

8/16/79 [1]

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THE PRESIDENT'S SCHEDULE

Thursday - August 16, 1979

- 8:00 Dr. Zbigniew Brzezinski - The Oval Office.
- 9:45 Mr. Hamilton Jordan and Mr. Frank Moore.
The Oval Office.
- 10:50 Depart South Grounds via Motorcade en
route Department of Justice.
- 11:00 Swearing-In Ceremony for Benjamin R. Civiletti
as Attorney General of the United States.
- 11:40 Return to the White House.
- 12:30 Lunch with Mrs. Rosalynn Carter - The Oval Office.
(60 min.)
- 1:30 Mr. Gus Speth - The Oval Office.
(10 min.)
- 3:00 Drop-by SALT Briefing for Community Leaders.
(15 min.) (Ms. Anne Wexler) - The East Room.

THE WHITE HOUSE

WASHINGTON

August 16, 1979

Nominations

Paul A. Volcker, of New Jersey, to be United States
Alternate Governor of the International Monetary
Fund for a term of five years

Executive Orders

"President's Management Improvement Council"
"Director of the Office of Management and Budget"

Proclamations

"General Pulaski's Memorial Day"
"Fifteenth Anniversary of the Signing of the
Economic Opportunity Act"

notes from 8/16/79

Wilson =

Ray Jenkins, 45
Montgomery

Tom Lambert 63
#1 Pol

Wesley 7000

Wilson F (Bill) Amor 55
Wesley Mississippi

Jackson Miss

Reese Chapman

Jim Dickenson

BOB NEUMAN

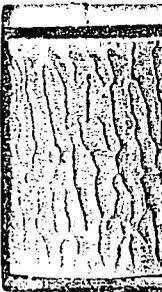
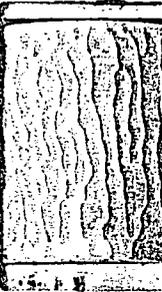
THE WHITE HOUSE
WASHINGTON
16 Aug 79

Jim McIntyre

The attached was returned in
the President's outbox today
and is forwarded to you for
appropriate handling.

Rick Hutcheson

Stu Eizenstat
Frank Moore



	FOR STAFFING
	FOR INFORMATION
<input checked="" type="checkbox"/>	FROM PRESIDENT'S OUTBOX
<input checked="" type="checkbox"/>	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND
	NO DEADLINE
	LAST DAY FOR ACTION -

ACTION
FYI

	ADMIN CONFID
	CONFIDENTIAL
	SECRET
	EYES ONLY

	VICE PRESIDENT
<input checked="" type="checkbox"/>	EIZENSTAT
	JORDAN
	KRAFT
	LIPSHUTZ
<input checked="" type="checkbox"/>	MOORE
	POWELL
	WATSON
	WEXLER
	BRZEZINSKI
<input checked="" type="checkbox"/>	MCINTYRE
	SCHULTZE

	ARAGON
	BOURNE
	BUTLER
	H. CARTER
	CLOUGH
	COSTANZA
	CRUIKSHANK
	FALLOWS
	FIRST LADY
	GAMMILL
	HARDEN
	HUTCHESON
	JAGODA
	LINDER
	MITCHELL
	MOE
	PETERSON
	PETTIGREW
	PRESS
	RAFSHOON
	SCHNEIDERS
	VOORDE
	WARREN
	WISE

	ADAMS
	ANDRUS
	BELL
	BERGLAND
	BLUMENTHAL
	BROWN
	CALIFANO
	HARRIS
	KREPS
	MARSHALL
	SCHLESINGER
	STRAUSS
	VANCE

THE WHITE HOUSE
WASHINGTON

8/15/79

Mr. President:

Eizenstat and Congressional
Liaison concur with OMB.

Rick



EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

Q

PERSONAL

August 10, 1979

NOTE TO THE PRESIDENT

I am very reluctant to recommend creating another advisory committee. In this case, the committee is required by statute if the park is to be established. In addition a committee is the best available solution to a hard political problem. It buys us time, avoids a confrontation on the Federal funding principal, and allows non-Federal sources of funds to be explored.


James T. McIntyre, Jr.
Director

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for Preservation Purposes**

PERSONAL



EXECUTIVE OFFICE OF THE PRESIDENT
 OFFICE OF MANAGEMENT AND BUDGET
 WASHINGTON, D.C. 20503
 August 10, 1979

①

DECISION

MEMORANDUM FOR:

THE PRESIDENT

FROM:

**Electrostatic Copy Made
 for Preservation Purposes**

JAMES T. McINTYRE, JR. *Jim*

SUBJECT:

San Antonio Missions

Over Administration objection Congress passed S. 1829 authorizing establishment of the San Antonio Missions National Historical Park. Local interests expected the authorization to result in restoration at Federal expense of parts of the Missions still to be used as active parish churches, which we strongly opposed.

Because the bill also contained other critical authorities, you signed it but directed that Secretary Andrus not proceed with the park without checking with you. (The enrolled bill memorandum and your memorandum to Secretary Andrus are at Tab A.)

Our stance caused an immediate and intense adverse reaction in San Antonio. Congressman Kazen and Senator Bentsen have been helping to hold the reaction in check, but have in turn pressed us to proceed with the park before they are forced to come out against us.

We have therefore searched for a way of mitigating the adverse reaction without compromising the principle that we will not put Federal funds into active parish churches under this law.

Eliot Cutler has achieved understanding on the part of the Archdiocese and local leaders that this Administration will not put funds into the active churches under the park authority, and a commitment by them to search for private funds for that purpose. They in return want the authorized Advisory Commission (composed of local officials and interests) appointed now to advise on all aspects of the park, including any future agreements between the Federal Government and the Church. The Archdiocese will not agree not to seek Federal funds for the active churches through the park mechanism at some future time. There is no public knowledge of these discussions.

This policy will not be changed

The implications of proceeding on this basis are:

- We gain local good will for moving ahead on the park.
- The immediate political issue will be contained for about two years while the planning is done.
- The issue of direct funds for the active churches may be raised in the future, but we have established a basis for dealing with it.

Recommendation: I believe we should proceed on this basis rather than forcing the issue further now. If you concur, we will send the letter at Tab B to the Archdiocese and instruct Secretary Andrus to proceed with appointing the Advisory Commission, and to hold to the basic principle of no Federal funds for active churches, ~~through the planning process.~~

Concur

Non-concur

See me

Attachments

THE WHITE HOUSE

WASHINGTON

November 17, 1978

MEMORANDUM FOR THE SECRETARY OF THE INTERIOR

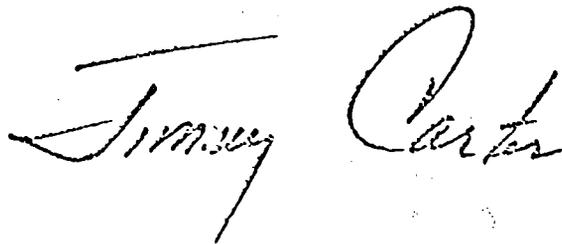
While I have signed S. 1829 because of the seriously adverse impact that disapproval would have on major public and private investments in Pennsylvania Avenue redevelopment, I am seriously concerned because full implementation of certain San Antonio Missions National Historical Park provisions would result in significant Federal expenditures on active churches that are inconsistent with appropriate church-state relationships.

I am specifically concerned that this Administration not initiate the use of Federal funds to rehabilitate or restore structures that remain active parish churches.

Thus, I am hereby directing that no agents of the Department of the Interior enter into or implement cooperative agreements with the owners of active churches comprising units of the San Antonio Missions National Historical Park that in any way obligate the United States government to provide funds or services for operating, maintaining, rehabilitating or restoring structures and facilities used for religious purposes.

My Administration will consider Federal participation in the operation, maintenance, rehabilitation, or restoration of the Missions only if they cease being used as active parish churches and pass into secular ownership.

Because of the serious problems presented by this San Antonio Missions Park proposal, I do not want you to go forward with the creation of the Advisory Council or to take other implementing steps without discussing it further with me.

Jimmy Carter

because key developer decisions depend on continuity of the Federal government's commitment to the project. Although FY 1979 appropriations have already been approved and do not depend on this bill, a necessary FY 1979 supplemental appropriation would be jeopardized without enactment of this legislation. It also appears unlikely that adequate authorizing legislation for PADC would pass promptly next year in the event this bill were vetoed.

While the Administration supported the PADC provisions of this bill, we strongly opposed establishment of the San Antonio Missions Park on the grounds that the Federal government should not acquire and restore active churches. We were successful in our efforts to have the San Antonio proposal removed from the omnibus parks bill but it was added to the PADC bill at the last minute. The San Antonio proposal authorizes the Secretary of Interior to acquire or enter into cooperative agreements for the preservation, restoration and operation of four historic 18th century Spanish missions and a related aqueduct system and authorizes land acquisition in the area. The bill authorizes \$10 million for land acquisition and \$500,000 for development, although the ultimate restoration costs are estimated at between \$10 and \$50 million.

While constitutional questions arise about the San Antonio Missions proposal, Justice does not feel that the bill is unconstitutional on its face. There is also a proviso in the bill which requires the Justice Department to determine the constitutionality of any cooperative agreement entered into by the Secretary of Interior. However, although some small-scale precedents exist for Federal preservation of active churches, the San Antonio proposal is by far the largest and most significant.

In a memorandum sent to you a few days ago, we and OMB recommended that if the bill is signed, the Secretary of Interior be directed not to implement the cooperative agreement authority unless the churches go into secular ownership and cease being used as active churches.

The Teton Dam provision of the bill allows expenditure of excess appropriated funds (left over from personal and property claims after the Teton Dam failure) for public economic assistance projects in the area affected by the flooding (such as street and sewage improvements). These improvements are estimated to cost about \$10.5 million. This provision was added at the last minute on the Senate floor and as a "back-door" financing arrangement (amendment of a previous appropriation) would have been opposed by the Administration.

The bill also authorizes study of an historical area in Camden, South Carolina, as a possible addition to the National Park System, a provision on which the Administration had no opportunity to comment but to which there is no objection.

VOTES IN CONGRESS

Voice vote in both Houses.

ARGUMENTS FOR SIGNATURE

- This authorization bill is critical to the successful continuation of the Pennsylvania Avenue Development Corporation project, which is an essential D. C. revitalization effort. A veto would make future appropriations and passage of adequate authorizing legislation very uncertain and would place in question hundreds of millions of private dollars for the project.
- The San Antonio portion of the bill contains a proviso to insure constitutionality and also, because it is only authorizing legislation, this Administration can attempt to place strict conditions on implementation of the proposal.
- Compared to the importance of this bill to the Pennsylvania Avenue Development Corporation's future, the objections to the bill are less significant.

ARGUMENTS FOR VETO

- The FY 1979 appropriations for the Pennsylvania Avenue Development Corporation have already been approved and will not be affected by a veto of this bill. The Administration can press for early enactment of this authorization in the next Congress.
- The San Antonio Missions proposal raises constitutional and policy questions about the appropriateness of Federal government involvement in the operation of active churches.
- The Administration succeeded in removing the San Antonio proposal from the omnibus parks bill and should back up that effort with a veto of this bill.

AGENCY AND STAFF RECOMMENDATIONS

OMB, Interior, CEQ, the District of Columbia, the Pennsylvania Avenue Development Corporation and HUD recommend approval; Commerce has no objection and Justice defers to the other agencies. Senior staff have raised no objection.

I recommend that you approve this bill. DPS and OMB agree that if you sign the bill you should send Secretary Andrus a memorandum delineating the conditions under which he should implement the San Antonio Missions part of the bill. A draft is attached. These conditions would require that the churches enter secular ownership and not be used as active churches if the Federal government is to be involved in restoration and operations. A draft signing statement is also attached.

DECISION

_____ Sign S. 1829

Approve signing statement _____

Disapprove signing statement _____

Approve memorandum to Andrus _____

Disapprove memorandum to Andrus _____

_____ Veto S. 1829

B



EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

The Reverend Monsignor Charles Grahmann
The Catholic Archdiocese of San Antonio
Post Office Box 32648
San Antonio, Texas 78284

Dear Monsignor Grahmann:

Please forgive my tardiness in replying to your letter of June 29, also signed by Judge Bustamante and Mmes. Dutmer and Parrish. All my time these last few weeks has been dedicated to the President's energy program.

It was the primary point of our discussion in San Antonio last month to ensure the understanding by the Archdiocese that the Administration would not, under the San Antonio Parks enabling act, P.L. 95-629, provide any funds for the operation, maintenance, or rehabilitation of buildings used as active churches. Once we had achieved that understanding, you recall, we were prepared to go forward with the Advisory Commission and the National Park Service planning process for all other aspects of the park design, including establishment of any non-financial agreements between the Federal Government and those representing the active churches.

As I read your letter of June 29, it is clear that your group is moving to finance privately the restoration of the active church buildings. You also urge the establishment of the National Park Advisory Commission to advise on, among other things, any disposition of church owned lands and the phrasing of any agreements between the church and the Federal Government.

Given your letter and our subsequent discussions, the Administration will now proceed with appointing members of the Advisory Commission. I believe that, with the cooperation, support and understanding of the Archdiocese, the local community and the Federal Government, the San Antonio Missions Historical Park can become a significant addition to the National Park System.

Sincerely,

Eliot R. Cutler
Associate Director for
Natural Resources,
Energy and Science

cc: Judge Albert Bustamante
Councilwoman Helen Dutmer
Mrs. William E. Parrish

WASHINGTON

DATE: 13 AUG 79

FOR ACTION: STU EIZENSTAT *Concur*
ARNIE MILLER - *attached*

FRANK MOORE (COPELAND) *Concur w/*
oms

INFO ONLY: THE VICE PRESIDENT

SUBJECT: MCINTYRE MEMO RE SAN ANTONIO MISSIONS

+++++

+ RESPONSE DUE TO RICK HUTCHESON STAFF SECRETARY (456-7052) +

+ BY: +

+++++

ACTION REQUESTED: IMMEDIATE TURNAROUND

STAFF RESPONSE: () I-CONCUR. () NO COMMENT. () HOLD.

PLEASE NOTE OTHER COMMENTS BELOW:

THE WHITE HOUSE

WASHINGTON

DATE: 13 AUG 79

FOR ACTION: STJ REZINSTAT

FRANK MOORE (COPELAND)

ARNIE MILLER

INFO ONLY: THE VICE PRESIDENT

SUBJECT: MCINTYRE MEMO RE SAN ANTONIO MISSIONS

+ RESPONSE DUE TO RICK HUTCHESON STAFF SECRETARY (456-7052) +
+ BY: +

A

~~SECTION REQUESTED~~ IMMEDIATE TURNAROUND

STAFF RESPONSE: () I CONCUR. () NO COMMENT. () HOLD.

PLEASE NOTE OTHER COMMENTS BELOW

the recommendation should read
Instruct Cecil to work with
PPO on the composition of the
Commission.



EXECUTIVE OFFICE OF THE PRESIDENT

OFFICE OF MANAGEMENT AND BUDGET

WASHINGTON, D.C. 20503

DECISION

MEMORANDUM FOR:

THE PRESIDENT

FROM:

JAMES T. McINTYRE, JR.

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Recommendation: I believe we should proceed on this basis rather than forcing the issue further now. If you concur, we will send the letter at Tab B to the Archdiocese and instruct Secretary Andrus to ~~proceed with~~ ^{"work with ppo"} appointing the Advisory Commission, and to hold to the basic principle of no Federal funds for active churches through the planning process.

Concur

Non-concur

See me

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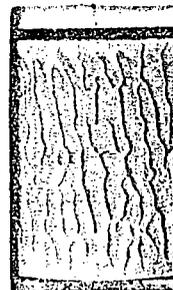
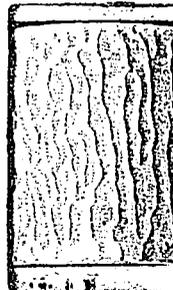
THE WHITE HOUSE
WASHINGTON

16 Aug 79

Hamilton Jordan
Jack Watson

The attached was returned in
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Rick Hutcheson



FOR STAFFING
FOR INFORMATION
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LOG IN/TO PRESIDENT TODAY
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LAST DAY FOR ACTION -

*copy of
from page
only*

ACTION
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ADMIN CONFID
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EYES ONLY

VICE PRESIDENT
EIZENSTAT
JORDAN
KRAFT
LIPSHUTZ
MOORE
POWELL
WATSON
WEXLER
BRZEZINSKI
MCINTYRE
SCHULTZE

ARAGON
BOURNE
BUTLER
H. CARTER
CLOUGH
COSTANZA
CRUIKSHANK
FALLOWS
FIRST LADY
GAMMILL
HARDEN
HUTCHESON
JAGODA
LINDER
MITCHELL
MOE
PETERSON
PETTIGREW
PRESS
RAFSHOON
SCHNEIDERS
VOORDE
WARREN
WISE

ADAMS
ANDRUS
BELL
BERGLAND
BLUMENTHAL
BROWN
CALIFANO
HARRIS
KREPS
MARSHALL
SCHLESINGER
STRAUSS
VANCE

THE WHITE HOUSE
WASHINGTON

August 14, 1979

MEMORANDUM FOR THE PRESIDENT

FROM: JACK WATSON *Jack*

SUBJECT: Reaction to Pat Caddell's
Memorandum Proposing an
Energy Strategy

*To Jack & Ham -
We seem to be going
backward from more
specifics to generalities.
Let Fritz, Charles, Al, Jack,
Ham, Stu, Pat, Larry or
someone develop a plan
& act. Kirbo can help
with oil co. support, etc.
Enough W.H. memos
J.C.*

The case which Pat describes for a more coordinated strategy to address the substantive and political aspects of the energy issue is persuasive. Notwithstanding the very positive reaction to your July 15th, Sunday night speech, and your aggressive actions in dealing with energy since then, several problems persist:

- o An unwillingness on the part of public opinion leaders in general to identify with your program as a whole, instead of criticizing parts of it and being either silent or opposed on the remainder;
- o A lack of personal identification with the program by average Americans; and
- o A directing of most of the public's frustration and skepticism regarding energy issues toward you, with all that that implies both politically and substantively.

The need for a better orchestrated, more assertive posture toward energy matters is made all the more crucial because an extraordinary array of energy-related problems will converge on us between now and the winter. Although the existing organizational arrangements (e.g., Eliot Cutler's coordination of legislative lobbying efforts; Charles Duncan's preparation for implementing the major production related initiatives, etc.) seem well in hand, we need a more strategic integration of the public outreach, political, media, and crisis management efforts relating to energy between now and the end of the year. For example, the following is a list of some of the major energy issues that will confront us within the next 120 days.

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- o The impact on consumers of the skyrocketing price of home heating oil (the first bills that are delivered to customers will have a dramatic political effect);
- o Continuing uncertainty in the Northeast about meeting the heating oil supply goals to which you are publicly committed;
- o Developing and executing a workable crisis intervention program for this winter;
- o Breaking the log-jam on the existing weatherization programs in time to avoid the embarrassing development of an under-utilized program at the very time that we have such a clear, large, unmet need;
- o Continuing threats of another independent truckers' strike, gasoline station operators' strike, etc.;
- o Responding to the Kemeny Commission Report;
- o Meeting the diesel fuel supply requirements for Fall harvesting;
- o Assuring sufficient fuel to meet transportation requirements of perishable agricultural commodities; and
- o Responding to Gubernatorial opposition to the recent DoE actions on gasoline pricing.

With respect to all these issues/problems and to Pat's suggestions, I make the following observations:

- o We can only turn supporters into allies if we ask them to take specific, concrete actions which people believe others are also taking. This is true of both opinion leaders and the public-at-large. Giving them briefings is not enough.
- o We need to emphasize actionable items, things which can be done now, at the federal level under existing authority, or at the state and local levels without new federal programs.

- o We need to avoid diffusion of Presidential and White House attention by identifying a few high priority items with which you should be identified, and then using surrogates and the agencies to pursue the rest.
- o We need to mount an overall effort to elicit supportive actions from key leaders (oil industry, auto industry, Governors), not just supportive statements. Needless to say, the credibility and impact of "independent" people of special standing taking actions in accordance with your programs are far greater than merely their statements of general support.
- o We need to find ways to allow every individual American and every local community to "buy in" personally to the energy efforts. This means a heavy emphasis on a few nationally applicable, but locally actionable conservation goals. As in any political campaign, we need to be sure that no volunteer is turned away. This effort, above all others, must be substantive, specific and sustained. In order to be effective, it cannot be merely hortatory.
- o Our energy goals should be translated into terms that better reflect the immediate concerns and daily activities of individual Americans. It's hard for people to identify with "barrels-per-day" savings.

I think we need the following:

- o Specific plans for getting opinion leaders to take actions to support your efforts;
- o A survey of immediate and short-term actions you could take (without waiting for the Congress to act) which will demonstrate your and the government's aggressive pursuit of the goals you've set;

- o Specific plans for mitigating the adverse impacts of the various energy problems we know we must deal with over the next six months; and
- o A "sort-out" of which of Pat's specific suggestions should be built into your own activities, which should be delegated to the agencies, and which should be deferred.

If you want me to do so, I will ask Larry Gilson of my staff to begin working with Pat and others to develop a specific action plan for review by you and Hamilton upon your return from vacation. I will be out next week with my family but will be back the following week. The strategy will, of course, require a coordinated, sustained effort among numerous White House units, Cabinet departments and agencies. As you well know, there is a tremendous amount of activity underway in this area, and we must take great care neither to duplicate efforts nor confuse responsibility and authority. Properly handled, that can be done.

cc: Hamilton Jordan

Mr. President:

I held this memo until this morning because I wanted Ham to have a chance to read it before giving it to you. He & I have discussed the whole matter & are in general agreement on this approach.

Broad-based mobilization of public understanding and active support of your energy plans & activities is imperative, and a solid, well-explained and specific national energy conservation program is one way to get it.

Jack

Cambridge Survey Research

Suite 1250 1775 Pennsylvania Avenue, Washington, D.C. 20006 Telephone (202) 223-6345

MEMORANDUM FOR THE PRESIDENT

FROM PATRICK H. CADDELL
RE AN ENERGY STRATEGY
DATE AUGUST 7, 1979

Per your request, Phil and I met Saturday and Monday with several of the Camp David participants: Jerome Weisner, Sol Linowitz, Bob Keefe, and David Freeman. From those discussions we worked up an outline today on which this memo is based. I have added some additional points which, not part of the discussions are marked **-**. We are still awaiting the input from the appropriate departments and agencies.

This memo is divided into the following sections:

- I. Goals
- II. Immediate Problems
 - A. The Public
 - B. The Elites
 - C. The President's Current Posture
- III. Context
- IV. A Plan
 - A. Building Allies/Participation
 - B. Leadership/Concern for People
 - C. Leadership/Effective Action

IN CAMBRIDGE
10 Moulton Street
Cambridge, Massachusetts 02138
(617) 661-3212

I. Goals

The goals of this effort can be stated succinctly. Nonetheless they are curcial. Unfortunately, while there is certain unanimity on the first goal the other two garner little attention by many of us.

GOAL ONE - BUILD PUBLIC SUPPORT FOR ENERGY PROGRAM.

GOAL TWO - INVOLVE THE PUBLIC AND ELITE LEADERS ACTIVELY IN PARTICIPATING IN THE ENERGY WAR AS A WAY OF UNIFYING THE NATION.

GOAL THREE - SHOW THE PRESIDENT AS A STRONG LEADER -- ACTIONS AND ACCOMPLISHMENTS BEYOND WORDS.

Comment

Goal #1 - No problem.

Goal #2 - To date most of the effort has rightly involved you. However, if the energy program is to serve as a "test of our national will" and if it is "an opportunity to unify around a common purpose" and "to regain our confidence" then the energy program must be a vehicle for real participation and involvement for key leaders, key groups, and the public. If to date something is missing from the initial energy program it is a program where ordinary citizens can make a contribution and feel a key part of the program. This is especially difficult since the energy program is so long-term in nature and scope. Yet to a significant degree, its ultimate success hinges on short-term commitments by the country to conservation and sacrifice.

Goal #³2 - This is vital. Although the initial and planned trips into the country are important and successful to date, they deal with only a portion of the needs of Presidential leadership. Given your particular immediate situation, it is vital for you to show that you are getting things done, that you are effective, that you are accomplishing things -- the payoff in leadership is results. Thus while the rhetoric and visual are important, we must build situations that permit tangible results.

II. Immediate Problems

The immediate problems we face in reaching the goals can be summarized in three areas: (a) The Public, (b) The Elites, and (c) The President's Current Posture.

A. The Public

There are five points on which we must convince the public:

1. Seriousness

Although recent events have done much to influence the public on seriousness of the energy crisis, there is still much skepticism.

2. Sacrifice

The public must still be convinced that sacrifice in the short term is going to lead to a better future. Sacrifice without purpose or goal is going to be counter-productive. We very much need to instill the attitude "Hold the fort, help is on the way."

3. Conditions of Sacrifice

The public must be convinced, if they are to follow, that the sacrifices asked are (a) meaningful and (b) equitable. This is particularly true in relation to the oil companies.

4. Participation

The public must be given clear opportunities to contribute to the effort. They must be shown that those efforts are paying off!

5. Importance

In sum, the public must be convinced that this effort is truly the "test of national will and character" outlined in your speeches of July 15 and 16.

B. The Elites

There are three points to be made here:

1. Allies

What is lacking is a sense that we need and want real allies as opposed to supporters for this program. We are briefing, we are asking support, but we have not established the programs of involvement and participation that build true allies. The groups we must look to are:

- a. Governors
- b. Mayors
- c. County Officials
- d. Business/corporate
- e. Labor unions
- f. Consumer groups
- g. Community/civic/social groups
- h. Concerned citizen groups on energy

2. The Congress

It may be trite to say that we need allies on the Hill but it is true. The briefings help. However, beyond that we must give them a stake -- to some extent there is a feeling that we want to go over their heads before we actively solicit them. Bob Keefe has some strong feelings and ideas about this.

3. Beyond Government

We need to clearly establish the need for programs and efforts beyond the Federal Government sector. There is lacking a strong philosophy of "let a thousand flowers bloom." This is crucial for efforts and programs that do not involve the President directly but that can be encouraged by you.

C. President's Current Posture

There are three key points that speak to your current posturing and which are critical in being addressed.

1. Sensitive to Burden

You are seen as a President with programs which are (a) complicated, (b) long term, and (c) cause pain. What has been lacking is an identification by you as being

personally concerned with the impact of the energy situation on consumers and ordinary citizens. Empathy and compassion are two of your strongest qualities, yet on energy they are not felt -- too often you are the stern parent. While arguing the national purpose a sense of being for the consumer is lacking.

2. Talking

You are seen at the moment as someone who talks a lot about the problem. Education is crucial. Speaking out is a vital leadership component. However, too much speaking without the support of actions/accomplishments runs the risk of being seen only in a PR or campaigning posture. These are unusual times for you personally, even good PR can be counterproductive. The efforts to date and those planned are important but they must be complemented.

3. Good Things

To a great extent we have not taken credit for the "good" things done for the public. For example, your decision not to deregulate gasoline prices is not really understood by the general public or appreciated. Anger in paying \$1.00 a gallon prices is not offset by the knowledge that if you caved to the pressure that gasoline would go to \$1.50 or \$2.00 immediately. Thus you lose any benefit from the public while being hit very hard by the producers and business community for not giving in -- the worst of both worlds. We have not dramatized your stand -- just as we have not dramatized your success at stockpiling home heating fuel. We have not used that dramatic tool effectively.

III. Context

A context for the trips, speeches, and other efforts must be more clearly delineated. At the moment the murkiness of context for these factors results has lent too much a campaigning tone. Therefore we have six specific suggestions.

A. **Theme**

I think Brandy Ayres is right in his suggestion -- "The issue is not price, the issue is not supply, the real issues are security, self respect, and ultimately freedom." If you agree, I think every speech and statement of yours and every other official should contain this sentiment as the lead sentence. In addition, we must repound again and again the import commitment and the urgency of the task it suggests.

B. One Program

Already we are seeing a familiar pattern develop. You introduce a program -- people support that which they like and suggest other pieces in place of parts they dislike -- the Congress goes off on its own tangent. To every group, individual, we must insist this program be the one they support -- your program is the right one even if parts are disliked. There can be no substitute for its totality.

C. Energy Chapters

The visits and public efforts so far lack a structure that relates them to a central purpose and thus avoids the scattered campaign charge. Your idea of the visits being

linked to The Energy Story as chapters whether 10 chapters or 15 chapters or whatever. We recommend that an intense effort by Jody and you be undertaken to put the visits in that context. Thus each trip would be billed as a new chapter makes great sense.

D. Timeframes

Dr. Weisner feels that we should make efforts to distinguish and structure the energy package into either (1) short term, (2) middle term, or (3) long term energy efforts for the purpose of clarity.

E. Alternate Production/Conservation Emphasis

We need to avoid the accusation that we are either too conservation oriented (as with the 1977 plan) or too production oriented (as with the new plan). Therefore we would recommend that we consciously and openly alternate each highlighting effort or visit, so that we have a "production visit" then a "conservation visit" then a "production visit", etc. Fortunately the first two efforts Bardstown and Baltimore already fit this pattern if we explain those as such.

F. Battle Victories

As mentioned at Camp David, since the success of the program will not be seen for five or six years that we highlight the road by intermediate successes. Just as progress in the moon program could be seen by succeeding Mercury, Gemini, and Appollo flights so to^o must the Energy War be highlighted. For example each step in reducing oil imports should be highlighted by a short national statement by you. When the first synfuel plant is started you should be there. On and on.

IV. A PLAN

We have designed a first draft plan which has three components. The plan can use further refinement and input as deemed necessary.

A. Building Allies/Participation

This need has already been explained under goals. There are several suggested ideas -- the most massive is the Participation Effort.

Participation Campaign/White House Conference

1. Examine various proposals suggested to DOE over the last several years most of which are small and have gathered dust on the shelf -- such as the Conference of Mayors proposal for test programs to be funded out of Labor and HUD for energy conservation.

2. Have DOE establish a conservation target which is reasonable, say 5% reduction overall energy use or in gasoline or electric use, etc. Make sure the areas can be accurately monitored and can be measured by state and community.

3. Set up a conservation Advisory Committee made up of leading figures and group leaders from the outside. A White House Conference of single day sessions in which various groups (Governors, Mayors, etc.) are called in and explained the conservation Target Program. They would be asked several things:

- a. To support the President's Energy Program on the Hill as well as the specific actions you would like each group to take;
- b. Their ideas on what they can do to help conserve energy and request they return in thirty days with their ideas and programs.
- c. To set up programs to involve their citizens in trying to meet the conservation targets in a nationwide competition.

4. Under the auspices of the Advisory Committee and DOE progress would be measured in 30, 60, or 90 day cycles. Awards would be made to the highest finishers. Indeed, even stickers like the NRA could be given out to firms and individuals participating. In addition, one of the

criteria for energy research grants, programs, demonstration laboratories, etc. could be states and communities meeting the goals.

5. To help finance the coordination of this effort foundation funding complemented by tax revenues already generated by the windfall in prices could be utilized.

6. The groups brought in would be the following:
- a. Governors
 - b. Mayors
 - c. County officials
 - d. Community, Business, Labor, mixed with Congressmen

Except for the Governors, not all of the others would have to be invited. We could, by prior missionary work, identify those most supportive and willing to respond on the spot.

The effect hopefully, by taking advantage of Americans competitive character, would be to involve everyone in this national effort. From this would come thousands of ideas, suggestions, and efforts which would cross fertilize. By "letting a thousand flowers bloom" much could be done without the government, participation with measures of progress could be instituted, and momentum for the energy program could be generated.

Innovation/NASA

We believe you should call for a national canvass of innovations and inventions. To dramatize and legitimize the effort we propose giving NASA the responsibility for evaluating on a regional basis the innovations and inventions submitted. NASA would also be responsible for analyzing the R & D work already ongoing in the Government.

The advantage of this move, we believe, is obvious. Not only do we foster a creative air -- appealing to that capacity of our national character but we give it enormous

legitimacy and excitement by giving the project to the most credible government agency of the Federal Government -- its very name is synonymous with success of the last great national goal, with technological genius. In addition, NASA is looking for projects to maintain their budget and structure -- this could be a godsend to them.

Alliance for Energy Saving

This group of distinguished Americans (Senator Cranston, Senator Percy, Carla Hills, Henry Kissinger) is on the verge of endorsing your energy program , we found out today. They are willing to fit their endorsement into a format favorable to you. Therefore, we recommend that next week you have a number of the leaders and leading figures into the White House. You publicly accept their endorsement and ask their active help. In addition, you ask them to inventory other groups and efforts that have made significant contributions in the energy field for recognition. Thus we actively involve them as allies and partners on an ongoing basis.

Other Thoughts

We also thought that it might make sense in trying to pass the Energy Mobilization Board and the Energy Security Corporation to select and get commitments from distinguished Americans to serve on the Boards which could be leaked or announced. This might alleviate some of the fears generated by the unknown factor of possible appointees and would by

garnering approving support help make those programs more viable on the Hill and help speed passage.

Another thought was to pursue the sponsors of the ads run by DOE last year on conservation to help on this effort of explaining what citizens can do.

B. Leadership/Concern for People

This area was discussed under the problem section in terms of your posture. The most vivid arena for decisive leadership and empathy is the home heating oil front in the North East. Concern there is not only over supply but over the devastating impact of cost -- not just for the poor, the elderly, but the middle class as well. Last year people bought heating oil at .40¢ a gallon -- a doubling in little over a year. This fall as people replenish the supply, the costs will be .80¢ to .90¢ a gallon. For a family that uses 1500 gallons a year, what cost \$600 last year will cost \$1200 to \$1350 this year. The burden is going to be astronomical -- home heating oil is not gasoline!

You are not identified as yet on a personal basis with this concern. Therefore we recommend an early fall trip to New England not only to dramatize the problem, but hopefully to complement that with some strong actions. The idea would be to help people save at least \$100 this winter.

1. Credit

Gulf Oil has announced that it will not extend "normal" credit to dealers who in turn will not be able to extend credit to customers putting those dealers in intolerable positions. Therefore an effort to try to

convince the oil suppliers to extend ordinary or even extraordinary credit should be vigorously pushed. If successful, it could be announced at a meeting with dealers.

2. Price Levels

An effort, in the anti-inflationary vein, to get voluntary agreement by the companies to hold prices at a .75¢ or .80¢ level for the winter might be pursued. Enormous pressure should be brought to bear. In both this instance and the credit instance, an opportunity for positive public spirited gestures are great for the oil companies.

3. Weatherization, Utility Loan Program

An expanded effort to encourage or help finance weatherization efforts or energy audits in conjunction with the utilities or home heating fuel companies, CETA workers could be directed into such projects. Also utility loan programs could be explored or pushed.

4. Poor and Elderly

The funds to aid the poor and elderly await the windfall profits tax. Yet winter begins before that bill is likely to be law. Perhaps an emergency act drawing from revenues already gathered from windfall or some other vehicle are possible. A dramatic effort here would serve substantive, humane, and even political purposes.

The whole thrust of this program area would be to show the President accomplishing things, acting boldly, out of great compassion and concern for people.

Other efforts

As part of the participation thrust you should be in a position to highlight the efforts of individuals, or firms, or communities who do or make extraordinary efforts in the energy front. For example, you should intervene in the Moodymobile case -- dramatically. We should highlight Davis, Calif. again -- or some equal place -- perhaps announcing the Conservation Advisory Board there. There should be an organized effort perhaps through the alliance or others to bring these to your attention.

C. Leadership/Effectiveness

Once again the need for dramatic and effective action is crucial. We have outlined here some possible bold steps that will emphasize you as an effective leader.

1. Windfall Profits Tax/Oil Industry

Although pounding the oil industry has some short term popular benefits, it is an uneasy and inconsistent course in light of the July 15 speech for the country to pull together and work for common purpose. Two side results are also found -- (a) the very industry that must play some role in our energy solution is being publicly damaged further, and (b) the resentment has caused many of the oil lobbyist who favor your overall program, particularly synthefuels, to sit on their hands. ~~Be sure, if these are the prices that must be paid to get a windfall profits tax, then the course taken must be pursued.~~

However, there may be another course. Many in the industry are reeling from the attacks by you and others. The AFL-CIO call for nationalization must have sent chills through the industry. The concern over horizontal divestiture is a real fear, and incidentally, a real lever for you. It is our guess that some leading elements in the industry might welcome the opportunity to do something that would allow them to prove they are good citizens, give them some positive credit, and defuse the atmosphere. We operate from the hunch that on the right grounds, for the right arguments, some companies that will defy conscription in the energy war might enlist if given the opportunity.

We propose a secret effort to move the leadership of at least three, maybe five, major oil companies to join together with you in pushing the Windfall Profits Tax. If the niche can be carved out they may step into it to lessen the general threat to themselves. If we could dramatically have such an announcement with you take place the impact on the Profits Tax could be decisive in the Senate and it would, in part, establish you as an effective leader. Thus everyone could gain, particularly the country.

The companies targeted would first be Arco -- since they already support it -- and Exxon because they are the largest and most likely to move. In addition, the President of Union Oil is a possible supporter already.

Other conceivable candidates might be Shell, Sun, Standard Oil of Indiana.

The logistics are tricky and complicated. Under no circumstances can you host a meeting which is not already assured of a successful outcome -- the damage would be counterproductive. Back channels may be the best bet aided by some indirect stroking on your part. We might have Anderson take the lead. Sol Linowitz and I have already put a few discreet, totally unrelated to you, feelers of concern out.

2. GM

The American people are skeptical about the efforts Detroit has made to produce good fuel economy automobiles. Following the model with the oil companies above, we would suggest an effort to move Tom Murphy of GM to come to you and pledge that GM will produce, by the end of the decade, an environmentally sound car that gets 50 miles per gallon. You then could offer support and extend the challenge to the whole industry. Both you and Murphy would get credit -- but you would be again the leader.

There are two problems. The first is how this would be interpreted in light of both the Chrysler crisis and the UAW negotiations. These could be overcome, we suspect. The second problem is more personal -- Murphy as the new head of the Business Roundtable, is quite perturbed that he was not asked to Camp David while Reg Jones, the former chairman was. Thus, if we are to move him, and we suggest a strategy as above, that does not openly involve you, then Murphy has to be indirectly mollified.

We recommend that you call Murphy and ask him to choose four other members of the Roundtable to come to lunch at the White House with you, Miller, and Voelker to discuss the economy. That in itself is a good lick. From there, we would devise a back channel approach to begin to move Murphy to this other agenda.

3. Buses/Transportation

We have proposed billions to go for mass transit buses, subway cars, etc. However, nothing will really come on line for twenty four to thirty six months. There is a dramatic short term effort that could have immediate visible impact. The idea originates with Fred Salvucci the former Commissioner of Transportation of Massachusetts.

Presently 18 to 30% of buses daily remain in the barns for maintenance work. First, if some of the funds were diverted for additional maintenance, more buses could be on the streets immediately improving the transit situation. Second, given the onset of recession and high youth unemployment, a cleanliness program could be instituted to hire the unskilled. They could clean the vehicles making them more attractive for riders at the same time employing the hard to employ.

4. Railroads

This may have already been explored and a quick assessment could be made. If unemployment is going to be a problem why not a public works program to rebuild railroad beds in key areas like the North East. One reason that coal is not more in use in the Northeast is the railroad problem -- it can't get there. A program that provided jobs and made a visible commitment to upgrading the railroads could be an example of effective leadership.

5. Hydroelectric Plants

As you know one of the reasons New England first became a mill industrial area was the availability of Hydro power. However, that advantage was lost with the abundance of cheap energy sources elsewhere. Now might be the time to dramatically upgrade some Hydro power plants in New England. Two possibilities might be Lawrence, Massachusetts , 10 miles from New Hampshire or Manchester, New Hampshire, where an old system already exists.

6. Regulatory Consistency

Dr. Weisner has suggested that one way to convince business and industry to invest is to guarantee some regulatory consistency to spur investment. You might take this on yourself.

7. Tilt

I am not sure of the "truth" on this question but the revelation of the tilt impact on gas prices and the subsequent clean bill of health by DOE, using industry data and preceding the Justice Department audit, have been quite harmful. This is an area you could impact.

****8. Senator Long****

Senator Long is having serious political troubles in Louisiana and is up for election. My contacts in that State, where I am presently working in the Governor's race, suggest that Long, for political reasons, will have to support some kind of Windfall Profits Tax. Therefore I would suggest that we initiate perhaps through Strauss and Hamilton a discreet inquiry with Long to see if there is a strategy by which we can take some steps that help him politically and which at the same time provide a way for Senator Long to respond to your leadership on the Windfall Profits Tax in his committee. The situation might be ripe for a deft approach and I strongly recommend that we pursue this vigorously

Recommendations and Timetable

This memorandum has proposed a series of recommendations, some which can be implemented almost immediately and others which will take several weeks to put together.

For summary purposes we will enumerate those recommendations for your approval or disapproval.

1. Goals - Can we get approval of the goals and a dissemination within the hierarchy.
Approve _____ Disapprove _____

2. Immediate Problems - Can we get consensus on the problems we have and a discussion by key individuals of these problems.
Approve _____ Disapprove _____

3. Context-Theme - The theme of "security, self respect, and freedom" for you and other officials.
Approve _____ Disapprove _____

4. Context-Chapters - Develop "chapter" approach and intense background by Jody, staff, and you.
Approve _____ Disapprove _____

5. Context-Production/Conservation - Go ahead with alternating production/conservation approach to visits plus explanation.
Approve _____ Disapprove _____

6. Context-Victories - Develop a process to identify and highlight successes of energy war.
Approve _____ Disapprove _____

7. Plan-Alliance - Invite in the Alliance for Saving Energy to announce support and ask that they inventory other groups and individual efforts.
Approve _____ Disapprove _____
8. Plan - White House Conference - Develop program with DOE for targets, set up conferences with groups -- initial and thirty day followup.
Approve _____ Disapprove _____
9. Plan - Advisory Committee - Set up Conservation Advisory Committee.
Approve _____ Disapprove _____
10. Plan - Participants - Have meetings to implement programs with:
Governors Approve _____ Disapprove _____
Mayors Approve _____ Disapprove _____
County officials Approve _____ Disapprove _____
Community, Business, Labor, Hill groups Approve _____ Disapprove _____
11. Plan - Innovation/NASA - To institute the program to have NASA be the evaluator of innovations/inventions. Have meeting to that effect.
Approve _____ Disapprove _____
12. Plan - Mobilization Board - Proceed to identify potential members either to leak or announce.
Approve _____ Disapprove _____
13. Plan - Ads - Review past ad programs and sponsors.
Approve _____ Disapprove _____
14. Plan - Home heating fuel issue - Pursue North East plan to identify your concern.
Approve _____ Disapprove _____

15. Plan - Home heating fuel (con't) - Investigate effort to get oil companies to extend credit.

Approve _____ Disapprove _____

16. Plan - Home heating fuel (con't) - Investigate efforts for voluntary price limits on home heating fuel.

Approve _____ Disapprove _____

17. Plan - Home heating fuel (con't) - Investigate speeded up special program to help poor/elderly now as winter sets in.

Approve _____ Disapprove _____

18. Plan - Weatherization, utility loan programs - Investigate speed up and highlighting by you.

Approve _____ Disapprove _____

19. Plan - other highlights - Program put in place to emphasize and highlight extraordinary contributions, i.e. Moody mobile and other single shot efforts.

Approve _____ Disapprove _____

20. Plan-Windfall Profits Tax/oil industry - Prepare plan to undertake movement of key oil companies to dramatically join you in supporting Windfall Profits Tax. Initial efforts away from you and back channeled.

Approve _____ Disapprove _____

21. Plan - Murphy, GM - Start the effort to move Murphy on the car pledge. Again back channel.

Approve _____ Disapprove _____

Have earlier lunch with Murphy -- Roundtable types with Muller/Voelker to soothe Murphy feelings.

Approve _____ Disapprove _____

22. Buses/Transportation - Explore possibility of moving funds into additional bus maintenance. Also, clean-up programs with unskilled.
Approve _____ Disapprove _____
23. Railroads - Explore possibility of public works effort on North East railroads with Jack Sullivan for possible strong leadership act.
Approve _____ Disapprove _____
24. Hydro Electric Plants - Pursue possible action vis a vis Lawrence, Mass. or Manchester, N.H. Hydroelectric plant improvement and expansion.
Approve _____ Disapprove _____
25. Regulatory consistency - Explore more actively Dr. Weisner's concern with assured regulatory environment for energy and investment areas.
Approve _____ Disapprove _____
26. Tilt - Explore personal possible action by you on Tilt question.
Approve _____ Disapprove _____
27. Senator Long - Begin to plan approach to Senator Long on Windfall Profits Tax in light of his own political situation.
Approve _____ Disapprove _____

Timetable

I have grouped the recommendations into timeframes for planning and action -- some could begin immediately. These are suggestions and would require Phil's indepth scheduling approach and input.

Immediate: Action (August 13-24)

1. Innovation/NASA (#11)
2. Alliance meeting (#7)
3. Conservation Advisory Board - Maybe in Davis, Calif. (#9)

Immediate: Internal Action

1. Goals (#1)
2. Immediate Problems (#2)
3. Context Themes (#3)
4. Context Chapters (#4)
5. Context - Production/Conservation (#5) > Discuss & Background
6. Context - Victories (#6)

Immediate: Planning for Later Actions (August 25-September 30)

1. White House Conference, Participants (#8, 11)
2. Mobilization Board Process of Appointees, Ads, Other Highlights (#12, 13, 19)
3. Home Heating Fuel Initiative (#14, 15, 16, 17, 18)
4. Plan - Windfall Tax Oil Companies (#20)
5. Plan - GM/Tom Murphy (#21)
6. Other efforts, Buses, Railroads, Hydro plants, Regulatory Consistency, Tilt (#22, 23, 24, 25, 26)
7. Senator Long Initiative (#27)

FINAL SUGGESTION

It might be worthwhile for you to spend sometime with Linowitz, Keefe, Freeman, and Weisner to discuss these ideas, particularly the oil and Murphy initiatives. Perhaps this next week.

THE WHITE HOUSE
WASHINGTON

16 Aug 79

Admiral Freeman

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the President's outbox today
and is forwarded to you for
appropriate handling.

Rick Hutcheson



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	HARRIS
	KREPS
	MARSHALL
	SCHLESINGER
	STRAUSS
	VANCE



Administrator

cc Adm Freeman -
Good - Do what you can
throughout govt to cut
back on lighting & other energy uses - 8/15/79

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for Preservation Purposes

Dear Mr President:

We have completed review of
the work performed by Mr
Richard Stein of Georgia Tech
on level of lighting for good
work and good eyesight.

I am pleased to tell
you that we have incorporated
many of Mr. Stein's concepts
in our building criteria
and will continue to seek
ways to improve our construction
concepts and operations to reduce
energy requirements

+ very much appreciate
your bringing this matter

to my attention and hope
our action has been responsive
to your question

Very respectfully
S. H. Lerman

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for Preservation Purposes**

THE WHITE HOUSE
WASHINGTON

8/16/79

Al McDonald

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President's outbox today and
is forwarded to you for appropriate
handling.

Rick Hutcheson

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EXECUTIVE OFFICE OF THE PRESIDENT
COUNCIL ON ENVIRONMENTAL QUALITY
722 JACKSON PLACE, N. W.
WASHINGTON, D. C. 20006

ADMINISTRATIVELY CONFIDENTIAL

August 16, 1979

MEMORANDUM FOR HAMILTON JORDAN

FROM: GUS SPETH *Gus Speth*

SUBJECT: Upgrading CEQ's Role in the EOP

*To Al-
Environmentalists are
important to me. Talk
to Gus & assess best
role for CEQ*

J.C.

When I spoke with Landon several days ago, he urged me to set out for you some of the steps that I believe should be taken to upgrade CEQ participation in the EOP. I am delighted to do so. Most of the points made here I have previously made to Stu, Arnie, and others with whom I talked in connection with the Chairmanship.

My objective is that CEQ and I be of maximum help to the President, both substantively and politically. To do this, I think it is necessary to change the perception of CEQ by WH/EOP staff from being only a mission or constituency agency to being an integral part of the President's staff. Similarly, I think that it is important to establish a clearer role for the Chairman within the WH/EOP. The steps listed below should enable us to meet these objectives.

CEQ Chairman

The recent action clarifying that the CEQ Chairman attend the Monday senior staff meeting, as well as attending all Cabinet and relevant Cabinet-level meetings, is helpful. There are other actions that are needed to make the role of the Chairman clearer and to integrate CEQ better with WH/EOP staff:

1. Whatever new WH staff structure you develop should include CEQ at appropriate points, for example as OMB, CEA and OSTP are included.
2. The CEQ Chairman should meet regularly with you and Stu. Stu and I usually meet weekly or bi-weekly. I would suggest a regular monthly meeting with you.
3. The CEQ Chairman should assist in briefing the President on matters where CEQ is heavily involved.
4. CEQ Members and Executive Director should have WH dining privileges. The CEQ Executive Director, Deputy Executive Director, and General Counsel should have WH passes. These matters are not as small as they seem.

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General CEQ Role

A number of procedures are used to consider, develop, issue, and implement the President's policies and actions. CEQ should be included in the loop and given lead staff responsibility for action where appropriate. For these actions, CEQ should be included in:

- (a) senior staff review, comment, and/or action on policy documents circulated by staff secretary;
- (b) briefings for the President and Cabinet;
- (c) senior staff policy development discussions, particularly those which involve Stu, Jim McIntyre, Charlie Schultze, and Fred Kahn; and
- (d) participating (and chairing) WH task forces and working groups.

Energy, inflation, and regulatory issues usually have important environmental components or effects. I think that CEQ's participation in WH/EOP consideration of policies in these areas -- through the four procedures mentioned above -- would be essential if any real improvement is to occur. This also requires knowing about meetings, documents, and working groups ahead of time. Taking action to include CEQ in the WH/EOP activities on these issues is probably the most important step towards bringing CEQ into normal WH decisionmaking routine.

cc: Landon Butler

THE WHITE HOUSE
WASHINGTON

8/16/79

Stu Eizenstat
Gus Speth

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EXECUTIVE OFFICE OF THE PRESIDENT
COUNCIL ON ENVIRONMENTAL QUALITY
722 JACKSON PLACE, N. W.
WASHINGTON, D. C. 20006

INFORMATION ONLY

August 16, 1979 To Stu & Gus.

MEMORANDUM FOR THE PRESIDENT

FROM:

GUS SPETH

SUBJECT:

Environmental Support -- An Assessment

- a) Plan mtg to discuss environmentalists key issues.*
b) Have staff screen my public statements (3d below) & distribute pertinent comments to key groups.
c) Marshall admin. support
d) Advise me on further action

The environmental community, a group which was once a strong, friendly force and one of your closest allies, now feels quite disaffected. I promised in a recent Weekly Report to you that I would provide you with a memorandum outlining the reasons why this has occurred and providing a political assessment of the current situation. To provide perspective for this discussion, the first part of the memorandum describes the size of the environmental community, the extent of public support for environmental objectives, and notes the community's view of the major successes and failures of the Administration. I conclude by noting some actions we should take to improve the current situation. JC

I have given Ham, Stu, Landon, and Tim a memorandum containing this information.

Size and Strength of Environmental Community

There are about 50 national environmental organizations and probably between 2500 to 5000 local grassroots organizations, many of which keep in close contact with national organizations. The total membership of the national organizations is probably about 4 million. A national public opinion survey conducted last year by Resources for the Future indicates that 13% of the public considers themselves "active participants in the environmental movement" and another 47% say they are "sympathetic." Only 6% say they are "unsympathetic," the remainder being "neutral."

While these figures are impressive, environmentalists are strong beyond their numbers because they tend to be middle class, cohesive and politically active.

Relationship to Administration

As you know better than I, environmentalists were among your earliest and strongest supporters. The network of national and local groups described above coalesced behind you in 1976. This effort culminated in a widely publicized press conference in October, 1976, just before the General Election in which the environmental community was highly critical of Ford's record and supportive of you.

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For the first two years of your Administration -- from your strong environmental appointments to your using your authority to protect Alaska lands in December, 1978 -- our relationships with most segments of the environmental community were quite good. The main casualties of this period were our strong ties to the large and very active groups critical of nuclear power and promoting solar. These groups were very critical of Secretary Schlesinger's policies, and viewed with alarm his success in getting the Administration to support changes in the nuclear licensing process that they strongly opposed. Another less severe source of stress during this period were the challenges to environmental regulations by Administration economists and inflation officials, particularly actions by the Regulatory Analysis Review Group (RARG).

Despite these problems, most environmental groups were prepared to indicate their support for you when Rafe Pomerance (Friends of the Earth) and I raised the possibility. The result was the December 20, 1978, press conference at which most of the national environmental groups rated your record as "outstanding." This press conference came at a time when some of your other constituency groups were critical of Administration policy, and the sponsoring environmentalist organizations hoped that the press conference would signal a period of even stronger ties with the Administration.

Instead, our standing with environmentalists has plummeted since the press conference. First, in the same way that we offended energy supporters with the nuclear licensing bill and our anti-pollution supporters with the Regulatory Analysis Review Group, two Administration proposals in 1979 -- regarding wilderness preservation and increased timber harvesting in the national forests -- caused concern in the third major branch of the environmental movement, those involved with protection of natural resources. These actions were then followed by the proposal that has alienated virtually the entire environmental community -- your July 15 energy program.

It is important to underscore that previous "failings" reflected an Administration policy choice that the environmentalists could castigate while still publicly providing basic support for you and your overall environmental program. These shortcomings were more than compensated for by the many positive aspects of your record on the environment, such as the 1977 Environmental Message and your positions on Alaska lands and water policy reform.

The reaction to your July 15 energy program and subsequent related Administration actions is fundamentally different. The environmental community's split with us on that program is apparently deep and pervasive. Relations are now at a low ebb. A major rebuilding effort is essential if we are to patch things up to a satisfactory point for 1980.

The environmental community's disaffection from the Administration stems from the view that (1) synfuels from coal and shale are an environmental nightmare, (2) our version of the Energy Mobilization Board threatens seriously protections they view as essential and (3) the resources allocated by the Administration to solar energy and conservation are small when compared to proposed synfuels funding.

Environmental leaders feel that they have been "shabbily treated" and "ignored" and that the White House is "trying to make political hay out of being anti-environmental." The sense of betrayal is strong. A sampling of recent comments: "Environmentalists have been enraged by his energy program, and they have been turning to Brown and Kennedy." "What Carter has seemed to be saying is 'I'm an environmentalist, but only when it's convenient.'" "The only hard choice the President made in his energy message was to abandon his environmental supporters."

In response to the Administration's energy proposals, the environmental community has formed a coalition similar to the Alaska Coalition in breadth of support. The coalition will be undertaking mass mailings and extensive grassroots activities. Members say there has been no coalition like the current one in opposing an Administration measure since the Nixon/Ford Administrations. Two other bad signs are that some individuals are now working actively with Kennedy, providing him with option papers and policy advice, and some are beginning to ignore the White House, considering it no longer worthwhile.

Ameliorative Actions

I do not believe our situation with environmentalists is beyond repair, and I think it would be a political mistake not to make every effort to repair it, given the difference an active environmental constituency can make in 1980. But major efforts will be necessary. Accordingly, I recommend the following:

1. General. I believe that the two broad elements of successful resolution of our differences with environmentalists are (i) passage by Congress with Administration support of broadly acceptable legislation for alternative fuels development and "fast track" permitting, and (ii) a strong Administration environmental record in the coming months. Our current proposals for an Energy Security Corporation and an Energy Mobilization Board are strongly opposed by environmentalists, but if we, working with Congress in the coming weeks, can modify these proposals to pick up environmental support (or at least reduce opposition), then the issue may fade somewhat

and our original stance come to be viewed as an aberration in an otherwise good record. Suggestions for shifting our original proposals are described below, as are suggestions for continuing to build a strong environmental record in other areas.

2. Synfuels. Several of the widely discussed changes being sought in the Administration's energy proposals by elements of Congress would make those proposals far more acceptable to the environmental community. My recommendation is that we actively consider the pros and cons of these changes and, if possible, support them, including:

(a) move towards a more modest, phased synfuels program: this would provide federal support for completion of the different major synfuels technologies (about 5 plants) in the first round with a goal of moving towards commercialization of the more promising technologies after environmental and economic data are in from the first plants;

(b) adopt changes in the proposed Energy Mobilization Board, particularly by cutting back on its authority to waive environmental impact statements and post-construction environmental standards and by limiting more narrowly the number of energy projects that can be subject to the "fast track." Relatedly, Administration lobbyists have been criticized for not lobbying in support of the pro-environmental aspects of its EMB proposal, for example the proposal that pre-construction environmental standards not be waived and that judicial review of EMB waiver decisions be preserved;

(c) expand the Energy Security Corporation's authority to cover defined projects in the energy conservation and renewable resources areas and combine this broadening of authority with a requirement that the Corporation prefer wherever possible those projects that promise the greatest import reduction per dollar of investment;

(d) add an explicit environmental effects research program and condition plant controls on mitigating problems raised by the program.

3. Environmental Record. Your Second Environmental Message is, of course, a major action which will help to reestablish good ties with the environmental community if the synfuels issue can be put successfully behind us. Other actions which should be taken in the coming weeks are:

(a) you should meet soon with environmental leaders (stressing those working on energy matters), particularly if shortly after that meeting the Administration can begin to adopt the energy policy shifts recommended in the preceding paragraph on the synfuels program;

(b) you should continue your record of strong environmental appointments; major openings exist now or soon will exist in EPA, DOE, FDA, CEQ, DOT and possibly elsewhere, and a reversal of the earlier pattern of pro-environment appointments would be fatal;

(c) several upcoming issues present you with opportunities to take environmentally supportive actions:

- opposition to weakening of the enforcement of the 1977 Stripmining Act and the Clean Air Act;
- continued opposition to the Clinch River Breeder Reactor and veto of an unacceptable bill;
- Presidential signing ceremony for the Fishery Management and Conservation Act, which will help to protect whales;
- rapid issuance by you of a strong national nuclear waste management policy;
- prompt and strong action on the Kemeny Commission Report on Three Mile Island when it is completed.

(d) leading Administration spokesmen, particularly you and the Vice President, should continue to comment favorably on environmental concerns at regular intervals. Your recent statements on solar energy, on the need to meet air pollution standards in developing our coal resources (Kentucky), and on relying on nuclear power only as a "last resort" (Iowa) were well received, and these and other similar themes should be continued;

(e) we should avoid another deeply divisive proposal like the synfuels/EMB proposal. My own view is that we can address the two most pressing public concerns, energy and inflation, without sacrificing environmental protections, but a strengthened commitment to consultation and compromise among EOP and other agencies will be necessary. Our major problems in the environmental area have come either when there was inadequate effort to resolve sharp differences among agencies before sending them to you and when the environmental agencies were insufficiently involved in the process of policy formulation.

Please let me know if there is any way in which I can help you pursue these matters further.

THE WHITE HOUSE
WASHINGTON

8-16-79

To Jim Mc Intyre

a) Do what you can
to stop this.

b) Same. Both short
range and move to
a full time equivalent
standard

J. C.

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Numbers Game in the Bureaucracy

b) Thousands of Employees Hidden to Avoid Manpower Ceiling

By Kathy Sawyer

Washington Post Staff Writer

Donna Jackson of Eugene, Ore., works for the nation's largest employer as one of 2 million toilers in the federal government's permanent civilian work force.

Well, almost.

In each of the last five years, she has typed up contractors' pay vouchers at Willamette National Forest on every work day of the year but one.

That day—the day the government officially counts its workers—she is taken off the rolls along with unknown thousands of other bureaucrats to enable the federal work force to avoid breaking its White House-set manpower ceilings.

In an era of increasing public concern about the size of the federal government, one way the government keeps growing is by hiring full-time part-timers such as Jackson.

They amount to a virtual shadow work force, whose exact dimensions are unknown, but the obviously increasing numbers are both acknowledged and effectively ignored by those charged with containing governmental growth.

"Whenever we find out about it, we do everything we can to stop it," said one official with the Office of Management and Budget, the arm of the presidency empowered to enforce limits on federal growth.

But he added, the most his small

agency can do, is "issue instructions not to do it."

Inquiries to the White House about full-time part-timers are referred to OMB.

Nearly one out of every 20 workers in the civilian federal work force, excluding the Postal Service, holds a temporary, part-time or special assignment job that is not counted when the full-time government payroll is measured.

While many of those are legitimate part-time or seasonal workers, a growing number, OMB officials say, work virtually full-time. Those who deal with such workers refer to them as

See **FEDERAL**, A6, Col. 1

Prime Interest Rate Hits 12%

Chase Manhattan, the nation's third largest bank, raised its prime interest rate to 12 percent yesterday, and other banks are expected to follow.

This key interest rate has reached 12 percent only once previously—in September 1974, during

the last recession. The prime rate is the interest banks charge their best corporate customers.

The increase came amid signs that the Federal Reserve Board is tightening further its monetary policy to fight inflation and shore up the dollar.

Details on Page C1

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U.S. Agencies Rush to Spend a) Before Cutoff

By **CLYDE H. FARNSWORTH**

Special to The New York Times

WASHINGTON, Aug. 15 — "We were looking around madly to spend \$30,000," said the middle-level Federal bureaucrat. "We did it in a lot of questionable ways, and then, apparently because we were so successful, we were asked to spend another \$30,000 more."

The bureaucrat, who asked not to be identified, was describing what he called the "worm's eye view" of his agency as the bureaucracy rushes to pump out funds before Oct. 1, the end of the fiscal year.

At a higher level, former Treasury Secretary W. Michael Blumenthal recalled in an interview today that in the last month or two of the fiscal year "you are literally pushing money out the door with a wheelbarrow."

For if an agency fails to spend all of its appropriation, the leftover money is returned to the Treasury, and the agency fears that Congress will figure that it had

Continued on Page A16, Column 1

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WASHINGTON

8/16/79

Hugh Carter

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Rick Hutcheson

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	COSTANZA
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	FALLOWS
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	SCHNEIDERS
	VOORDE
	WARREN
	WISE

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	BLUMENTHAL
	BROWN
	CALIFANO
	HARRIS
	KREPS
	MARSHALL
	SCHLESINGER
	STRAUSS
	VANCE

July 11, 1979

*Hugh -
No big deal -
check with Marie
J*

MEMORANDUM FOR: RHONDA BUSH

FROM: MARIE ALLEN *Marie*

SUBJECT: Journals of the President's Great Grandfather, Captain Pratt

On July 2 of this year, I traveled to Abbeville, South Carolina, to interview for our family history program a 92-year-old great aunt of the President, Miss Helen Pratt. Miss Pratt showed me 5 journals dating from 1892 to 1910 consisting of daily dairy-type entries made by her father, Captain James Pratt. Miss Pratt mentioned that there were additional journal volumes stored elsewhere in the house, but did not show these to me. Captain Pratt was a Civil War veteran and farmer and the father of Nina Pratt Carter, the President's paternal grandmother.

I am concerned about the disposition of these volumes after Miss Pratt's death. Because of the connection with the President's family, the journals might be sold and pass out of family hands. I understand that a local Abbeville reporter is interested in writing a book on Miss Pratt's life, and has been very interested in the journals. I urged Miss Pratt to give the journals to the President or to the Carter Presidential Library; she was friendly, but unresponsive. My feeling is that an approach from a family member might be more effective.

Many of the entries in Captain Pratt's journals are of limited historical importance. Because he was a farmer, he was very concerned with the weather and carefully recorded details concerning the weather in his daily journals. This weather information is of little interest to modern readers. I feel nevertheless that these volumes are of great value to the family and to the Library; what little insight they give us into Captain Pratt's generation is more than we would otherwise have.

Please advise me concerning what additional steps I might take to bring this matter to the attention of the President's family.

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WASHINGTON

8/16/79

The Vice President

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CARTER/MONDALE LETTER - NEW
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THE NEW HAMPSHIRE COMMITTEE FOR CARTER/MONDALE

3 PLEASANT STREET / CONCORD, NH 03301 / (603) 224-3325

HUGH J. GALLEN
CHAIRMAN

August 1, 1979

*Fritz
info
J*

Jeffrey and Ellen Kelley
4800 Nebraska Avenue, N.W.
Washington, DC 20016

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Dear Jeff and Ellen:

Will you please join me and become a Founding Member of The New Hampshire Committee for Carter/Mondale?

Your answer to my question will have a major bearing on who serves as the next President of the United States. That's because the decision each of us makes in the New Hampshire primary carries many times the weight of decisions of voters in any other state.

We must, therefore, choose our candidate in the presidential primary as though each of us were among the most influential political decision-makers in the United States. Because we are.

For myself, I have made the decision to support President Carter for re-election, and to do so actively.

I have agreed to serve as State Chairman of the President's New Hampshire campaign. Now I am asking you to serve with me, right from the beginning, as one of the original members of The New Hampshire Committee for Carter/Mondale.

There are many reasons why I will be giving my support to President Carter, and why I ask you to give him yours. Let me share some of my reasons with you.

We elected the President to an office greatly diminished in stature by the legacy of Watergate. Yet President Carter immediately restored to the Presidency a sense of decency, personal integrity, and tireless devotion to his high office.

We elected President Carter to lead our country at a time when it had declined in world power and prestige in the aftermath of Vietnam. In just two years, the President has restored the United States to an unquestioned position of world leadership, largely through his own unprecedented personal diplomatic achievements. He negotiated peace in the Middle East; championed human rights for all; normalized relations with China; and concluded the SALT II agreement with the Soviet Union.

Here at home, President Carter inherited an 8% unemployment rate. Since then, 8 million new jobs have been created -- a record.

Federal budget deficits were averaging \$60 billion a year when the President came to office. In two years, he's cut them in half, to under \$30 billion.

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A copy of our report is filed with the Federal Election Commission and is available for purchase from the Federal Election Commission, Washington, D.C.

91

President Carter's administration is the first in nearly 50 years in which no American serviceman has died in hostile action anywhere in the world.

When the President took office, he found that federal regulation of airlines, trucking, and other industries was more beneficial to the regulated industry than to the national interest. He's taken bold action to de-regulate these industries to increase competition and service, and reduce prices.

The President had to confront the most difficult problems of all, energy and inflation, when he was elected. These problems had been neglected by previous administrations, and made worse by OPEC actions beyond our control.

The President has refused to play politics with energy and inflation by pretending that they could be solved by rhetoric or a quick-fix. Instead, he has had the courage to exercise true leadership by proposing practical, long-term programs to reduce inflation and increase America's energy self-sufficiency.

I believe President Carter has earned my support by the remarkable achievements of his first two-and-a-half years. The programs he has proposed to deal with our economic and energy problems will be just as successful if we all work together to give them a chance.

President Carter's actions in all of the areas I have mentioned will, I am convinced, mark him as one of America's strongest, most far-sighted, and courageous Presidents.

I now ask you again. Will you join with me as a Founding Member of the New Hampshire Committee for Carter/Mondale?

To join, please fill out the enclosed membership card and return it in the envelope provided. You may also use the card to volunteer time to the campaign, or to make a contribution. We need and appreciate both kinds of help.

I look forward, personally, to hearing of your decision to join The New Hampshire Committee for Carter/Mondale. Your decision is so important, not just to me, or the President and Vice-President, but to our country.

With personal best wishes,



Hugh J. Gallen

THE NEW HAMPSHIRE COMMITTEE FOR CARTER/MONDALE
3 PLEASANT STREET / CONCORD, NH 03301 / (603) 224-3325

I accept your invitation to become a Founding Member of The New Hampshire Committee for Carter/Mondale, and you may use my name in publicizing the Committee.

Mr. & Mrs.

Mr. Ms. _____
(please print)

Address _____ City _____ Zip _____

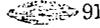
Phone _____ Signature _____
(home) (office)

I would like to volunteer time to the campaign.
Please contact me.

Enclosed is a contribution of \$ _____ to the campaign.

Make checks payable to The Carter/Mondale Presidential Committee, Inc.

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A copy of our report is filed with the Federal Election Commission and is available for purchase from the Federal Election Commission, Washington, D.C.



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8/16/79

Hugh Carter

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THE WHITE HOUSE
WASHINGTON

August 16, 1979

*Hugh
oh - I forgot it - but
Do not put up
any more buildings
at Camp David -
Too many already
J*

MEMORANDUM FOR THE PRESIDENT

FROM: HUGH CARTER *HC*

SUBJECT: Replacement of the Camp David Dispensary

I understand that you recently expressed interest in the construction on the new dispensary at Camp David.

As per my attached memorandum of December 21, 1978, the Seabees are being utilized to construct the new dispensary in order to limit the out-of-pocket construction costs. It is anticipated that construction will be completed by early January 1980.

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for Preservation Purposes**

THE WHITE HOUSE
WASHINGTON

December 21, 1978

MEMORANDUM FOR THE PRESIDENT

FROM: HUGH CARTER *[Signature]*

SUBJECT: Replacement of Camp David Dispensary

A comprehensive evaluation conducted last year at Camp David by the Chesapeake Division of the Naval Facilities Engineering Command indicated that a number of buildings were structurally damaged due to age, moisture and drainage problems and, in some cases, termites. The Camp has undertaken repairs on Aspen, Hickory and Maple and will repair others during 1979. In the case of the dispensary, however, the damage is so extensive that the Navy has recommended the structure be demolished and replaced. I have reviewed this matter with Marty Beaman, Admiral Lukash and Lieutenant Commander Cugowski and we concur with the Navy's recommendation that the facility be replaced. At the same time, the new building would be increased in size by 400 square feet (to a total of approximately 1270 square feet) to eliminate the presently overcrowded conditions and provide adequate space for the medical and dental requirements.

In order to limit out of pocket costs of the building to \$60,896 and enhance security, it is planned to augment the Seabees presently assigned to the Camp with a small contingent to perform the construction. It is also recommended that the facility be relocated to the area reflected on the attached map. This would improve the aesthetics of Aspen Circle, allow use of the existing dispensary during the construction period and place it closer to its principal users, the Camp David personnel.

Soon after your inauguration you instructed me to properly maintain but not to add to Camp David. In my judgment replacement of this building would be within these guidelines. If you have no objections we will proceed as recommended.

 V Approve

 Disapprove

*61,000 = 60,896
1270*
ok, but Post seems excessive doing work-

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697-
6700 x 225

THE WHITE HOUSE
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8/16/79

Jack Watson

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Rick Hutcheson

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STRAUSS
VANCE

~~Jimmy~~

LANDRUM R. BOLLING

Jack - This
Pursue J

July 18, 1979

To : The First Lady
From: Landrum Bolling
Subject: Foundation Support for the Energy Program

At the annual meeting of the Council on Foundations, held in Seattle in May, we had a remarkable and unanticipated strong response to a special session we held devoted to energy problems. As the crisis has deepened some of us in the foundation field have been increasingly concerned about how the non-profit philanthropic sector can be more fully involved in helping to deal with this problem. The President's new proposal for an Energy Security Corporation opens a great new possibility I would like to explore: getting foundations mobilized to invest some of their capital assets in the Energy Security Corporation's bonds.

If this seems a constructive idea, both intrinsically and symbolically for the whole nation, I will move on this idea at once. I will also recommend to my own Board that we place a portion of our reserve fund in these bonds.

Speaking personally, I feel the President has given a great lift to the national spirit by his words and his actions. He will succeed. He must succeed.

Landrum

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12:25 pm

THE WHITE HOUSE
WASHINGTON

PRESENTATION: THE AMERICAN ARBITRATION ASSOCIATION'S
FIRST INTERNATIONAL MEDIATION MEDAL

Thursday, August 16
12:25 p.m.
THE OVAL OFFICE

FROM: Anne Wexler *AW*

**Electrostatic Copy Made
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I. PURPOSE

To receive from the American Arbitration Association the International Mediation Medal commending your mediation of the international conflict in the Middle East.

II. BACKGROUND, PARTICIPANTS, AND PRESS PLAN

A. Background

1. The American Arbitration Association, a non-profit organization which provides private dispute settlement services, forged the First International Mediation Medal in special recognition of your contribution to the signing of the treaty between Eyypt and Israel.
2. The appointment was set up at the request of Judge Bell, who cannot attend because of Benjamin Civiletti's swearing-in.
3. Robert Coulson, President of the American Arbitration Association, will present you with the medal, make brief remarks (attached), and introduce the other representatives of AAA.

B. Participants

All participants are members of the American Arbitration Association.

Robert Coulson, President, American Arbitration Association

Robert Haughton, Chairman, Federal Labor Relations Authority

Herbert B. Woodman, Chairman of the Executive Committee

Howard Gamser, Chairman, Federal Services Impasses Panel
(has met you before)

Howard Holtzman, Board of Directors, AAA

Charlotte Klein, Board of Directors, AAA (has met you before)

David Morse, Board of Directors, AAA

Jacob Sheinkman, Secretary-Treasurer of Amalgamated
Clothing and Textile Workers (has met you before)

Thomas Donahue, Executive Assistant to the President,
AFL-CIO

John Burlingame, Vice President, General Electric

C. Press Plan

White House Photo and Press Pool

III. TALKING POINTS

Substantive talking points on the Middle East, prepared by
National Security Council staff, are attached.

PRESENTATION BY THE
AMERICAN ARBITRATION ASSOCIATION
OF ITS INTERNATIONAL MEDIATION MEDAL
TO JIMMY CARTER, PRESIDENT OF THE
UNITED STATES OF AMERICA

The American Arbitration Association presents its first International Mediation Medal to you, Mr. President, in recognition of your successful mediation of the international conflict in the Middle East, which resulted in a treaty between Egypt and Israel.

This was the vital first step in a continuing process of mediation and conciliation, which requires the sustained good faith efforts of the parties and the world community. It is a process essential to the security of this and future generations.

Your accomplishments as a mediator deserve broad recognition. The public hears too much of violence and force in settling disputes. Your acceptance of this medal highlights the importance of mediation and arbitration.

The very purpose of the American Arbitration Association is to encourage the use of impartial settlement techniques. It is fitting that, as President, you have demonstrated your leadership and your ability as a mediator of international conflict. We are confident that your support of voluntary conflict resolution processes will encourage all Americans to make use of mediation and arbitration in the resolution of their disputes, both at home and abroad.

NATIONAL SECURITY COUNCIL
WASHINGTON, D.C. 20506

August 14, 1979

MEMORANDUM FOR: ALISON THOMAS
FROM: ROBERT HUNTER *mt*
SUBJECT: AAA Award

Talking Points on the Middle East

-- You wish to salute two men who truly made possible the effort to peace -- President Sadat and Prime Minister Begin;

-- This award will have true meaning only if all of us -- Americans, Israelis, Egyptians -- rededicate ourselves to carrying on the peace process within the framework of the Camp David Accords;

-- These accords provide the best basis in the long history of the Middle East conflict to end suffering and strife, and to bring a time of peace and development to all the peoples of the Middle East. The Egyptian-Israeli peace treaty is a fact, and is being implemented; our three countries are now working diligently on the other half of the Camp David Framework: the creation of full autonomy for the West Bank and Gaza, through a Self-Governing Authority;

-- You are personally committed to the success of these efforts, and to peace for all peoples in the Middle East.

THE WHITE HOUSE

WASHINGTON

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August 15, 1979

MEETING WITH DICK PETTIGREW

Thursday, August 16, 1979

12:10 p.m. (3 minutes)

The Oval Office

From: Christopher Matthews ^{CM}I. PURPOSE

To recognize his service as your Assistant for Reorganization.

II. BACKGROUND, PARTICIPANTS & PRESS PLAN

A. Background: Pettigrew has served as your Assistant for Reorganization since April 1977. He has headed up the Administration's selling effort on behalf of a number of key reorganization initiatives, foremost among them being last year's successful enactment of civil service reform. Pettigrew played a key role in coordinating the outreach campaign needed to forge support for these efforts.

He played a major role in the 1976 campaign in Florida and has offered to help in laying the groundwork for this year's primary and general election campaign there. He is returning to Florida to resume private law practice in Miami.

B. Participants: Dick Pettigrew, Phil Wise.

C. Press Plan: White House photographer only.

III. TALKING POINTS

1. The Administration has benefited from your considerable background as a state legislator. Your efforts on behalf of reorganization, particularly civil service reform, have helped us overcome innumerable legislative and political obstacles.
2. We are counting on you to help "beat the drum" in Florida on the Administration's record.

12:15 PM

THE WHITE HOUSE

WASHINGTON

August 15, 1979

PHOTO OPPORTUNITY WITH HARRIS B. STONE
AND NATHAN M. GOLDBERG

**Electrostatic Copy Made
for Preservation Purposes**

Thursday, August 16, 1979
12:15 p.m. (3 minutes)
The Oval Office

From: Edward Sanders 

I. PURPOSE

To meet and be photographed with Harris B. Stone, COMMANDER of the Jewish War Veterans of the U.S.A. and Nathan M. Goldberg, immediate past COMMANDER.

II. BACKGROUND, PARTICIPANTS & PRESS

The Jewish Veterans endorsed SALT II at their national convention in San Diego last month. This is an important endorsement from a normally conservative organization. Mr. Goldberg was very instrumental in obtaining this SALT II endorsement.

Background

Harris B. Stone is the recently elected COMMANDER of the Jewish War Veterans of the U.S.A. He is the Director of the Research and Development Plans Division in the Office of the Chief of Naval Operations located in the Pentagon. Among other awards, he has received the U.S. Navy's highest civilian award -- the Distinguished Civilian Service Award. He served with the Army both in World War II and the Korean conflict.

Nathan M. Goldberg is the immediate past COMMANDER of the Jewish War Veterans of the U.S.A. (1978-79). He served in the navy in World War II. He is a Certified Public Accountant and practicing attorney in Albany, New York.

Participants

The President, Harris B. Stone, Nathan M. Goldberg. I will be leaving for Egypt and Israel with Bob Strauss and Sara Seanor will accompany Messers. Stone and Goldberg.

Press Plan

White House photographer only.

12:20 pm

THE WHITE HOUSE

WASHINGTON

Meeting with the McGrails
Thursday, August 16
12:20 p. m.
(3 mins)
The Oval Office

(by: Fran Vock 

- I. PURPOSE: To meet with the McGrails who were early Carter supporters in Massachusetts.
- II. BACKGROUND, PARTICIPANTS, PRESS:
 - A. Background: Kevin McGrail, younger brother of Stephen McGrail, who in 1975 as State Senator was the first Massachusetts public official to support the Carter Presidential bid, wrote to ask the President if he could visit him at the White House as promised then, when elected. The President also stayed at Stephen's home in Malden in August of 1975 at which time Kevin says he served as chauffeur. The McGrails also ran two successful fundraising events which the President attended. There are several warm notes of thanks to the McGrails in the files. Kevin will be going to Tufts University as a first-year medical student in September, and, with friends, plans to form a group to work for the President's re-election in 1980.
 - B. Participants:
Kevin McGrail
Stephen McGrail (brother and former State Senator)
Richard McGrail (father)
 - C. Press: White House Photographer only.

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THE WHITE HOUSE
WASHINGTON

16 Aug 79

FOR THE RECORD:

LOUIS MARTIN RECEIVED THE
ORIGINAL, JORDAN RECEIVED A COPY.

THE WHITE HOUSE
WASHINGTON

8-16-79

To Louie Martin

You've handled Andy's
resignation well, and
I appreciate it.

Monitor closely adverse
or misleading statements
& move quickly to nip
them in the bud.

Jimmy

THE WHITE HOUSE

WASHINGTON

August 14, 1979

MEMORANDUM TO THE PRESIDENT

FROM: RICK HERTZBERG *Rick*
WALTER SHAPIRO *W.S.*

SUBJECT: Swearing-In of Benjamin Civiletti, August 16, 1979

1. Last week, I had the honor of swearing in Paul Volcker as Chairman of the independent Federal Reserve System. Today, I am pleased to have the opportunity to swear in Benjamin Civiletti as the new Attorney General of the United States. It has always been my conviction that the Attorney General, like the Chairman of the Federal Reserve, should serve with independence, free of political considerations.

2. We remember, all too well, that this has not always been the case. When Griffin Bell, one of the finest Attorneys General in our history, took office in early 1977, the Justice Department was demoralized and rudderless. Its reputation for independent professionalism had been badly tarnished by Watergate. Moreover, the Federal Bureau of Investigation had sometimes operated outside of effective administrative control.

3. Now, two-and-a-half years later, another Attorney General is taking office. It is appropriate to reflect on the far-reaching changes that have occurred within the Justice Department during this period. We have restored the independence, the professionalism and the morale of the Justice Department. We are nearing the end of the important task of appointing 154 new Federal judges. Not only have these appointments extended affirmative action to the Federal bench, but they have also been based on merit and excellence. We have just sent to the Congress a new legislative charter for the F.B.I. In this and in many other ways, Griffin Bell leaves behind an impressive legacy.

4. In appointing Benjamin Civiletti as his successor, I have selected the best person I could find to build upon these traditions of excellence.

5. At the height of a distinguished career in private practice in Baltimore, Mr. Civiletti joined the Justice Department in 1977. He has compiled an exemplary record as Assistant Attorney General in charge of the Criminal Division and as Deputy Attorney General. His independence, legal acumen and personal stature are above reproach. He has worked closely with Attorney General Bell and will continue Judge Bell's wise and effective policies. The transition has been orderly, and carefully planned, and I am sure that Mr. Civiletti will maintain the continuity and the high standards of the Justice Department.

6. Our system of government, our political democracy is predicated on an absolute belief in justice. No individual in our government has a greater responsibility for ensuring justice than the Attorney General. The swearing-in of a new Attorney General is a symbolic affirmation of our nation's historic commitment to justice under the law. I am therefore proud to have Benjamin Civiletti join my Cabinet as the new Attorney General of the United States.