

**11/7/79 [1]**

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3:00 PM

THE WHITE HOUSE

WASHINGTON

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BRIEFING ON SALT FOR COMMUNITY LEADERS FROM  
CONNECTICUT, NEW JERSEY, OREGON AND PUERTO RICO

Wednesday, November 7, 1979  
3:00 p.m. - 3:15 p.m.  
The East Room

FROM: Anne Wexler *AW*

I. PURPOSE

To educate a group of prominent community leaders from Connecticut, New Jersey, Oregon and Puerto Rico on SALT, with the expectation that these leaders will carry our message back to their home states.

II. BACKGROUND, PARTICIPANTS, AND PRESS PLAN

A. Background

This is the ninth in a series of SALT briefings for community leaders from key states. The persons in attendance were generally selected because of their ability to influence public opinion in the States of Connecticut, New Jersey, Oregon and Puerto Rico.

B. Participants

Of the 400 persons invited, the largest group consists of persons recommended to us by Senators Ribicoff, Weicker, Bradley, Williams, Hatfield, and Packwood, and by Franklin Delano Lopez of Puerto Rico. The six Senators were invited and may be in attendance. We will not know for certain until the briefing begins, and we will let Phil know then. In general, the audience will consist of political leaders, businesspersons, trade union leaders, attorneys, publishers, university administrators, and interest group leaders.

C. Press Plan

White House Photo and Press Pool for the first five minutes of your remarks. In addition, several members of the press will be in the audience for the entire briefing, including all of your remarks. They represent media outlets in Connecticut, New Jersey, Oregon and Puerto Rico.

III. AGENDA

When you arrive, Harold Brown and George Seignious will be answering questions from the audience at the completion of a one hour briefing. After you make your remarks and (if you choose) take questions, there will be a reception in the State Dining Room. (See attached agenda)

IV. TALKING POINTS

Suggested talking points are attached.

SALT BRIEFING FOR COMMUNITY LEADERS

The East Room

2:00 p.m.	Opening Remarks	Anne Wexler
2:05 p.m.	The SALT II Agreement and U.S. - Soviet Relations	Harold Brown
2:25 p.m.	Questions and Answers	Harold Brown George Seignious
3:00 p.m.	Remarks	The President
3:15 p.m.	Reception -- The State Dining Room	

## TALKING POINTS

### Briefing on SALT for Community Leaders

1. SALT II is the most serious matter I will address during my Presidency. The SALT II Treaty was hammered out by the sustained work of three Administrations: President Nixon's, President Ford's, and mine. It builds on the work of every American President since the end of World War II.

2. SALT must be examined realistically. It is not a panacea. It will not end the arms race but it will stabilize and order the competition. It is a supplement -- not a substitute -- for a strong national defense. But it is a major step in the long, historic process of bringing nuclear weapons under regional control.

3. SALT II is based on self-interest, ours and the Soviet Union's. Although the competition between us will continue as far into the future as anyone can see, we share a mutual interest in survival and in steering our competition away from its most dangerous element, an uncontrolled strategic nuclear arms race.

4. SALT II is not based on trust. The Treaty will be adequately verifiable by our own national technical means of verification. In addition, it is in the interest of the Soviet Union to abide by this Treaty. Despite predictions to the contrary, the Soviets have observed the terms of the SALT I Treaty.

5. Whether or not the treaty is ratified, we must be able to make accurate assessments of Soviet capabilities. But SALT II will make this task much easier -- not only because the Treaty forbids concealment measures and interference with means of verification, but also because the Treaty gives us basic standards with which we can compare the information we derive independently from our satellites and other methods.

6. The details of ICBMs and SLBMs, throwweight and yield and all the rest are important. It was largely because of these details that the Treaty took seven years to negotiate. But these details should not blind us to the real significance of the treaty as a contribution to stability, security and peace.

7. The Treaty must be judged on its merits, but we must consider the consequences of rejection:

-- If we do not get SALT ratified, I think it will be a profound blow against the security of our country and against the prospect for world peace, heightening the possibility of confrontation in each local crisis.

-- Radical departure from the process of arms control that began with the atmospheric test ban and SALT I and will continue with SALT III and a comprehensive test ban.

-- Triggering an expensive, dangerous race for a nuclear superiority that each side has the means and will to prevent the other from attaining, with a loss of security for both.

-- Calling into question our ability to manage a stable East-West relationship, undermining the very foundation of some of our alliances, including NATO.

-- It will weaken efforts to control nuclear proliferation because of a breakdown between the superpowers.

-- Gravely compromise and weaken our Nation's position as a leader in the search for peace.

8. We must not play politics with the security of the United States. We must not play politics with the survival of the human race. We must not play politics with SALT II. It is much too important for that -- too vital to our country, to our allies, and to the cause of peace. I am confident that all Senators will perform their high responsibilities as the national interest requires.

9. Importance of the coming debate; solicitation of support, stressing that SALT is on track and we are pressing for a vote this year.

THE WHITE HOUSE  
WASHINGTON

11/7/79

Hamilton Jordan

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

Rick Hutcheson

cc: Al McDonald  
Hugh Carter

4186

*Ham*  
*JC*

THE WHITE HOUSE  
WASHINGTON

November 1, 1979

MEMORANDUM FOR THE PRESIDENT

**Electrostatic Copy Made  
for Preservation Purposes**

FROM: HAMILTON JORDAN *HJ*  
AL MCDONALD *AM*  
HUGH CARTER *HC*

SUBJECT: Balancing White House Current Workload with  
White House Staff

In our memorandum of October 8, we reviewed for you the details of our study on the size of the White House staff, its imbalance with current workloads and the consequent liabilities we are incurring in last minute improvisations, poor quality, slow response cycles and bad morale.

That study was based on a rational, practical review with each of the unit heads in the White House staff to understand thoroughly their situations and their anticipated needs during this new fiscal year. Based on that study, it was clear that if we are to continue with our present workloads, we must have sizable additions in staff. While our staff size would have approached the levels of the Ford White House, it would still remain marginally below the personnel levels here during any other Administration in this decade.

At your request, we have also reviewed our current staffing situation with the Vice President and with OMB. Although neither can substantiate the need for every individual position, which we indicated we could not do either, they agree that we are clearly in an imbalanced position between workload and White House staff. All agree that to resolve the situation by balancing the staff size would involve a substantial staff increase.

Having resolved the question of staff needs on a rational basis, we then turned to examine carefully whether in fact at this point in time we could argue and win the case on rational grounds. We had to assess whether the issue would be completely distorted by the Congress, the press and the public who might characterize this step as a straight political move and a waste rather than looking at the substance and making an objective judgment.

*omit "point in time"*  
*no doubt about this*

To evaluate this question as realistically as possible for you, we also engaged all of our Congressional Liaison officers in an effort to assess carefully our chances of success on the Hill. Their starting positions reflected the clear majority view that a supplemental budget request would be passed, and that this would be well worth the price paid. Following discussions with our key friends and leadership on the Hill, however, they shifted their position and concluded that there is no way at this point in time that we could put forth a rational proposition and receive an objective hearing. They said we could win the vote, but the price would be too high. Their consensus was that our detailed study and a move for an increase in permanent staff is regrettably a year late or a year early.

*True*

Since all members of the Senior Staff have been so insistent for so long on their need for additional staff, we held a special meeting of key Senior Staff last Friday to review our findings. Although one or two were reluctant to see this conclusion emerge, they concurred with the final views of the Congressional Liaison group.

We therefore recommend that no increase in the White House staff be made at this time that would require a supplemental budget request. If we cannot get a rational hearing on substantive grounds, we must act accordingly.

In order to assure you of reasonable quality output and tolerable response cycles, we must now rebalance the workload with the available staff. Consequently, we will be reviewing on a unit-by-unit basis their priorities that directly influence your work and public reactions. We will attempt to reduce the activities they are undertaking to what can be organized and managed in a reasonable, professional fashion. The lesser priorities and routine volume work will then be farmed wherever possible to other units within the federal government.

Our previous experience has been disappointing when tasks were delegated, both in getting them done and in meeting your standards of quality and timeliness. To try to overcome this problem, we will request special task forces in subject areas where we expect heavy workload assignments to be established outside the normal bureaucracy in the departments. We will request that these units be closely tied to their White House counterparts, in effect adopting our priorities and supervision for their work and the quality of their output.

In instances in which essential jobs cannot be handled this way, we will use permanent detailees or temporary appointment employees to the extent our existing budget permits. Further, we will use short-term detailees on a rotating basis where possible because they have no budgetary impact. This rotational pattern will of course be more clumsy and less efficient

than the use of permanent staff since it frequently takes a month or two to train an individual to do the job well. The maximum tenure with us on these short-term arrangements cannot exceed six months before the White House assumes a budget liability which we cannot now cover.

In numbers, this approach means our permanent staff will hold in the 350 to 370 range, varying with turnover on individual assignments at the time. In addition, we will also have a continuing group of permanent detailees and temporary appointment employees that in budget terms could amount to approximately 50 persons. The other help beyond these levels will be strictly rotated on a temporary basis related to specific program or topic areas that are legally the responsibility of the agency or department to which they belong.

You should also be aware that this will mean that a fair proportion of individuals working in connection with these special task forces on detail to the White House will be covered by the Hatch Act. Therefore, we will need to develop and follow careful guidelines and orientations for these individuals to make sure they do not engage in political activities that would be illegal and could cause embarrassment to you or the Presidency during or after the upcoming elections.

Beginning immediately we are pursuing a unit-by-unit effort to rebalance our workload with available staff and stabilize conditions as much as they can be. This will also be combined with efforts to improve our systems whenever possible, monitor more closely our response cycles and press for more operational planning with a view at least 30 days ahead in those areas that can be controlled by executive actions.

We welcome your further suggestions or guidance on how we should proceed. Also, with your approval, we solicit your continuing support in carrying out this approach, particularly with members of the Cabinet and heads of executive agencies who may be reluctant to absorb additional work and may well be resistant to the high quality and timeliness of response cycles that we must insist upon.

Approve \_\_\_\_\_ ✓

Wish to discuss \_\_\_\_\_

Disapprove \_\_\_\_\_

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THE WHITE HOUSE  
WASHINGTON  
11/7/79

Stu Eizenstat

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

Rick Hutcheson

cc: Jim McINTyre  
Phil Wise  
Jody Powell

THE WHITE HOUSE  
WASHINGTON

11/7/79

Mr. President:

McIntyre concurs with Stu.

Phil suggests that you approve a Message, but that no commitment be made for a regulatory reform speech in January at this time.

Rick

THE WHITE HOUSE  
WASHINGTON  
October 31, 1979

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MEMORANDUM FOR: THE PRESIDENT  
FROM: STU EIZENSTAT *Stu*  
RICK NEUSTADT  
SUBJECT: Regulatory Reform

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One important feature of the Regulatory Reform Bill we submitted to Congress last spring is the requirement that all agencies consider alternatives to the rigid, detailed requirements that have been the traditional mode of regulating. Under the Regulatory Reform Executive Order some agencies are beginning to use such alternatives as:

1. Economic Incentives: structuring fees, subsidies or liability rules (rather than government-enforced standards) that encourage private sector achievement of regulatory goals (e.g., energy tax credits, government procurement standards.)
2. Marketable Rights: arranging government-conferred rights that may be exchanged by private parties, eliminating the need for detailed government involvement in their allocation (e.g., EPA's policy of permitting new air pollution sources if they are offset by reductions at old ones.)
3. Performance Standards: replacing regulations that specify the means of compliance with more general standards based on desired overall performance levels -- leaving regulated firms free to find the most efficient means of compliance (e.g., EPA's "bubble" policy, which sets plant-wide emission limits and allows plant managers to design optional controls.)
4. Labeling and Disclosure: replacing direct regulation with programs to give consumers informed freedom of choice among products and services (e.g., energy labeling, degree-of-hazard labeling.)
5. Market Structure: adjusting market structure to enhance competition -- often through removing regulatory and other barriers to competition (e.g., FTC's program to allow price advertising for eyeglasses).



Status of Regulatory Reform Legislation

- |     |  |   |   |
|-----|--|---|---|
| (1) | Banking (interest rates for small savers, interest-paying checking accounts, etc.) | Reported out of Senate committee; the House has passed a narrower version               | ✓ |
| (2) | Trucking   | Hearings underway; markup expected in February  | ✓ |
| (3) | Railroads  | Hearings underway; schedule unclear   | ✓ |
| (4) | Telecommunications   | Hearings completed; markup possible this fall   | ✓ |
| (5) | Regulatory Process   | Senate hearings completed and markup expected this fall; no House action yet            | ✓ |
| (6) | Drug Law Reform  | Passed by Senate; House action expected next year                                       | ✓ |
| (7) | Sunset   | Senate may mark up this fall; House Rules Committee to circulate its draft bill shortly | ✓ |
| (8) | Paperwork  | Bill being redrafted; action likely early in 1980                                       | ✓ |

THE WHITE HOUSE  
WASHINGTON

11/7/79

Al McDonald

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

Rick Hutcheson

THE WHITE HOUSE  
WASHINGTON

ok  
J

November 6, 1979

MEMORANDUM FOR THE PRESIDENT

Electrostatic Copy Made  
for Preservation Purposes

FROM: HAMILTON JORDAN *HJ.*  
AL MCDONALD *AM*

SUBJECT: White House Organization Chart

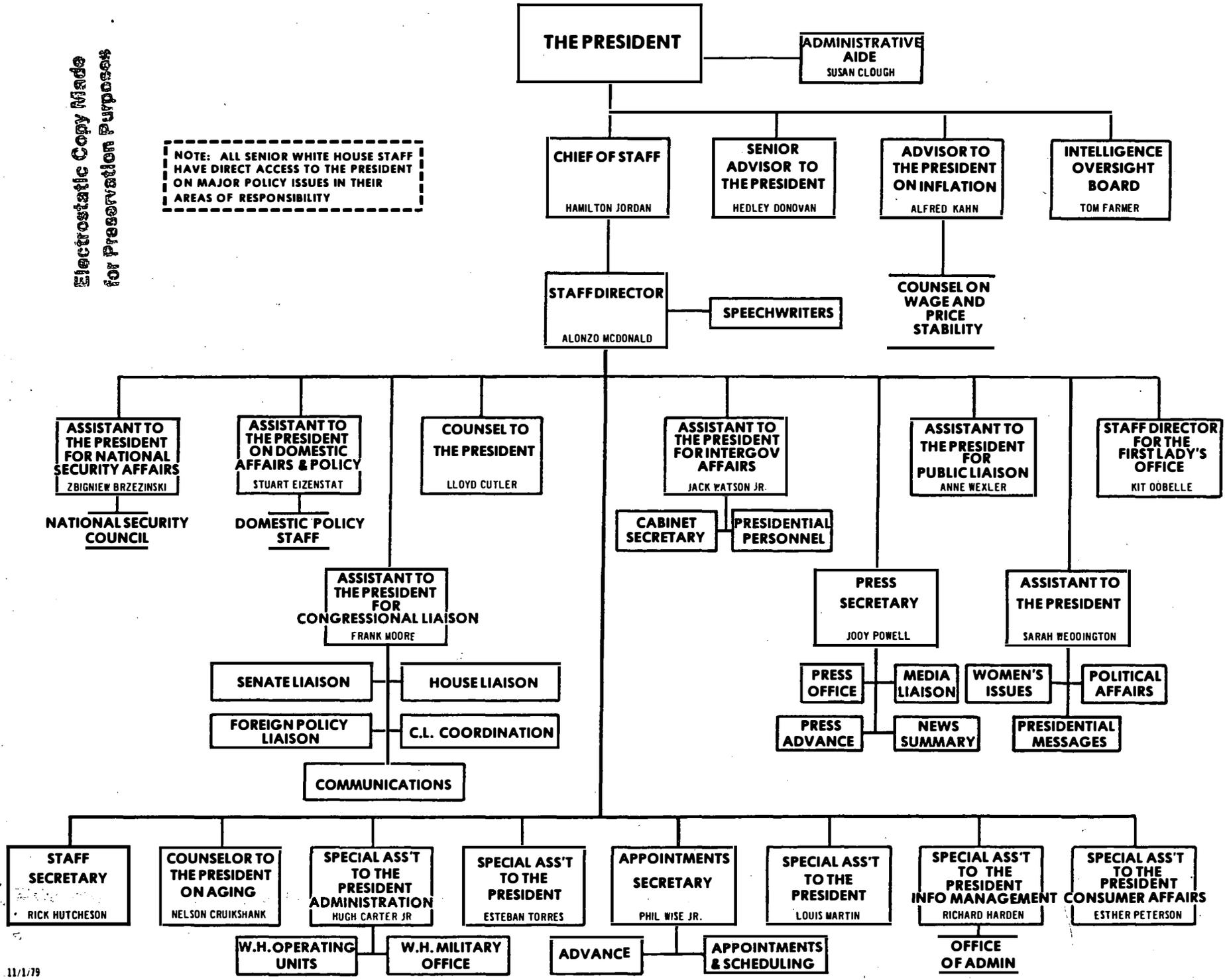
Following up on your suggestions, we have incorporated the dotted-line box that recognizes direct access to you of all Senior Staffers on major policy issues. This is accurate and desirable since it reflects how things do and should work under the new system. It also is preferable organizationally to dotted lines to help discourage direct access and circumvention of the system on minor subjects and administrative items.

Attached is the revised copy which with your approval is ready for circulation. We will plan to make it generally available in the near future.

edk  
J

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# THE WHITE HOUSE OFFICE



NOTE: ALL SENIOR WHITE HOUSE STAFF HAVE DIRECT ACCESS TO THE PRESIDENT ON MAJOR POLICY ISSUES IN THEIR AREAS OF RESPONSIBILITY

Phil has

seen

THE WHITE HOUSE  
WASHINGTON

Mr. President:

The campaign would  
like for Steve Ross to  
spend tonight at the White  
House.

approve  disapprove

Phil

*I've got Adlai plus a  
lot of work*

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CARTER/MONDALE PRESIDENTIAL COMMITTEE, INC.  
1413 K STREET, N.W., WASHINGTON, D.C. 20005

MEMORANDUM

TO: Phil Wise  
FROM: Tim Kraft *TK*  
Tim Finchem *J*  
DATE: November 6, 1979  
RE: Request for overnight stay at Mansion

Steve Ross, Chairman of the Board of Warner Communications in New York is heading up our major fundraising event in New York to be held on December 5. On Wednesday, November 7, he will be leading a group of 25 couples coming to the White House for cocktails with the President and then a campaign dinner at the Fairfax Hotel in Washington. It would be helpful if we could ask Steve Ross to stay overnight at the White House on the night of November 7 and to have the President spend some time with him that evening.

THE WHITE HOUSE

WASHINGTON

November 7, 1979

Mr. President:

The 75% figure is accurate. But that figure is only an estimate of what the ESC is likely to do. There is no firm, binding commitment in the ESC legislation or elsewhere that 75% of its funds or its energy target will be met by coal-based products.

Therefore, the best way to make the point is that we believe, based on DOE projections, that 75% of our synthetic fuel goals will be met through the use of coal-based products. As the ESC develops, that figure may change somewhat, but we do not believe it will vary to any considerable degree, given the available alternatives.

Attached is a DOE projection of how the ESC will spend its funds. The "total" line indicates how the 75% figure was reached, and what percentage will be devoted to the alternatives of oil shale, biomass and unconventional gas.

David Rubenstein

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ESTIMATED CAPITAL INVESTMENT TO BE GENERATED BY THE ENERGY SECURITY CORPORATION (Hypothetical Deployment Schedule)  
(Millions of 1979 \$)

	<u>1980</u>	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>Total</u>
Coal Liquids	45	167	630	1350	3307	5827	10327	12020	8410	2700	225	45,008
Shale	0	62	250	675	238	25	125	500	1350	475	50	3,750
Coal Gas	36	90	306	468	720	1170	1800	2313	2295	1557	495	11,250
Biomass	100	125	87	149	187	274	348	348	348	348	174	2,488
Unconventional Gas	0	750	750	750	750	750	750	750	750	750	750	7,500
Total (1979 \$)	181	1194	2023	3392	5202	8046	13350	15931	13153	5830	1694	69,996
Total (Nominal \$)	196	1383	2496	4440	7194	11747	20586	25936	22623	10587	3249	110,437

5:45 pm

CARTER/MONDALE PRESIDENTIAL COMMITTEE, INC.  
1413 K STREET, N.W., WASHINGTON, D.C. 20005

November 6, 1979

MEMORANDUM FOR THE PRESIDENT

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THRU: RICK HUTCHESON

FROM: STEVE SELIG (Stell)

SUBJECT: Reception for Steering Committee Members  
for New York December 5, 1979

DATE: November 7, 1979

TIME: 5:45 pm

PLACE: Blue Room

I. PURPOSE: This is a brief meeting with some key people from New York who are playing a major role in the December 5th Presidential dinner in New York.

II. BACKGROUND, PARTICIPANTS, PRESS

A. Background: This is an opportunity for you to thank those people from New York who are working on your December 5th dinner. The group consists of key people from New York, all of whom are important to the success of the event. Many of them are lending not only their staffs and their time, but also their names for this event. Steve Ross is in fact head of the December 5th event although he doesn't like to be visible and prefers to work behind the scenes. He has had several meetings with Gov. Carey and his people and is particularly important to our efforts both financially and politically. Many of the people in the room will be there at his urging. He is, in the opinion of all concerned, our key person in New York. All of these guests were invited to Washington for a planning session for the event as well as dinner with Bob Strauss, Anne Wexler and others at the Fairfax Hotel following the reception at the White House.

B. Participants: List attached

C. Press: None - White House photographer only

III. SPECIAL NOTE: You will enter the room and head a receiving line in order for everyone to shake your hand and have a picture taken. You shall then make a few remarks and possibly answer some questions.

IV. TALKING POINTS:

1. Thank them for coming in to see you and welcome them to the White House.
2. Thank them for lending their name and their time to the event.
3. Stress the importance of their work on this event, adding that their own visibility will set a good and strong example for others of their stature.
4. We need these people to help us financially, but we also need their help politically.

# # # # # # # # # #

CARTER/MONDALE PRESIDENTIAL COMMITTEE, INC.  
1413 K STREET, N.W., WASHINGTON, D.C. 20005

ATTENDANCE LIST FOR November 7 WHITE HOUSE RECEPTION

ASCHKENASI, Pete & Dorothy	President American Hospitality Management Co.
BENACH, Joe & Barbara	Chairman of the Board Sterrett Housing Corporation
<u>COHEN, Arthur &amp; Karen</u>	Chairman of the Board Arlen Realty
FISHER, Harold & Betty	Attorney - self
<u>GILMAN, Charles</u>	President <u>Gilman Paper Co.</u>
HERNANDEZ, Amb. Marise	
MANOOGIAN, Richard & Jane	President MASCO Corporation
MASON, Alice F.	
MATTONE, Joseph & Irene	Attorney - self
PERSKY, Lester	Producer Persky Bright Organization
<u>ROSS, Steve</u>	Chairman of the Board Warner Communications
<u>SONNENBERG, Maurice</u>	Investment Planner
<u>SAMUELS, Howard</u>	
<u>MCMILLIAN, John &amp; Anna</u>	Chairman of the Board Northwest Energy Co.
JENRETTE, Richard	Chairman Donaldson, Lufkins & Jenrette
JOHNSON, Katherine	Art Collector
SULLIVAN, Fred & Judith	President & Chairman Walter Kiddy & Co.
GREBASY, Sal & Annette	Attorney - self
HALLINGBY, Paul	Merrill, Lynch Fenner & Pierce
BOYARSKY, Joe & Barbara	Chairman of the Board IFTI - Pension Fund

ROTH, Al & Renee

Bond Clothes

MOMJIAN, Set & Joan

Self

HEMING, Suzanne

Heming & Gilman Public Relation

GILMAN, Katherine

Heming & Gilman Public Relations

JACOBS, Harry & Marie

Chairman of the Board  
Bache, Halsey, Stewart, Shields, Inc.

SUNSHINE Louise ←

Vice President  
Trump Co.

ELMAN, Lee M.

ROVNER, Suzanne

Heming & Gilman

BURDEN Amanda ←

Homemaker

TOMLINSON, Dean

COLLINS, Phyllis

Director- Global Development

LAU KEE, Esther

DNC

GREENBERG, Maurice Red Room

Director - American Int'l Group  
Insurance

McCLEARY, Joel & April

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*Inouye - Com Dept = Luther Holger*

THE WHITE HOUSE  
WASHINGTON

11/7/79

Mr. President:

Hamilton's comment on the  
attached memo:

"I would not be willing to  
turn our Illinois effort  
over to Stevenson to get  
his support - which we need."

Rick

6:30 p.m.



OFFICE OF THE VICE PRESIDENT  
WASHINGTON

November 7, 1979

**Electrostatic Copy Made  
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MEMORANDUM FOR: FRANK MOORE  
FROM: JIM JOHNSON/BECKIE MCGOWAN *Amf*  
RE: President's Dinner with Senator and Mrs. Stevenson,  
Wednesday, November 7

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We strongly urge that the President's conversation with Senator Adlai Stevenson open on a substantive note. The President should make it clear that he sincerely wishes to hear Senator Stevenson's views on national issues that concern them both. One of Senator Stevenson's chief complaints throughout this Administration has been that his views never have been solicited on serious subjects.

Senator Stevenson would probably want to discuss energy, international finance and trade and a new Secretary of Commerce (Stevenson has been touting Tom Ayres of Chicago, currently the Chairman of Commonwealth Edison).

Once the President has listened to the Senator on the above substantive points, we suggest a general political discussion. First, the President might make the case for reelection:

- o What he is offering the American people.
- o How he'll govern the remaining year of his first term.
- o How he'll run the campaign.
- o How he increasingly understands the importance of a) listening to the old masters while, b) guaranteeing that the flow of new ideas from new people constantly increases.

Then the President might touch on the possible role the Senator could play in the President's second term, when he is freed from his Senate duties. It would be appropriate, for example, for the President to discuss a role for Senator Stevenson in setting and articulating the priorities of the Administration's second term.

Senator Stevenson will be retiring from the Congress after 1980, and has not yet decided what he will do next. He has talked of writing a book, lecturing, spending time on his growing farm in Northwest Illinois, or possibly running for Governor of Illinois in 1982 against incumbent Jim Thompson.

At this point, the President should move to the following points:

- o The President attaches great importance to Illinois, both for the March 11 primary and November general election.
- o He is encouraged by the work the Carter-Mondale staff is doing in Illinois.
- o He is encouraged that in the November 5 meeting of the Cook County Central Committee there was considerable dissention voiced over the early endorsement of Senator Kennedy.
- o An ABC...WLS-TV Chicago poll will show the following results: Carter ~~34~~% vs. Kennedy 38% in Chicago...Carter 30% vs. Kennedy 30% in the suburbs.
- o We expect to intensify our organization/delegate selection efforts in Downstate Illinois, while also running slates pledged to the President in the city and suburbs.
- o We would like Senator Stevenson's support.

On this last point, Stevenson is reportedly concerned about the level of authority he would have in Illinois if he were to support the President.

If he is willing to support us, the President might suggest the position of Chairman of the Campaign in Illinois with authority for the direction of the campaign in that state, while also having a voice in the national strategy.

He could also suggest that Stevenson send one of his key political people to Illinois to possibly serve as the campaign manager.

It is crucial that we make a strong effort to secure Stevenson's support now. The Senator will be meeting at his Illinois farm this weekend with his closest Illinois friends and political staff, presumably to focus on Stevenson's future... clearly a key element of his political future is his relationship to the President in the remaining days in the Senate, and in the campaign.

Memorandum for Frank Moore  
November 7, 1979  
Page 3

Note: We have attached a copy of a speech Senator Stevenson delivered on November 6, honoring Phil Klutznick addressing what Presidential priorities ought to be.

Attachment (2)

Senator Adlai E. Stevenson  
World Jewish Congress Dinner  
honoring Philip Klutznick  
Chicago, Illinois  
November 6, 1979

I HAVE KNOWN AND ADMIRER PHIL KLUTZNICK SINCE HE SERVED WITH MY FATHER AT THE U.N. WHERE HE PROVED THE WORTH OF A GOOD MAN. HE TRANSCENDED THE BICKERING OF GOVERNMENTS AND THE VANITIES OF MEN. ARABS, COMMUNISTS, REPRESENTATIVES OF ALL THE RACES, NATIONALITIES AND CREEDS THAT MAKE UP THE HUMAN FAMILY RESPECTED AND LIKED PHIL KLUTZNICK. HE HAS SERVED HIS NATION WELL IN AND OUT OF PUBLIC OFFICE, AND HAS BEEN THE DEAR FRIEND OF THREE GENERATIONS IN MY FAMILY.

THE WORLD JEWISH CONGRESS EXEMPLIFIES THE POWER OF COOPERATION BY PEOPLES OF GOOD WILL AND PURPOSE. PHIL KLUTZNICK EXEMPLIFIES THE WISDOM AND GENEROSITY OF SPIRIT WHICH ANIMATES THE NATION IN ITS FINEST MOMENTS. I AM PLEASED TO BE HERE TO HONOR PHIL KLUTZNICK AND SUPPORT THE WORK OF THE WORLD JEWISH CONGRESS.

IN THOSE DAYS AT THE U.N. THE U.S. SET MORE STORE BY COMMON ACTION UPON THE COMMON PROBLEMS OF ALL NATIONS. OUR REPRESENTATIVES IN THE WORLD SEIZED THE OPPORTUNITY TO BREAK THROUGH TO REASON AND CONSCIENCE, THE ENLIGHTENED SELF-INTEREST OF THE ADVERSARY. THEY WERE MOTIVATED BY HOPES FOR A BETTER WORLD AND SOME VISION OF WHERE WE AS A NATION WERE HEADED. THROUGH SUCH MEN THE U.S. ACTED WITH AUTHORITY.

LATER THE WAR IN VIETNAM WOUND DOWN AND ENDED WITH DEFEAT. WE PURSUED DETENTE BY OBSEQUIOUS MEANS. TRAUMATIZED BY VIETNAM, THE U.S. TURNED ITS BACK ON VICTIMS OF AGGRESSION IN ANGOLA. RUSSIAN IMPERIALISM, A THOUSAND YEARS OLD, CONTINUED ITS MARCH.

IN THE '70S THE PRICES OF WHEAT, OIL AND GOLD INCREASED MANYFOLD. INTERNATIONAL LIQUIDITY INCREASED AT FIVE TIMES THE ANNUAL RATE OF THE '60S. THE MONETARY SYSTEM FORGED AT BRETTON WOODS VANISHED. THE DOLLAR SANK LIKE A BAROMETER OF WORLD CONFIDENCE IN OUR ABILITY TO DISCIPLINE OURSELVES AND COMPETE. BY NO COINCIDENCE THE U.S. SUFFERED DOUBLE DIGIT INFLATION, RECESSION AND THE DECLINE OF ITS AUTHORITY IN THE WORLD.

NOW ALL NATIONS DEPEND ON OTHERS FOR CAPITAL AND TECHNOLOGY, FOOD AND FUEL, MARKETS AND SUPPLIES. THEY FIGHT FOR THEM WITH THE FEROCITY OF WARS FOR RELIGION AND EMPIRE. AND SOME ADAPT TO THE REALITIES OF A COMPETITIVE, RESOURCE HUNGRY, INTERDEPENDENT WORLD AND MAINTAIN RELATIVELY HIGH EMPLOYMENT AND STABLE PRICES. BUT THEY ALL DEPEND ON THE U.S., FOR IT IS THE GREAT LOCOMOTIVE FORCE OF THE WORLD ECONOMY. ISRAEL DEPENDS MOST OF ALL. ISRAEL WHICH ALREADY INVESTS MORE THAN TWENTY-FIVE PERCENT OF ITS GROSS NATIONAL PRODUCT IN ARMS AND BY NO COINCIDENCE EXPERIENCES A RATE OF INFLATION THAT ALMOST DOUBLES THE PRICE OF EVERYTHING EVERY YEAR. SO,

PERHAPS IT IS NOT OUT OF PLACE TO ASK WHERE AMERICA IS GOING.

IT IS A RICH, POWERFUL AND GOOD COUNTRY. IT IS NOT THE VICTIM OF FATE. IT HAS THE CAPITAL, THE TECHNOLOGY, THE HUMAN RESOURCES AND ARMS. IT COULD PICK UP WHERE IT LEFT OFF AND BRING SOME ORDER TO THE WORLD AND ITS OWN DISTURBED AFFAIRS... BUT SOMETHING CHANGED OUR POLITICS IN THE YEARS WHICH FOLLOWED THE EARLY '60S, WHEN IT WAS STILL A PRIVILEGE OF WISE MEN TO SERVE THEIR COUNTRY.

OUR LEADERS FAILED, AND, INSTEAD OF REACTING TO AMERICAN HISTORY, WE REACTED TO ITS ABERRATION -- THE FAILURE OF LEADERS TO LEAD.

WE REACTED TO THE ABUSES OF GOVERNMENT BY MAKING THE METHODS OF GOVERNMENT THE ENDS OF GOVERNMENT. PUBLIC OFFICIALS CREATED SELF-ADJUSTING MECHANISMS TO MAKE ALL THE RIGHT DECISIONS WITH NO DISCOMFORT FOR ANYONE AND LEAST OF ALL THEMSELVES. THUS, WE HAVE SUNSET AND SUNSHINE LAWS, A DEPARTMENT OF EDUCATION, A HUMPHREY-HAWKINS LAW, ETHICS AND FOREIGN CORRUPTION LAWS, A BILL TO MAKE ALL GOVERNMENT REGULATIONS PRESUMPTIVELY INVALID. WE HAVE A PROPOSITION 13 AND A PROPOSITION 4 AND CONSTITUTIONAL AMENDMENTS. WE HAVE MOBILIZATION BOARDS, PRESIDENTIAL COUNCILS ON REGULATIONS, PAPERWORK COMMISSIONS. WE HAVE REGULATIONS OF THE REGULATIONS AND BUREAUCRACIES TO OVERSEE THE BUREAUCRACIES. WE HAVE AN ENERGY DEPARTMENT, BUT NO ENERGY POLICY.

THE PREOCCUPATION WITH METHOD BECAME AN EXCUSE FOR DOING NOTHING. NEVER HAS NOTHING BEEN DONE SO SYSTEMATICALLY AS NOTHING HAS BEEN DONE IN RECENT YEARS. AND THE WORLD DOES NOT WAIT.

THIS PREOCCUPATION WITH METHOD CAME TO DOMINATE OUR POLITICS AND POLITICAL PARTIES. THE CIVIL RIGHTS BATTLES OF THE '60S GAVE WAY TO AN EGALITARIAN ETHIC OF THE '70S -- AND OUT WENT SOME OLD IDEAS ABOUT INDIVIDUAL FREEDOM AND EXCELLENCE IN GOVERNMENT. IN CAME QUOTAS AND REVERSE DISCRIMINATION.

IN THE NAME OF CITIZEN PARTICIPATION, CITIZENS WERE REFORMED OUT OF THE POLITICAL PROCESS -- AND SO WERE THE WISE MEN. WE MAY HAVE CONTRIVED A POLITICAL PROCESS WHICH ONLY THE UNFITTEST CAN SURVIVE.

THE UNITED STATES COULD LEAD A GLOBAL EFFORT TO INCREASE THE PRODUCTION OF FOOD AND FUEL. IT COULD BEGIN THE BUILDING OF A MONETARY SYSTEM WITH A RELIABLE UNIT OF VALUE AND FACILITIES TO FINANCE PAYMENT DEFICITS AND DEVELOPMENT. IT COULD ENLARGE THE BASIS FOR COLLECTIVE SECURITY IN THE WEST. IT COULD ENLARGE ITS SECURITY WITH COST EFFECTIVE WEAPONS SYSTEMS, AN INDUSTRIAL STRATEGY FOR THE '80S, AN EXPORT STRATEGY, A NEW COMMITMENT TO INDUSTRIAL INNOVATION AS THE BEST MEANS OF INCREASING PRODUCTIVITY. IT COULD RECOGNIZE NEW SOURCES OF AUTHORITY, INCLUDING CONTROL

OF THE WORLD'S SUPPLY AND PRICE OF FOOD. WE ARE DRIFTING INTO THE '80S WITH REORGANIZATION PLANS, BUDGET CUTS FOR EVERYTHING, EXCEPT THE MILITARY, AND DOUBLE DIGIT INTEREST RATES, ALWAYS COPING WITH SYMPTOMS INSTEAD OF THE PHENOMENA WHICH GAVE RISE TO THEM, BUYING TIME -- BUT TIME FOR WHAT?

CAMBODIA IS A PORTENT OF THE VIOLENCE AND SUFFERING IN STORE FOR A WORLD LACKING ORDER AND DIRECTION. IRAN IS BUT ONE OF THE IMPONDERABLES THAT WEIGH HEAVILY AGAINST THE SUCCESS OF TECHNOCRATS AND MILITARISTS AND IDEAS MODELED ON THE BEHAVIOR OF NATIONS AND MARKETS IN THE 19TH CENTURY. THE WORLD IS FULL OF PERIL. IT IS ALSO FULL OF POSSIBILITIES FOR PEACE AND HUMAN PROGRESS. BUT WE HAVE NOT DECIDED WHERE WE ARE GOING. THE INDECISION CAUSES INFLATION AND STAGNATION AND A DECLINE OF AMERICAN AUTHORITY.

THE CHOICE OF A PRESIDENT TO TAKE THE NATION INTO THE '80S IS NOT ONE TO BE MADE LIGHTLY, OR PREMATURELY. WITH SOME PRUDENCE WE WOULD CHALLENGE THE VOLUNTEERS FOR THE ONCE REVERED OFFICE OF PRESIDENT TO TELL US WHERE THEY WOULD LEAD US -- WHAT IS THEIR PLAN, THEIR AGENDA -- AND THEIR COUNTRY'S DESTINY? AND THEN WE WOULD DECIDE.

THE MEDIA REPORTS LITTLE MORE THAN THE DAILY SCORE IN A GAME CALLED POLITICS. BUT POLITICS IS THE MEANS BY WHICH THE PUBLIC CONVERTS ITS VALUES TO PUBLIC POLICY AND MAKES ITS MORAL CHOICES. BENEATH THE TRIVIA IS THE BEDROCK

OF PUBLIC DECENCY AND SENSE. GIVEN A CHANCE, SOMEONE  
COULD STAND UPON THAT BEDROCK OF A POLITICAL SYSTEM STILL  
BASICALLY SOUND, AND WIN IMMORTALITY WITH TRUTH AND VISION  
WHILE THE OTHERS PURSUE OBLIVION. THE AMERICAN PEOPLE  
ONCE CAME BY FOOT AND FROM MILES AWAY TO HEAR THE DEBATES.  
PERHAPS THEY WOULD AGAIN, BUT NOW THEY HEAR THE SCORE. THE  
PEOPLE DESERVE A CHANCE, TOO.

IT IS BEST TO WAIT AWHILE, HEAR OUT THE CANDIDATES  
OF BOTH PARTIES, GIVE THE PEOPLE A CHANCE, HELP OUR EMBATTLED  
PRESIDENT -- THEN MAKE CHOICES AND GET MOVING.

EVENTS ARE NOT BEYOND AMERICA'S CONTROL. THE WORLD  
IS AS MUCH IN NEED OF DIRECTION AS IN THE LATE '40S WHEN  
AMERICA WAS REBUILDING THE WEST AND AIDING THE BIRTH OF A  
BRAVE, LITTLE NATION IN THE MIDDLE EAST. THE RESOURCES  
ARE STILL OURS. BUT OUR POLITICS IS TESTED. WE NEED MORE  
MEN OF PHIL KLUTZNICK'S CHARACTER AND VISION IN PLACES  
OF AUTHORITY.

THE WHITE HOUSE  
WASHINGTON

Phil has

beer

DUKAKIS, Mike & Kitty

84 Good  
4/22/79

done  
J

THE WHITE HOUSE  
WASHINGTON

November 7, 1979

MR. PRESIDENT:

Former Governor Mike

Dukakis' father died Tuesday  
night. If you wish to call  
and offer condolences, the  
White House operators have  
the numbers. (Carter/Mondale  
Com. recommends).

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PHIL

(Dukakis' wife is Kitty)

THE WHITE HOUSE  
WASHINGTON

November 7, 1979

*Bill  
talked  
to Ham  
J*

MR. PRESIDENT:

Bill Moyers is going to call you with a good suggestion on Iran. ... a Presidential move that is also good politics.

Call all the Presidential candidates to the White House and tell them the situation. Not ask their opinion, but make them act and talk responsibly. They can come immediately and get briefed by you. It calls attention to your responsibility here and puts them on the spot. It, for the good of the country, makes them shut up and may defuse reaction here.

I suggest you talk to Bill when he calls.

JERRY RAFSHOON

take phone call

avoid call

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Departure Remarks/RSC trip to Thailand 11/7/79

SURGEON-GEN RICHMOND

- MORAL L'SHIP - ALL STARVING  
PEOPLE IN INDO-CHINA

- AROUSE COMPASSION - US & WORLD

- OBSTACLES OF WARRING PARTIES

- ASSESS BUREAUCRATIC EFFICIENCY

- UN - RED CROSS - INT EFFORT

- SUPPORT, THANKS KR. ANSAK, THAIS

- UNBELIEVABLE TRAGEDY - N<sup>1</sup>/<sub>2</sub>

- US CONTRIB'NG MAJOR SHARE

- READY TO DO MORE

- NO MOTIVE - STOP SUFFERING

& STARVATION

- TRIP → INC PUB/PRIN ACTION

- HEARTS/PRAYERS 2 YOU

Conservation Community Leaders 11/7/79

Conservation mtg 11-7-79

Alaska Strip - Endang Species

Clean Air/water - Parks -

Superfund

Reduce oil imports

Conservation -

EMB - No sub waiver

ESC - biomass - gaschoel -  
conserv > syn fuels

Nuclear - Kennedy

Solar bank

Alaska - Misty Fins - Abundance  
95.

Dick Reyes

Cons vs Syn Fuels

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SALT mtg 11-7-79

CT-NJ-OR-PR

MOST IMP. SEC - PEACE <sup>>30 YRS</sup>

7 YRS - 3 PRES; SINCE WWII

NO PANACEA/SUBS FOR STRONG DEF

OWN SELF INT (4 SUI)

COMPETITION

NOT BASED ON TRUST

= (-) 250 = CONCEALMENT → S III

RET = A CONFRONTATION =

PROCESS = ARMS RACE =

VERIFICATION = E-W RELAT.

NON PROLIF

LEADER FOR PEACE

NOT POL E SEC / W PEACE

SALT Briefing 11/7/79

November 7, 1979

Presidential Actions

1. Cancel the Georges Bank and Beaufort Sea OCS lease sales [Georges Bank sale has been stayed until November 9 by the U.S. Supreme Court; Beaufort sale is scheduled for December 11].
2. Impose a moratorium on construction of new nuclear power plants.
3. Direct Secretary Alexander to adopt the recommendations of the Secretaries of Interior and Commerce to deny a 404 (dredge/fill) permit for the proposed Portsmouth oil refinery on the basis that the oil spill risk to the crab and oyster resources of Chesapeake Bay are unacceptable in light of preferable alternative East Coast sites.
4. Publicize your intention to veto any amendments to the Strip Mining Act.
5. Transfer the Department of Energy's authority on the health effects research for ionizing radiation to the National Institutes of Health.
6. Reverse your decision requiring the Forest Service to consider departures from the sustained yield timber policy.
7. Approve the All-Land Route for the West to East Crude Oil Pipeline system rather than the Northern Tier Pipeline recommended by Secretary Andrus.
8. Direct Secretary Andrus to expedite the administrative process required to list the thousands of endangered plants and animals facing extinction.
9. Support transfer of money for urban interstate highway segments to mass transit--for example, I-84 in Connecticut.
10. Direct Secretary Bergland to reorder the priorities of the rural electrification program to discourage investments in fossil fuel and nuclear generating facilities and to promote energy conservation and renewable energy sources (e.g., biomass).
11. Oppose legislation (e.g., H.R. 5586) that would direct the Forest Service to open roadless areas to development as nonwilderness.
12. More money for the National Parks;  
More protection for National Parks, e.g. removal of Job Corps Camp from Mammoth Cave to Nolan Reservoir site.

To: Mr. O'Neill  
From: Ari

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1. FY '80 Budget: The current continuing appropriation expires November 20th. A new continuing will be necessary at least to cover the departments of Labor, H.E.W., and Defense.

Second Budget Resolution: Scheduled for floor action Thursday. House and Senate are agreed on spending and revenue levels. House will probably reject Senate reconciliation language.

2. Hospital Cost Containment: Scheduled for Rules Committee today. Rangel and Waxman are seeking a rule that will only permit the Republican-Gephardt voluntary program to be offered in the motion to recommit. Swing Rules votes are Long, Derrick, Zeferetti, and Frost. We will try to establish a task force to work the issue. Al Gore is a possible chairman. Floor action could be before Thanksgiving.

3. Low Income Assistance: The House passed a separate \$1.35 billion appropriation. The Senate put \$1.2 billion in the Interior Appropriation, which is now in conference. HEW needs action before November 9th in order to get SSI checks out in January. I hope that if the Interior conference is not wrapped up in the next couple of days the Senate will move on the House passed bill.

4. Fast Track: We hope to appoint conferees within the next couple of days. They will be drawn from both Commerce and Interior, with a majority who supported Dingell's version.

5. Energy Security Corporation: After the Senate acts, we will be prepared to use the Wright-Moorhead Defense Production Act Amendments as the vehicle for a conference. Some conferees from the Commerce Committee will likely be appointed, in addition to a majority from the Banking Committee. I hope that this conference will be able to deal with the Energy Security Corporation alone, leaving conservation, the solar bank, and gasohol to separate conferences. My staff will, at Senator Jackson's suggestion, be discussing this with his staff.

6. Windfall Profits Tax: Senate hopes for floor action before Thanksgiving.

7. Conservation: Dingell and Ashley, whose subcommittees have joint jurisdiction, have come together on a bill that was introduced by Jim Wright. Banking has already ordered it reported, together with the Solar Bank. Dingell's subcommittee has planned markup for tomorrow. The hottest issue is whether the bill should be expanded to include a grant program.

8. Housing Bonds: Scheduled for further Ways and Means Committee action Thursday. The plan is to report a bill dealing only with mortgage bonds, with a broader transition rule than was previously provided, and get a closed rule preempting the Moore amendment.

9. Welfare Reform: Scheduled to be completed on the floor today.

10. Countercyclical: L.H. Fountain has promised me a subcommittee markup, but has yet to come up with a date.

11. EDA Authorization: Floor action planned for next week.

12. Chrysler: Full Banking should act next week. Floor action maybe after Thanksgiving

Democratic Congressional Leadership  
Breakfast 11/7/79

THE WHITE HOUSE  
WASHINGTON

L'ship - Demo 11-7-79

Jan - no abuse - Clark/Rogers - Internat.  
Cambodia - Ros - Richmond - UN - Red X  
Low inc En Assistance  $11/9$  <sup>amt</sup> formula  $\approx 1/2$

ESC - Proxmire/Tsongas  
WPT

Bill  
Mills

HCC rule - Task force  
2<sup>nd</sup> Budget Resolution House - Thurs

Welfare reform - Partisan vote

WORK - FAMILY - FRAUD - SIMPLICITY

EDA bill (ROE) - House next week

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De Concini - SALT - Strauss → Lynd

THE WHITE HOUSE  
WASHINGTON

11/7/79

Secretary Bergland

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

Rick Hutcheson



November 7, 1979

To Bergland  
Let someone  
call  
Smith  
J

OFFICERS OF THE ASSOCIATION  
**ANTHONY WAYNE SMITH**  
*President and General Counsel*  
**GILBERT F. STUCKER**  
*Chairman, Board of Trustees and Executive Committee*  
**EUGENIE CLARK**  
*Vice Chairman, Board of Trustees and Executive Committee*  
**BERNARD R. MEYER**  
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*Pittsburgh, Pennsylvania*  
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*St. Louis, Missouri*  
**WILLIAM ZIMMERMAN**  
*New York, New York*

The President  
The White House

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Mr. President:

I am Tony Smith, Anthony Wayne Smith, President of the National Parks and Conservation Association, one of the major national conservation organizations. We focus on the National Parks but are a broad-program environmental organization.

I sent you a short letter on Friday about energy, and will give you a copy now for your convenience. I said that a powerful combination of big farm organizations and big environmental organizations could be brought together on an energy program based on agriculture.

This program would turn away from oil, nuclear, and coal, and toward natural gas, methane, alcohol, co-generation, big wind turbines, and the mass production of photovoltaic cells.

The point is that a legislative and political combination of the big farm and environmental organizations can be put together for an energy program which will meet the needs of the nation and yet be environmentally sound. Some of us would be glad to help in developing such a program.

THE WHITE HOUSE

WASHINGTON

November 6, 1979

Mr. President:

In addition to the talking points provided in the attached memo, there is one additional point, or theme, that I hope you have a chance to make to the environmentalists.

Senator Kennedy has a very sound environmental record, based on his votes. But he has never been active in environmental issues and really has done little more than cast the "right" vote. Without mentioning his name, I think you can subtly make the point, in describing your environmental record, that you have done more than just take the "right" position: you have worked actively for your environmental programs, met regularly with environmental leaders, committed your White House staff resources to lobbying for environmental programs, and fought -- often at great political expense -- the Congress' natural inclination on many environmental issues.

If you make this general point, I think the message will be very clear to the environmental leaders at the meeting. They are not, at this stage, going to endorse you, Senator Kennedy, or anyone else. That may occur at a much later point. But I think there is something to be gained now in getting the basic point across that your environmental words and positions have been backed up by active lobbying and personal time.



Stu Eizenstat

11:30 AM

THE WHITE HOUSE  
WASHINGTON

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November 6, 1979

MEETING WITH ENVIRONMENTAL GROUP LEADERS

Wednesday, November 7, 1979  
11:30 A.M. - 11:50 A.M.  
The Cabinet Room

From: Anne Wexler *AW*  
Stu Eizenstat *SE*  
Gus Speth

I. PURPOSE

To discuss the concerns of the environmental community, with particular focus on energy and Alaskan lands issues, and to emphasize your strong record in the environmental area.

II. BACKGROUND, PARTICIPANTS AND PRESS PLAN

A. Background

You have agreed to meet periodically with environmental leaders. The last such meeting was in March 1979, and included 25 organizations. The topics covered at that meeting encompassed the entire range of environmental concerns.

For this meeting, two of the key organizations (National Wildlife Federation and Sierra Club) suggested that a smaller meeting with a limited agenda might be more productive for the groups and the Administration. Consequently, there will be fourteen groups represented at the meeting, and the principal subjects discussed will be energy and Alaskan lands. We do not expect other issues to be raised, at least while you are there.

Many of these groups have differed sharply with the Administration on energy issues, particularly the Energy Mobilization Board and the Energy Security Corporation. You should expect strong criticism but can make a strong case in return; you have a good environmental record (see attached talking points) and have no reason to be apologetic in the energy area or any other. Though you need not mention it, you should know that a staff level meeting has been scheduled for later this week to discuss our EMB conference strategy with key environmental lobbyists.

B. Participants

See attached list. Senior Administration officials will include Cecil Andrus, Charles Duncan, Stu Eizenstat, Anne Wexler, and Gus Speth.

C. Press Plan

White House photo and press pool for your opening remarks.

III. AGENDA

You will open the meeting. After your remarks, two or three of the environmentalists will deliver prepared statements. General discussion will follow and will be continued by Cabinet members and Senior Staff after you depart.

IV. TALKING POINTS

Talking points prepared by Domestic Policy Staff, working with Anne's staff and CEQ, are attached.

MEETING WITH ENVIRONMENTAL GROUP LEADERS, 11/7/79, 11:30 a.m.

AYRES, Richard  
Natural Resources Defense Council

BROWN, Janet  
Environmental Defense Fund

CLUSEN, Charles  
Wilderness Society & Alaska Coalition

DOUGLAS, Cathleen  
Americans for Alaska

DUNLAP, Louise  
Environmental Policy Center

EDEY, Marion  
League of Conservation Voters

EVANS, Brock  
Sierra Club

HINERFELD, Ruth  
League of Women Voters

KIMBALL, Thomas  
National Wildlife Federation

MATHEWS, Edwin  
Friends of the Earth

PETERSON, Russell  
Audobon Society

REGENSTEIN, Lewis  
Fund for Animals

SHARPE, Maitland  
Izaak Walton League

SMITH, Anthony Wayne  
National Parks & Conservation Association

TALKING POINTS - OPENING REMARKS

1. I am pleased to continue this series of periodic meetings with environmental leaders. Your input has been helpful to me, even when we have not absolutely agreed. Our areas of agreement are larger than our areas of disagreement. I am proud of the impressive environmental record that we have achieved together on: protection of Alaskan lands; on water projects and water policy reform; on endangered species protection; in the strip mining area; in strengthening the Clean Air and Clean Water Acts; in creating fifteen new national parks; in improving urban parks and the urban environment; and in supporting a "superfund" to clean up oil and chemical spills and hazardous waste sites.

2. I am particularly proud of our work to protect the federal lands in Alaska. We will all need to work very hard in the Senate to ensure that this priceless national treasure is wisely preserved and managed for the future. Passage of adequate Alaska lands legislation is my highest environmental priority. I remain committed to taking whatever additional administrative steps are necessary to insure protection of these lands.

3. Another major accomplishment of ours is the strip mine law. I oppose the Senate bill because its proposed amendments would unacceptably weaken the program. I want to continue to work with you to assure the integrity and strength of the strip mine program.

4. Energy has been more difficult to agree upon. My goal in energy policy is reduction of U.S. dependence on imported oil. If we do not commit urgently and firmly to this task, our nation's security and economic wellbeing is fundamentally threatened.

-- Conservation is and has long been the cornerstone of my energy policy. I am pleased with our progress in Congress toward a new \$6 billion residential conservation program.

-- But conservation cannot do the whole job, much as any of us might wish it could. Renewable and non-renewable resources must be developed on a priority basis.

-- The Energy Mobilization Board is a key component. The EMB to which I am committed is not designed to waive substantive environmental standards which apply before construction begins. It is designed to eliminate red tape and to make decision-making as prompt, orderly, and responsible as possible. I believe this can be accomplished without adverse environmental consequences. We have worked in Congress for an EMB as close to my original proposal as possible. We will continue to press hard in Conference to eliminate authority to waive substantive

law before construction of a facility begins.

5. I know that you are particularly concerned about synthetic fuels. I believe that a synthetic fuels capacity is needed as an insurance policy for our future. I will work to see that in doing so, however, that environmental quality is protected, and that environmental risks are continuously evaluated. As you know, I am opposed to federal preemption of water rights for energy development.

-- The Energy Security Corporation will be our principal means of financing the development of synthetic fuels.

-- You should also bear in mind that the ESC will help finance biomass, gasohol, and, in my original proposal, unconventional natural gas. I intend to continue to press in Congress for needed incentives to develop those harder-to-find natural gas supplies which can significantly augment our supplies of this clean burning fuel.

6. Nuclear power is on all our minds. I have just received the Kemeny Commission report and we are reviewing its recommendations expeditiously. I will insist that all necessary steps be taken to assure the safety of nuclear plant operations.

7. Finally, we continue to look toward a future of increased reliance on renewable resources. With your help in this fiscal year, we must:

-- Work toward the creation of a National Solar Development Bank funded at \$200 million per year;

-- Seek enactment of the credits for passive solar energy in homes and commercial buildings, and for use of solar for agricultural and industrial process heat. *min. to 10%*

These, plus major increases in our budgetary commitment (to over \$1 billion this year), are important steps toward meeting our goal of meeting 20% of our energy needs with solar and renewables by the end of this century.

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TALKING POINTS -- RESPONSES TO ISSUES LIKELY TO BE RAISED BY  
THE GROUP

I. Alaska -- Strategy for Senate Action

- o We believe the conservation community is doing an excellent job on Alaska. We want to cooperate with them on Senate floor strategy. We are pleased that Committee mark-up has concluded but feel it is essential to improve the bill on the Senate floor.
- o We feel particularly strongly about the Arctic National Wildlife Refuge wilderness proposal and the need to correct other deficiencies in the Senate bill, such as wilderness designations in Southeast Alaska (including Admiralty Island and Misty Fiords).

Note: The Alaska Coalition is now seeking sponsors to introduce the stronger House-passed Udall/Anderson bill as a substitute on the Senate floor. They may ask that you support and actively endorse this strategy. Although we did support the Udall/Anderson bill in the House, you should not give an outright endorsement of this strategy at this time. The substitute issue is very sensitive and could cause a filibuster on the Senate floor; Stevens and Gravel have already indicated their opposition to the House bill. In addition, they may ask that you not push to bring the bill to the Senate floor this session so that they can have more time to gather support for the substitute proposal. It would be entirely inconsistent with our long-stated position to request a delay in Senate consideration of the bill now if the opportunity exists to get the bill scheduled. It is to our advantage to work hard now for a strong bill that you can sign this fall, rather than reverse our public posture and wait until next spring for Senate debate of this issue. You should indicate that whereas we, of course, would not oppose the substitute, if introduced, our Senate strategy will be a careful balancing of the need to cooperate with Senators Jackson, Byrd and others, to be sure that the bill moves along, and the need to substantially strengthen the Senate bill before it goes to conference.

II. Energy Mobilization Board -- Administration position on substantive waivers in Conference

I was very pleased that, in the House the two principal Committee bills moved significantly toward the Administration's position. In reaching a decision on which bill to support, we had to weigh carefully the provisions of each bill. The waiver provisions of the Dingell bill were inconsistent with my position. But the judicial review portions were also very troublesome. We worked very hard to modify the Dingell bill to reflect the Administration's opposition.

to substantive waivers of environmental requirements. Unfortunately, the Eckhardt amendment did not pass. We will be working in the Conference to develop a final bill which tracks my position on substantive waivers.

(Note: The group will probably ask you to issue a statement now threatening to veto the final bill if it differs from the Administration position on environmental waivers. We recommend strongly against such a statement, and urge you instead to reiterate your commitment to work hard to conform the conference bill to your position.

### III. Energy Security Corporation -- Phasing of funding and level of commitment

We need an independent corporation to help finance new energy developments. I think that the phased approach developed by the Congress is acceptable and will allow for oversight and adjustments as the program progresses. I would note that although the funding levels for synthetic fuels will be substantial, on an annual basis, we will actually be spending more, on an annual basis, on energy conservation initiatives. Substantial increases for solar energy and mass transit are above and beyond that. It is important to recognize that the synthetic fuel effort takes its place in very broad, and I believe balanced, program.

(Note: Some have criticized the July 16 energy program for the imbalance in funding levels recommended for the Corporation (\$88 billion) and for other programs (Conservation \$6 billion, mass transit \$16 billion, Low income assistance \$24 billion, utility oil backout \$5 billion, Solar Bank \$2 billion). In fact, our conservation spending, if looked at on an annual basis, far exceeds spending on synthetics. If a question is raised, you might also make the following points:

- o Our objective has been to provide appropriate levels of assistance in each area that offers potential to reduce imports. The incentives provided for solar conservation, mass transit, unconventional natural gas, gasohol, and biomass are unprecedented in size and we believe adequate to stimulate significant new development and use of these alternative supply sources.

- o The fact remains, however, that synthetic fuels are expensive, and required pay out may extend well beyond 1990. The \$88 billion we proposed is the entire cost of developing this new capacity, not just the cost over the 1980-1990 period. Though costly, we believe that it would be imprudent not to explore all alternatives to imported oil, which is rising in cost almost daily.

IV. Kemeny Commission -- Nuclear Power

The Administration is engaged in an intensive and prompt review of the Commission report. I am interested in your reactions to the report and the recommendations.

(Note: Avoid a specific time commitment for completion of the Administration review or specific comments on the merits of any particular recommendations.)

V. George's Bank Outer Continental Shelf Lease Sale

Secretary Andrus can address this controversy, which is in litigation. If a question arises, we recommend that you ask him to respond to it.

VI. Regulatory Reform Legislation

While this issue may not be raised, you should be aware of a letter sent to you on November 2 by some of the groups attending the meeting. The letter supports the Administration's position (with minor differences) on regulatory reform legislation, and urges you to oppose certain anti-regulatory amendments which might be attached to the bill. It also asks you to threaten veto if these amendments are adopted. If raised you might respond as follows:

- o I am pleased that we agree on the major issues including:
  - the need for regulatory analysis of proposed rules,
  - the need to enhance public participation, including assistance to citizen or small business groups, in making regulatory decisions; and
  - the need to cut red-tape and procedural obstacles which permit lawyers to hamstring vital programs.

- o We also agree in our opposition to:
  - legislative veto provisions
  - excessive transfer to the courts of power to write or overturn regulations (the Bumpers amendment).
  - legislation supported by Senator Roth now pending in the Senate which would create rigid, delay-encrusted procedures for Presidential review of regulatory agency decisions.
- o The decision to move ahead with a bill containing the Bumpers amendment was unwise and set back the cause of regulatory reform. (Senator Kennedy made this decision against the advice of the Administration and public interest groups.)
- o I hope you will continue to work with me on establishing sound regulatory reform legislation