingham	Jackson	Madison
Brown	Fayette	Jasper	Marion
Calhoun	Franklin	Jefferson	Massac
Clay	Gallatin	Jersey	Monroe
Clinton	Greene	Johnson	Montgomery (cont.)

Perry	Randolph	Scott	Wayne
Pike	Richland	Union	White
Pope	St. Clair	Wabash	Williamson
Pulaski	Saline	Washington	

Missouri

Audrain	Gasconade	Montgomery	St. Francois
Bollinger	Iron	New Madrid	St. Genevieve
Butler	Jefferson	Oregon	St. Louis
Callaway	Knox	Osage	Scotland
Cape Girardeau	Lewis	Pemiscot	Scott
Carter	Lincoln	Perry	Shannon
Clark	Madison	Phelps	Shelby
Crawford	Maries	Pike	Stoddard
Dent	Marion	Ralls	Warren
Dunklin	Mississippi	Reynolds	Washington
Franklin	Monroe	Ripley	Wayne

SOUTHWESTERN AREA. Area Office, Dallas, Texas, having jurisdiction over the following regional offices;

Albuquerque, New Mexico. Serving New Mexico.

Dallas, Texas. Serving the following counties in Texas:

Anderson	Delta	Johnson	Rains
Archer	Denton	Kaufman	Rockwall
Baylor	Eastland	Lamar	San Saba
Bell	Ellis	Lampasas	Shackelford
Bosque	Erath	Limestone	Somervell
Brown	Falls	Llano	Stephens
Burnet	Fannin	Mason	Tarrant
Callahan	Freestone	McCulloch	Throckmorton
Clay	Grayson	McLennan	Van Zandt
Coleman	Hamilton	Menard	Wichita
Collin	Henderson	Mills	Wilbarger
Comanche	Hill	Montague	Williamson
Concho	Hood	Navarro	Wise
Cooke	Hopkins	Palo Pinto	Young
Coryell	Hunt	Parker	
Dallas	Jack		

Houston, Texas. Serving the following counties in Texas and parishes in Louisiana:

Texas

Angelina	Galveston	Leon	San Jacinto
Austin	Grimes	Liberty	Trinity
Bastrop	Hardin	Madison	Tyler
Brazoria	Harris	Matagorda	Waller
Brazos	Houston	Milam	Walker
Burleson	Jackson	Montgomery	Washington
Chambers	Jasper	Newton	Wharton
Colorado	Jefferson	Orange	
Fayette	Lavaca	Polk	
Fort Bend	Lee	Robertson	

Louisiana

Beauregard	Calcasieu	Cameron
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Little Rock, Arkansas. Serving Arkansas, except Columbia, Lafayette, and Miller counties.

Lubbock, Texas. Serving the following counties in Texas.

Andrews	Ector	Jones	Reagan
Armstrong	El Paso	Kent	Reeves
Bailey	Fisher	King	Roberts
Borden	Floyd	Knox	Runnels
Brewster	Foard	Lamb	Schleicher
Briscoe	Gaines	Lipscomb	Scurry
Carson	Garza	Loving	Sherman
Castro	Glasscock	Lubbock	Sterling
Childress	Gray	Lynn	Stonewall
Cochran	Hale	Martin	Sutton
Coke	Hall	Midland	Swisher
Collingsworth	Hansford	Mitchell	Taylor
Cottle	Hardeman	Moore	Terrell
Crane	Hartley	Motley	Terry
Crockett	Haskell	Nolan	Tom Green
Crosby	Hemphill	Ochiltree	Upton
Culberson	Hockley	Oldham	Ward
Dallam	Howard	Parmer	Wheeler
Dawson	Hudspeth	Pecos	Winkler
Deaf Smith	Hutchinson	Potter	Yoakum
Dickens	Irion	Presidio	
Donley	Jeff Davis	Randall	

Marshall, Texas. Serving the following Arkansas and Texas counties and Louisiana parishes:

Arkansas

Columbia	Lafayette	Miller
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Louisiana

Bossier	Caddo	De Soto	Webster
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Texas

Bowie	Gregg	Panola	Shelby
Camp	Harrison	Red River	Smith
Cass	Marion	Rusk	Titus
Cherokee	Morris	Sabine	Upshur
Franklin	Nacogdoches	San Augustine	Wood

New Orleans, Louisiana. Serving Louisiana, except Beauregard, Bossier, Caddo, Calcasieu, Cameron, De Soto, and Webster parishes.

Oklahoma City, Oklahoma. Serving Oklahoma.

San Antonio, Texas. Serving the following counties in Texas.

Aransas	Duval	Kenedy	San Patricio
Atascosa	Edwards	Kerr	Starr
Bandera	Frio	Kimble	Travis
Bee	Gillespie	Kinney	Uvalde
Bexar	Goliad	Kleberg	Val Verde
Blanco	Gonzales	La Salle	Victoria
Brooks	Guadalupe	Live Oak	Webb
Caldwell	Hays	Maverick	Willacy
Calhoun	Hidalgo	McMullen	Wilson
Cameron	Jim Hogg	Medina	Zapata
Comal	Jim Wells	Nueces	Zavala
De Witt	Karnes	Real	
Dimmit	Kendall	Refugio	

ROCKY MOUNTAIN AREA. Area Office, Denver, Colorado, having jurisdiction over the following regional offices:

Casper, Wyoming. Serving Wyoming except the counties of Lincoln, Sublette, Sweetwater, Teton, Uinta, and Yellowstone National Park.

Denver, Colorado. Serving Colorado.

Fargo, North Dakota. Serving North Dakota.

Helena, Montana. Serving Montana.

Omaha, Nebraska. Serving Nebraska.

Salt Lake City, Utah. Serving Utah and the Wyoming counties of Lincoln, Sublette, Sweetwater, Teton, Uinta, and Yellowstone National Park.

Sioux Falls, South Dakota. Serving South Dakota.

Wichita, Kansas. Serving the following counties in Kansas:

Barber	Gove	McPherson	Rush
Barton	Graham	Marion	Russell
Butler	Grant	Meade	Saline
Chase	Gray	Mitchell	Scott
Chautauqua	Greeley	Morris	Sedgwick
Cheyenne	Greenwood	Morton	Seward
Clark	Hamilton	Ness	Sheridan
Clay	Harper	Norton	Sherman
Cloud	Harvey	Osborn	Smith
Comanche	Haskell	Ottawa	Stafford
Cowley	Hodgeman	Pawnee	Stanton
Decatur	Jewell	Phillips	Stevens
Dickinson	Kearny	Pratt	Sumner
Edwards	Kingman	Rawlins	Thomas
Elk	Kiowa	Reno	Trego
Ellis	Lane	Republic	Wabaunsee
Ellsworth	Lincoln	Rice	Wallace
Finney	Logan	Riley	Washington
Ford	Lyon	Rooks	Wichita
Geary			

PACIFIC COASTAL AREA. Area Office, San Francisco, California, having jurisdiction over the following regional and branch offices:

Anchorage, Alaska. Serving Alaska.

Boise, Idaho. Serving Idaho, except Benewah, Bonner, Boundary, Clearwater, Idaho, Kootenai, Latah, Lewis, Nez Perce, and Shoshone counties, and the Oregon counties of Baker, Grant, Harney, Malheur, Union, and Wallowa.

Honolulu, Hawaii. Serving Hawaii.

Agana, Guam. Serving Guam and American Samoa.

Los Angeles, California: Serving California counties of Inyo, Kern, Los Angeles, Orange, Riverside, Santa Barbara, San Bernardino, San Luis Obispo, and Ventura; and Clark County, Nevada.

San Diego, California. Serving California counties of Imperial and San Diego.

Portland, Oregon. Serving Oregon and the Washington counties of Clark, Cowlitz, Kickitat, Skamania, and Wahkiakum.

San Francisco, California. Serving Nevada, except Clark County; California, except the counties of Imperial, Inyo, Kern, Los Angeles, Orange, Riverside, Santa Barbara, San Bernardino, San Diego, San Luis Obispo, and Ventura.

Spokane, Washington. Serving Washington and Idaho counties of:

Washington

Adams	Ferry	Pend Oreille	Stevens
Asotin	Garfield	Spokane	Whitman
Columbia	Lincoln		

Idaho

Benewah	Clearwater	Latah	Nez Perce
Bonner	Idaho	Lewis	Shoshone
Boundary	Kootenai		

Seattle, Washington. Serving the Washington counties of:

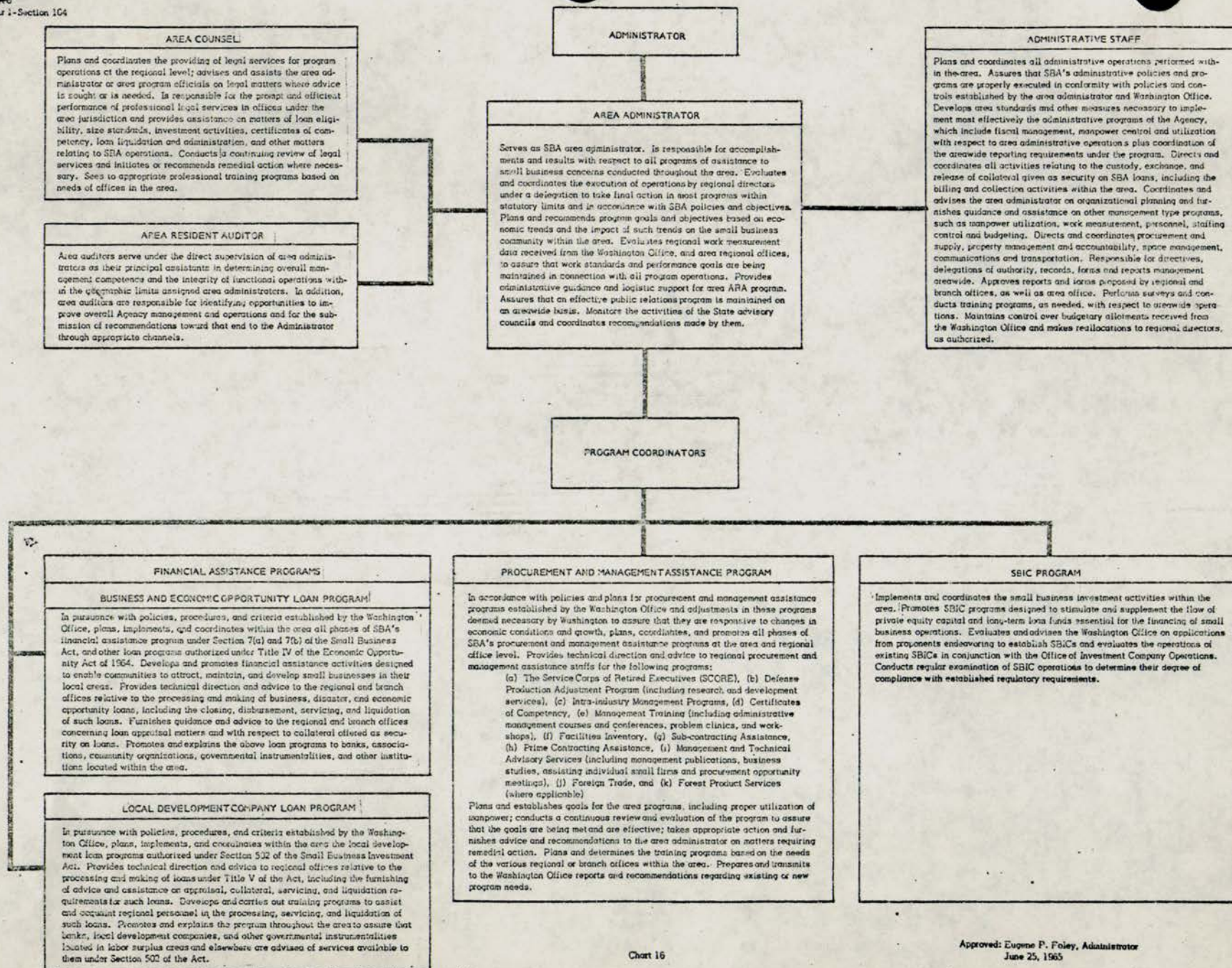
Benton	Grays Harbor	Lewis	Skagit
Chelan	Island	Mason	Snohomish
Clallam	Jefferson	Okanogan	Thurston
Douglas	King	Pacific	Walla Walla
Franklin	Kitsap	Pierce	Whatcom
Grant	Kittitas	San Juan	Yakima

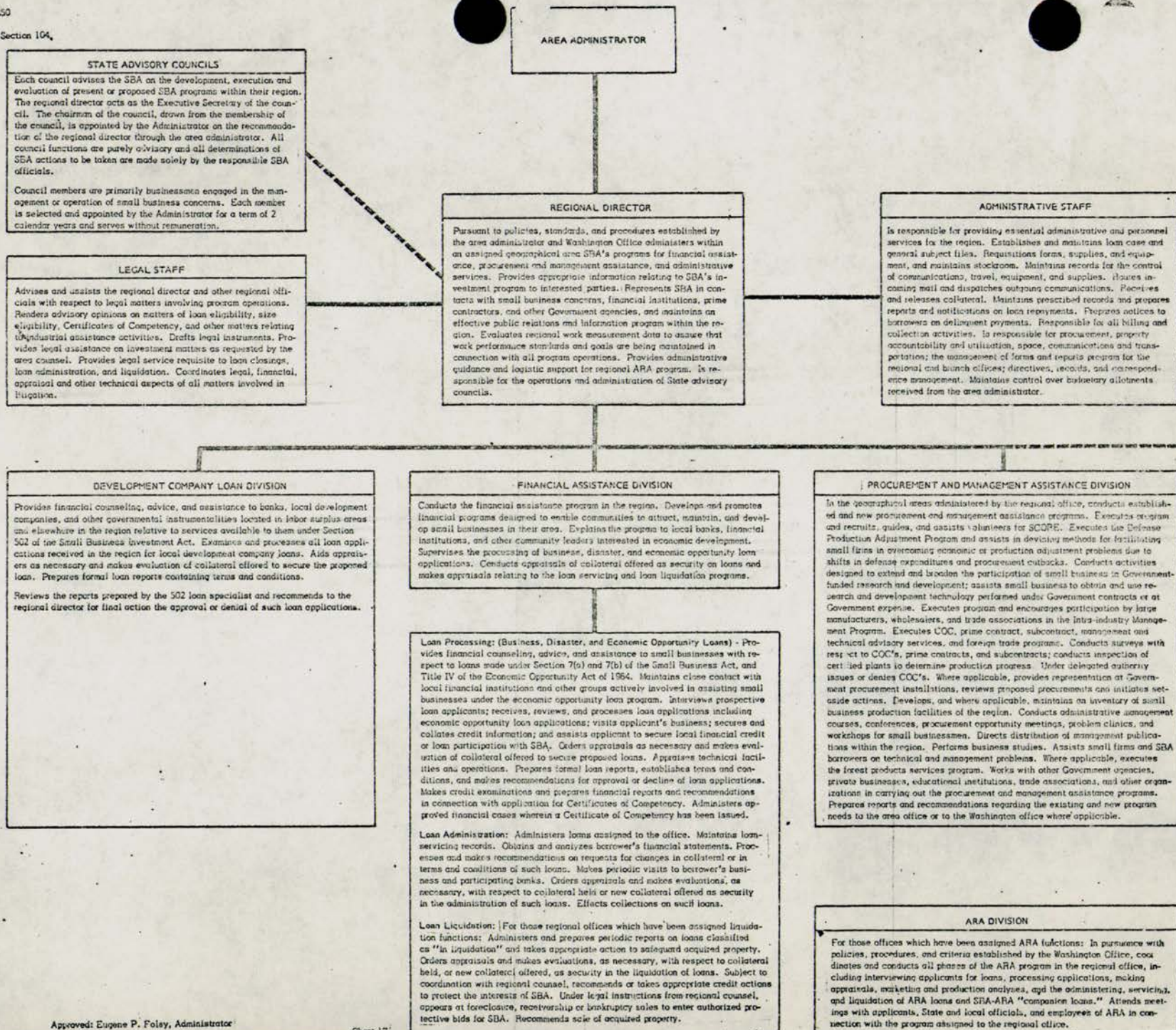
SANTURCE, PUERTO RICO. Serving the Commonwealth of Puerto Rico.

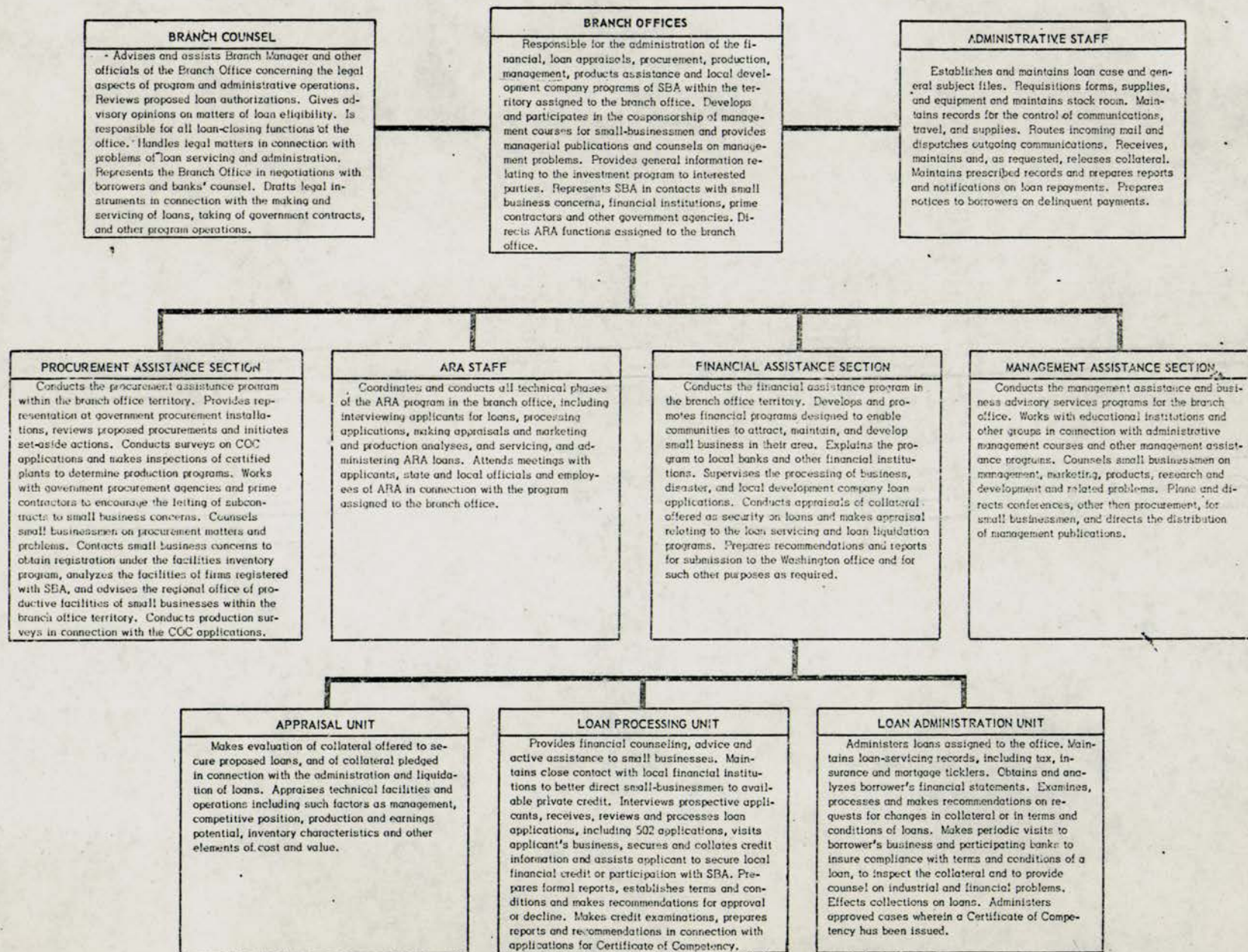
St. Thomas, Virgin Islands. Serving the U. S. Virgin Islands.

DOCUMENT 6

MAJOR ORGANIZATIONAL CHANGES







DOCUMENT 7

EVALUATION OF THE GROUP CONCEPT FOR
LOAN PROCESSING AND ADMINISTRATION
DETROIT REGIONAL OFFICE

AND

ORGANIZATION PLAN FOR THE FINANCIAL ASSISTANCE PROGRAM
IN SBA REGIONAL OFFICES

7

EVALUATION OF THE GROUP CONCEPT FOR
LOAN PROCESSING AND ADMINISTRATION -
DETROIT REGIONAL OFFICE

A. Organization

The office is divided into three teams or groups consisting of four specialists each. Every team is headed by a working specialist who is designated as a group leader. The leader assigns the work and provides counseling and guidance on a day-to-day basis to the specialists serving in his respective group. The group leaders report directly to the Chief, Loan Processing and Administration, who has final authority on servicing matters. The Chief, LP&A, reports directly to the Chief, Financial Assistance Division, who has final authority on processing matters. The regional director provides overall guidance and supervision.

Each team is assigned a specific geographic area. The specialists are not assigned blocks of loans, but every specialist is expected to be able to process and service loans within his area. Responsibility for processing and servicing thus is placed on the group rather than the individual.

In addition to the three groups, a special assignment team is functioning in the office consisting of four men. One handles screening for the three groups, one does all the preclosing, one works on 502 loans, and one handles Certificates of Competency.

Liquidation work is performed by a separate section reporting directly to the Chief, FAD. The appraisers serve as a staff group under the Chief, FAD.

Clerical personnel have been divided into the following two groups:

1. A stenographic pool unit which performs the processing, servicing, and liquidation clerical functions of typing and dictation for the groups.
2. A records unit which prepares the Forms 135, Loan Application Control Card, prepares and posts financial and other information to the Forms 177, handles all insurance policies, writes

letters of acceptance to borrowers, and keeps current the tickler systems.

B. Advantages of the Detroit Group Concept

1. Trainees will progress faster under the group concept rather than working as individuals.
2. Cross-training of employees creates specialists of more value to the Agency. Men are better prepared to step in where needed. Loan specialists with a knowledge of servicing also write better loan authorizations. They tend not to impose extraneous loan conditions on the borrowers nor do they require liens on obsolescent and valueless equipment. Specialists with cross-training in processing and servicing are better equipped to handle more responsible positions.

It should be pointed out that cross-training of SBA employees can be accomplished outside of a group concept although, perhaps, not as quickly or efficiently.

3. Allows for easier direction and supervision. Supervisors can deal directly with the group leaders rather than going to each individual loan specialist, and loan specialists can deal directly with the group leaders rather than going to higher authority. In many of our larger offices, supervisors have the responsibility of supervising too many personnel for effective control. A good group leader could ensure that the specialists under him were not dilatory in their responsibilities.
4. Better communications within the group. Specialists tend to discuss individual problems with the group which often leads to better decisions.
5. Loan specialists on field visits can cover servicing, processing, and bank visits or any other matters which need attention in the area they are visiting.
6. The group concept provides better utilization of the personnel in meeting peak workload periods and in attending to servicing matters during slack periods in loan processing. In other words, it provides for the best utilization of the financial specialist's time in carrying out the overall lending functions.

7. This concept also will help to overcome the feeling expressed by the servicing loan specialists, who are often called upon to assist in loan processing, that more attention and interest is being given to the latter function. These loan servicing specialists feel that no one is interested in their work and are frustrated when they are criticized by the auditors for not servicing the loans in accordance with manual requirements.
8. Will improve our image with banks. Specialists with a knowledge of processing and servicing are in a better position to talk intelligently with bankers.
9. May lead to competition. It was felt in the Detroit office that eventually the teams may vie against each other in the amount of production. This should be regarded as a doubtful concept as well as a questionable one.
10. Depending on the abilities and personalities of the individuals involved, the group could develop into a team which, like any good team, would be stronger than the individuals composing it.

C. Disadvantages of the Detroit Group Concept

The disadvantages listed below did not necessarily arise from complaints received from personnel of the Detroit Regional Office. They stem, primarily, from personal observation by the survey team and a study of the problems inherent to any group concept:

1. Production will suffer initially. For some time (at least a year or so) the concept will not work as it theoretically should. The theory envisions that all of the specialists are equally competent in processing and administration. This obviously is not so at present. It takes time for processing specialists to master loan servicing problems, and vice versa. This will be a liability until all of the specialists are equally competent in both fields. In fact, it is the present tendency to give loan servicing problems to former loan servicing specialists.

Another factor that may affect production is that specialists doing processing are being interrupted by servicing problems and vice versa. This may have an adverse effect on the quantity and quality of work produced.

2. The loan specialists are reluctant to take on additional responsibilities that require them to become knowledgeable in all the manual requirements involving both loan processing and administration. They still prefer to specialize in their work and be held individually accountable for their actions, rather than having a group accountability. The group concept may encounter the same problems peculiar to any collectivization endeavor. Personnel may tend to shirk individual responsibility for bad decisions, and it is difficult to hold any one individual within the group responsible or accountable for a particular case over a period of time. In servicing, many decisions are made on the basis of the servicing loan specialist's personal knowledge of the borrower. In some cases, it is absolutely necessary that the loan specialist resist every effort on the part of a borrower to take actions not in the interest of SBA.

It would be very discouraging to the loan specialist if, during his absence, one of the other loan specialists lost control through poor decisions.

3. Difficult to assign work. When both processing and servicing work have to be assigned, it is difficult for the group leader to equitably assign work. There also is a tendency on the group leader's part to take the easy way out and assign work to the specialists having the most experience in that particular problem. This would defeat the purpose of cross-training.
4. Authority is not delegated below the Chief, FAD, on processing matters and the Chief, LP&A, on servicing matters. This delays final action and involves the chiefs in many matters of a purely perfunctory nature.
5. May be difficult to grade the specialists (civil service) and rate them for promotions.
6. There may be duplication of effort. Over a period of time every member in the group may become involved in a servicing action on any specific loan. This means that every member of the group will eventually review the file completely. However, the group may never familiarize itself with a specific loan as thoroughly as an individual.

7. Specialists have to review blocks of totally unfamiliar loans. Some of the former servicing specialists in the group have been assigned different geographic areas from where they originally worked. The office has therefore lost this specialized knowledge of certain loans obtained over a period of years. Time will remedy this situation.
8. Banks are confused as to which specialists to contact regarding servicing matters on participating loans. Bankers have been used to contact individual loan specialists, and now they have to learn to deal with the group. Time will remedy this situation.
9. The Detroit concept may not be applicable nationally. Local variations among our offices such as workload, workforce, etc., may preclude national effective utilization of this system.
10. Any one or all of the groups may not be compatible. Friction may be created among members of the group. One recalcitrant member could destroy the morale and efficiency of the whole group.

Despite the disadvantages enumerated above, the members of the task force believe that the pilot program or the "group" or "team" concept has merit and should be pursued further. The team feels that Detroit should be encouraged to continue its present form of operation. However, to overcome the major problems now being encountered, the task force is developing an overall group plan. This plan, which will be submitted shortly, is tailored to our national needs and is designed to be implemented in our field offices over a long-range period. The plan will follow generally the "loan officer" concept used by most commercial banks. It places more responsibility on the specialists and gives them more authority to make decisions and take final actions. In addition, it relieves the specialists of the more routine and detailed tasks which they now are required to perform in accordance with manual instructions.

ORGANIZATION PLAN FOR THE FINANCIAL ASSISTANCE PROGRAM IN SBA REGIONAL OFFICES

Introduction

* * * * *

The representatives of the Office of Management Analysis who served on the task force have considered the problems existing in our present organizational structure as well as the problems and disadvantages indicated in the evaluation of the Detroit plan. As a result, a standardized organizational structure has been developed as explained herein.

The proposed organizational plan follows generally the team concept adopted by the Detroit Regional Office and the regional offices in the Rocky Mountain Area. However, it places more reliance on individual loan specialists to exercise final judgment and action on certain loan transactions. It relieves the loan specialists and attorney-advisers of the necessity of performing the more routine assignments. In addition, it provides for a more comprehensive training program for trainees and a well-delineated line of progression.

Because of various factors brought out later in this report, it is recognized that if the plan is adopted it should be implemented on a long-range basis.

Organization

1. Chief, Financial Assistance Division

The chief of this division would continue his overall responsibilities for all aspects of the lending activities and operations. However, some of his present authority to take final action on loan cases would be redelegated to members of the loan team. In addition, some of the case review work he is performing now would be assigned to members of the loan team, including the preparation and signing of certain correspondence. This will permit the chief of the division to devote more time for planning operations, evaluating accomplishments and individual performances, determining training needs, and maintaining closer administrative control over his staff. :

Work Performed. Generally approves or declines only those loan applications in excess of \$50,000 (SBA's share) but may approve or decline any loan depending on the workload. Approves Form 327 actions written by the team leader. Approves or declines loan applications processed directly by the team leader.

2. Loan Teams or Groups

These teams will consist of qualified loan specialists and advanced trainees. Members of the team will be individually responsible for carrying out all operations in connection with applications or assigned loans from the time of initial processing until sold,

paid in full, or transferred to liquidation. The number or size of the teams may vary depending on the workload and capabilities of the personnel available. If qualified personnel is available and the workload permits, legal appraisal, liquidation, and some management functions will be carried out under the team concept. This matter will be explained more fully under these respective headings later in this plan. The composition of the teams in larger regional offices will be as follows:

a. Team Leader

This position would be established in lieu of the present supervisory loan specialist positions, which would be abolished under the plan. The incumbent of this position would serve as working supervisor in charge of teams ranging in size from a minimum of four to a maximum of eight qualified loan specialists and trainees. The responsibilities of the position are:

Supervisory Duties. Maintain administrative control over the working group. This would include making work assignments; maintaining work schedules; reviewing performances; determining and arranging for necessary training of employees; giving advice and direction to employees; interpreting manual provisions and seeing that such provisions are carried out in all operations; seeing that production standards are maintained and that necessary field visits are being made; seeing that proper coordination is maintained with other organizational segments of the regional office; and reviewing the more important work of members of the team.

Work Performed. Generally handles the more complex loan cases but may handle any case depending on the workload. Reviews and makes recommendations on all loan applications that require final action by the Chief, Financial Assistance Division, or the regional director. Prepares the more involved or complex correspondence.

Delegation of Authority. Approves or declines applications for loans up to \$50,000 (SBA's share). Approves Form 327 actions written directly by the assistant team leader. Approves

or declines any application for loans up to \$50,000 processed directly by the assistant team leader.

b. Assistant Team Leader

This position would be staffed by the most competent loan specialist regardless of grade.

Supervisory Duties. Aids the team leader in maintaining administrative control over the team. Also serves as team leader in his absence.

Work Performed. Generally handles the more complex loan cases, but may handle any case depending on the workload. Prepares the more involved or complex correspondence.

Delegation of Authority. Approves or declines applications for loans up to \$15,000 processed directly by the loan specialists. Approves Form 327 actions written by the loan specialists.

c. Loan Specialist

The number of positions established at this level would depend on the nature and volume of work to support such positions.

Work Performed. Processes or services any case assigned by the team leader which may or may not be complex.

Delegation of Authority. Approves all Form 327 actions recommended by the task force and outlined in B1/ND 520 dated February 10, 1966. These actions will be incorporated in the Loan Servicing Directive.

Loan cases to be handled by the teams will be assigned initially on a geographical basis. However, if it is proven that this method does not equalize the workload of the individuals assigned to the teams, other means will have to be worked out in order to balance the work.

d. Appraisers

The appraisers will continue to serve as a staff group directly under the supervision of the Chief, FAD. However, if the workload and availability of personnel will permit, specific appraisers should be designated to work with the respective teams. This will provide closer coordination and working relationship within the group.

e. Loan Liquidation Specialists

The liquidation specialists should be established as a staff group directly under the supervision of the Chief, FAD. However, if the workload and staffing permit, liquidation specialists specifically should be designated to work with the loan teams. This will provide for better training of the loan specialists to become familiar with liquidation work. In addition, the better qualified loan specialist can assist in this operation. Based on the task force members' observation of this activity in our field office visits, there is great need for training loan specialists in this field. Otherwise, with the age of some of our present specialists, we may run into a serious problem in the future.

f. Attorney-Advisers

The professional legal functions will continue under the administrative direction of the regional director. However, the more routine work now being performed by the document examiners should be transferred to the newly established Servicing and Clerical Division, as explained further under this plan. If possible, based upon workload and availability of personnel, specific attorney-advisers should be designated to work with the loan teams. This will permit the attorneys to give appropriate legal advice and counsel to the members of the loan team through all stages of processing, closing, and servicing of the loan. The regional counsel or his staff also will be responsible for initiating or revising all legal documents or instruments required in connection with the lending operations. This staff also will furnish language for special clauses to document examiners in order to enable them to complete an otherwise standard legal document or instrument.

g. Procurement and Management Assistance Personnel

In offices where any one procurement and management assistance specialist devotes over 50 percent of his time to counseling, this specialist should be designated specifically to work with the loan teams. This would enable borrowers to receive more expeditious management counseling and may have a remedial affect on our delinquency and liquidation record.

3. Accounting Clerical and Training Division (ACT)

This division would be established as a separate division under the direct supervision of the regional director. All of the more routine operations and clerical functions in support of loan processing, servicing, closing, and liquidation would be performed by the personnel of this division. The division would operate under the same concept as an accounting department in most of the larger commercial banks. Under the concept the loan specialists and professional legal staffs would be relieved of the more routine and detailed aspects of the operations. The functions to be consolidated in this division would be: Collateral and related activities-- this would include the receipt and maintenance of all collateral; the receipt and maintenance of all Forms 389; the receipt of all payments sent to the regional office and the transmittal of such funds to the area office; the request and followup on obtaining financial statements, tax information, etc; the maintenance of copies of Forms 327; the ordering of checks and the maintenance of check registers; the maintenance of all tickler files covering taxes, financial statements, insurance followups, etc; the maintenance of Forms 135; the maintenance of loan case files; the maintenance of all files and records in connection with loan closing; the maintenance of hazard and life insurance policies; the maintenance of reading files; the maintenance and upkeep of the directives; the preparation, posting, and maintenance of the Form 177 service record cards; the preparation of all loan reports, including work measurement, loan status reports, civil rights compliance reports, loan listings, and allotment reports; the handling of all requests for Dun and Bradstreet or other credit reports; and keeping individual loan specialists assigned to teams advised of the status of all loan accounts for which they are responsible and working in close cooperation with them on all loan servicing matters.

Some of the more specific functions that loan specialists would be relieved of and this division would be responsible for would be:

- a. Analyzing and spreading financial statements and bringing adverse changes or violations discovered during the analysis to the attention of the loan specialists.
- b. Preparing routine letters to participants and borrowers.
- c. Preparing routine Form 327 actions as a part of training.
- d. Checking courthouse records for suits, judgments, etc. against borrowers.
- e. Contacting lending institutions to determine the status of liens prior to SBA.
- f. Requesting pay-off figures from the Office of Fiscal Operations and following up to see that the figures are obtained. Advising borrowers by telephone and letter of the pay-off figures.
- g. Attempting to locate missing borrowers by visiting post offices, neighbors, etc.
- h. Conducting field visits, writing letters, and making telephone calls regarding repayment of small loans where the loans are of an uncomplicated nature.
- i. Checking hazard insurance policies for adequacy of coverage. Checking life insurance policies to determine if they properly are assigned to SBA. Checking hazard insurance policies to determine if SBA is named as loss payee. Reminding borrowers when policies are due to lapse and following up to see that renewal policies are obtained.
- j. Under the supervision of a qualified loan specialist, handles all paperwork regarding the servicing of accounts receivable and inventory loans.
- k. Cooperating with retired bankers who are employed by SBA to sell loans by furnishing information on the loans.

- l. Cooperating with SCORE representatives by furnishing information about borrowers they have been assigned to counsel.
- m. Following up to determine if SCORE visits have been made and reports received regarding the effectiveness of the counseling.
- n. Screening loan applications for accuracy and adequacy. Condensing financial information as well as projecting pro forma. Computing installment schedule. Completing all routine information on the loan specialists report on the application.
- o. Cooperating with liquidation loan specialists in making routine field visits to check on collateral.
- p. Supplying appraisers with listings of collateral.
- q. Releasing collateral and legal instruments when loans are paid in full.

Another function of this division would be the maintenance of a stenographic pool. This pool would be responsible for the preparation of all loan case reports and the personnel will take such dictation or perform such typing as may be required by the financial specialists assigned to the team including the typing of loan authorizations.

The ACT Division will be staffed with the following types of personnel:

a. Chief of the Division

The incumbent of this position would be responsible primarily for supervising all activities of the division; maintaining administrative control; seeing that proper support and coordination is given to the members of the team, as well as the legal staff. The incumbent should be well acquainted with the entire lending program.

b. Accountants and Trainees

The incumbents of this position will handle all operations involving financial statements, collection of repayments on loans, and related assignments that may be given by the loan specialists assigned to the teams as explained above. Members of this group who show they have the potential to become efficient loan specialists by the caliber of their work will be detailed permanently to one of the loan teams.

c. Stenographers and Typists

The incumbents of this position prepare reports and take dictation from specialists or others involved in the lending operations. The personnel assigned to this group will be designated specifically to work with members of the loan team and their work will be organized accordingly.

d. Clerical Personnel

The incumbents of this position handle all of the work involving tickler files, collateral, case files, and other clerical operations as mentioned above. Trainees and accountants should be assigned originally to this group in order to obtain a better understanding of all the operations involved in the lending programs.

The ACT Division is adaptable to most regional offices on a modified scale. Although the clerical support group could be assigned to the team as part of it, it is doubtful if the workload would support it. Moreover, better utilization of manpower can be obtained through the separate division or unit concept. Maintaining a separate unit provides a better check and balance situation and tends to avoid collision. Personnel assigned to the division will keep the loan specialists informed of the status of their borrowers' accounts and report all unfavorable trends involving the loans for which they are responsible.

There are several advantages to assigning trainees and accountants to the ACT Division. Not only will they become more familiar with all the operations involved in the lending program, but this knowledge will better prepare them to become more effective

loan specialists and supervisors. It is anticipated that only the more efficient and intelligent trainees and accountants will progress to the point of becoming members of the loan teams. This will insure consistent high-caliber decision making in the future. Loan specialists will be relieved of the necessity of "carrying" specialists incapable of performing complex functions. If this plan works as designed in relieving loan specialists of the more mundane details, it is anticipated that SBA will need fewer loan specialists in the future for proportion of loans processed, serviced, and liquidated. However, these specialists will be of a uniform superior quality never before encountered in the Agency.

Implementation of the Plan

Due to the factors cited below the representatives of the Office of Management Analysis who developed the plan recommend that if the plan is adopted it should be implemented on a long-range basis:

1. Wide variances in size of the staff and workload of our present regional offices.
2. Differences in the capabilities of the employees assigned to the various offices.
3. The necessity for cross-training financial specialists to perform loan administration or processing work.
4. Proper leadership of key regional office employees to carry out the program.
5. Willingness of the regional directors and key employees to redelegate authority and allow employees to exercise independent judgment in action.
6. The necessity of obtaining and maintaining proper coordination among working groups.
7. The necessity of obtaining and maintaining proper communications between working groups and other segments of the regional office.
8. The human tendency to resist change.

DOCUMENT 8

FIELD OFFICE MAP AND BOUNDARIES

8

Small Business Administration FIELD OFFICES



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SECTION D

BOUNDARIES OF SBA FIELD OFFICES

NORTHEASTERN AREA. Area Office, Boston, Massachusetts, having jurisdiction over the following regional offices:

Augusta, Maine. Serving Maine.
Boston, Massachusetts. Serving Massachusetts.
Concord, New Hampshire. Serving New Hampshire.
Hartford, Connecticut. Serving Connecticut.
Montpelier, Vermont. Serving Vermont.
Providence, Rhode Island. Serving Rhode Island.

NEW YORK AREA. Area Office, New York, New York, having jurisdiction over the following regional and branch offices:

Newark, New Jersey. Serving New Jersey
New York, New York. Serving the New York counties of:

Albany	Greene	Putnam	Saratoga	Ulster
Bronx	Kings	Queens	Schenectady	Warren
Columbia	Nassau	Rensselaer	Schoharie	Washington
Delaware	New York	Richmond	Suffolk	Westchester
Dutchess	Orange	Rockland	Sullivan	

Syracuse, New York. Serving New York counties of:

Broome	Essex	Lewis	Onondaga	St. Lawrence
Cayuga	Franklin	Livingston	Ontario	Steuben
Chemung	Fulton	Madison	Oswego	Tioga
Chenango	Hamilton	Monroe	Otsego	Tompkins
Clinton	Herkimer	Montgomery	Schuyler	Wayne
Cortland	Jefferson	Oneida	Seneca	Yates

*Buffalo, New York. Serving New York counties of:

Allegany	Erie	Orleans
Cattaraugus	Genesee	Wyoming
Chautauqua	Niagara	

Hato Rey, Puerto Rico. Serving the Commonwealth of Puerto Rico.

*St. Thomas, Virgin Islands. Serving the U.S. Virgin Islands

* Denotes branch office under regional office.

MIDDLE ATLANTIC AREA. Area Office, Philadelphia, Pennsylvania, having jurisdiction over the following regional and branch offices:

Baltimore, Maryland. Serving Maryland, except the counties of Montgomery and Prince Georges.

Clarksburg, West Virginia. Serving the following counties in West Virginia:

Barbour	Hardy	Monongalia	Ritchie
Berkeley	Harrison	Morgan	Taylor
Brooke	Jefferson	Ohio	Tucker
Doddridge	Lewis	Pendleton	Tyler
Grant	Marion	Pleasants	Upshur
Hampshire	Marshall	Preston	Wetzel
Hancock	Mineral	Randolph	Wood

*Charleston, West Virginia. Serving the following counties in West Virginia:

Boone	Kanawha	Pocahontas
Braxton	Lincoln	Putnam
Cabell	Logan	Raleigh
Calhoun	Mason	Roane
Clay	McDowell	Summers
Fayette	Mercer	Wayne
Gilmer	Mingo	Webster
Greenbrier	Monroe	Wirt
Jackson	Nicholas	Wyoming

Cleveland, Ohio. Serving Ohio counties of:

Allen	Geauga	Morrow	Seneca
Ashland	Hancock	Marion	Stark
Ashtabula	Hardin	Medina	Summit
Auglaize	Henry	Mercer	Trumbull
Columbiana	Holmes	Ottawa	Van Wert
Crawford	Huron	Paulding	Wayne
Cuyahoga	Lake	Portage	Wood
Defiance	Lorain	Putnam	Wyandot
Erie	Mahoning	Richland	
		Sandusky	

*Toledo, Ohio. Serving Ohio counties of Fulton, Lucas, and Williams.

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Columbus, Ohio. Serving Ohio counties of:

Adams	Fairfield	Knox	Noble
Athens	Fayette	Lawrence	Perry
Belmont	Franklin	Licking	Pickaway
Brown	Gallia	Logan	Pike
Carroll	Greene	Madison	Preble
Champaign	Guernsey	Meigs	Ross
Clark	Harrison	Miami	Scioto
Clinton	Highland	Monroe	Shelby
Coshocton	Hocking	Montgomery	Tuscarawas
Darke	Jackson	Morgan	Union
Delaware	Jefferson	Muskingum	Vinton
			Washington

*Cincinnati, Ohio. Serving Ohio counties of Butler, Clermont, Hamilton, and Warren.

Louisville, Kentucky. Serving Kentucky.

Philadelphia, Pennsylvania. Serving the following counties in Pennsylvania:

Adams	Cumberland	Lehigh	Philadelphia
Berks	Dauphin	Luzerne	Pike
Bradford	Delaware	Lycoming	Potter
Bucks	Franklin	Mifflin	Schuylkill
Cameron	Fulton	Monroe	Snyder
Carbon	Huntingdon	Montgomery	Sullivan
Centre	Juniata	Montour	Susquehanna
Chester	Lackawanna	Northampton	Union
Clinton	Lancaster	Northumberland	Wayne
Columbia	Lebanon	Perry	Wyoming
			Tioga
			York

*Dover, Delaware. Serving Delaware

Pittsburgh, Pennsylvania. Serving the following counties in Pennsylvania:

Allegheny	Clarion	Greene	Venango
Armstrong	Clearfield	Indiana	Warren
Beaver	Crawford	Jefferson	Washington
Bedford	Elk	Lawrence	Westmoreland
Blair	Erie	McKean	
Butler	Fayette	Mercer	
Cambria	Forest	Somerset	

Richmond, Virginia. Serving Virginia, except the counties of Arlington, Fairfax, and Loudoun.

Washington, D. C. Serving the District of Columbia; Maryland counties of Montgomery and Prince Georges and Virginia counties of Arlington, Fairfax, and Loudoun.

SOUTHEASTERN AREA: Area Office, Atlanta, Georgia, having jurisdiction over the following regional and branch offices.

Atlanta, Georgia. Serving Georgia.

Birmingham, Alabama. Serving Alabama.

Charlotte, North Carolina. Serving North Carolina.

Columbia, South Carolina. Serving South Carolina.

Jackson, Mississippi. Serving Mississippi.

Jacksonville, Florida. Serving Florida counties of:

Alachua	Flagler	Lake	St. Johns
Baker	Franklin	Leon	Seminole
Bay	Gadsden	Levy	Sumter
Bradford	Gilchrist	Liberty	Suwannee
Calhoun	Gulf	Madison	Taylor
Citrus	Hamilton	Marion	Union
Clay	Hernando	Nassau	Volusia
Columbia	Holmes	Okaloosa	Wakulla
Dixie	Jackson	Orange	Walton
Duval	Jefferson	Putnam	Washington
Escambia	Lafayette	Santa Rosa	

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Nashville, Tennessee. Serving Tennessee counties of:

Bedford	Gibson	Lewis	Rutherford
Benton	Giles	Lincoln	Sequatchie
Cannon	Grundy	McNairy	Shelby
Carroll	Hamilton	Macon	Smith
Cheatham	Hardeman	Madison	Stewart
Chester	Hardin	Marion	Sumner
Clay	Haywood	Marshall	Tipton
Coffee	Henderson	Maury	Trousdale
Crockett	Henry	Montgomery	Van Buren
Davidson	Hickman	Moore	Warren
Decatur	Houston	Obion	Wayne
De Kalb	Humphreys	Overton	Weakley
Dickson	Jackson	Perry	White
Dyer	Lake	Pickett	Williamson
Fayette	Lauderdale	Putnam	Wilson
Franklin	Lawrence	Robertson	

*Knoxville, Tennessee. Serving Tennessee counties of:

Anderson	Greene	Morgan
Bledsoe	Hamblen	Polk
Blount	Hancock	Rhea
Bradley	Hawkins	Roane
Campbell	Jefferson	Scott
Carter	Johnson	Sevier
Claiborne	Knox	Sullivan
Cocke	Loudon	Unicoi
Cumberland	McMinn	Union
Fentress	Meigs	Washington
Grainger	Monroe	

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Miami, Florida. Serving Florida counties of:

Brevard	Hardee	Martin	Polk
Broward	Hendry	Monroe	St. Lucie
Charlotte	Highlands	Okeechobee	Sarasota
Collier	Hillsborough	Osceola	Florida Keys
Dade	Indian River	Palm Beach	
De Soto	Lee	Pasco	
Glades	Manatee	Pinellas	

**Tampa, Florida. Serving Florida counties of Hillsborough, Pinellas, Polk and Pasco. (Circuit rider to Manatee and Hendry.)

MIDWESTERN AREA. Area Office, Chicago, Illinois, having jurisdiction over the following regional and branch offices:

Chicago, Illinois. Covering Illinois counties of:

Boone	Ford	Livingston	Putnam
Bureau	Fulton	Logan	Rock Island
Carroll	Grundy	McDonough	Sangamon
Cass	Hancock	McHenry	Schuyler
Champaign	Henderson	McLean	Shelby
Christian	Henry	Macon	Stark
Clark	Iroquois	Marshall	Stephenson
Coles	Jo Daviess	Mason	Tazewell
Cook	Kane	Menard	Vermilion
Cumberland	Kankakee	Mercer	Warren
De Kalb	Kendall	Morgan	Whiteside
De Witt	Knox	Moultrie	Will
Douglas	Lake	Ogle	Winnebago
Du Page	La Salle	Peoria	Woodford
Edgar	Lee	Piatt	

Des Moines, Iowa. Serving Iowa.

Detroit, Michigan. Serving the Lower Peninsula of Michigan, except the counties of Alpena, Antrim, Charlevoix, Cheboygan, Emmet, Montmorency, Otsego, and Presque Isle.

** Denotes Post-of-Duty office - financial assistance only.

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Marquette, Michigan. Serving Michigan in the Upper Peninsula
and the Northern Lower Peninsula Counties of:

Upper Peninsula

Alger	Gogebic	Mackinac
Baraga	Houghton	Marquette
Chippewa	Iron	Menominee
Delta	Keweenaw	Ontonagon
Dickinson	Luce	Schoolcraft

Northern Lower Peninsula

Alpena	Cheboygan	Otsego
Antrim	Emmet	Presque Isle
Charlevoix	Montmorency	

Indianapolis, Indiana. Serving Indiana.

Kansas City, Missouri. Serving the following counties in Missouri and Kansas:

Kansas

Allen	Crawford	Labette	Neosho
Anderson	Doniphan	Leavenworth	Osage
Atchison	Douglas	Linn	Pottawatomie
Bourbon	Franklin	Marshall	Shawnee
Brown	Jackson	Miami	Wilson
Cherokee	Jefferson	Montgomery	Woodson
Coffey	Johnson	Nemaha	Wyandotte

Missouri

Adair	Cass	Douglas	Johnson
Andrew	Cedar	Gentry	Laclede
Atchison	Chariton	Greene	Lafayette
Barry	Christian	Grundy	Lawrence
Barton	Clay	Harrison	Linn
Bates	Clinton	Henry	Livingston
Benton	Cole	Hickory	Macon
Boone	Cooper	Holt	McDonald
Buchanan	Dade	Howard	Mercer
Caldwell	Dallas	Howell	Miller
Camden	Daviess	Jackson	Moniteau
Carroll	De Kalb	Jasper	Morgan (cont.)

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Newton	Pulaski	Schuyler	Webster
Nodaway	Putnam	Stone	Worth
Ozark	Randolph	Sullivan	Wright
Pettis	Ray	Taney	
Platte	Saint Clair	Texas	
Polk	Saline	Vernon	

Madison, Wisconsin. Serving Wisconsin counties of:

Adams	Grant	Langlade	Richland
Brown	Green	Manitowoc	Rock
Calumet	Green Lake	Marathon	Sauk
Clark	Iowa	Marinette	Shawano
Columbia	Jackson	Marquette	Sheboygan
Crawford	Jefferson	Menominee	Vernon
Dane	Juneau	Monroe	Waupaca
Dodge	Kewaunee	Oconto	Waushara
Door	La Crosse	Outagamie	Winnebago
Fond du Lac	Lafayette	Portage	Wood

*Milwaukee, Wisconsin. Serving Wisconsin counties of:

Kenosha	Racine	Waukesha
Milwaukee	Walworth	
Ozaukee	Washington	

Minneapolis, Minnesota. Serving Minnesota, and the following Wisconsin counties:

Ashland	Dunn	Pepin	Taylor
Barron	Eau Claire	Pierce	Trempealeau
Bayfield	Florence	Polk	Vilas
Buffalo	Forest	Price	Washburn
Burnett	Iron	Rusk	
Chippewa	Lincoln	St. Croix	
Douglas	Oneida	Sawyer	

St. Louis, Missouri. Serving the following counties in Illinois and Missouri,

Illinois

Adams	Crawford	Hamilton	Lawrence
Alexander	Edwards	Hardin	Macoupin
Bond	Effingham	Jackson	Madison
Brown	Fayette	Jasper	Marion
Calhoun	Franklin	Jefferson	Massac
Clay	Gallatin	Jersey	Monroe
Clinton	Greene	Johnson	Montgomery (cont.)

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Perry
Pike
Pope
Pulaski

Randolph
Richland
St. Clair
Saline

Scott
Union
Wabash
Washington

Wayne
White
Williamson

Missouri

Audrain
Bollinger
Butler
Callaway
Cape Girardeau
Carter
Clark
Crawford
Dent
Dunklin
Franklin

Gasconade
Iron
Jefferson
Knox
Lewis
Lincoln
Madison
Maries
Marion
Mississippi
Monroe

Montgomery
New Madrid
Oregon
Osage
Pemiscot
Perry
Phelps
Pike
Ralls
Reynolds
Ripley
St. Charles

St. Francois
Ste. Genevieve
St. Louis
Scotland
Scott
Shannon
Shelby
Stoddard
Warren
Washington
Wayne

SOUTHWESTERN AREA. Area Office, Dallas, Texas, having jurisdiction over the following regional offices;

Albuquerque, New Mexico. Serving New Mexico.

Dallas, Texas. Serving the following counties in Texas:

Anderson
Archer
Baylor
Bell
Bosque
Brown
Burnet
Callahan
Clay
Coleman
Collin
Comanche
Concho
Cooke
Coryell
Dallas

Delta
Denton
Eastland
Ellis
Erath
Falls
Fannin
Freestone
Grayson
Hamilton
Henderson
Hill
Hood
Hopkins
Hunt
Jack

Johnson
Kaufman
Lamar
Lampasas
Limestone
Llano
Mason
McCulloch
McLennan
Menard
Mills
Montague
Navarro
Palo Pinto
Parker

Rains
Rockwall
San Saba
Shackelford
Somervell
Stephens
Tarrant
Throckmorton
Van Zandt
Wichita
Wilbarger
Williamson
Wise
Young

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Houston, Texas. Serving the following counties in Texas:

Texas

Angelina	Galveston	Leon	San Jacinto
Austin	Grimes	Liberty	Trinity
Bastrop	Hardin	Madison	Tyler
Brazoria	Harris	Matagorda	Waller
Brazos	Houston	Milam	Walker
Burleson	Jackson	Montgomery	Washington
Chambers	Jasper	Newton	Wharton
Colorado	Jefferson	Orange	
Fayette	Lavaca	Polk	
Fort Bend	Lee	Robertson	

Little Rock, Arkansas. Serving Arkansas, except Columbia, Lafayette and Miller counties.

Lubbock, Texas. Serving the following counties in Texas:

Andrews	Ector	Jones	Reagan
Armstrong	El Paso	Kent	Reeves
Bailey	Fisher	King	Roberts
Borden	Floyd	Knox	Runnels
Brewster	Foard	Lamb	Schleicher
Briscoe	Gaines	Lipscomb	Scurry
Carson	Garza	Loving	Sherman
Castro	Glasscock	Lubbock	Sterling
Childress	Gray	Lynn	Stonewall
Cochran	Hale	Martin	Sutton
Coke	Hall	Midland	Swisher
Collingsworth	Hansford	Mitchell	Taylor
Cottle	Hardeman	Moore	Terrell
Crane	Hartley	Motley	Terry
Crockett	Haskell	Nolan	Tom Green
Crosby	Hemphill	Ochiltree	Upton
Culberson	Hockley	Oldham	Ward
Dallam	Howard	Parmer	Wheeler
Dawson	Hudspeth	Pecos	Winkler
Deaf Smith	Hutchinson	Potter	Yoakum
Dickens	Irion	Presidio	
Donley	Jeff Davis	Randall	

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Marshall, Texas. Serving the following Arkansas and Texas counties and Louisiana parishes:

Arkansas

Columbia	Lafayette	Miller
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Louisiana

Bienville	Caddo	De Soto	Webster
Bossier	Claiborne	Red River	

Texas

Bowie	Gregg	Panola	Shelby
Camp	Harrison	Red River	Smith
Cass	Marion	Rusk	Titus
Cherokee	Morris	Sabine	Upshur
Franklin	Nacogdoches	San Augustine	Wood

New Orleans, Louisiana. Serving Louisiana, except Bienville, Bossier, Caddo, Claiborne, De Soto, Red River, and Webster parishes.

Oklahoma City, Oklahoma. Serving Oklahoma.

San Antonio, Texas. Serving the following counties in Texas:

Aransas	Duval	Kerr	Refugio
Atascosa	Edwards	Kimble	San Patricio
Bandera	Frio	Kinney	Travis
Bee	Gillespie	Kleberg	Uvalde
Bexar	Goliad	La Salle	Val Verde
Blanco	Gonzales	Live Oak	Victoria
Caldwell	Guadalupe	Maverick	Webb
Calhoun	Hays	McMullen	Wilson
Comal	Jim Wells	Medina	Zavala
De Witt	Karnes	Nueces	
Dimmit	Kendall	Real	

*Harlingen, Texas. Serving the Texas counties of Brooks, Cameron, Hidalgo, Jim Hogg, Kenedy, Starr, Willacy, and Zapata.

ROCKY MOUNTAIN AREA. Area Office, Denver, Colorado, having jurisdiction over the following regional offices:

Casper, Wyoming. Serving Wyoming.
Denver, Colorado. Serving Colorado.

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Fargo, North Dakota. Serving North Dakota.
Helena, Montana. Serving Montana.
Omaha, Nebraska. Serving Nebraska.
Salt Lake City, Utah. Serving Utah.
Sioux Falls, South Dakota. Serving South Dakota.

Wichita, Kansas. Serving the following counties in Kansas:

Barber	Gove	McPherson	Rush
Barton	Graham	Marion	Russell
Butler	Grant	Meade	Saline
Chase	Gray	Mitchell	Scott
Chautauqua	Greeley	Morris	Sedgwick
Cheyenne	Greenwood	Morton	Seward
Clark	Hamilton	Ness	Sheridan
Clay	Harper	Norton	Sherman
Cloud	Harvey	Osborne	Smith
Comanche	Haskell	Ottawa	Stafford
Cowley	Hodgeman	Pawnee	Stanton
Decatur	Jewell	Phillips	Stevens
Dickinson	Kearny	Pratt	Sumner
Edwards	Kingman	Rawlins	Thomas
Elk	Kiowa	Reno	Trego
Ellis	Lane	Republic	Wabaunsee
Ellsworth	Lincoln	Rice	Wallace
Finney	Logan	Riley	Washington
Ford	Lyon	Rooks	Wichita
Geary			

PACIFIC COASTAL AREA. Area Office, San Francisco, California, having jurisdiction over the following regional and branch offices:

Anchorage, Alaska. Serving the following election districts of Alaska:

Ketchikan - Prince of Wales	Palmer	Bristol Bay
Wrangell - Petersburg	Anchorage	Bethel
Sitka	Seward	Nome
Juneau	Kenai	Wade Hampton
Yakutat	Kodiak	
Cordova-Valdez	Aleutian Islands	

*Fairbanks, Alaska. Serving the Alaska Election Districts of Barrow-kobuk, Fairbanks-Yukon, and Yukon-Kuskokwim.

Boise, Idaho. Serving Idaho, except Benewah, Bonner, Boundary, Clearwater, Idaho, Kootenai, Latah, Lewis, Nez Perce, and Shoshone counties. Serving the Oregon counties of Baker, Grant, Harney, Malheur, Union, and Wallowa.

Honolulu, Hawaii. Serving Hawaii and American Samoa.

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*Agana, Guam. Serving Guam.

Los Angeles, California. Serving California counties of Kern, Los Angeles, Orange, Riverside, Santa Barbara, San Bernardino, San Luis Obispo, and Ventura.

*Las Vegas, Nevada. Serving the California county of Inyo, and the Nevada counties of Clark, Esmeralda, Lincoln, and Nye.

Phoenix, Arizona. Serving Arizona.

**Tucson, Arizona. Serving the Arizona counties of Pima, Santa Cruz and Cochise.

Portland, Oregon. Serving Oregon except Baker, Grant, Harney, Malheur, Union, and Wallowa counties; serving the Washington counties of Clark, Cowlitz, Klickitat, Skamania, and Wahkiakum.

San Diego, California. Serving California counties of Imperial and San Diego.

San Francisco, California. Serving Nevada, except the counties of Clark, Esmeralda, Lincoln, and Nye; serving California, except the counties of Imperial, Inyo, Kern, Los Angeles, Orange, Riverside, Santa Barbara, San Bernardino, San Diego, San Luis Obispo, and Ventura.

Spokane, Washington. Serving the following Washington and Idaho counties:

Washington

Adams	Columbia	Garfield	Spokane
Asotin	Ferry	Grant	Stevens
Benton	Franklin	Lincoln	Walla Walla
		Pend Oreille	Whitman

Idaho

Benewah	Clearwater	Latah	Nez Perce
Bonner	Idaho	Lewis	Shoshone
Boundary	Kootenai		

Seattle, Washington. Serving the following Washington counties:

Chelan	Jefferson	Mason	Skagit
Clallam	King	Okanogan	Snohomish
Douglas	Kitsap	Pacific	Thurston
Grays Harbor	Kittitas	Pierce	Whatcom
Island	Lewis	San Juan	Yakima

** Denotes Post-of-Duty office - financial assistance only.

DOCUMENT 9

PROCUREMENT CENTER REPRESENTATIVES

October 15, 1968

PROCUREMENT CENTER REPRESENTATIVES

<u>Name</u>	<u>Installation Coverage & Mailing Address</u>	<u>Telephone Number</u>
AMUNDSON, Robert	<u>Mailing Address:</u> DCASR Los Angeles 11099 South LaCienega Blvd. Los Angeles, California 90045	8-0-213-643-0620
BABCOCK, Wallace I.	Post Office Department, U.S. Coast Guard; Veterans Administration, Commerce, Federal Aviation Administration, Washington, D. C. <u>Mailing Address:</u> Small Business Administration Regional Office 1321 H Street, N. W. - Mezzanine Washington, D. C. 20417	202-382-2949(x22949)
BALL, Marvin T., Jr.	Defense General Supply Center & Defense Subsistence Supply Center Richmond, Virginia <u>Mailing Address:</u> Defense General Supply Center Building 32 Richmond, Virginia 23219	8-0-703-275-3154
BOCCHINO, Frank F.	U. S. Naval Air Systems Command & U. S. Naval Ordnance Systems Command, Washington, D. C., Dept. of Agriculture, Washington, D. C. <u>Mailing Address:</u> Naval Air Systems Command, Munitions Building Room 1608 21st and Constitution Avenue, N. W. Washington, D. C. 20037	202-6968735 (Code 11-68735)
BROWN, Nelson T.	Naval Aviation Supply Office and Frankford Arsenal, Philadelphia; Defense Industrial Supply Center, Philadelphia	

October 15, 1968

BROWN, Nelson T. (Cont'd)

Mailing Address:

Naval Aviation Supply Office
700 Robbins Avenue - Room 1047
Philadelphia, Pennsylvania 19111

8-215-697-3817

CASEY, Volley

San Antonio Air Materiel Area, Fort Sam Houston,
Lackland AFB, Randolph AFB

Mailing Address:

San Antonio Air Materiel Area
CMR Box 41595 - Kelly Air Force Base
San Antonio, Texas 78241

8-0-512-925-4921

COULSON, Joseph

Defense Subsistence Supply Center, Fort Worth;
Carswell Air Force Base, Fort Worth; Sheppard Air
Force Base, Wichita Falls; District Engineers, Fort
Worth; Bergstrom Air Force Base, Austin; Defense
Subsistence Supply Center, New Orleans, La., GSA,
Fort Worth; NASA, Houston

Mailing Address:

U.S. Court House, Room 416
10th at Lamar Street
Fort Worth, Texas 76102

8-817-334-2075

DOHENY, John T.

Portsmouth Naval Shipyard; Boston Naval Shipyard
Pease Air Force Base, Portsmouth, N. H.; Navy Supply
Depot, Newport, R.I.; Otis Air Force Base, Falmouth,
Mass.; Westover Air Force Base, Chicopee Falls, Mass.;
GSA, Boston

Mailing Address:

Northeastern Area Office - Room 2103
John F. Kennedy Federal Building
Government Center
Boston, Massachusetts 02203

8-617-223-3217

DORN, Walter

Naval Supply Center, Oakland; Northwest Procurement
Agency; Presidio of San Francisco; Corps of Engineers,
Forest Service, San Francisco, Calif.; Sharpe Army Depot,
Lathrop; Naval Facilities Engineering Command, San Bruno;
Defense Subsistence Supply Center, Alameda; GSA San Francisco

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DORN, Walter (cont'd)

Mailing Address:

8-415-556-5232

Small Business Administration
Pacific Coastal Area Office
450 Golden Gate Avenue, Box 36105
San Francisco, California 94102

FOWLER, Robert

Charleston Naval Shipyard; Army Training Ctr. & Ft. Jackson, Columbia
U.S. Army Engineer District, Savannah; U.S. Army School/Training Ctr.,
Ft. Gordon, Augusta; VA Hospital, Augusta; U.S. Army Engineer District,
Wilmington; Pope Air Force Base, Fayetteville; Seymour-Johnson Air
Force Base, Goldsboro; Hqs. 18th Airborne Corps and Ft. Bragg; U.S.
Army Marine Corps Air Station, Cherry Point; U.S. Marine Corps Base,
Camp Lejeune; VA Hospital, Durham; VA Hospital, Fayetteville, VA Hospi-
tal, Oteen; VA Hospital, Salisbury; Naval Facilities Engr. Command, SE
Division, Charleston; Charleston Air Force Base, Charleston; Myrtle Air
Force Base, Myrtle Beach; Shaw Air Force Base, Sumter; U.S. Marine Corps
Parris Island; VA Hospital, Columbia; Public Works Office, Naval Air
Station, Glynnco, Brunswick; VA Hospital, Charleston; Public Works Office,
USMC, Parris Island; Public Works Office, Marine Corps Air Station,
Cherry Point; Public Works Office, U.S. Army Marine Corps, Camp Lejeune;
U.S. Army Engr. District, Federal Bldg., P.O. Box 919, Charleston; Public
Works Office, Marine Corps Air Station, Beaufort.

Mailing Address:

8-803-253-3370

Regional Office - Small Business Administration
1801 Assembly Street
Columbia, South Carolina 29201

GRACIK, John

Watervliet Arsenal, New York; McGuire AFB, New Jersey; Rome Air
Development Center (Griffis AFB), New York; Fort Dix; Picatinny Arsenal,
Dover, VA, Somerville, N. J.

Mailing Address:

8-212-264-4392

New York Area Office - Small Business Administration
26 Federal Plaza, Room 3930
New York, New York 10007

HOFFMAN, David

Mailing Address:

8-215-271-3896

DCASR Philadelphia
Building 6 - 2nd Floor - P. O. Box 7478
Philadelphia, Pennsylvania 19101

October 15, 1968

KAPLAN, Clint

Marine Corps Supply Agency, Philadelphia; Naval Air Engineering Center, Philadelphia; Naval Shipyard, Philadelphia; Aberdeen Proving Ground, Maryland; Army Chemical Center, Maryland; Dover AFB, Maryland

Mailing Address:

8-215-597-3222

Middle Atlantic Area Office - Small Business Administration
1 Decker Square - East Lobby
Bala Cynwyd, Pennsylvania 19004

KELLY, George C.

Defense Personnel Support Center (Clothing & Textiles, Subsistence, Medical Materials), Philadelphia

Mailing Address:

8-215-271-2728

Defense Personnel Support Center
Building 12-E-1
2800 South 20th Street
Philadelphia, Pennsylvania 19101

LEWIS, Donald R.

Headquarters U. S. Army Weapons Command, Rock Island;
U. S. Army Ammunition Procurement and Supply Agency,
Joliet, Illinois

Mailing Address:

8-0-309-794-5259

U. S. Army Weapons Command
Building 350
Rock Island, Illinois 61201

LOFTIS, Jack

U. S. Army Engineer District, Mobile; Craig Air Force Base, Selma; Maxwell Air Force Base, Montgomery; Fort McClellan, Anniston; Fort Rucker, Ozark; Anniston Army Depot, Anniston; VA Hospital, Birmingham; VA Hospital, Montgomery; VA Hospital, Tuscaloosa; VA Hospital, Tuskegee; Columbus Air Force Base, Columbus; Keesler Air Force Base, Biloxi; U. S. Army Engineer District, Vicksburg; Naval Air Station, Meridan; VA Hospital, Biloxi; VA Hospital, Gulfport; Oak Ridge Operations Office - AEC, Oak Ridge; Arnold Engineering Development Center, Tullahoma

October 15, 1968

LOFTIS, Jack

U.S. Army Engineer District, Memphis; U.S. Army Engineer District, Nashville; Defense Depot - DSA, Memphis; Stewart Air Force Base, Smyrna; Fort Campbell, Clarksville; U.S. Naval Air Station, Millington; U.S. Naval Hospital, Memphis; Soil Conservation Service, Chattanooga; Soil Conservation Service, Nashville; U.S. Post Office, Memphis; VA Hospital, Memphis; VA Hospital, Memphis; VA Hospital, Mountain Home; VA Hospital; Murfreesboro; VA Hospital, Nashville, VA Hospital, Jackson

Mailing Address:

8-404-526-5587

Small Business Administration
Southeastern Area Office
1401 Peachtree Street, N. W.
Atlanta, Georgia 30309

LUSK, Edward A.

Space & Missiles Systems Organization (SMSO), Los Angeles; Norton AFB, Base Procurement, San Bernardino; Edwards AFB, Edwards, Calif.; March AFB, Riverside, Calif.; Oxnard AFB, Oxnard, Calif.; Nellis AFB, Las Vegas, Nevada; George AFB, Victorville, Calif.; NPO, Los Angeles; Naval Facilities Engineering Command, San Diego; Marine Corp Supply Center, Barstow, Calif.; DPSC, Los Angeles; Southwest Procurement District, Pasadena; Core Engineer, Los Angeles; Ft. Irwin, Ft. Irwin, Calif.; FAA, Los Angeles; NASA, Pasadena; USAEC, Los Vegas, Nevada; NASA, Edwards, Calif.; U.S. Army Electronic Command, Ft. Huachuca, Arizona; William AFB, William, Arizona; Luke AFB, Phoenix, Arizona; Davis-Monthan AFB, Tucson, Arizona

Mailing Address:

8-213-688-2900

Space & Missiles Systems Organization
Regional Office
Los Angeles, California 90045

McDERMOTT, Robert

Air Force Electronics System Division, Bedford; USA Natick Laboratories; Fort Devens; Electronics Research Center, Cambridge

October 15, 1968

McDERMOTT, Robert (cont'd)

Mailing Address:
Small Subinss Administration
Northeastern Area Office
Room 2103
John Fitzgerald Kennedy Federal Building
Government Center
Boston, Massachusetts 02203

8-617-223-3217

NIEMAN, Lauren F.

Mailing Address:
Oklahoma City Air Materiel Area
Tinker Air Force Base
Oklahoma City, Oklahoma 73154

8-0-405-732-7321
(Ext 7821)

OAKS, Roy D. Jr.

U.S. Naval Training Device Center, Orlando; Kennedy Space Center - NASA, Cape Kennedy; U.S. Army Engineer District, Jacksonville, Florida; Eglin Air Force Base; Valparaiso; Homestead Air Force Base, Homestead; McCoy Air Force Base, Orlando; MacDill Air Force Base, Tampa; Patrick AFB, Cocoa Beach; Tyndall Air Force Base, Panama City; U. S. Coast Guard Headquarters, Miami, Naval Air Station - Cecil Field, Jacksonville; Naval Air Station Jacksonville; Naval Air Station, Mayport; Naval Air Station, Pensacola; Naval Air Station, Key West; VA Hospital, Bay Pines; VA Hospital, Coral Gables; VA Hospital, Lake City

Mailing Address:
1730 Wyandotte Terrace
Indian Hill Estates
Casselberry, Florida 32707

8-0-305-841-5611
(Ext 2515)

PETTKER, Elmer

U.S. Army Mobility Equipment Command, Aviation Materiel Command, USAF, Aerospace Chart & Information Center, St. Louis; Military Airlift Command, Belleville, Illinois

Mailing Address:
U.S. Army Mobility Equipment Command
Small Business Office - Building 107
4300 Goodfellow Boulevard
St. Louis, Missouri 63120

8-0-314-263-2222
(thru 2226)

October 15, 1968

RIZZOLO, Mario A.

U.S. Army Electronics Command
Room 1012 - 225 South 18th Street
Philadelphia, Pennsylvania 19101

8-0-215-985-3377
(Wed. & Thurs.)

Mailing Address:

U.S. Army Electronics Command
Coles Area - Building S-5
Fort Monmouth, New Jersey 07703

8-0-201-898-1761
or 1589

(Mon., Tues., & Fri)

RODENHAUSER, Charles R.

George C. Marshall Space Flight Center, NASA,
Huntsville; Army Missile Command, Redstone Arsenal

Mailing Address:

U.S. Army Missile Command
Building 4488, Room C-201-A
Redstone Arsenal, Alabama 35809

8-0-205-877-3022

(Not covered at this time--
incumbent reassigned)

Mailing Address:

U.S. Army Tank-Automotive Command
MAMP - Building 2
38111 Van Dyke
Warren, Michigan 48090

8-0-313-264-1100
(ext 2795)

TRUESDALE, F. Scott

General Services Administration

202-343-8200

Mailing Address:

Small Business Administration
Regional Office
1321 H Street, N. W. - Mezzanine
Washington, D. C. 20417

202-382-3525

VASSALLO, Lawrence J.

WPAFB (Entire Complex) & Defense Electronics Supply
Center, Dayton; U.S. Army Cincinnati Procurement
Agency; Defense Construction Supply Agency, Columbus

October 15, 1968

(cont'd)

VASSALLO, Lawrence J.

Mailing Address:
SBA Representative (SBA)
Area B - Building 11 - Room 116
Wright - Patterson Air Force Base
Dayton, Ohio 45433

8-0-513-255-3333

VERFURTH, Patrick

Hill Air Force Base; Dugway Proving Ground; Tooele
Army Depot

Mailing Address:
Directorate of Procurement
Ogden Air Materiel Area
Hill Air Force Base
Ogden, Utah 84401

8-0-801-777-6720

WANKEL, William B.

Naval Ship Systems Command & Naval Electronics
Systems Command, Washington, D. C., Navy Purchasing
Office

Mailing Address:
Room 1-N-29 (Code OOE-2)
Main Navy Building
18th & Constitution Avenue, N. W.
Washington, D. C. 20360

202-696-3695

WANTOLA, Stanley

GSA, NPO, DSSC, Maritime Commission, AEC, FAA - New York

Mailing Address:
Small Business Administration
New York Area Office
26 Federal Plaza
New York, New York 10007

8-212-264-1484

WARNER, Thomas

Sacramento Air Materiel Area; Beale Air Force Base;
Mather Air Force Base; Corps of Engineers, Sacramento

tober 15, 1968

WARNER, Thomas (cont'd)

Mailing Address:

SAMA (DMPE)
McClellan Air Force Base
California 95652

8-0-916-643-6000
or 4131

WEBSTER, Add

White Sands Missile Range; Cannon Air Force; Bureau
of Indian Affairs - Albuquerque & Gallup; Kirtland
Air Force Base; Ft. Bliss; Albuquerque Corps of Engineers, Ft.
Ft. Wingate, Gallup; Holloman Air Force Base, Sandia Base;
AEC and Forrest Service, Albuquerque

Mailing Address:

Small Business Administration
Regional Office
500 Gold Avenue, S. W.
Albuquerque, New Mexico 87101

8-505-247-2866

WOLF, Elden L.

Defense Subsistence Supply Center, Kansas City; McConnell
AFB; Fort Leavenworth; Richards Gebaur AFB, Forbes AFB;
Fort Leonard Wood; Whiteman Air Force Base; Corps of
Engineers, Kansas City; GSA, Kansas City

Mailing Address:

Small Business Administration
Regional Office
911 Walnut Street
Kansas City, Missouri 64106

8-816-374-3517

DOCUMENT 10

SECTION 8(a) PRIME AND SUBCONTRACT STATUS

AS OF MONDAY
October 21 1963

RECAPITULATION OF 3(a) CONTRACTS

<u>Agency</u>	<u>Number</u>	<u>Dollars</u>
Army	7	\$ 1,755,583
Air Force	7	2,861,673
Navy	2	102,465
DSA	<u>5</u>	<u>7,826,344</u>
Totals	21	\$ 12,546,065

Report Prepared by FACS/Zimacki
Ext. 3368 or 4900

WEEKLY SUMMARY OF SECTION 8(a) SUBCONTRACTS

AS OF MONDAY
October 21 1968

SUBCONTRACTOR	VALUE	EMPL.	QTY + ITEM	PROCURING AGENT	PRIME CONTRACT NO.	SUBCONTRACT NO.	STATUS
1. Elegant Garments, Inc. Chicago, Ill.	137,500	* 46	2,500,000 Housing	AP+SA, DSA	DAAA-09-68-C-0280	SBA-0001-8(a)	Term. 8/7/68
2. Fairmicco, Inc. Washington, D. C.	244,290	* 200	50,000 Pallet, Material Handling	DGSC, DSA	DSA400-68-C-4171	SBA-0002-8(a)	Ahead of Schedule
3. Martin Bakery, Inc. San Antonio, Texas	942,840	50	Bakery Products	Lockland AFB USAF	F41615-68-C-0301	SBA-0003-8(a)	On Schedule
4. East Side Bakery San Antonio, Texas	104,588	* 10	Bakery Products	Lockland AFB USAF	F41615-68-C-0301	SBA-0004-8(a)	Not in Operation
5. Fairmicco, Inc. Washington, D. C.	73,165	200	18,247 Cable Assem- blies	AECOM, U. S. Army	DAAB05-68-C-2349	SBA-0005-8(a)	On Schedule
6. Watts Mfg. Co. Compton, Calif.	1,849,088	** 30	2,000 Tent General Purpose, Large	DPSC, DSA	DSA100-68-F-V-193	SBA-0006-8(a)	Ahead of Schedule
7. State Industries Huntington Park, Calif.	2,430,868	** 82	5,500 Tent General Purpose, Medium	DPSC, DSA	DSA100-68-F-V-193	SBA-0007-8(a)	On Schedule
8. Ellsworth Mfg. Co., Inc. Norfolk, Va.	2,430,868	** 82	5,500 Tent General Purpose, Medium	DPSC, DSA	DSA100-68-F-V-193	SBA-0008-8(a)	Ahead of Schedule
9. Aladdin Heating Corp. San Leandro, Calif.	1,309,281	* 75	16,650 Containers, Repair + Modification	Hill AFB, USAF	F42600-68-D-3437	SBA-0009-8(a)	Behind Schedule
10. Fairmicco, Inc. Washington, D. C.	209,000	* 200	47,500 Box, wood Ammunition	APSA, Joliet	DAAA09-68-C-0500	SBA-0010-8(a)	Behind Schedule
11. Aerospace Services, Inc. Oakland, Calif.	150,000	50	Repair of Generator Sets (qty est unknown)	McClellan AFB	FO4606-68-D-0673	SBA-0011-8(a)	On Schedule
12. Aerospace Services, Inc. Oakland, Calif.	327,756	50	Modification of 24 Type T-33 Aircraft	McClellan AFB	FO4606-69-C-0002	SBA-0012-8(a)	Ahead of Schedule
13. Soncraft, Inc. Chicago, Ill.	76,095	5	Electronic and Elec- trical Equipment	ESO, Great Lakes, Ill.	N00126-69-D-0024	SBA-0013-8(a)	No report Submitted
14. Electro-Cords Company Los Angeles, Calif.	824,000	135	Boosters with Deton- ators	APSA	DAAA09-69-C-0015	SBA-0016-8(a)	On Schedule

WEEKLY SUMMARY OF SECTION 8(a) SUBCONTRACTS

AS OF MONDAY

OCT 21 1968

SUBCONTRACTOR	VALUE	EMPL.	QTY + ITEM	PROCURING AGENT	PRIME CONTRACT NO.	SUBCONTRACT NO.	STATUS
15. American Tent & Canvas Co. LaFollette, Tenn.	871,230	* 200	Tents	DPSC/DSA	DSA100-69-F-U230	SBA-0018-8(a)	On Schedule
16. D&H Industries, Inc. Los Angeles, Calif.	23,490	6	1305 Link for J85 Engine	Tinker AFB	F34601-69-C-0224	SBA-0019-8(a)	On Schedule
17. Johnston Eng. & Mfg. Co. Venice, Calif.	3,718	8	Retainer, AC Elec- tronics	Tinker AFB	F34601-69-C-0224	SBA-0020-8(a)	On Schedule
18. Albina Corp. Portland, Ore.	26,370	12	14' Punt Boats	Naval Ship Systems Cmd., Wash., D.C.	N00024-69-C-0222	SBA-0021-8(a)	No Report Submitted
19. Elegant Garment Industries Chicago, Ill.	201,500	46	Bandoleers	APSA, Joliet	DAAA09-69-F-0046	SBA-0022-8(a)	On Schedule
20. Baltimore Electronic Assoc., Inc., Baltimore, Md.	155,209	38	Antenna Equipment	Army Electronics Command	DAAB05-69-C-1303	SBA-0023-8(a)	On Schedule
21. Fairmicco, Inc. Washington, D. C.	155,209	200	Antenna Equipment	Army Electronics Command	DAAB05-69-C-1303	SBA-0024-8(a)	On Schedule
Total	12,546,065						

* Projected Increase
 ** Retain without RIF

DOCUMENT 11

8(a) PROSPECTIVE SUBCONTRACTOR DATA

Section 8(a) Prospective Subcontractor Data

(The submission of this data is the responsibility of the SBA office initiating the request for 8(a) subcontract assistance. Under no circumstances should the prospective subcontractor be led to believe that supplying any of this data makes him eligible to receive a subcontract.)

Check One

1. Name of Firm _____ Individually owned ☐
Address _____ Partnership ☐
_____ Corporation ☐

2. Ownership and Management

a. Owner(s) (if individually owned or partnership)

b. Principal Stockholders (if corporation)

_____ %
_____ %
_____ %
_____ %

c. Principal Operating Officers

(Name)	(Title)
_____	_____
_____	_____
_____	_____

3. Number of Employees (Average for past year) _____

If new firm outline employment plans _____

4. Principal Business (describe briefly) _____

(a) Sales Past Year \$ _____
(b) Profit or Loss, Past Year \$ _____
(Attach copy of balance sheet)
(c) Net Worth \$ _____

5. Location of Manufacturing Facilities (if other than address given in 1):

Labor Area Classification (Check one)

A. ☐ Concentrated unemployment or underemployment

U. S. Dept. of Labor Certifying Firm _____

B. ☐ Substantial Unemployment

C. ☐ Persistent Unemployment

D. ☐ Other (describe) _____

6. Describe Facilities (size, age, condition, whether owned or leased):

7. Reason 8(a) Subcontract Assistance Being Sought: _____

8. Type and Amount of Manufacturing (or other) Work Required to Accomplish Requirement Set Forth in Item 7:

A. Specific item(s) (use SIC Codes and FSN numbers if known)

B. Total Quantity of Items Sought _____

C. Period of Production and Delivery Required to Meet Purpose of Item 7:

D. Total Dollar Value of Items Sought _____ \$ _____

(Indicate lowest unit price necessary for
firm to perform \$ _____ per unit)

9. List of Additional Equipment Required Before Firm Can Begin Production (of Item 8):

<u>ITEM</u>	<u>VALUE</u>	<u>BUY OR LEASE</u> (indicate)
_____	\$ _____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

10. Identify Government Buying Offices Currently (or expected) Purchasing Item(s) Sought: _____

A. Has firm supplied any of these items before? _____

(1) Agency and Date: _____ 19__

(2) Item: _____

(3) Unit Value and Total Contract Value: \$ _____ \$ _____

B. Has firm bid to supply item(s) within the past two years (indicate agency, date, solicitation number, and bid standing):

11. In addition to information in item 10, has firm ever done business with the Federal Government either as Prime Contractor or as substantial Subcontractor (Explain briefly):

12. Disadvantaged, unemployed or underemployed persons to be hired if sub-contract can be provided:

A. Total Number _____

(1) Male _____

(2) Female _____

B. Period during which persons will be hired _____ to _____

C. Training to be provided (describe) _____

D. Will training assistance be available from other government agencies
(Federal, State or Local)? If so describe briefly: _____

13. What positive plans is the firm making to increase business sufficiently to
be able to retain persons to be hired (indicated in Item 10) at the completion
of 8(a) subcontracts: _____

14. Other pertinent information: _____

15. Name, address and phone number of person from whom this information was
obtained:

Phone: _____

DOCUMENT 12

"6x6" LOAN AND MANAGEMENT PROGRAM

June 23, 1965

"6X6" LOAN AND MANAGEMENT PROGRAM

<u>City</u>	<u>Total No.</u>	<u>Total Amt.</u>	<u>Minority No.</u>	<u>Minority Amt.</u>
Philadelphia, Pa.	254	\$1,071,422	113	\$443,807
(Cumulative from January 28, 1964 to April 23, 1965 when phased into EOL Program)				
Camden, N. J.	3	\$ 18,000	2	\$ 12,000
(Very small program)				
New York, N. Y.	363	\$1,657,200	200	\$846,500
(Cumulative from April 6, 1964 (Harlem) and August 10, 1964 (Brooklyn) to May 31,				
Washington, D. C.	142	\$ 688,350	61	\$285,400
(Cumulative from July 8, 1964 to May 11, 1965 when phased into EOL Program)				
Houston, Texas	15	\$ 69,500	4	\$ 17,100
(Cumulative from January 13, 1965 to June 23, 1965)				
San Francisco, Calif.	717	\$ 72,750	13	\$ 60,000
(Cumulative from February 19, 1965 to June 23, 1965)				
GRAND TOTAL	794	\$3,577,222	393	\$1,664,807

MINORITY - 49.5% of total number
46.5% of total amount

DOCUMENT 13

ADMINISTRATOR'S JULY 13, 1967 MEMORANDUM
RE CAMPAIGN TO EQUALIZE OPPORTUNITY FOR WOMEN

UNITED STATES GOVERNMENT

Memorandum

: Desk to Desk Distribution
(Washington and Field Offices)

DATE: JUL 13 1967

FROM : The Administrator

SUBJECT: SBA Campaign to Equalize Opportunity for Women

President Johnson recently said---

"The underutilization of American women continues to be the most tragic and the most senseless waste of this century. It is a waste that we can no longer afford. Our economy is crying out for their services."

With such emphatic backing from the President to upgrade women a more favorable climate has been created for employing women in professional, administrative and technical positions. Despite this support, women still hold only a small fraction of these upper level jobs in government. In the SBA they hold only 3.1% of the positions GS-12 and above. This hardly seems to be a fair share.

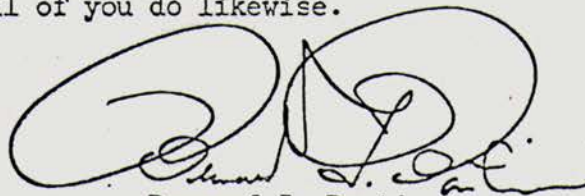
Today, more than one-third of the nation's working force is comprised of women---one-tenth of whom are family heads. This would seem to indicate that the time for humor in the area of sex discrimination is past. The public must be made to understand that to deny a qualified woman a job simply because she is a woman is wrong. Yet women have been and continue to be denied equal employment opportunity throughout the U. S.

Great care must be taken to avoid any employment practice which might segregate or classify employees in any way which deprives an individual of employment opportunities or adversely affects his status because of the individual's sex. The experience of the Federal Government has demonstrated that there are very few jobs which cannot be effectively performed by qualified persons of either sex. Employers must guard against preconceived notions that a job must be performed by a man or woman.

In keeping with the wishes of President Lyndon Johnson, SBA has undertaken a concerted effort to employ more women in the middle and upper grade categories. In May 1967 I assigned this special program for upgrading women to the Office of Equal Employment Opportunity under the direction of Special Assistant Randall L. Tyus. His office address and phone number are -

Room 1036
1441 L Street, N. W.
Washington, D. C. 20416
Telephone - 382-8863

I intend to give my full support to this important activity and I earnestly request that all of you do likewise.



Bernard L. Boutin

DOCUMENT 14

MINORITY EMPLOYMENT FIGURES

CENTRAL OFFICE
WASHINGTON, D.C.

MINORITY FIGURES - EMPLOYMENT

DIVISION	FEB. 1966		FEB. 1967		FEB. 1968	
	TOTAL EMPLOYMENT	MINORITY EMPLOYMENT	TOTAL EMPLOYMENT	MINORITY EMPLOYMENT	TOTAL EMPLOYMENT	MINORITY EMPLOYMENT
ADMINISTRATOR OFF.	32	(3) 5-8 7 (1) 9 up	19	(2) 5-8 3 (1) 9 up	29	(2) 5-8 3 (1) 9 up
AA/A	8	0	10	(2) 5-8 3 (1) 9 up	16	(5) 5-8 7 (2) 9 up
Aud & Inv.	29	5 (2) 5-8	103	(4) 5-8 8 (3) 9 up	113	(5) 5-8 12 (2) 9 up
Org. & Mgt.	5	1 (1) 5-8	18	2 (1) 5-8	17	4 (2) 5-8
PER	31	1	37	4 (3) 5-8	44	5 (1) 5-8 (2) 9 up
Adm. Serv.	85	(7) 5-8 45 (2) 9 up (15 WB)	71	(5) 5-8 48 (3) 9 up (17 WB)	79	(7) 5-8 32 (2) 9 up (10 WB) (8 WP)
FMA	87	(6) 5-8 7	89	(6) 5-8 8 (1) 9 up	99	(7) 5-8 11 (1) 9 up
C/PA	19	2 (1) 5-8	50	(3) 5-8 11 (2) 9 up	39	(4) 5-8 10 (4) 9 up

DIVISION	FEB 1966		FEB. 1967		FEB. 1968	
	TOTAL EMPLOYMENT	MINORITY EMPLOYMENT	TOTAL EMPLOYMENT	MINORITY EMPLOYMENT	TOTAL EMPLOYMENT	MINORITY EMPLOYMENT
P/RA	27	4 (3) 5-8	30	(4) 5-8 6 (1) 9 up	25	(1) 5-8 2 (1) 9 up
OCC	77	(6) 5-8 10 (2) 9 up	80	(11) 5-8 15 (3) 9 up	78	(12) 5-8 18 (2) 9 up
EA	97	(5) 5-8 13 (5) 9 up	86	(8) 5-8 14 (2) 9 up	95	(10) 5-8 12 (1) 9 up
ID	99	(20) 5-8 21 (3) 9 up	66	(9) 5-8 17 (5) 9 up	86	(11) 5-8 18 (4) 9 up
BUD & FIN.	Bud. 7 Fin. Op. 161 168	0 33 (14) 5-8 (3) 9 up	159	(18) 5-8 51 (6) 9 up	154	(20) 5-8 58 (10) 9 up
Prog. Planning			4	1 (1) 5-8	5	1 (1) 5-8
Data Serv.	28	10 (2) 9 up	32	(1) 5-8 13 (1) 9 up	47	(2) 5-8 20 (4) 9 up
Off. Reports					24	(4) 5-8 5 (1) 9 up
Anal. Serv.					9	5 (4) 5-8

MINORITY FIGURES - COMMENT

AREA	FEB. 1966		FEB. 1967		FEB. 1968	
	TOTAL EMPLOYMENT	MINORITY EMPLOYED	TOTAL EMPLOYMENT	MINORITY EMPLOYED	TOTAL EMPLOYED	MINORITY EMPLOYED
NORTHEASTERN AREA	218	² (4 - 5's up) 5 (2 - 9's up)	253	³ (6 - 5's +) 11 (3 - 9's +)	253	(7 - 5's +) 10 (3 - 9's +)
NEW YORK AREA (does not include Puerto Rico)	207	³ (8 - 5's +) 25 (5 - 9's +)	249	(21 - 5's +) 42 (9 - 9's +)	278	(36 - 5's +) 49 (19 - 9's +)
MIDDLE ATLANTIC AREA	467	⁷ (14 - 5's +) 38 (7 - 9's +)	449	(24 - 5's +) 45 (13 - 9's +)	449	(20 - 5's +) 46 (15 - 9's +)
Southeastern AREA	352	⁴ (9 - 5's +) 28 (5 - 9's +)	364	(14 - 5's +) 37 (5 - 9's +)	389 (includes 20 POD's & 6 DIM's)	(22 - 5's +) 34 (6 - 9's +)
MIDWESTERN AREA	426	⁹ (14 - 5's +) 26 (5 - 9's +)	489	(18 - 5's +) 34 (8 - 9's +)	431	(25 - 5's +) 49 (13 - 9's +)
SOUTHWESTERN (includes DIM's)	521	² (8 - 5's +) 43 (6 - 9's +)	503	(8 - 5's +) 44 (6 - 9's +)	553	(13 - 5's +) 69 (7 - 9's +)
ROCKY MOUNTAIN AREA	330	³ (7 - 5's +) 15 (4 - 9's +)	348	(10 - 5's +) 19 (5 - 9's +)	355	(14 - 5's +) 29 (9 - 9's +)
PACIFIC COASTAL AREA	469	⁵ (12 - 5's +) 35 (7 - 9's +)	453	(16 - 5's +) 36 (8 - 9's +)	465	(20 - 5's +) 52 (9 - 9's +) incl

SBA EMPLOYMENTFigures As Of May 31, 1968

	<u>TOTAL EMPLOYMENT</u>	<u>MINORITY EMPLOYMENT</u>	
		<u>NUMBER</u>	<u>%</u>
Washington, D.C.	967	236	24.0%
SBA Field Offices	3322	399	12.0%

Field Areas

Northeastern Area	267	13	4.9%
New York Area	279	50	17.9%
Middle Atlantic Area	451	47	10.0%
Southeastern Area	395	35	8.9%
Midwestern Area	423	50	11.8%
Southwestern Area	619	98	15.8%
Rocky Mountain Area	371	35	9.0%
Pacific Coastal Area	517	71	13.7%

*Not Counting Puerto Rico and Hawaii.

MINORITIES

WOMEN

NORTHEASTERN AREA

Equal Opportunity Coordinator, GS-13

Accounting Assistant, GS-7
Supervisory Cash Clerk, GS-5
Administrative Officer, ACT Division, GS-9
Documents Examiner, GS-5 (This position was
formerly filled at GS-6 level and will be
upgraded again).
Chief, ACT Division, GS-7
Supervisory Clerk (Steno), GS-5

TOTAL = 1

TOTAL = 6

NEW YORK AREA

Equal Opportunity Coordinator, GS-13
Small Business Dev. Counselor, GS-12
Administrative Officer, GS-12
Supervisory Loan Specialist, GS-12

Personnel Management Specialist, GS-12
Personnel Staffing & Employee
Relations Specialist, GS-12
Personnel Assistant, GS-7
Supervisory Loan Collections Clerk, GS-7
Supervisory Loan Collections Clerk, GS-5
General Supply Clerk, GS-5
Administrative Officer, GS-9
Supervisory Misc. Documents Examiner, GS-7
Administrative Services Clerk, GS-6
Administrative Officer, GS-9

TOTAL = 4

TOTAL = 10

MINORITIES & WOMEN HOLDING SUPERVISORY POSITIONS Con'td.

MINORITIES

WOMEN

MIDDLE ATLANTIC AREA

Team Leader CED, GS-13
Administrative Officer, GS-11
Administrative Assistant, GS-9

Supervisory Pers. Mgmt. Specialist, GS-12
Office Service Manager, GS-11
Supervisory Cash Clerk, GS-6
Administrative Clerk, GS-6
Administrative Assistant, GS-5
(Acting)
Administrative Assistant, GS-7
" " "
" " "
" " "
Administrative Officer, GS-11

TOTAL = 3

TOTAL = 10

SOUTHEASTERN AREA

Program Support Officer, GS-9
Appraiser, GS-12
Attorney-Advisor, GS-12

Supervisory Cash Clerk, GS-7
Personnel Officer, GS-12
Assistant ACT Chief, GS-7
Regional Counsel, GS-12
Assistant ACT Chief, GS-7
Attorney-Advisor, GS-12
Assistant ACT Chief, GS-7
Assistant ACT Chief, GS-6
Assistant ACT Chief, GS-7
Assistant ACT Chief, GS-6
ACT Chief, GS-9
Assistant ACT Chief, GS-7
Assistant ACT Chief, GS-7

TOTAL = 3

TOTAL = 13

MINORITIES & WOMEN HOLDING SUPERVISORY POSITIONS Con'td.

MINORITIES

WOMEN

SOUTHWESTERN AREA

Equal Opportunity Coordinator, GS-13
Regional Director, GS-14
Loan Specialist (Team Leader), GS-11

TOTAL = 3

Personnel Staffing & Employee Relations
Specialist, GS-11
Fiscal Accounting Officer, GS-7
Supervising Cash Clerk, GS-5
Supervising Cash Clerk, GS-5
Supervising Cash Clerk, GS-5
Supervisory Clerk, GS-5
Supervisory Clerk, GS-5
Clerical Assistant (Steno), GS-5
Supervisory Clerk-Typist, GS-4
Administrative Assistant, GS-7

TOTAL = 10

MIDWESTERN AREA

Administrative Officer, GS-9

TOTAL = 1

Acting Chief, GS-7
Administrative Assistant, GS-7
Supervisory Clerk General, GS-5
Misc. Doc. Examiner, GS-6
Clerk Steno Unit Supervisor, GS-5
Supervisory Misc. Documents Examiner, GS-7
Senior Loan Servicing Assistant, GS-6
Senior Mail and File Clerk, GS-5

TOTAL = 8

MINORITIES & WOMEN HOLDING SUPERVISORY POSITIONS Cont'd

MINORITIES

WOMEN

ROCKY MOUNTAIN AREA

Area EO Coordinator, GS-13
Budget Officer, GS-11
Loan Officer, GS-7
Loan Officer Trainee, GS-5
Loan Specialist, GS-7
Supervisory Loan Officer, GS-14
Industrial Specialist, GS-11
Loan Officer, GS-9
Regional Director, GS-14
Appraiser, GS-11

TOTAL = 10

Supervisory Clerk, GS-7
Supervisor, Fiscal, GS-7
Supervisory Clerk, GS-8
Administrative Assistant, GS-8
Supervisory Cashier, GS-9
Attorney-Adviser, GS-13
Supervisory Attorney-Adviser, GS-14
File Supervisor, GS-4
Loan Specialist, GS-9
Loan Specialist, GS-11
Appraiser, GS-11
Administrative Officer, GS-11
Administrative Assistant, GS-7
Administrative Assistant, GS-7
Administrative Assistant, GS-7
Administrative Assistant, GS-3
Loan Assistant, GS-7

TOTAL = 17

MINORITIES & WOMEN HOLDING SUPERVISORY POSITIONS

MINORITIES

WOMEN

PACIFIC COASTAL AREA

Budget Analyst, GS-12
Attorney-Adviser (General), GS-12
Appraiser, GS-12
Supervisory Loan Specialist (Commercial), GS-13
Regional Director, GS-14
Administrative Officer, GS-11

Administrative Officer, GS-12
Attorney-Adviser (General), GS-12
Administrative Assistant, GS-7

" " "
" " "
" " "
" " "

Administrative Assistant, GS-11
Administrative Assistant, GS-9
Administrative Assistant, GS-7

TOTAL = 6

TOTAL = 11

TOTAL MINORITIES IN THE FIELD

TOTAL WOMEN IN THE FIELD

MINORITIES & WOMEN HOLDING SUPERVISORY POSITIONS

MINORITIES

DISTRICT OF COLUMBIA

Special Assistant for EEO, GS-15
Equal Opportunity Specialist, GS-14
Computer Assistant Analyst, GS-13
Office Services Assistant, GS-9
Supervisory Clerk, GS-7

TOTAL = 5

WOMEN

Special Assistant, GS-15
Staff Assistant (Minority Groups), GS-13
Administrative Officer, GS-13
Administrative Officer, GS-11
Supervisory Personnel Mgmt. Specialist, GS-13
Supervisory Personnel Mgmt. Specialist, GS-14
Administrative Librarian, GS-11
Supervisory File Clerk, GS-5
Supervisory Accounting Assistant, GS-11
Time, Leave & Payroll Supervisor, GS-9
Accounting Assistant, GS-9
Assistant Head Employee Accounts Branch, GS-6
Asst. Scheduling & Records Supervisor, GS-5
Supervisory Scheduling & Records Unit, GS-7
Supervisory Operating Accountant, GS-12
Supervisory Operating Accountant, GS-12
Administrative Accounts Officer, GS-11
Administrative Accounting Assistant, GS-9
Supervisory Accounting Technician, GS-7
Supervisory Computer Systems Analyst, GS-14
Supervisory Reports Assistant, GS-11
Supervisory Card Punch Operator, GS-7
Administrative Officer, GS-14
Assistant General Counsel, GS-15
Economist, GS-14
Economist, GS-11
Planning Research Assistant, GS-9

TOTAL = 27

DOCUMENT 15

ADMINISTRATORS' APPRAISALS OF THE DECISION-MAKING
PROCESS AS PRACTICED UNDER THEIR LEADERSHIP



THE ASSISTANT SECRETARY OF COMMERCE
WASHINGTON, D.C. 20230

October 8, 1968

Honorable Howard J. Samuels
Administrator
Small Business Administration
Washington, D. C. 20416

Dear Howard:

This is in reply to your request for an appraisal from me of the decision-making process existing in SBA during my stewardship in that Agency and an assessment of accomplishments during this period. Several things stand out in my memory concerning my tenure as head of SBA which I consider as being worthy of mention in response to your request.

When I assumed direction of the Agency in 1965, I became concerned about the lack of planning capability in the Agency and I decided to correct this situation. I, first, began to assemble a planning staff whose purpose it was to improve the decision-making process in SBA by establishing the required discipline and order in the process. They also were to conduct the necessary analyses of the efforts and accomplishments of the Agency's programs and provide me with alternative courses of action that could be taken. Finally, they were to develop long-range plans of action which could be used to direct the Agency's future activity.

This was the beginning in the Agency of an organized approach in dealing with agency problems and was directly relatable to the best principles and objectives inherent in the Planning-Programming-Budgeting approach.

I was fortunate to secure a very capable staff headed by Dr. Padraic P. Frucht for this task. They made considerable progress in reaching my desired objectives and established a solid foundation for subsequent improvements and developments. It was a result of this effort that the objectives of the Agency began to be critically examined and directed into more meaningful context.

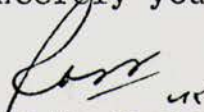
I also became concerned about the information system in the Agency. Information is the crucial support in the decision-making structure. Decisions are only as good as the information on which they are based. The information situation in the Agency was very unstructured and informal. Consequently, I directed that an organized Data Bank begin to be established which would reflect officially and formally all the Agency's efforts, both current and past. Everyone would be using the same data to come up with their decisions. Possibilities of misunderstanding or misinterpreting was reduced considerably as a result. I believe that this has benefited the Agency to a great extent subsequently.

Finally, I implemented the decision of my predecessor, Mr. Foley, to make the Washington headquarters staff a planning, directing and controlling organization instead of an operating group, as formerly. Operations were completely decentralized to the field with the exception of SBIC program. It is my opinion that this has had a considerable influence in making the Agency more flexible and adaptable in responding to new emphases in the Agency's programs and efforts.

I believe that these three specific actions by me made the Agency a more effective instrument to carry out the Administration's policies and they provided a firmer foundation on which my successors have continued to build.

I hope this statement will help you in preparing a statement on recent SBA history. If I can be of any further assistance, please let me know.

Sincerely yours,



Ross D. Davis
Assistant Secretary
for Economic Development

DECISION MAKING

I am a firm believer in the statement that President Truman made when he said, speaking of his responsibility, "The Buck Stops Here".

In other words, I have never believed in decisions by committee, but rather believe the person with the responsibility, forearmed with the best information and advice possible, must make, if he is to be responsible to the mandates of his job, the decision himself.

Decisions in the Federal Government by heads of departments and agencies differ from making decisions in private industry. In Government, I followed three general guide lines. First, is the decision in the National interest. Second, is the decision in harmony with the policies of the Administration. And third, is the decision in conformity with the intent of Congress.

In addition to these basic guide lines, consideration must be given as to whether or not such a decision would result in duplication or contradiction of the efforts of a different department or agency. Finally, the decision making process that I utilized demanded the ready availability of as much information as possible about the subject matter.

For this reason, I insisted on, in whatever government job happened to be in during either the Kennedy or the Johnson Administrations, an excellent system of information retrieval and evaluation in a format meaningful to the decision-making process.

At S.B.A., this information came from several sources. With an excellent Budget Department, financial information was available on a day-to-day basis. With a high quality office for planning, research and analysis, cost benefit information was also readily available. Finally, by surrounding myself with the most capable people I could find, I always had available persons whom I trusted to give me their advice and counsel on any matter under consideration.

Really then, point four is a combination of a readily available system of information retrieval, information evaluation and good advisors. The final decision was made by the man with the responsibility as the head of the Agency.

Bernard L. Boutin



COMPTROLLER

ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301

September 12, 1968

Mr. Howard Greenberg
Deputy Administrator
Small Business Administration
Washington, D. C. 20416

Dear Howard:

Your letter of September 10 referred to the requirement for documenting the decision making process during my period as Administrator of the Small Business Administration. It is my suggestion, Howard, that you use the SBA Planning, Program and Budgeting System directives as a basis for describing the procedure and practice for decision making during this period. As you know, the process is well documented in this series of directives and the progress of practice against plan is well measured in the Management Summary Report.

I do not think it would be meaningful for me to duplicate or elaborate upon the well organized and systematic approach included in the directives system. However, if you consider that any particular aspect of the system requires amplification, do not hesitate to call upon me.

Sincerely,

A handwritten signature in dark ink, appearing to read "R. C. Moot", is written above the typed name.

R. C. Moot



U.S. GOVERNMENT
SMALL BUSINESS ADMINISTRATION
WASHINGTON, D.C. 20416

OFFICE OF THE ADMINISTRATOR

November 1, 1968

DEPARTMENTAL HISTORIES PROJECT

When I assumed direction of the SBA the organizational structure for planning, decision-making and operations was in excellent shape. Previous administrators had given a great deal of attention to remodeling the organizational structure and had done an excellent job.

The move to decentralization, leaving most of the decisions on loans to the Regional Offices, works well. The more these decisions can be made in the field, the less red tape there will be. The old criticisms of SBA -- that too much paperwork is required from applicants and banks and that approval of loans was taking too long -- are fading as banks become familiar with the new procedures. The blanket guarantee program is the right approach and the drive to get more banks signed up must be pressed. Loans are now being approved in less than 10 days and there is no reason why this cannot be reduced to four days in the near future.

The move which began under previous administrators, to make fewer direct loans and more bank participation loans, is essential and this trend is being accelerated.

In the month of September, 55% of our loans were made with bank participation, compared with 36% a year ago.

I would like to see SBA move entirely out of the banking business and let the banks do what they do best -- and with their own money. SBA could become exclusively the guarantor of the loans.

In the past few months a whole new thrust has been given to the SBA -- that of helping minorities become established in small businesses. The SBA has an obligation to continue and expand its programs for small business in general and its programs for rural America, primarily under the 502 program. But it also has an obligation to help resolve the problem of bringing minorities into the free enterprise system -- a role SBA is uniquely qualified to fill.

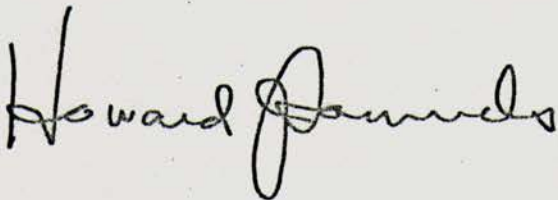
Project OWN need not be described in detail in this memorandum as it is amply documented elsewhere. Certain organization changes made to implement Project OWN, however, are pertinent.

The people involved in promoting loans to the minority community should be involved in that aspect of SBA's program on a fulltime basis. For one thing, it is a whole new thrust to the agency and demands fulltime participation of those involved. For another reason, effective operation of Project OWN requires that the SBA

personnel involved have empathy with Negroes, Puerto Ricans and other minorities and that they acquire special experience in making loans which must be made on a different basis than normal SBA lending activity.

Therefore, in both the Washington headquarters and Regional Offices we have set up Project OWN teams. In the field these usually consist of at least one Financial Assistance man and one Management Assistance man. And wherever possible we are establishing offices in the inner city itself, manned by Project OWN teams.

SBA must be concerned for some years to come with the problem of closing the "ownership gap" between blacks and whites, and this new program and the organizational realignment are designed to help bring it about.

A handwritten signature in dark ink, reading "Howard J. Samuels". The signature is written in a cursive style with a large, stylized 'H' and 'S'.

Howard J. Samuels
Administrator