

went there and took applications, that was the end of it. And you had greater frustrations.

Mr. SAMUELS. Mr. Congressman, I said in 3 months I have doubled the rate of minority business loans that we have made in this country. Now, I think that is an indication that we are moving up. We have got a long way to go. I am trying to provide some new businesslike approaches in every city as to how to approach this problem. And New York is a particularly complicated one. But I think you will find that we have probably doubled in New York also in the last 3 months.

The CHAIRMAN. Further questions, Mr. Addabbo?

Mr. ADDABBO. One further question, Mr. Chairman.

We spoke of involving industry. Has industry become involved in this in any way?

Mr. SAMUELS. Industry is becoming involved city by city. What we have done, for instance, in your city of New York is, the Urban Coalition has become our partner for the management development service in New York. And the Urban Coalition, together with ourselves, will be the vehicle upon which loans are made, with the Urban Coalition organizing all the industry to provide us technical assistance. There is not one minority loan made in New York City today without a management plan. Every single one is supported somehow by one of the managerial assistance programs which have proliferated in the city of New York. We are just putting some management organization to it.

Mr. ADDABBO. I understand in New York there are some adjustments being made in the SBA area regional office. Does this require additional personnel?

Mr. SAMUELS. Certainly there is in every—I make it very clear to you, Mr. Congressman, that one thing I am going to get is, I am going to have an effective operation. I require people that are serving me to commit themselves to accomplishing the objectives I have set within the program. And where I feel it is necessary—and I think this is a prerogative that Congress will allow me—to make changes in management in terms of accomplishing the objectives, this is what I am going to do. I haven't been afraid to do this in my business, and I am not afraid to do it in government.

Mr. ADDABBO. Are they better experts that you are bringing in?

Mr. SAMUELS. I would like to feel that they are.

I might say, Mr. Chairman, that New York has been one of our poorest areas in SBA activity. New York is one of the major areas of the country in regions. And yet it provides, for instance, one-third of the SBA loans that the southeastern part of the country provides. And I could go down a whole list in your particular district, which I am sure concerns you, of the failure to service that area in a way that it should be serviced. And I am committed to do it.

Mr. ADDABBO. That is why I am asking these questions. We have had poor loan experience there.

Mr. SAMUELS. And that is why I have made some managerial changes, and am importing some additional people to see that I do the job that you want me to do in your area.

Mr. ADDABBO. My experience with the personnel has always been quite satisfactory and I believe them to be highly qualified.

The CHAIRMAN. Mr. Horton.