

**12/9/77**

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<del>memo w/ attach</del>	<del>From Mondale to The President (11 pp.) re: Human Rights / enclosed in Hutcheson to Mondale</del> 12/9/77  OPENED 8/13/93	12/7/77	A
memo	From Brzezinski to The President (2 pp.) re: Turkish and Greek DCAs/enclosed in Hutcheson to Brezinski and MONDALE 12/9/77  opened per RAC NLC-126-10-9-1-0, 3/21/13	12/8/77	A

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THE WHITE HOUSE  
WASHINGTON

December 9, 1977

The Vice President

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

Rick Hutcheson

HUMAN RIGHTS

cc: Zbig Brzezinski

~~CONFIDENTIAL~~ ATTACHMENTS

THE WHITE HOUSE  
WASHINGTON

	FOR STAFFING
	FOR INFORMATION
/	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

ACTION	FYI	
/		MONDALE
		COSTANZA
		EIZENSTAT
		JORDAN
		LIPSHUTZ
		MOORE
		POWELL
		WATSON
		McINTYRE
		SCHULTZE

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER
	Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

	ARAGON
	BOURNE
/	BRZEZINSKI
	BUTLER
	CARP
	H. CARTER
	CLOUGH
	FALLOWS
	FIRST LADY
	HARDEN
	HUTCHESON
	JAGODA
	GAMMILL

	KRAFT
	LINDER
	MITCHELL
	MOE
	PETERSON
	PETTIGREW
	POSTON
	PRESS
	SCHLESINGER
	SCHNEIDERS
	STRAUSS
	VOORDE
	WARREN



~~CONFIDENTIAL~~  
THE VICE PRESIDENT  
WASHINGTON

VP  
J

December 7, 1977

MEMORANDUM FOR THE PRESIDENT

FROM: The Vice President *WJ*

SUBJECT: Human Rights

I have reviewed the human rights initiatives proposed in Zbig's memorandum of December 3 (Tab A) and, by and large, I think they are excellent. Reviewing the proposals in the order in which they were presented:

1. Creation of a Human Rights Foundation. I see both pros and cons to this proposal and think it will require careful exploration. While I have no strong objection, I do think that we run genuine risks with such a foundation. It would have a quasi-governmental character. The government would take blame for ineffectiveness or inaction on those difficult human rights which cannot be resolved immediately. Such a foundation might do no more than duplicate the work of such organizations as Freedom House and Amnesty International.

However, I realize that there is movement toward such a foundation, and if it is to be created, it would be useful for your Administration to play a role of leadership and to help shape its charter. I recommend that in the speech you give during Human Rights Week you state that you have directed the National Security Council to explore the possibility of such a foundation. Zbig would follow up on this by convening a meeting of Congressional leaders, scholars and representatives of private foundations to discuss the proposal. The language in your speech should be designed to identify you as taking an important initiative while at the same time leaving open the door that the decision on establishment of the foundation will depend on the results of the NSC exploratory process.

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~~CONFIDENTIAL~~

*In favor of this. We may publicly support a group organized privately - & privately we can help to organize or bolster one.*

DECLASSIFIED  
E.O. 12356, Sec. 3A  
PER *stc/92* NSC WRE *MR-NLE-91-94*  
BY *[Signature]* NARS, DATE *8/4/93*

2. Relations with the Congress. I am fully in favor of chairing a series of meetings with members of the Congress to discuss our human rights objectives and the need to shape legislation genuinely to advance our human rights goals around the world. I will immediately get to work with Zbig and his staff to set up these meetings with members of the Congress. *do so*

3. Targeting of Foreign Assistance to Countries that Respect Human Rights. I concur with this proposal as a basic Administration objective and the language on this issue in the draft Presidential Directive attached at Tab A does a good job of stating this objective. In my opinion, it is important to keep such guidelines general. The Administration will have to live with them; we will be measured by our compliance with them; and flexibility will be required if we are to comply satisfactorily. *I agree*

4. Speech for Human Rights Week. I fully endorse the recommendation that you deliver a speech next week on human rights. One of the real strengths of your administration has been the manner in which you have underscored repeatedly the fundamental importance of human rights and the fact that this is not an issue of passing interest. As mentioned above, in your speech you may wish to make reference to the fact that you have directed the NSC to explore the possibility of a foundation. It would also be useful to note the steps being taken to establish a High Commissioner on Human Rights.

5. Ratification of the Genocide Treaty. At this point, I would recommend against a hard push involving you personally for ratification of the Genocide Treaty immediately after the Panama Canal Treaties. There is a strong likelihood that we will, by the Spring of 1978, be moving from Panama to SALT in the Senate. I doubt that the Genocide Treaty would move quickly through the Senate, and I think it would be a mistake to have this the subject of a prolonged, controversial and emotional Senate debate. Further, I am not at all certain that either Americans or many people abroad see the Genocide Treaty as being crucial to the progress we desire on human rights. I would recommend that we go slow on plans to push for Senate action on the Genocide Treaty, reassessing this position if it develops that SALT will not be ready for Senate action. In the meantime, the Secretary of State

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*I'll defer to  
you.*

CONFIDENTIAL

can take the appropriate occasion to remind the Senate that we want the Genocide Treaty to move forward.

6. Issuance of Human Rights Directive. I concur in the desirability of issuing the proposed directive. It is an excellent idea. Looking to the implementation of the directive, I think it will be important to tighten up the interdepartmental group, to make it more assertive. This is an issue which I think might be useful to discuss with Cy at the next foreign policy breakfast meeting.

*Send draft around  
before breakfast -  
J*

*Fritz - You & Zbig  
go ahead & act - Thanks -  
J.C.*

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for Preservation Purposes

cc: Zbigniew Brzezinski

CONFIDENTIAL

~~CONFIDENTIAL~~

THE WHITE HOUSE

WASHINGTON

THE PRESIDENT HAS SEEN

Fritz → 5519  
action &  
Comment J.C.  
7901  
Dec. 3, '77

MEMORANDUM FOR: THE PRESIDENT

FROM: ZBIGNIEW BRZEZINSKI *ZB.*

SUBJECT: Human Rights

Outlined below are several human rights initiatives for your consideration. This matter is especially timely because December 10-17 is Human Rights week (a specific proposal regarding that is made in item 4).

### 1. Creation of a Human Rights Foundation

This proposed foundation would be modeled on the Inter-American Foundation which is a quasi-governmental organization that receives its money through Congressional appropriation, but has very loose ties with the government, and makes its own policies. This foundation would:

- funnel money to the international human rights organizations and to national human rights organizations operating in other countries (as well as those in the US) based on the value of their work;
- provide badly needed support for refugee resettlement efforts, including the retraining (language, professional standards, etc.) and placement of skilled and professional political refugees. In particular, the Foundation could finance the resettlement of such key individuals -- not in the US where their talents are wasted -- but in other Third World nations badly in need of these skills. Thus the classic "brain drain" would be redirected in the interest of promoting both human rights and economic development. The dimensions of this problem are formidable -- reports are, for example, that 40 percent of the Argentine Physics Society has left Argentina as political refugees;
- support the work of the non-governmental organizations (NGOs) in the multinational organizations, particularly in the UN, where they are a crucial source of impetus and of information on human rights violations;
- set up a data bank where the growing volume of information on alleged human rights violations (and improvements) can be collected, checked and analyzed.

DECLASSIFIED

E.O. 12356, Sec. 3.4

PER *SK/AR NK HORE MR-NLC-91-94*  
BY *SK* NARS, DATE *8/9/93*

The resources of the data bank would be available to NGOs, governments and multinational institutions as well as responsible individuals;

- issue an annual study reporting on and analyzing trends in human rights conditions during the previous year. While other organizations already do this (Freedom House for example), every additional source is helpful. The lack of accurate information is still a hindrance to the programs of multinational institutions as well as to our own programs;
- serve as a central clearing house -- a place for those who need help, or who have information to share, to go to;
- set up and award an annual human rights prize, with a sizeable award comparable to the Nobel, to recognize an outstanding contribution to human rights anywhere in the world.

Depending on how the legislation creating such a Foundation is written, the Foundation could have a greater or lesser degree of official status. For several reasons I believe it would be best to maximize its distance from the government. This would: provide an independent source of information from official State Department views; allow the Foundation to employ foreign nationals who could provide essential expertise in certain areas, and give the Foundation a slightly multinational (and therefore more credible) image; and protect the Foundation should any of your successors not share your commitment to human rights. The Foundation would be run by a Board of Directors including a majority of private members with some representation of the Congress and the USG, as well as some non-Americans. I visualize a relatively small staff with most of the Foundation's program being implemented through existing organizations.

As to implementation, there are two basic approaches. Either this can be developed and presented as an Administration initiative, or we could interest a member of Congress in the idea and let him push it. The latter approach worked very successfully with the Inter-American Foundation. The idea for that Foundation was presented at an early stage to Congressman Dante Fascell, who took it over, saw to its enactment and has since zealously made sure that its appropriations come through. The disadvantage of this approach, is that you would not get credit for the idea. Hence I would recommend that it be launched as an Administration initiative.

RECOMMENDATION:

That you authorize detailed development of this proposal.

APPROVE \_\_\_\_\_ DISAPPROVE \_\_\_\_\_

To be presented as a Presidential initiative            ✓

*Fritz explore*

Find a member of Congress to father it           

2. Improve Relations with Congress

Relations between Congress and the Administration in the human rights area are at a very low ebb. It is hard to accept, given your own deep commitment to this issue, but most human rights advocates in Congress believe that, were it not for their continuing pressure and vigilance, the Administration would renege on its commitment to human rights. The situation has been complicated by the fact that the Right wing has recognized this issue as a golden opportunity to turn a "liberal" issue to its own ends. It became a common pattern this year for members to be enthusiastically proposing and voting for human rights restrictions on aid measures and IFI funding bills, only to turn around and vote against final passage of the bill. Thus we face a strange alliance of both ends of the ideological spectrum that caused us so much difficulty during this past year with the IFI appropriations and other issues.

One of the main reasons we have not been able to win Congress' trust, is that with the best of intentions, we have found it impossible to implement some of the legislation in this area. A strict interpretation of the Harkin amendment, for example, would have us create a "hit list" of "gross and consistent violators" of human rights. Congress did not think through the damage such a list would do to our overall foreign policy. This is only one example among many where both Congress and the Administration would gain from listening to the other in a quiet and apolitical forum.

Before relations deteriorate further, we should initiate a series of working meetings -- chaired by the Vice President -- with the prominent Congressional human rights advocates from both Houses and both parties. A specific agenda for these meetings would be set through staff consultations, but with active Congressional participation. It would be made clear to those invited that they were not being called to the White House to

hear the Administration's position, but to think through the problems involved in implementing legislation now on the books, (as well as other problems) and to actively participate in working out mutually satisfactory resolutions. As a starting point, there should be at least one meeting devoted to bilateral assistance policies (economic and military), and one to the IFIs, with explicit discussion of what Congress really expects from the US delegations. There should also be a meeting devoted to policies toward the USSR and Eastern Europe, where we might begin to build a consensus about the Jackson-Vanik problem. Such a series of meetings is most appropriate to the White House, not only because we are trying to build trust in Administration's policies in this area, but because ultimately, we would be asking the Members to rethink their own legislation -- something that could not be done effectively at a lower level.

RECOMMENDATION:

That you ask the Vice President to chair a series of meetings as outlined above, with staff help from the NSC and the State Department.

APPROVE



DISAPPROVE



3. Targeting of Foreign Assistance to Countries that Respect Human Rights

Existing statutes prescribe certain rules which must be followed in allocating US foreign assistance (including Security Supporting Assistance, AID programs, PL-480 and others), political-military interests impose additional constraints, as does your recent decision to target US assistance to poor people, primarily in low income countries. Nevertheless, within these boundaries, there is still flexibility to channel more money and aid to countries where there is a good, or improving, human rights record. We follow this policy now in theory, but not in practice. The country-by-country and program-by-program budgeting process has simply not provided for this kind of analysis. We should be able to look at overall assistance levels (from all programs) and over a period of years be able to point to clear trends -- decreases for egregious violators, increases for others.

RECOMMENDATION:

That you approve this policy change.

*Fritz assess*

APPROVE

DISAPPROVE

4. Speech for Human Rights Week

December 10-17 is Human Rights Week. This is an international as well as a US designation. I recommend that you deliver a short (5-7 minutes) speech on this occasion which USIA would carry to international audiences via satellite. Most of the support for your policy comes from people, rather than governments, and this speech would be addressed directly to them. It might briefly review human rights improvements around the globe during the past year, and then turn to the setbacks and the magnitude of the problem that lies ahead. In emphasizing the global nature of these concerns, the speech should focus on events in international forums -- the UN, the OAS, and Belgrade. It might indirectly allude to the fact that in 1975, Izvestia hailed the Helsinki Final Act as "a new law of international life" thereby supporting our claim that human rights concerns transcend national boundaries. You might also want to address in personal terms, the motivations and the goals that lie behind US human rights policies. These are only preliminary ideas -- if you approve the speech, I will work with Fallows on a draft for your consideration.

RECOMMENDATION:

That you authorize me to work with Jim Fallows in preparing a short speech draft for delivery during Human Rights Week.

APPROVE \_\_\_\_\_ ✓

DISAPPROVE \_\_\_\_\_ ↘

5. Ratification of the Genocide Treaty

The Administration's first public human rights goal was the ratification of the Genocide Treaty which has been stuck in the Senate for nearly 30 years. We have not achieved it mostly through lack of effort. The NGOs waited for a sign from the White House, and the Administration waited for the NGOs to produce the votes. The result was inaction. Recently, my staff, working with NGO representatives and Frank Moore's office, produced a solid vote count based on written answers of the Senators. For cloture, where 60 votes are needed, we have 54 solidly committed in favor, with 15 undecided or leaning in favor. On final passage where 66 votes are needed (or fewer if some members can be convinced to take a walk) we have 56 solidly committed, and 13 undecided or leaning in favor.

We are beginning to get criticism for the lack of effort on Genocide, particularly because we have signed three more human rights treaties this year, and so there is now a total of five treaties waiting to be ratified. There has also been criticism from abroad, to the effect that the US will sign anything but then not ratify. Ratification of the Genocide Treaty must of course wait until after Panama is resolved, but it should be attempted as soon as possible thereafter.

RECOMMENDATION:

That you request the Vice President to review the feasibility of making the ratification of the Genocide Treaty a high Administration priority immediately following resolution of the Panama Canal.

APPROVE



DISAPPROVE

6. Issuance of a Human Rights PD

Attached at Tab A is a draft human rights PD. It formalizes our human rights policy as it now stands, including the positive targeting of foreign assistance to countries with good records on human rights. It also directs a detailed study of the problems connected with implementation of the Harkin amendment in the IFIs, and the problems and reactions we have encountered in the banks over the last several months. I believe that it would be useful to issue this document, not only for the substance it contains (some of which is not new) but also for reasons of bureaucratic morale. Lack of a guiding PD is more and more often cited in the bureaucracy as a reason for the lack of direction and initiative in implementing a human rights policy.

RECOMMENDATION:

That you sign the PD at Tab A.

*Fritz comment*

# Human Rights Effort Losing Its Zeal

President Carter's voice in the wilderness, defending the human rights of the world's oppressed people, is losing its zeal. He has been listening to backroom counsel of his diplomatic advisers who claim moral posturing makes poor foreign policy. Here are a few examples:

The President has muted his criticism of the Kremlin's human rights record. A pleased Chairman Leonid Brezhnev has responded with a secret agreement to step up the disarming negotiations. The message delivered Nov. 18 by Soviet Ambassador Anatoly F. Dobrynin.

Carter also stroked the shah of Iran during their recent meeting. The President put out the word he was "encouraged" by the improving human rights environment in Iran. The shah responded by ordering secret police to crack down on dissidents. Police goons in civilian dress attacked the Shah's critics with knives and truncheons.

The United States has provided Nicaragua's puffed-up dictator, Anastasio Somoza, with the munitions to keep his people in submission. Yet the Carter Administration defended these arms offerings on Capitol Hill and a medical evacuation plane to Nicaragua last summer to fly Somoza to a Miami hospital for treatment. This is not clear to Nicaragua's oppressed people whose side Carter was on.

In a series of columns beginning in 1975, we revealed the first details of Cambodia's subjugation. We reported that Communist forces had turned the country into

a nation of cattle. Cities had been emptied and the population herded into the hinterland, we disclosed, with no thought for people's welfare. Hundreds of thousands had fallen by the wayside. This must go down in history as the greatest atrocity since the Nazis herded Jews into the gas chambers. Yet the Carter administration has rejected entreaties to awaken the world conscience to the Cambodian horror.

For years, we have been reporting on the atrocities of Uganda's Idi Amin, who appears to be a comic-opera figure but is no laughing matter. His goons have slaughtered an estimated 150,000 of his subjects, often for frivolous reasons. Yet we found out that a dozen of Amin's crack airborne police were getting their helicopter training in Texas.

Now congressional investigators are running down evidence that some Ugandan trainees in this country are tied to Amin's personal execution squad. In Uganda, this killer squad is known euphemistically as the State Research Bureau.

At least 21 Ugandans have received communications training, for example, in Melbourne, Fla. A secret staff memo prepared for Reps. Don L. Bonker (D-Wash.) and Donald J. Pease (D-Ohio) alleges that 13 of the trainees worked for the notorious State Research Bureau.

The memo claims four others were employed by the Ministry of Defense. Another worked for the Ministry of Information, although he may be an undercover agent for the research bureau.

Another group of Ugandans received commercial flight training at Embry-Riddle University in Daytona Beach, Fla. They were sponsored, according to congressional evidence, by Amin's Police Air Wing.

Still another group of Ugandans are taking flight training in Vero Beach, Fla., from Flight Safety International. A spokesman for the firm told our associate Larry Kraftowitz that the trainees are students, but investigators have information that they are members of the Ugandan armed forces.

The memo charges that U.S. officials have helped promote the brutal repression in Uganda by "lax" monitoring of training contracts and Ugandan credentials.

Concludes the memo: "The U.S. is acting in a way which is totally inconsistent with its policy concerning human rights and its policy of withholding aid to the government of Uganda."

Footnote: A State Department spokesman said as far as he was aware the trainees at Vero Beach and Melbourne came to the United States as "government employees on official business." Spokesmen for the flight schools said they were unaware of the backgrounds of the Ugandan trainees.

Three of the Ugandans training at Melbourne, incidentally, asked for political asylum in the United States. The three, say our sources, were the only Christians in the group and feared Amin's purge against Christians.

~~CONFIDENTIAL~~

THE WHITE HOUSE  
WASHINGTON

Presidential Directive/NSC-

TO: The Vice President  
The Secretary of State  
The Secretary of Defense

ALSO: The Secretary of the Treasury  
The Attorney General  
The Secretary of Commerce  
The Director, Office of Management  
and Budget  
The United States Representative to  
the United Nations  
The Administrator, Agency for Inter-  
national Development  
The Chairman, Joint Chiefs of Staff  
The Director of Central Intelligence  
The Director, U.S. Information Agency

SUBJECT: Human Rights

It shall be a major objective of US foreign policy to promote the observance of human rights throughout the world. The policy shall be applied globally, but with due consideration to the cultural, political and historical characteristics of each individual nation, and to the significance of US bilateral relations with the nation in question.

Specifically:

1. It shall be the objective of the US human rights policy to reduce worldwide governmental violations of the integrity of the person (e.g., torture; cruel, inhuman or degrading treatment; arbitrary arrest or imprisonment; lengthy detention without trial and assassination); to promote basic economic and social rights (e.g., adequate food, education, shelter and health); and to enhance civil and political liberties (freedom of speech, of religion, of assembly, of movement and of the press; and the right to basic judicial protections).

DECLASSIFIED

E.O. 12356, Sec. 3.4

PER  
BY

5/6/92 NSK HRE MR-NC 91-94  
NARS. DATE 8/4/93

2. Greater reliance should be placed on positive inducements and incentives, rewarding improvements in human rights through demonstrations of visible US gratification, preferential treatment in high level official visits and, whenever appropriate and possible, economic benefits. To this end, all forms of US foreign assistance shall be channeled, in keeping with the restrictions of existing statute and previous Presidential policy directives, to a greater degree toward countries with a good record of human rights observance as defined above. Programs for the current and subsequent fiscal years shall be reviewed in this light, though without causing delay to existing programs.
3. In the allocation of foreign assistance, and the consequent evaluation of the human rights condition of a foreign nation, the Interagency Group shall place its primary emphasis on longer term trends, rather than individual events. However in no case shall US funds be provided so as to contribute to the oppression, rather than the assistance, of the people of other nations.
4. To avoid exploitation of US military aid to suppress human rights, US military assistance programs shall be clearly focused on meeting mutual security needs in response to external threats.
5. US human rights actions within the International Financial Institutions shall be designed and implemented so as not to undermine the primary US interest of preserving these institutions as effective economic instruments. I therefore direct the Interagency Group to prepare a report:
  - Analyzing the effects of recent US actions in the IFIs:
    - on the IFIs themselves (including an assessment of the legality of our actions);
    - on the Congress and the legislative prognosis; and
    - on the attainment of human rights objectives.
  - Proposing a strategy for future US actions which will: place primary emphasis on the use of our "voice" rather than our vote; attempt to influence the Banks' actions as early as possible in the loan process; seek to engage the support of other nations and multilateral organizations.
  - Evaluating the desirability of changes in the IFIs -- including amendments to the Bank charters, and changes in management or staff.

6. The Interagency Group shall prepare and submit for review by the PRC/NSC, a paper analyzing the appropriateness of using as sanctions or incentives such other tool as:

- The Ex-Im Bank
- Overseas Private Investment Corporation (OPIC)
- Generalized System of Preferences (GSP)
- Military Training Programs

THE PRESIDENT'S SCHEDULE

Friday - December 9, 1977

---

7:30 Breakfast with Vice President Walter F. Mondale,  
(90 min.) Secretaries Michael Blumenthal, Juanita Kreps,  
and Ray Marshall, Mr. Charles Schultze,  
Mr. James McIntyre and Mr. Stuart Eizenstat.  
The Roosevelt Room.

9:00 Dr. Zbigniew Brzezinski - The Oval Office.

10:15 Mr. Henry Howell - The Oval Office.  
(10 min.)

10:30 Mr. Jody Powell - The Oval Office.  
(15 min.)

11:30 Panama Canal Briefing for Senior Citizen  
(20 min.) Leaders. (Mr. Nelson Cruikshank).  
The Roosevelt Room.

1:00 Meeting with Editors. (Mr. Jody Powell).  
(30 min.) The Cabinet Room.

2:00 Budget Review Meeting. (Mr. James McIntyre).  
(2-1/2 hrs.) The Cabinet Room.

4:45 Mr. Mark Chona, Presidential Adviser for  
(15 min.) Zambian President Kaunda. (Dr. Zbigniew  
Brzezinski) - The Oval Office.

5:15 Depart South Grounds via Helicopter en route  
Camp David.



THE WHITE HOUSE  
WASHINGTON

December 9, 1977

Hugh Carter

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

Rick Hutcheson

cc: Bob Lipshutz

RE: COACH DODD -- BIG HEART AWARD

THE WHITE HOUSE  
WASHINGTON

12/8/77

Mr. President--

The only problem in complying with such a request is that when other radio stations or organizations (regardless of local/state level) have their tributes for Coach Dodd (or other honorees), we have a difficult time saying that we can't comply...and trying to explain why.

If it weren't submitted by a senior staff member, I would have returned memo to staffer asking them to acknowledge over their signature, forwarding to scheduling.

--ssc

(I have drafted a non-com ack, if you agree with me, but because of personal request of Levetan might need to be signed by you.)

THE WHITE HOUSE  
WASHINGTON

	FOR STAFFING
	FOR INFORMATION
/	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

ACTION	FYI	
		MONDALE
		COSTANZA
		EIZENSTAT
		JORDAN
/		LIPSHUTZ
		MOORE
		POWELL
		WATSON
		McINTYRE
		SCHULTZE

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER
	Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

	ARAGON
	BOURNE
	BRZEZINSKI
	BUTLER
	CARP
/	H. CARTER
	CLOUGH
	FALLOWS
	FIRST LADY
	HARDEN
	HUTCHESON
	JAGODA
	GAMMILL

	KRAFT
	LINDER
	MITCHELL
	MOE
	PETERSON
	PETTIGREW
	POSTON
	PRESS
	SCHLESINGER
	SCHNEIDERS
	STRAUSS
	VOORDE
	WARREN

THE WHITE HOUSE  
WASHINGTON

December 7, 1977

To Hugh  
Carter -  
Draft letter  
re Bobby Dodd -  
JH/ sign  
J

MEMORANDUM FOR THE PRESIDENT

FROM: Bob Lipshutz *BL*

Attached is a letter from Liane Levetan, of DeKalb County, which she asked me to deliver to you personally.

I recommend that you do send a very nice personal letter for this occasion.

However, since I am a loyal alumnus of the University of Georgia, I suggest that you delegate the responsibility of drafting such a letter to Hugh Carter!

**Electrostatic Copy Made  
for Preservation Purposes**

# DeKalb County

556 North McDonough Street / Decatur, Georgia 30030 / 404-371-2881

LIANE LEVETAN  
DeKalb County Commissioner  
District 2

*Residence:*  
2250 Chrysler Terrace, N. E.  
Atlanta, Georgia 30345  
404 / 636-3704

December 2, 1977

The Honorable James E. Carter  
President, United States of America  
1600 Pennsylvania Avenue  
Washington, D.C. 20500

Dear Mr. President:

I am privileged to have been asked to serve on the Executive Committee that will honor Coach Bobby Dodd as the first recipient of the "Big Heart Award."

"The Big Heart Award," sponsored by WRNG Radio, will be presented to Coach Dodd at a banquet on February 14. The proceeds from the banquet will be donated to the Atlanta Association for Retarded Citizens.

A Souvenir Journal depicting Coach Dodd's years of service to the Atlanta Association for Retarded Citizens, his community, Georgia Tech, and family will be a part of the evening's highlights. This Journal will also be given to all those present at this event.

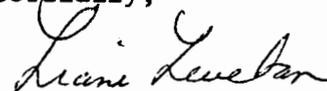
I don't believe I need to point out the contributions Bobby Dodd has made; they are too numerous. However, we all know he is held in the highest esteem by all whose lives he has touched.

We hope you can join us on this occasion. A formal invitation will follow.

I would like very much to include your "best wishes" and recognition of Coach Bobby Dodd in the Souvenir Journal. If you would forward a letter to me, it will become a part of the Journal which I know will mean so much to Coach Dodd. Hugh

My thanks for your help in making this event a memorable one for Coach Dodd as the recipient of the "Big Heart Award."

Cordially,



Liane Levetan  
Journal Chairman

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for Preservation Purposes**

LL/bn

THE WHITE HOUSE

WASHINGTON

December 8, 1977

To Liane Levetan

It was good to hear of your efforts to honor Coach Bobby Dodd. I share your pride in Coach Dodd and his many fine achievements.

I am forwarding your letter to Fran Voorde, Director of my Scheduling Office, so that she will know of your personal interest and involvement in the February 14 banquet.

Sincerely,

The Honorable Liane Levetan  
2250 Chrysler Terrace, N.E.  
Atlanta, Georgia 30345

THE WHITE HOUSE  
WASHINGTON

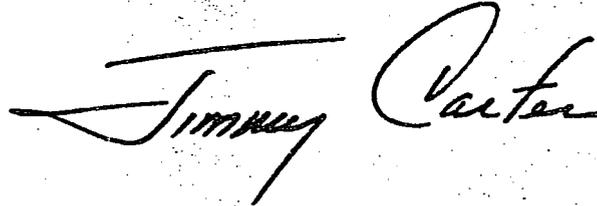
December 12, 1977

To Coach Bobby Dodd

Congratulations on being named the first recipient of the "Big Heart Award."

I am pleased to join your family, friends and fellow citizens in this recognition of your outstanding service to your community and to the Atlanta Association for Retarded Citizens.

Sincerely,

A handwritten signature in cursive script that reads "Jimmy Carter". The signature is written in dark ink and is positioned below the typed name "Sincerely,".

Mr. Robert L. Dodd  
267 Robinhood Road, N.E.  
Atlanta, Georgia 30309

*p.s. You have been an inspiration  
to me and other Tech Alumni -*

*J.C.*

THE WHITE HOUSE  
WASHINGTON

December 9, 1977

The Vice President  
Zbig Brzezinski  
Frank Moore

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

Rick Hutcheson

RE: TURKISH AND GREEK DCAs

~~SECRET ATTACHMENT~~

DECLASSIFIED  
Per: Rac Project  
ESDN: NLC-126-72-71-0  
BY: 125 NARA DATE 3/25/13

DECLASSIFIED

THE WHITE HOUSE Per; Rac Project

WASHINGTON ESDN; NLC-126-10-9-1-0

BY KS NARA DATE 3/20/13

~~Secret~~

FOR STAFFING
FOR INFORMATION
FROM PRESIDENT'S OUTBOX
LOG IN/TO PRESIDENT TODAY
IMMEDIATE TURNAROUND

ACTION	FYI	
X		MONDALE
		COSTANZA
		EIZENSTAT
		JORDAN
		LIPSHUTZ
X		MOORE
		POWELL
		WATSON
		McINTYRE
		SCHULTZE

ENROLLED BILL
AGENCY REPORT
CAB DECISION
EXECUTIVE ORDER

Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

	ARAGON
	BOURNE
X	BRZEZINSKI
	BUTLER
	CARP
	H. CARTER
	CLOUGH
	FALLOWS
	FIRST LADY
	HARDEN
	HUTCHESON
	JAGODA
	GAMMILL

	KRAFT
	LINDER
	MITCHELL
	MOE
	PETERSON
	PETTIGREW
	POSTON
	PRESS
	SCHLESINGER
	SCHNEIDERS
	STRAUSS
	VOORDE
	WARREN

THE WHITE HOUSE

WASHINGTON

~~SECRET~~

INFORMATION

December 8, 1977 *3619*

MEMORANDUM FOR: THE PRESIDENT

FROM: ZBIGNIEW BRZEZINSKI *20.*

SUBJECT: Turkish and Greek DCAs

*Assess E Fritz  
& Frank best  
strategy for  
not Congressional  
action -  
JC*

*Response to your query:*

The DCA with Turkey was negotiated in the winter of 1975-76 and signed in March 1976. The DCA with Greece was negotiated in part in 1976, then held up for nearly a year by the Greeks and completed only in the summer of 1977. It was initialled on 28 July 1977 but Karamanlis has delayed signing it.

Both DCAs replaced earlier agreements which were declared invalid in the wake of the Cyprus crisis of 1974. Both involved months of difficult, detailed negotiation over the exact status of our military installations in Greece and Turkey, import and export of equipment and supplies, status of our personnel, communications arrangements, rights of access and joint use of intelligence-gathering and some supporting facilities by the Greeks and Turks. In both countries four major installations and two dozen minor and auxiliary installations are covered. In both countries the negotiations involved a serious process of give-and-take but the agreements which emerged are sound and clear, and we feel they protect our basic interests effectively, while at the same time providing the basis for real, constructive cooperation with our two allies. They are better than what we had before.

Both agreements include commitments to supply military assistance: \$700 million over four years for Greece and \$1 billion over four years for Turkey. Per capita and in terms of the size of their armed forces, the provisions of aid is more generous for Greece than for Turkey.

The importance of the DCA to the Turks goes well beyond its specific provisions. They see it as evidence of our basic politico-military commitment to them as allies and as reaffirmation of their status as full members of the western alliance. The Greeks are less emotionally attached to their DCA--and have shown themselves willing to delay every step connected with it as a means of forestalling restoration of the Turkish-American relationship.

DECLASSIFIED  
Per. Rac Project  
ESDN; NLG-136-109-1-0  
BY *KS* NARA DATE *3/29/13*

CLASSIFIED BY Zbigniew Brzezinski

~~SECRET~~

~~SECRET~~

~~SECRET~~

~~SECRET~~

If we were to abandon the DCAs the Greeks would see this as a triumph over the Turks and the Turks would feel outwitted by the Greeks. Relations between the two countries would be seriously damaged. If the Turkish DCA were presented separately to the Congress and rejected, the Turks would consider the American alliance as it has existed for 30 years at an end and might leave NATO. The Greeks do not see their DCA as essential to the preservation of their relationship with the United States, but Karamanlis must recognize that the DCA provides the most practical avenue for reassociating Greece with the United States and with NATO. If the Turkish DCA is separately ratified, Greek interest in having theirs signed and ratified will doubtlessly increase sharply.

Ratification of both DCAs is the most clear-cut and evenhanded way of laying the basis for settlement of Greek-Turkish differences and restoration of both these countries to full participation in the western alliance and the European and North Atlantic communities.

~~SECRET~~ --XGDS (2)

~~SECRET~~

THE WHITE HOUSE  
WASHINGTON

12/9/77

Mr. President:

Eizenstat, Watson and Brzezinski concur with McIntyre, as do Secretary Brown and C.S.C. Chairman Campbell.

Jordan and Moore have no comment.

Jim Gammill of the Presidential Personnel Office recommends deleting the sentence reading "The employees must be given preference for all appropriate vacancies for which they are qualified within the agency." on the first page of the proposed Campbell-McIntyre memo. "'Preference' and 'appropriate vacancies' are not and cannot be well-defined; if left in the memo, these ambiguous terms may make the implementation of any future reorganization a much more difficult process."



Rick

THE WHITE HOUSE  
WASHINGTON

December 9, 1977

Jim McIntyre

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

Rick Hutcheson

cc: Jim Gammill

RE: PERSONNEL IMPACT OF REORGANIZA-  
TION

THE WHITE HOUSE  
WASHINGTON

	FOR STAFFING
	FOR INFORMATION
/	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

*include my rate*

ACTION	FYI	
		MONDALE
		COSTANZA
		EIZENSTAT
		JORDAN
		LIPSHUTZ
		MOORE
		POWELL
		WATSON
/		McINTYRE
		SCHULTZE

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER
	Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

	ARAGON
	BOURNE
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	CARP
	H. CARTER
	CLOUGH
	FALLOWS
	FIRST LADY
	HARDEN
	HUTCHESON
	JAGODA
/	GAMMILL

	KRAFT
	LINDER
	MITCHELL
	MOE
	PETERSON
	PETTIGREW
	POSTON
	PRESS
	SCHLESINGER
	SCHNEIDERS
	STRAUSS
	VOORDE
	WARREN

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for Preservation Purposes



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

December 5, 1977

*Jim - ok -  
see Gammill  
Comment  
J*

MEMORANDUM FOR THE PRESIDENT

FROM:

JIM MCINTYRE

*Jim McIntyre*

SUBJECT:

Personnel Impact of Reorganization

You'll recall that, early this year, you visited the various Departments and spoke to groups of Federal employees. During each such visit, you made a point of assuring employees that they would not lose their jobs, be downgraded, or otherwise be adversely affected by reorganizations. You later clearly indicated to me that you did not mean to restrict these assurances to Presidential-level reorganizations and intended that they apply to internal reorganizations as well.

A number of questions and misunderstandings have arisen concerning the interpretation of these assurances. On the one hand, the Defense Department is especially concerned that too broad an interpretation of these assurances could make it more difficult to implement planned internal management efficiencies which Defense does not consider to be the result of reorganization actions (e.g., base realignments, contracting out, drawdowns to meet budgetary constraints, etc.). On the other hand, Federal employees and their unions are seeking the broadest possible interpretation as protection against adverse personnel actions. The attached proposed memorandum to agency heads from CSC Chairman Campbell and me is intended to clear up those uncertainties. Four main points are covered:

1. The assurances apply both to Presidential and internal reorganizations.
2. They do not apply to such other managerial actions as program and budgetary cutbacks, military realignments and base closings to provide for increased military effectiveness, contracting out, office closings and other reductions for efficiency. (However, employees affected by these actions should be protected to the extent possible.)
3. No employee may be separated because of reorganization if he or she has not first been made a genuine offer of another position.
4. The Administration's legislative proposal to permit pay and grade retention in no-fault personnel actions will be amended to propose retroactivity to January 1, 1977, so as to cover employees demoted prior to enactment.

The language in point 2 makes a distinction between reorganization actions and other managerial actions. It should be recognized that not everyone will be satisfied with this interpretation, and it is admittedly difficult to make a clearcut distinction in every case. Employees adversely affected by any type of managerial action (and their unions) will undoubtedly continue to claim job protection under the assurances provided for reorganization actions. However, we believe it is absolutely essential to try to distinguish reorganizations from other actions, in order to maintain some personnel flexibility -- even though it is an open question as to just how much flexibility we retain under these guidelines. Nevertheless, we believe that the proposed memorandum will help clarify our policy, and we intend to issue it in the very near future unless you object.

Release memorandum.

Discuss with me.

**Electrostatic Copy Made  
for Preservation Purposes**



EXECUTIVE OFFICE OF THE PRESIDENT

OFFICE OF MANAGEMENT AND BUDGET

WASHINGTON, D.C. 20503

MEMORANDUM FOR HEADS OF DEPARTMENTS AND AGENCIES

SUBJECT: Personnel Impact of Managerial and Reorganization Actions

The President wants the Federal Government, as an employer, to make organizational changes and necessary adjustments in programs and staffing with careful concern for the human beings whose jobs and careers are affected. He particularly wants to assure that employees will not be adversely affected by the effort to reorganize the Federal Government. Moreover, he has a broader concern that the Government make other adjustments in ways which will ease the impact of such changes upon employees, to the extent feasible.

Our continuing responsibility for efficient and economical Government often requires managerial changes such as program and budgetary adjustments, military realignments and base closings to provide for increased military effectiveness, contracting out, office closings or other reductions for efficiency. The President desires that, in the future, all agencies--when undertaking managerial actions which will eliminate or change positions--observe the following principles:

- When employees are to be displaced, agencies must undertake a vigorous reassignment program for the employees affected. [The employees must be given preference for all appropriate vacancies for which they are qualified within the agency.] Opportunities for reasonable amounts of training at Government expense should be made available in cases where such training would make a direct contribution to placement.
- Phased or gradual implementation of such changes should be used wherever it is desirable and feasible, in order to provide additional time for normal attrition and for vigorous transfer, retraining and out-placement efforts. Attrition should be used whenever possible to accomplish reductions.

Gammill  
comment:  
delete →

- When reassignments for displaced employees involve a geographic move, the Government will pay for necessary transfers to other cities. When such transfers are necessary, they should be timed to provide reasonable periods for employees to make personal arrangements.
- The Civil Service Commission will provide priority government-wide placement assistance to all displaced employees. Where appropriate, the Department of Labor will assist in finding private sector employment opportunities for such employees.

To strengthen the assistance to displaced employees, the President has initiated the following steps:

- The CSC and OMB have been authorized to grant a limited number of ceiling space exemptions for temporary use by agencies which can absorb displaced employees. This authority is being applied successfully in Philadelphia and is available for use elsewhere.
- The Chairman of the Civil Service Commission has been directed to set up additional mechanisms to aid in the placement of employees affected, including mandatory priorities in hiring.

In addition to the foregoing principles and initiatives, there are certain others--set forth below--which will be applied to reorganizations. These special provisions grow out of the President's visits earlier this year to a number of Departments where he assured employees that his reorganization efforts would not adversely affect their employment. On several of these visits, the President specifically said that reorganizations would not cause any Federal employee to be discharged or demoted, or to lose pay status.

For your reference in regard to future personnel actions, and to provide a common understanding of the President's assurances, we want to provide the following guidance applicable to reorganizations:

- The President's assurances apply both to reorganizations spearheaded by the President's Reorganization Project and to reorganizations initiated within a Department or Agency by officials of this Administration. However, the assurances were not intended to cover personnel reductions incident to

the types of managerial actions described above, such as program and budgetary adjustments, military realignments and base closings to provide for increased military effectiveness, contracting out, office closings or other reductions for efficiency.

- No employee whose position is directly affected by a reorganization may be separated for that reason if he or she has not first been made a good faith offer of another position, preferably at the same grade. Separation action may proceed only if the offer is declined.
- In line with the President's assurances concerning demotions, the Administration has sent Congress proposed legislation that would permit pay and grade retention in personnel actions required through no fault of the employee. Because it now appears that grade retention legislation will not be enacted before next year, the Administration is proposing that when enacted it be made retroactive (with back pay) to January 1, 1977, so that the President's assurances can be met even if reorganizations involving some demotions should occur in the interim.
- If normal personnel management approaches are not sufficient to solve the placement problems resulting from a reorganization, an agency may seek authority from the Civil Service Commission to delay down-gradings caused by reorganization, under guidance soon to be issued by the Commission.

In summary, the President has urged that all of us redouble our efforts to implement reorganization and other management actions in ways that minimize the human consequences. He has asked OMB staff who are working with you on reorganization plans to pay particular attention to potentially adverse effects on employees and to ways in which these can be avoided or minimized. Both the Office of Management and Budget and the Civil Service Commission will advise and assist you with the policy and personnel implications of this directive.

---

James T. McIntyre, Jr.  
Acting Director  
Office of Management and Budget

---

Alan K. Campbell  
Chairman  
U.S. Civil Service Commission

SUMMARY OF PRESIDENT'S ASSURANCES TO  
FEDERAL EMPLOYEES

Labor [No] "instant change that might disrupt your life..."

Commerce "...will not result in the discharge of any Federal employees." Reorganization "would not adversely affect your own professional careers under any circumstances. If it ever does, you contact me directly. I mean that."

Treasury "No one will be discharged...will lose seniority or pay status. We might very well find it necessary... to transfer people from one job to another." [Any training required paid for by the Government.]

HUD "None will be demoted...might be...transfer[s]... without any loss in your pay or seniority status."

HEW "No one will be discharged...lose your seniority or pay status." "...I intend to do it through normal attrition."

Agriculture "No one will be demoted, have their salaries decreased, or be fired as a result of reorganization."

Transportation "We're not going to fire...demote people...might have to transfer some, but if so, we'll train you at Government expense."

State "...I want to be sure that we have...no one who is a professional damaged in your own family lives, in your own economic status, or seniority position."

Often repeated words:

No one will be discharged, demoted, lose seniority or pay status.

May find it necessary to transfer...will retrain at Government expense.

Most sweeping words (used only once each):

[No] "change that will disrupt your life..." (Labor)

"...would not adversely affect your own professional careers under any circumstances." (Commerce)

"...no one...damaged in your own family lives, in your own economic status, or seniority position." (State)

THE WHITE HOUSE

WASHINGTON

Date: December 6, 1977

MEMORANDUM

**FOR ACTION:**

Stu Eizenstat *concur*  
Jack Watson *concur by phone*  
Zbig Brzezinski *concur by phone*  
Landon Butler ~~concur~~ *AC*

**FOR INFORMATION:**

The Vice President  
Midge Costanza  
Bob Lipshutz  
Frank Moore *nc by phone*  
Jody Powell  
Jim Gammill *attended*  
Richard Pettigrew

**FROM:** Rick Hutcheson, Staff Secretary

**SUBJECT:** Personnel Impact of Reorganization

**YOUR RESPONSE MUST BE DELIVERED  
TO THE STAFF SECRETARY BY:**

**TIME:** 11:00 AM

**DAY:** Thursday

**DATE:** December 8, 1977

**ACTION REQUESTED:**

Your comments

Other:

**STAFF RESPONSE:**

I concur.

No comment.

*Please note other comments below:*

**PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.**

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

THE WHITE HOUSE

WASHINGTON

Date: December 6, 1977

MEMORANDUM

**FOR ACTION:**

Secretary Brown *attached*  
Chairman Campbell *attached*

**FOR INFORMATION:**

**FROM:** Rick Hutcheson, Staff Secretary

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**TIME:** 11:00 AM

**DAY:** Thursday

**DATE:** December 8, 1977

**ACTION REQUESTED:**

Your comments

Other:

**STAFF RESPONSE:**

I concur.

No comment.

*Please note other comments below:*

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If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

THE WHITE HOUSE  
WASHINGTON

12/9/77

Mr. President:

C.S.C. Chairman Campbell,  
Secretary Brown, Eizenstat,  
Watson and Brzezinski concur  
with McIntyre.

Jordan and Moore have no  
comment.

Gammill would delete the sen-  
tence which reads "The employees  
must be given preference for  
all appropriate vacancies for  
which they are qualified within  
the agency." "'Preference' and  
'appropriate vacan

Date: December 6, 1977

MEMORANDUM

**FOR ACTION:**  
 Stu Eizenstat  
 Jack Watson  
 Zbig Brzezinski  
 Landon Butler

**FOR INFORMATION:**  
 The Vice President  
 Midge Costanza  
 Bob Lipshutz  
 Frank Moore  
 Jody Powell  
 Jim Gammill  
 Richard Pettigrew

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Personnel Impact of Reorganization

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 TO THE STAFF SECRETARY BY:**

TIME: 11:00 AM

DAY: Thursday

DATE: December 8, 1977

## ACTION REQUESTED:

 Your comments

Other:

## STAFF RESPONSE:

 I concur. No comment.*Please note other comments below:*

I recommend that the sentence which reads: "The employees must be given preference for all appropriate vacancies for which they are qualified within the agency." be deleted. "Preference" and "appropriate vacancies" are not and can not be well-defined; if left in the memo, these ambiguous terms may make the implementation of any future reorganization a much more difficult process.

*Jim Gammill*

**PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.**

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

Date: December 6, 1977

MEMORANDUM

FOR ACTION:

Stu Eizenstat *cover*

Jack Watson *cover*

Zbig Brzezinski *cover*

Landon Butler *NC*

DePue *cover*

Campbell *cover*

Gammill *→*

FOR INFORMATION:

The Vice President

Midge Costanza

Bob Lipshutz

Frank Moore *NC*

Jody Powell

Jim Gammill

Richard Pettigrew

*643*

*X C*

*Hay*

*Robert Stein*

*W. W. Williams*

*Stamm*

*Cover JH*

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Personnel Impact of Reorganization

YOUR RESPONSE MUST BE DELIVERED  
TO THE STAFF SECRETARY BY:

TIME: 11:00 AM

DAY: Thursday

DATE: December 8, 1977

ACTION REQUESTED:

Your comments

Other:

STAFF RESPONSE:

I concur. *Sh L.*

No comment. *[Signature]*

Please note other comments below:

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required

Date: December 6, 1977

MEMORANDUM

## FOR ACTION:

Secretary Brown  
Chairman Campbell*MB*

## FOR INFORMATION:

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Personnel Impact of Reorganization

YOUR RESPONSE MUST BE DELIVERED  
TO THE STAFF SECRETARY BY:

TIME: 11:00 AM

DAY: Thursday

DATE: December 8, 1977

## ACTION REQUESTED:

 Your comments

Other:

## STAFF RESPONSE:

 I concur. No comment.*Please note other comments below:*

While this statement is a reasonable compromise between meeting your commitment to Federal employees and management's need for flexibility, one related consequence of the rigidities in our personnel system is the present disincentive for managers to retire. Federal retirement benefits are currently based on the average of the three years of highest salary; hence, very few retirements are now occurring among top career people, having received a substantial pay increase this year. Reductions in manpower like those permitted in this memo result in a "bumping process" in which the middle management cadre is hurt most, a good number being removed from Federal service. This group contains our best recruits and our top future managers; it also contains the first wave of women and minorities slated for executive ranks. By phasing in the three-year computation rule for retirement, I believe we could create openings at the top, permitting advancement and easing the pressure caused by reductions-in-force. The Secretaries of Departments of Defense and State and Heads of CIA and AID strongly support this proposal. It is currently being discussed with OMB.

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

*Allen W. Campbell*

Date: December 6, 1977

MEMORANDUM

**FOR ACTION:**  
 Stu Eizenstat  
 Jack Watson  
 Zbig Brzezinski  
Landon Butler

**FOR INFORMATION:**  
 The Vice President  
 Midge Costanza  
 Bob Lipshutz  
 Frank Moore  
 Jody Powell  
 Jim Gammill  
 Richard Pettigrew

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Personnel Impact of Reorganization

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 TO THE STAFF SECRETARY BY:**

TIME: 11:00 AM

DAY: Thursday

DATE: December 8, 1977

ACTION REQUESTED:

 Your comments

Other:

STAFF RESPONSE:

 I concur. No comment.*Please note other comments below:***PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.**

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

Date: December 6, 1977

MEMORANDUM

## FOR ACTION:

Secretary Brown  
Chairman Campbell

## FOR INFORMATION:

DEC 6 3 55 PM '77

OFFICE OF THE  
SECRETARY OF DEFENSEFROM: Rick Hutcheson, Staff Secretary, *W.H.*

SUBJECT: Personnel Impact of Reorganization

YOUR RESPONSE MUST BE DELIVERED  
TO THE STAFF SECRETARY BY:

TIME: 11:00 AM

DAY: Thursday

DATE: December 8, 1977

## ACTION REQUESTED:

 Your comments

Other:

## STAFF RESPONSE:

 I concur. No comment.*Please note other comments below:*

We concur in proposed letter to Heads of Departments and Agencies on the subject of "Personnel Impact of Managerial and Reorganization Actions", and appreciate having had the opportunity to work on it. Also, we continue to believe that legislation to allow retirements based on a "high one" average would help greatly in alleviating these problems.

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

14618

C. W. Hutcheson 12/7/77

Date: December 6, 1977

MEMORANDUM

**FOR ACTION:**Secretary Brown  
Chairman Campbell**FOR INFORMATION:****FROM:** Rick Hutcheson, Staff Secretary**SUBJECT:** Personnel Impact of Reorganization**YOUR RESPONSE MUST BE DELIVERED  
TO THE STAFF SECRETARY BY:**

TIME: 11:00 AM

DAY: Thursday

DATE: December 8, 1977

**ACTION REQUESTED:** Your comments

Other:

**STAFF RESPONSE:** I concur. No comment.*Please note other comments below:***PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.**

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

## President's Appearance at Departments

### Department of Labor - 2/9/77

I know that all of you quite often work at some financial sacrifice in the Federal Government structure. I want to be sure that every year that you and I spend in Government is spent well. I am not going to impose on you from above, some instant change that might disrupt your life and make your effectiveness lessened. I want the ideas that come to me to originate with you. And all of my Cabinet members, including Ray Marshall, understand that. So don't be fearful of change. The change will be initiated by you and will let you do a better job.

### Department of Commerce - 2/9/77

THE PRESIDENT. Obviously, the personal aspect of Government responsibilities like safety would come above statistical achievement, and if there is a conflict, the top priority would be human beings.

Secondly, the reorganization efforts will not result in the discharge of any Federal employees. We reorganized the entire structure of Georgia's government. I never fired a person. It is not fair to professional employees to have your jobs threatened because of a change in the structure of the government in which you have served.

Now we have an adequate attrition rate. There may be an instance when somebody would have their place of work transferred. If so, it would be done without any loss in your pay or seniority status. If new skills were required, the extra training would be provided for you at Government expense.

So no one in the Federal Government need ever fear that your jobs will be threatened, nor your usefulness will be decreased because of reorganization.

What will happen, though, is when we have 7 or 8 or 10 or 12 or 15 or 20 or 30 or sometimes 50 different agencies in Government responsible for exactly the same function, those might be pulled together to make an iden-

tifiable entity in the Federal Government which average American citizens can approach and which can provide their services without waste or conflict.

I was talking at the last Cabinet meeting yesterday morning and Joe Califano said that within his own Department there are 13 different agencies created by Congress responsible for the reduction of the use of drugs—13. He is chairman of seven of them. In addition to HEW, I think there are seven other departments that have drug treatment responsibilities, plus the White House.

That means that none of those functions can be carried out effectively. And if those are brought together in HEW, I think all the people that would like to cut down on the drug addiction problem would be more affected. The people would obviously be served better. And I believe that it won't disrupt the lives of employees in Government.

So persons would come first, human beings would come first, and the change in the structure of government would not adversely affect your own professional careers under any circumstances. If it ever does, you contact me directly. I mean that. All my Cabinet officers have instructions to that effect.

Department of the Treasury - 2/10/77

We hope to get authority very shortly to reorganize the structure of Government in broad generic terms—transportation, electronic data processing, printing, personnel management, on the one hand—internal reorganization within departments like your own and, in addition, the shifting of major responsibilities among departments.

I want to be very, very thorough and very, very careful. I don't want to make any mistakes. And the best way to insure that that hope is realized is to use your advice and your counsel and your suggestions and your criticisms.

You need not have any fear of the prospective changes that might be brought forward. No one will be discharged in the entire Federal Government as a result of reorganization. No one in the Federal Government will lose seniority or pay status. We might very well find it necessary on occasion—it would be rare. I think, relating to the Treasury Department—to transfer people from one job to another. If that should occur, any training required would be fitted in with your own capabilities and, obviously, would be paid for by the Government.

Department of Housing and Urban Development - 2/10/77

No Federal employee will be discharged because of reorganization. No Federal employee—none will be demoted because of reorganization. There might be some who need to transfer people from one job to another without any loss in your pay or seniority status. If you have to be transferred to another different job, you will be given training to meet the needs of that new job, commensurate with your ability, at the Government expense. There may be occasions when those vacancies exist that won't immediately be filled.

But what we want to do through this whole process is have a melding of a partnership between you and me, through the Cabinet officers, of course, to make your lives more meaningful.

Presidents come and go—4 years at a time—so do Secretaries of major departments. But the professionals like yourselves stay here.

Department of Health,  
Education, and Welfare - 2/16/77

And as we seek authority to reorganize our government structure, that authority would never make your own professions less viable. No one will be discharged as a result of reorganization. No one will lose your seniority or pay status. And the ideas that eventually will be consummated by final decisions made by me and the Congress will originate among you.

Presidents, as you know, come and go. Cabinet Secretaries come and go. But the professional, competent civil servants are the ones who provide the stability, the integrity, the usefulness, and the accomplishments to government. And I want every change that's made to be designed to let your own professional careers be more effective, and to let the one life that you and I have to live on Earth be expended in a maximum, beneficial way toward others.

I hope that you won't be reticent and that you will join with me and Joe Califano and many others to make these changes in a careful, methodical, but aggressive fashion to let our own service be more beneficial.

Q. The role of the Federal worker, I would think, would be very important in carrying out the program. One thing that keeps depressing us is a continuing policy of downgrades and rifts. Is this going to be stopped? [Laughter]

THE PRESIDENT. I see. I'm not familiar with the question but I presume—and you correct me if I am wrong—Joe points out to me there is an analysis going on now, within the Civil Service administration, of increasing proportions of civil servants who occupy the higher grade levels, kind of grade creep. Is that what you're talking about?

THE PRESIDENT. Well, I can't give you the answer. I would guess, though, that there would be a constant re-assessment of the percentage of people who occupy the different pay-grade levels. And if there has been an abuse in the past, it will be corrected in the future. I can't promise you that nobody will be changed in their temporary status down to a lower status as we make these adjustments.

The reason I feel very easy about saying that nobody will be fired or reduced in grade level or pay status because of reorganization is that I intend to do it through normal attrition. And I don't know if you realize it or not, but on an average in our Government, we have about a 10-percent attrition rate per year. In other words, at the end of every year, we've had at least 10 percent of our people who have resigned or retired or who have been transferred because of their own initiative. And how to make flexible the assignment of personnel within that 10 percent is very easy. Over a 4-year period of time, it is compounded, of course; that's 40 percent of the people who change their status on their own initiative.

So I would hope that we could accommodate the problems with past abuses of grade creep and also accommodate the changes that you advocate and that I agree on, on reorganization within the constraints of normal attrition, so that I don't disturb your lives and your status as a Government employee.

Department of Agriculture - 2/16/77

Another thing that we have asked the Congress to do is to give me authority, working with all of you and with the Congress of course, to reorganize the structure of the Federal Government.

You need not be afraid of these changes. The changes will initiate with you. And you will be part of the final decisionmaking process. It will all be done in the open. No one will be demoted, have their salaries decreased, or be fired as a result of reorganization. You need not fear that.

Some people say, well you can't make changes unless you fire people or demote people. That is not true. At the lower pay grades, we have about a 15 to 18 percent attrition rate every year. At the upper grades, where people are retiring, we have about a 15 to 18 percent attrition rate; on the average about 10 percent. So every year, cause of your own initiative, we have about a 10 percent turnover in Federal employees. That is an adequate reservoir of change so that we don't have to force change on your life that is damaging to your professional career or to your family's security. You need not worry about that.

Department of Transportation - 2/24/77

And I want to assure you, also, that one of the primary considerations that I will always have is to make sure that your own lives, your own families, are not disturbed by changes brought about through improvement which affects your own careers. We're not going to fire people as a result of reorganization. We're not going to demote people as a result of reorganization. We might have to transfer some, but if so, we'll train you at Government expense. And I want to make sure that you are part of the whole process.

Q. Mr. President, my question is: According to the news media, you wholeheartedly supported the congressional and top Government employees' raise. Will you not now give low Government employees the same support in their raise?

THE PRESIDENT. As an example of my sensitivity to the needs and yearnings of our people, I can detect that this question is very interesting to all of you. [Laughter] Well, I can't promise that whatever proposal is put forward that I would support it. But I know that I can't succeed as President without your cooperation and your trust in me.

As you know, my salary was not raised. I didn't think it ought to be. [Laughter] We do have in some instances excessive grade creep, too many people in the higher levels of the pay grades. And that has got to be corrected over a period of time. I want to be sure that the correction is made without hurting any of you.

And rather than demoting those who have been promoted too high, I would rather, through normal attrition—that is, resignations, transfers, and retirements on your own initiative—let those vacancies be created in the higher levels where they are overloaded at this point.

Additionally, I want to be sure that we have, as a result of reorganization, no one who is a professional damaged in your own family lives, in your own economic status, or seniority position. And we have enough attrition within the Federal Government, about 10 percent a year, to take care of those changes.

So, I would say with those qualifications, my answer would be yes. I am very eager to see those who serve well, as do you, rewarded in a financial fashion and also in recognition of your good work.

So, I did feel that there was one mistake made in the recent pay increases, the way the law is written. I don't think that the pay increases for Federal Judges, Members of Congress, or top-level employees in the Federal Government ought to go into effect until after the next general election. I think that that would be a reassuring thing to the American people because quite often they don't think that the high level pay level increases should be changed. And I think if it was consummated after the next general election that one problem would be alleviated.

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

December 9, 1977

MEMORANDUM FOR THE PRESIDENT

FROM: FRANK MOORE

*FM/pd*

I will be in Texas this weekend with Senator Bentsen shooting quail.

The telephone number at the ranch is: 512/325-3168.

I will be at the ranch until noon on Sunday and will be back in Washington Sunday evening.

The energy conferees are not meeting until Tuesday. Dan Tate and Bob Thomson will be monitoring the private weekend meetings.

THE WHITE HOUSE  
WASHINGTON

December 9, 1977

Hamilton Jordan

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

Rick Hutcheson

cc: Jim Gammill

RE: ASSISTANT ADMINISTRATOR FOR  
POLICY AND PLANNING, DOC

THE WHITE HOUSE  
WASHINGTON

	FOR STAFFING
	FOR INFORMATION
/	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

ACTION	FYI	
		MONDALE
		COSTANZA
		EIZENSTAT
/		JORDAN
		LIPSHUTZ
		MOORE
		POWELL
		WATSON
		McINTYRE
		SCHULTZE

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER
	Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

	ARAGON
	BOURNE
	BRZEZINSKI
	BUTLER
	CARP
	H. CARTER
	CLOUGH
	FALLOWS
	FIRST LADY
	HARDEN
	HUTCHESON
	JAGODA
/	GAMMILL

	KRAFT
	LINDER
	MITCHELL
	MOE
	PETERSON
	PETTIGREW
	POSTON
	PRESS
	SCHLESINGER
	SCHNEIDERS
	STRAUSS
	VOORDE
	WARREN

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE  
WASHINGTON

December 7, 1977

MEMORANDUM FOR THE PRESIDENT

FROM: HAMILTON JORDAN *H.J.*

SUBJECT: ASSISTANT ADMINISTRATOR FOR POLICY  
AND PLANNING, DEPARTMENT OF COMMERCE

In the attached letter Secretary Kreps recommends your approval of Mr. Paul L. Leventhal for the position of Assistant Administrator for Policy and Planning under the National Oceanic and Atmospheric Administration. Mr. Leventhal's qualifications for the position are quite good and he has the support of the necessary Congressional committee members and staff. I recommend you approve the Secretary's recommendation.

APPROVE \_\_\_\_\_

DISAPPROVE \_\_\_\_\_

Attachment



**Electrostatic Copy Made  
for Preservation Purposes**



**THE SECRETARY OF COMMERCE**  
Washington, D.C. 20230

**NOV 22 1977 "ACTION"**

Dear Mr. President:

Section 2(e) of Reorganization Plan No. 4 of 1970 authorizes the Secretary of Commerce to appoint, subject to the approval of the President, three officers who shall be compensated at the rate provided for Level V of the Executive Salary Schedule, and shall perform such functions as the Administrator of the National Oceanic and Atmospheric Administration shall assign.

This is to request your approval of the appointment of Mr. Paul L. Leventhal, our candidate for the position of Assistant Administrator for Policy and Planning, utilizing one of the above three authorizations.

Mr. Leventhal of Chevy Chase, Maryland, is currently finishing a book on Nuclear Proliferation under a Ford Foundation Grant. Previous to this he was staff counsel to the Senate Government Operations Committee and also served as Press Secretary to Senator Jacob K. Javits. He has participated in numerous legislative initiatives and has had oversight responsibilities for the Senate over several Federal Agencies. This very valuable experience effectively supports his credentials for the position for which he is proposed.

A biographical summary and a statement of proposed duties for Mr. Leventhal are enclosed. I heartily recommend your approval of this appointment.

Respectfully,

  
Juanita M. Kreps

Enclosures

The President  
The White House  
Washington, D.C. 20500

APPROVED \_\_\_\_\_

DISAPPROVED \_\_\_\_\_

Paul L. Leventhal

Date & Place of Birth

February 12, 1938  
New York City, New York

Local Residence

6303 Broad Branch Road  
Chevy Chase, Md. 20015

Marital Status

Married - 2 children  
Wife - Sharon  
Theodore  
Joshua

Education

B.A., Franklin and Marshall College, 1959, Magna Cum Laude (Government)  
M.S., Columbia University, 1960 (Journalism)

Military Service

U.S. Army Reserve 1960 - 1966

Present Position

October 1976, Research Fellow, Harvard University Program for Science and International Affairs, working on Ford Foundation Grant to write a book on nuclear proliferation.

Prior Experience

1961 - 1962 Investigative Reporter for New York Post and Cleveland Plain Dealer.  
1963 - 1968 Political Reporter and Columnist for Newsday, Garden City, New York.  
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1972 7 mos. Congressional Correspondent, National Journal, Washington, D. C.  
1972 - 1976 Special Counsel for the Senate Government Operations Committee.

Honors and Professional Affiliations

Pi Gamma Mu (National Social Science Honor Society)  
Phi Beta Kappa  
Hause Journalism Fellowship, Columbia University  
Ford Foundation Individual Grant  
Guest Privileges at the Brookings Institution

Articles

"Nader on the Hill", The New Republic, October 14, 1972.  
"Plutonium for Peace, Maybe", The New York Times, Op Ed page, December 19, 1973.  
"Let the Seller and (Buyer) Beware", The New York Times, Op Ed page, November 5, 1976.

## POSITION DESCRIPTION

### Assistant Administrator for Policy and Planning

#### Executive Level V

The Assistant Administrator for Policy and Planning is one of the Executive Level Positions authorized under section 2e of Reorganization Plan No. 4 of 1970. The primary role of this position is that of major staff advisor to the Administrator on NOAA's objectives on program planning, and on the development of policies for NOAA. In this capacity, develops and recommends long-range policies and plans, including new program initiatives and modifications of policies and plans. Conducts economic studies and operational analysis activities in support of the policy and planning function. Identifies and makes recommendations concerning major issues and problems affecting NOAA's programs. Provides advice to the Administrator and acts as his representative on matters relating to the law of the Sea negotiations; and serves as the special solving and conceptual official on policy development matters of a direct concern to the Administrator. In addition, the Assistant Administrator develops policy and provides management and coordination for NOAA's marine minerals programs, and acts as NOAA's focal point in developing and coordinating these programs in relation to programs and requirements of other agencies, industry, and other elements of the private sector.

THE WHITE HOUSE

WASHINGTON

Date: November 23, 1977

MEMORANDUM

**FOR ACTION:**

Hamilton Jordan  
Jim Gammill *concur*

**FOR INFORMATION:**

*[Handwritten signature]*

**FROM:** Rick Hutcheson, Staff Secretary

**SUBJECT:** Kreps letter dated 11/22/77 re Paul L. Leventhal --  
Candidate for Assistant Administrator for Policy  
and Planning

**YOUR RESPONSE MUST BE DELIVERED  
TO THE STAFF SECRETARY BY:**

**TIME:** 11:00 AM

**DAY:** Tuesday

**DATE:** November 29, 1977

**ACTION REQUESTED:**

Your comments

Other:

**STAFF RESPONSE:**

I concur.

No comment.

*Please note other comments below:*

*Bill -  
what's MS's  
comment?  
12/6 - see ec sent to  
MS 12/5 - They may  
comment today  
12/7 - check w/ pm  
w/c of Com. bus.  
Will prob approve today.*

**PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.**

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

THE WHITE HOUSE  
WASHINGTON

<input checked="" type="checkbox"/>	FOR STAFFING
<input type="checkbox"/>	FOR INFORMATION
<input type="checkbox"/>	FROM PRESIDENT'S OUTBOX
<input type="checkbox"/>	LOG IN/TO PRESIDENT TODAY
<input type="checkbox"/>	IMMEDIATE TURNAROUND

ACTION	FYI	
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	MITCHELL
	MOE
	PETERSON
	PETTIGREW
	POSTON
	PRESS
	SCHLESINGER
	SCHNEIDERS
	STRAUSS
	VOORDE
	WARREN



THE SECRETARY OF COMMERCE  
Washington, D.C. 20230

NOV 22 1977 "ACTION"

Dear Mr. President:

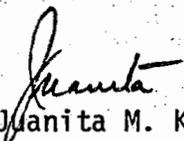
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Respectfully,

  
Juanita M. Kreps

Enclosures

The President  
The White House  
Washington, D.C. 20500

APPROVED \_\_\_\_\_

DISAPPROVED \_\_\_\_\_

to: Bob  
Russell  
12/6/77

Paul L. Leventhal

Date & Place of Birth

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New York City, New York

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6303 Broad Branch Road  
Chevy Chase, Md. 20015

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MEMORANDUM

THE PRESIDENT HAS SEEN.

1:00 p.m.

THE WHITE HOUSE

WASHINGTON

December 8, 1977

TO: The President

FROM: Walt Wurfel

RE: Your Q & A Session with Non-Washington Editors/News Directors, 1:00 p.m., Friday, December 9, Cabinet Room

Several of the major newspaper groups are represented today, so anything you wish to say in the way of year-end assessment should get maximum coverage.

The other briefers have been asked to provide an upbeat view of the Administration's 1977 achievements. These briefers are: Bert Carp, Lynn Daft, Richard Wyrrough (Panama Canal), Jessica Tuchman, Jane Frank and Sam Hughes (DOE).

The participants come from 20 states and the District of Columbia. Twenty-one are newspaper or editorial page editors. Five are broadcasters.

A photo pool will be in the Cabinet Room the first two minutes.

This is your 16th, and last, 1977 briefing for non-Washington editors. (Last Friday, Vice President Mondale met with editors of large newspapers who had met with you earlier in the year.)

In this forum, you have met with 450 editors/news directors from 47 states (all but Alaska, Hawaii and Vermont). Approximately 20 percent of the country's daily newspapers have been represented so far at these briefings.

**Electrostatic Copy Made  
for Preservation Purposes**

THE WHITE HOUSE

WASHINGTON

A G E N D A

December 9 Briefing  
Editors and News Directors

8:30 - 8:45 a.m. Coffee and Donuts

8:45 - 9:00 a.m. Welcome  
WALT WURFEL  
Deputy Press Secretary  
PATRICIA BARIO  
Associate Press Secretary  
PAT BAUER  
Editor, White House News Summary

9:00 - 9:30 a.m. BERT CARP  
Deputy Director  
White House Domestic Policy Staff

9:30 - 10:00 a.m. LYNN DAFT  
Associate Director  
White House Domestic Policy Staff

10:00 - 10:15 a.m. Break

10:15 - 11:00 a.m. RICHARD WYROUGH  
Deputy Director and Senior Adviser  
Office of Panamanian Affairs  
Department of State

11:00 - 11:50 a.m. JESSICA TUCHMAN  
Staff Member  
National Security Council

11:50 - 12:30 p.m. Lunch with JANE FRANK  
Deputy Secretary to the Cabinet

12:30 - 12:45 p.m. En Route to Cabinet Room

12:45 - 1:00 p.m. JODY POWELL  
Press Secretary to the President

1:00 - 1:30 p.m. Q and A with PRESIDENT CARTER

1:30 - 2:15 p.m. Filing Time

2:15 - 3:15 p.m. PHILLIP S. HUGHES  
Assistant Secretary of Energy  
Department of Energy

DECEMBER 9 BRIEFING  
PARTICIPANTS

CALIFORNIA: Millard Hoyle, publisher, The Evening Free Lance, Hollister. Conservative farm-area weekly.

DISTRICT OF COLUMBIA: Gordon Peterson, anchorman, WTOP-TV.

GEORGIA: Wink DeVane, managing editor, Valdosta Times (Thomson newspaper).

ILLINOIS: John Winsor, president, Winsor Newspapers, Canton. Conservative Republican. Winsor is on national board of the Inland Daily Press Association, third largest national press association.

INDIANA: Harold W. Trulock, editor, Muncie Press. Very conservative. Anti-Panama treaties.

IOWA: R.M. Westerfield, publisher, Fayette County Union, West Union. Republican paper. Against big labor and Panama treaties.

LOUISIANA: Bob Dailey, managing editor, The Crowley Post-Signal. Issues: energy (friend and supporter of Gov. Edwards), farm issues (rice and sugar cane).

MARYLAND: Ed Casey, executive editor, Annapolis Evening Capital. Linda Weimer, editor, Essex Times, Baltimore. Middle-of-the-road weekly. Concerns: unemployment and steel.

MASSACHUSETTS: Carroll F. Robbins, managing editor, Springfield Daily News (Newhouse). Pro-Panama treaties. He's president of the New England Society of Newspaper Editors.

MICHIGAN: Ralph S. Roth, president, Detroit Free Press (Knight-Ridder). Supports Panama treaties. Roth is chairman of the Inland Daily Press Association.

MINNESOTA: Eugene D. Johnson, editor, White Bear Press, White Bear Lake. Republican, middle-of-the-road weekly. Johnson is on national board of National Newspaper Assn.

NEBRASKA: Todd G. Smith, anchorman, KMTV-TV, Omaha. KMTV gave you your first television interview in Nebraska (June '75).

NEW YORK: John Szefc, editor, Middletown Times Herald-Record (Ottaway group).

Clemencio McKoy, news director, Black Audio Network, New York.

NORTH CAROLINA: Hoover Adams, publisher, Dunn Record. Adams is an active Democrat; was your county organizer in '76, and is an old friend of Sen. Morgan. Paper is very political. Pro-Panama treaties and Cairo meeting.

OKLAHOMA: William Terry Goggin, managing editor, Newkirk Herald Journal. Moderate to conservative weekly. Against Panama treaties. Issue: farm policy.

PENNSYLVANIA: Carl Eckels, news director, KQV-Radio, Pittsburgh.  
Albert W. Bloom, executive editor, The Jewish Chronicle, Pittsburgh.

SOUTH DAKOTA: Lawrence Brown, publisher, Nation's Center News, Buffalo. Populist weekly. Issues: oil production, agriculture and cattle. Undecided on Panama treaties.

TEXAS: Harry Wood, editor, Port Arthur News (Cox group). Middle-of-the-road. Undecided on Panama treaties.

H.M. Baggarly, publisher, Tulia Herald. Influential liberal, Democratic weekly in rural conservative area. Endorsed you in '76, but has become disillusioned. Issues: farm costs, high cost of utilities. No editorial policy on Panama, but will probably support because of farm exports. Baggarly was close to LBJ.

VIRGINIA: Frank L. Nanney, Jr., editor, South Hill Enterprise. Nanney is a former president of Virginia Press Assn. Paper is moderate to conservative. Issues: agriculture (tobacco), drought.

Arthur Arundel, publisher, Loudoun Times-Mirror, Leesburg. Local weekly; also owns the Fauquier Democrat and the Reston Times. Was close to JFK, RFK. Pioneer in all-news radio.

WISCONSIN: Del Lonquist, director, Wisconsin News Network, Tomah.

WYOMING: Bernie Horton, editor, Wyoming Eagle, Cheyenne. Horton is a Democrat, good friend of Cong. Roncalio. Publisher is conservative Republican. Issues: ranching and farming. Against your energy policy.

THE WHITE HOUSE  
WASHINGTON  
December 9, 1977

Stu Eizenstat  
Bob Lipshutz

The attached was returned in the President's outbox today and is forwarded to you for your information. The signed original has been given to Bob Linder for appropriate handling.

Rick Hutcheson

cc: Bob Linder

CAB DECISION - Docket 31733

THE WHITE HOUSE  
WASHINGTON

	FOR STAFFING
	FOR INFORMATION
/	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

ACTION	FYI	
		MONDALE
		COSTANZA
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	PRESS
	SCHLESINGER
	SCHNEIDERS
	STRAUSS
	VOORDE
	WARREN

THE WHITE HOUSE

WASHINGTON

December 6, 1977

MEMORANDUM FOR THE PRESIDENT

FROM:

BOB LIPSHUTZ  
STU EIZENSTAT

*of Stu*

RE:

CAB Decision Re  
British Airways (Docket 31733)

On October 3 you approved the CAB's suspension of certain cargo rate decreases filed by British Airways on the ground that the lower rates should not be permitted until the United States received assurances that Great Britain would also approve similar discount rates offered by American carriers. (You limited the suspension to 90 days; see attached copy of letter to CAB dated October 3.)

The British government has now provided the necessary assurances, and the CAB proposes to vacate the original suspension so that British Airways' low cargo rates may become effective. The interested agencies have no objection to the Board's action, which becomes final unless you disapprove it by December 12.

We recommend that you approve the CAB's order by taking no action.

Approve

Disapprove

*JC*

THE PRESIDENT HAS SEEN.

Done

THE WHITE HOUSE  
WASHINGTON

CONGRESSIONAL TELEPHONE CALL

TO: Speaker Tip O'Neill  
DATE: Friday, December 9  
RECOMMENDED BY: Frank Moore *F.M.*  
PURPOSE: To wish the Speaker a Happy Birthday  
TOPICS OF DISCUSSION: 1. Extend birthday greetings.  
2. The Speaker is appearing on "Meet the Press" this Sunday. Offer him any resources of the Executive Branch to help prepare for the program.

Date of Submission: December 9, 1977

*f.y.i. "you" have sent a birthday note.*

**Electrostatic Copy Made  
for Preservation Purposes**

THE WHITE HOUSE  
WASHINGTON

12-7-77

Ham -

Minimize Paul  
Porter's presence at  
The White House

J.C.

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for Preservation Purposes

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for Preservation Purposes

11:30  
THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

December 7, 1977

MEETING WITH MEMBERS OF SENIOR CITIZEN ORGANIZATIONS

Friday, December 9, 1977

11:30 a.m. (20 minutes)

The Roosevelt Room

From: Joe Aragon JA

I. PURPOSE

To meet with leaders of senior citizen organizations. To explain and solicit support for your legislative programs which are of interest to older citizens, with special emphasis on the Panama Canal treaties.

II. BACKGROUND, PARTICIPANTS AND PRESS PLAN

- A. Background: During the campaign you pledged your special concern for the elderly. This is an opportunity for you to reaffirm that concern and to formally introduce your Counsellor on Aging, Nelson Cruikshank.

The issues being addressed at today's briefing are the Panama Canal treaties, long-term health care, social security and energy. By combining these subjects you can appeal for support on the Canal treaties while also dealing with other issues that are uppermost in the minds of the elderly.

- B. Participants: List of participants is attached. Speakers include Hale Champion, Under Secretary of HEW; Sam Hughes, Assistant Secretary of Energy; Ambassador Ellsworth Bunker; and Nelson Cruikshank, President's Counsellor on Aging.

Miss Lillian Carter has been invited to the meeting but it is unlikely that she will be able to attend.

- C. Press Plan: White House photo session.

III. TALKING POINTS

1. This is the first occasion you have had since becoming President to meet with representatives of senior citizen organizations. Last July you appointed Nelson Cruikshank

all in  
20 minutes  
!!!

to the position of Counsellor on Aging to advise you on the impact of administration policies on older Americans; and to be your personal representative on aging to all branches of the federal government and private organizations.

You can follow your normal procedure of addressing the group at the end of the program as you do for the Panama Canal briefings. The only difference in your presentation will be that in addition to speaking about the ratification of the Panama Canal treaties you will address the issues of energy, long-term health care and social security. Earlier speakers will also address these issues in some detail. (Agenda attached)

3. Social security: Last May you submitted to the Congress a set of proposals designed to restore the financial integrity of the social security system. Both Houses have now passed the bills which incorporate most of the principles you proposed. These proposals will have great beneficial impact on senior citizens.

Energy: You have said many times that this country faces an energy crisis. If it comes about it will dramatically affect the lives of millions of senior citizens. A new energy bill will help to avoid many of the hardships which would otherwise result.

The Community Services Administration will continue this winter their Emergency Energy Conservation program and the winterization and weatherization programs for the low-income elderly.

Panama Canal treaties: The same presentation you have given at previous Panama Canal briefings will be appropriate here.

4. Final point: Since social security and long-term health care are likely to be foremost in the minds of the attendees, it may be necessary to focus the discussion a little on Panama.

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THE WHITE HOUSE

WASHINGTON

MEETING OF MEMBERS OF SENIOR CITIZEN ORGANIZATIONS

Friday, December 9, 1977

AGENDA

10:00	Welcome	Nelson Cruikshank Counsellor to the President on Aging
10:05	Long-term health care, Social security	Hale Champion Under Secretary of Health, Education and Welfare
10:35	Energy	P. Sam Hughes Assistant Secretary of Energy
11:00	Explanation of Panama Canal Treaties	Ambassador Ellsworth Bunker
11:30	Remarks	The President

## PARTICIPANTS

Lilliam Teitelbaum  
Gray Panthers  
Philadelphia, PA

Leon Harper  
President  
National Association of  
Area Agencies on Aging  
Los Angeles, CA

Ray Mastalish  
National Association of Area  
Agencies on Aging  
Washington, D.C.

John F. McClellan  
President  
National Association of Retired  
Federal Employees  
Washington, D.C.

Robert Beers  
Vice President  
National Association of Retired  
Federal Employees  
Washington, D.C.

Gerald Bloedow  
Executive Director  
National Association of State  
Unites on Aging  
Governors Citizens Council on Aging  
St. Paul, MI

Daniel Quirk  
Executive Director  
National Association of  
State Units on Aging  
Washington, D.C.

Charles Senci  
Concerned Seniors for Better  
Government  
Washington, D.C.

Jack Ossofsky  
Executive Director  
National Council on the Aging  
Washington, D.C.

George Effman  
Chairman  
National Indian Council on Aging  
Sacramento, CA

Carmela Lacayo  
National Executive Director  
Asociación Nacional Pro Personas  
Mayores  
Los Angeles, CA

Manuel Ahuero  
Asociacion Nacional Pro Personas  
Mayores  
Los Angeles, CA

James Carbray  
Acting President  
National Council of Senior Citizens  
Whittier, CA

Betty Duskin  
Research Director  
National Council of Senior Citizens  
Washington, D.C.

William Hutton  
Executive Director  
National Council of Senior Citizens  
Washington, D.C.

Aaron Henry  
Chairman  
National Center on the Black Aged  
Clarksdale, MISS

C. Burke Elbrick  
President  
DACOR - Retired Foreign Service  
Officers  
Washington, D.C.

Theodore J. Hadraba  
Executive Director  
DACOR - Retired Foreign Service  
Officers  
Washington, D.C.

Garson Meyer  
Vice Chairman  
Federal Council on the Aging  
Bay Harbor Island, FL

Ronald R. Ramstead  
President  
American Association of Homes  
for the Aging  
Norwalk, CT

David Crowley  
Executive Vice President  
American Association of Homes  
for the Aging  
Washington, D.C.

J. Cloyd Miller  
President  
American Association of  
Retired Persons  
Washington, D.C.

Alice Van Lnadingham  
President  
National Retired Teachers  
Association  
Morgantown, W. VA

Rev. Mother M. Bernadette de Lourdes  
St. Joseph's Manor  
Trumbull, CT

Delores Davis  
Executive Director  
National Center on Black Aged  
Washington, D.C.

Robert J. Ahrens  
President  
Urban Elderly Coalition  
Chicago, ILL

Ruth Braver  
Executive Direction  
Urban Elderly Coalition  
Washington, D.C.

Robert Ball  
National Academy of Sciences  
Washington, D.C.

Dr. Stanley J. Brody  
Gerontological Society  
Duke University Medical Center  
Durham, NC

Edwin Kaskowitz  
Executive Director  
Gerontological Society  
Washington, D.C.

Richard Shepherd  
Executive Secretary  
The National Association of  
Mature People  
Oklahoma City, OK

John Jay Daly  
Director  
Social Security Dept.  
AFL-CIO  
Washington, D.C.

Edward Wallace  
A-sistant Administrative Director  
National Center on Black Aged  
Washington, D.C.

Judith Park  
Administrative Assistant  
National Association of RETired  
Federal Employees  
Washington, D.C.

Jack Turner  
Retired Members Department  
United Auto Workers  
Detroit, MI

Bertha Adkins  
Immediate Past Chairman  
Federal Council on the Aging  
Oxford, MD

Larry Anderson  
Acting Asst. Vice President  
Green Thumb  
Washington, D.C.

Betty Letzig  
National Interfaith Coalition on Aging  
Athens, GA

Thomas Cook  
Executive Director  
National Interfaith Coalition on Aging  
Athens, GA

Marian Lupu  
President  
Board of Directors  
Western Gerontological Society  
San Francisco, CA

Lt. Gen. John W. Carpenter, III  
Retired Officers Association  
Washington, D.C.

Colonel Donald C. Foster  
Retired Officers Association  
Washington, D.C.

Neil Hartigan  
Former Lt. Governor  
State of Illinois  
Chicago, ILL

OBSERVERS

Robert Benedict  
Commissioner-Designate, Administration on Aging

Arthur Fleming  
Commissioner, Administration on Aging

William Oriol  
Staff Director  
Special Senate Committee on Aging

Robert Weiner  
Staff Director  
House Committee on Aging

10:15 A.M.

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

Meeting with Henry Howell  
Friday, December 9, 1977  
10:15 a.m.  
(15 minutes)  
The Oval Office

(by: Phil Wise)

- I. PURPOSE: To discuss Howell's future plans.
- II. BACKGROUND, PARTICIPANTS, AND PRESS:
  - A. Background: This is in response to your invitation election night. Howell lost the recent Virginia gubernatorial election to John Dalton by 703,827 to 542,529, 56% to 44%. It is rumored he is interested in a Federal judgeship, but none are now available. Approval by the Virginia senators (Byrd and Scott) would be doubtful.
  - B. Participants: Henry Howell
  - C. Press: White House Photographer only.

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THE WHITE HOUSE  
WASHINGTON  
December 9, 1977

Jim Fallows

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

Rick Hutcheson

STATE OF THE UNION

THE WHITE HOUSE  
WASHINGTON

	FOR STAFFING
	FOR INFORMATION
/	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

ACTION	FYI	
		MONDALE
		COSTANZA
		EIZENSTAT
		JORDAN
		LIPSHUTZ
		MOORE
		POWELL
		WATSON
		McINTYRE
		SCHULTZE

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER
	Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

		ARAGON
		BOURNE
		BRZEZINSKI
		BUTLER
		CARP
		H. CARTER
		CLOUGH
/		FALLOWS
		FIRST LADY
		HARDEN
		HUTCHESON
		JAGODA
		GAMMILL

		KRAFT
		LINDER
		MITCHELL
		MOE
		PETERSON
		PETTIGREW
		POSTON
		PRESS
		SCHLESINGER
		SCHNEIDERS
		STRAUSS
		VOORDE
		WARREN

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

December 8, 1977

*ok*  
*J*

MEMORANDUM FOR THE PRESIDENT

FROM: JIM FALLOWS *Jm*

SUBJECT: State of the Union

There are still five or six departments that have not sent in their suggestions for the speech; I've sent Jack Watson a list of those who need to be reminded at next week's Cabinet meeting. So that everyone has time to make suggestions before I send the list of possible topics to you, I would like to wait until next Friday, December 16th, before submitting that list.

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THE PRESIDENT HAS SEEN.

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THE WHITE HOUSE  
WASHINGTON

9 December 1977

C

MEMORANDUM FOR THE PRESIDENT

FROM:

RICK HUTCHESON *Rih*

SUBJECT:

Status of Presidential Requests

EIZENSTAT:

1. (8/5) The President would like a study done to determine if the curriculum at the service academies can/should be more narrowly focused on their future careers -- In Progress, (with Brzezinski who is reviewing Stu's draft report, expected 12/13).
2. (11/14) What can be done administratively about the amendment to Environmental Community of Exempting Federally Sponsored Projects in Wetlands for Obtaining Permits from the Corps of Engineers? -- Done *done*
3. (11/28) Discuss with Jay Solomon the increasing number of space requests from the agencies and surplus land and property which will come to GSA as a result of DoD base closing -- Done *done*
4. (12/5) You, Schultze and Fallows boil down the proposed speech to the Business Council to no more than 10 minutes -- In Progress, (expected 12/12).

JORDAN:

1. (9/12) (Butler) What has been/can be done regarding a job for Don Cox of Kentucky? -- In Progress (with the General Counsel's office at HUD).
2. (12/6) Let's have a meeting with top staff and the Vice President regarding the Panama Canal Treaty strategy -- In Progress, (to be discussed at the Senior Staff meeting with the President on 12/12). *done*

BRZEZINSKI:

1. (7/28) Assess briefly the number of federal employees abroad, the current number seems excessive. (7/30) O.K. -- The President's concern is the large number of non-State personnel in our embassies -- Done. *skin?*

PRESS:

1. (11/28) Assess the information paper on Government Patent Policy -- Done. *done*

SCHLESINGER:

1. (8/22) (and Stu) Begin preparing for action regarding options to reduce oil imports -- In Progress, (expected 12/12, previously expected 12/8).
2. (11/28) Give the President a one-page summary of wood use and potential; the best type home/commercial wood burners and R&D program regarding wood as an energy source -- Done. *done*
3. (12/5) Please give the President a written assessment of your top 45 people regarding demographic make-up -- In Progress, (expected 12/12).

MOORE:

1. (12/5) Comment on Esther Peterson's memo concerning the future of legislation to create an Office of Consumer Representation -- In Progress, (expected 12/12).

VICE PRESIDENT:

1. (12/5) (and Brzezinski) Action and comment on the Brzezinski memo regarding human rights initiatives for consideration -- Done. *done*

SCHULTZE:

1. (12/3) (and Schlesinger, Eizenstat and McIntyre) Draft a letter to the Energy conferees...expressing our concerns about economic/budget impacts of NEP. Expedite, then we'll meet privately to discuss together our own assessment of compromise options, maybe Tuesday -- Done. *done*

CALIFANO:

1. (12/6) What can we do (without deliberate evasion or delay) to provide local and state governments with funds and satisfactory tests, and to encourage -- not require -- their use? Just a brief answer -- Done. *done*

BERGLAND:

1. (12/5) The President has just heard about your proposal that we set new target prices for 1977; sorghum and barley at a cost of more than \$.5 billion. Is that true? If so, why? -- Done. *where? done*

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WASHINGTON

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ACTION	FYI	
		MONDALE
		COSTANZA
		EIZENSTAT
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		WATSON
		McINTYRE
		SCHULTZE

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER
	Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

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		PETERSON
		PETTIGREW
		POSTON
		PRESS
		SCHLESINGER
		SCHNEIDERS
		STRAUSS
		VOORDE
		WARREN

THE WHITE HOUSE  
WASHINGTON

rick--

please sendme cc of  
attached

thanks -- susan

Public statements  
> State sales tax  
Burns  
> Balance budget  
Consult - Congress  
" " Bus/Labor  
Trade barriers  
> Gov't regulations  
1 1/2 B telephone excise tax  
12 B Unemp Comp tax

AUTOGRAPH

Budget 141-177

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THE WHITE HOUSE  
WASHINGTON  
December 9, 1977

Stu Eizenstat

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

Rick Hutcheson

RE: FEDERAL EMPLOYEES DEFAULTING  
ON FED. EDUCATION LOANS

THE WHITE HOUSE  
WASHINGTON

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ACTION  
FYI

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	SCHNEIDERS
	STRAUSS
	VOORDE
	WARREN

THE WHITE HOUSE  
WASHINGTON

rick--

please forward to  
stu

thanks -- susan

THE PRESIDENT HAS SEEN.

DATE: DECEMBER 8, 1977

SUMMARY OF CONGRESSIONAL MAIL TO THE PRESIDENT

PAGE: - 1-

<u>FROM</u>		<u>SUBJECT</u>	<u>DISPOSITION</u>	<u>COMMENTS</u>
SEN. HUBERT HUMPHREY		URGES CREATION OF A COMMISSION ON WORLD HUNGER.	ACKNOWLEDGED BY FM REFERRED TO STATE DEPT.	<i>e</i>
SEN. JOHN GLENN		IN ORDER TO RESOLVE IMPASSE OVER NOMINATION OF U.S. ATTY. (HE SUBMITTED ONE CANDIDATE AND METZENBAUM ANOTHER), SUBMITS NAMES OF TWO MORE SUGGESTED CANDIDATES.	REFERRED TO DAN TATE	
REP. DOUG BARNARD		SUPPORTS REAPPOINTMENT OF ARTHUR BURNS.	ACKNOWLEDGED BY FM	
REP. DANIEL AKAKA		ASKS YOUR SUPPORT FOR HAWAII AS SITE OF DEM. MID-TERM CONVENTION.	ACKNOWLEDGED BY FM REFERRED TO HAMILTON	
SEN. JOHN JENNINGS JAMES JOHN CHARLES	HEINZ RANDOLPH ALLEN DANFORTH PERCY	REMIND YOU OF YOUR COMMITMENT TO SAME-YEAR AMORTIZATION OF POLLUTION CONTROL EQUIPMENT; URGE INCLUSION OF SUCH A PROPOSAL IN TAX REFORM PACKAGE.	ACKNOWLEDGED BY FM REFERRED TO EIZENSTAT	
REP. FLOYD SPENCE		CONCERNED ABOUT FEDERAL EMPLOYEES DEFAULTING ON FED. EDUCATION LOANS.	ACKNOWLEDGED BY FM REFERRED TO EIZENSTAT	<i>Stu - what can be done?</i>

THE WHITE HOUSE  
WASHINGTON

December 9, 1977

The Vice President

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

Rick Hutcheson

RE: ECONOMIC POLICY DECISION, CONSULTATION  
AND ANNOUNCEMENT SCHEDULE

CONFIDENTIAL ATTACHMENT

THE WHITE HOUSE  
WASHINGTON

	FOR STAFFING
	FOR INFORMATION
/	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
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*Note to VP's office - pls distribute to EX comm as appropriate*

ACTION	FYI	
/		MONDALE
		COSTANZA
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	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER

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THE PRESIDENT HAS SEEN.

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OFFICE OF THE VICE PRESIDENT  
WASHINGTON

December 8, 1977

Fritz -  
J

MEMORANDUM FOR: THE PRESIDENT  
FROM: THE VICE PRESIDENT *WJ*  
SUBJECT: ECONOMIC POLICY DECISION, CONSULTATION  
AND ANNOUNCEMENT SCHEDULE

I. Overview

This memorandum has been prepared in response to your request for coordinated recommendations regarding the consultation, decision and announcement strategy for tax and economic policy. It reflects the product of a discussion among Mike Blumenthal, Charlie Schultze, Stu Eizenstat, Hamilton Jordan, Jody Powell, Frank Moore, Jim McIntyre, Jim Fallows and myself. It identifies:

- the economic policy issues upon which decisions must be made in the next several weeks;
- a suggested timetable for those decisions;
- proposed procedures for consultation with the public and the Congress on your policies;
- options for public announcement of your proposals; and
- possible follow-up actions after your economic policies are announced.

II. Major Decisions

The following are the major economic tax and budget issues upon which decisions should be made at the earliest possible time.



Memorandum for the President  
December 8, 1977  
Page Three

III. Consultation Prior to Final Decisions

Cabinet and staff level consultation is now underway or in advanced planning stages on tax reform, anti-inflation and other economic policy options with Members of Congress and selected private groups.

In addition we believe that prior to any final decisions (during the week of December 12th), Presidential consultation sessions should be seriously considered with the following individuals and groups:

1. Private Meeting with Senator Muskie. The Senator is seriously concerned that another request from the Administration for a Third Concurrent Resolution will imperil the integrity of the budget process. All involved Cabinet Members and Senior Staff report that, should you decide to request a Third Concurrent Resolution, a private meeting and frank discussion between you and Senator Muskie would be the only way to enlist his support. In view of Senator Muskie's resentment over 1977 developments, his past record and potential as one of your strongest allies in the Senate and strong signals from his staff that Muskie now feels "left out", we would strongly recommend a frank and private discussion of the economic outlook and policy options between you and him, whether or not a Third Concurrent Resolution is sought.
2. Meetings with Congressional Leadership and Committee Chairmen. We also recommend a meeting next week, either in place of the regular Leadership breakfast, or if energy legislation is "boiling up", in addition to the regular breakfast, to which you would invite the House and Senate Leadership, the Chairmen of the Appropriations, Budget, Ways and Means, Finance, Banking and Joint Economic Committees and any other members the Leadership feels appropriate, to discuss the economic outlook and broad policy options for the coming fiscal year. Depending upon the shape of possible anti-inflation initiatives as detailed staffing proceeds (e.g., social compact, Okun plan, or federal offset for state and local sales tax reductions) consultation with additional Committee Chairmen might be necessary to advance the hope of adoption of a strong anti-inflation program in the coming session.

Approve \_\_\_\_\_



Disapprove \_\_\_\_\_

Memorandum for the President  
December 8, 1977  
Page Four

IV. Consultation after Basic Economic Decisions are Readied

If time is available, later in the week of December 19th, after you have made your basic anti-inflation, tax, and other economic decisions, we would recommend you schedule the following additional meetings.

- Separate meetings with representatives of business and labor to explore the leading anti-inflation options. (The urgency of these meetings depends upon the basic anti-inflation strategy you decide to pursue.)
- Final consultation meetings with Russell Long and Al Ullman to try to reach agreement on a timetable for action on the tax reform/relief package.

If these meetings cannot be arranged the week of December 19th, we urge that they be scheduled as soon as possible thereafter.

Approve \_\_\_\_\_

Disapprove \_\_\_\_\_

V. Final Consultation and Public Announcement

The review group considered three alternative scenarios for public announcement of your tax/economic package. We unanimously recommend your approval of the first. Briefly stated the scenarios and grounds for our recommendations are as follows:

Scenario 1 (Unanimously Recommended)

- A. Schedule an early State of the Union (January 19 if possible) which would underscore the high priority you attached to the central economic issues.
- B. The morning of the 19th, invite key Congressional leaders to a White House meeting at which you would express your appreciation for their help and advice in developing your economic program.
- C. Later that day, submit both your tax message and your Economic Report to the Congress.
- D. Following a 2-3 day waiting period, submit your budget message to the Congress.



Memorandum for the President  
December 8, 1977  
Page Six

Scenario 2

- A. Hold a mid-January meeting with key Congressional leaders to inform them of your major economic policy decisions.
- B. Schedule a T.V. address to the nation the same evening in which you would publicly credit those who had offered their advice, their help and their counsel and explain the thrust of your economic program.
- C. Prepare a State of the Union Message which deals with leading economic issues but is more broad based in its treatment of foreign policy, and other issues.

Pro's

- Would demonstrate the high priority attached to economic issues soon after your return from overseas.
- Would underscore the spirit of cooperation with the Congress, and emphasize the thoroughness of the consultation in preparing your economic proposals.

Con's

- With overseas trip, the State of the Union and the need for a major Panama address in late January or early February, this scenario could result in a serious "over-exposure" problem.
- Could detract from the public and Congressional impact of the State of the Union address.

Approve \_\_\_\_\_ Disapprove \_\_\_\_\_

Memorandum for the President  
December 8, 1977  
Page Seven

Scenario 3

- A. Publicly announce and submit tax elements of economic policy to the Congress in December.
- B. Announce remainder of economic package in the State of the Union.

Pro's

- Accepting Representative Ullman's argument of the need for a review period before commencing hearings on the tax package, a December announcement might improve the chances for rapid House action on the tax reform/relief components of your economic package.

Con's

- Since tax reductions are expected to be such a strong segment of your economic policy for FY79, the subsequent January economic policy announcements would probably be viewed as less significant in terms of overall potential effect on the economy than if the entire package were announced at once.
- Since a major part of your tax initiatives are expected to be the stimulus/tax relief component, announcement without release of the Administration's economic forecasts (scheduled for January) would be tantamount to putting forward your program (for hearings and criticism) while withholding the central rationale behind it.
- If the Administration's economic forecasts were publicly announced in December, (at the same time the tax package were put forward), critics would be provided with more than a month of advance time to develop and raise arguments on non-tax elements of your economic policy (e.g., jobs, inflation) before you would be in a position to respond.
- December announcement could divert attention from urgently needed energy legislation, particularly in view of the heavy overlap between energy conferees and tax committee members.

Approve \_\_\_\_\_ Disapprove \_\_\_\_\_

Memorandum for the President  
December 8, 1977  
Page Eight

VI. Possible Post-Announcement Follow-Up on Tax/Economic Policy Options

Other actions you might take after announcement to focus attention on your economic programs could include:

1. Presidential meetings with leaders of business, labor, government, and other private-sector groups at the White House could serve as vehicles for explaining your programs to opinion-makers, for building grass-roots support for your programs, and for maintaining public exposure for the economic program. Senior advisors could participate in such meetings.
2. During the course of the year other Presidential public appearances -- speeches, or perhaps a Town Meeting -- could be focused on the economy and your economic programs.
3. As soon as feasible, the groundwork should probably be laid for coordinated series of Cabinet and Vice Presidential speeches on your central economic issues.

~~CONFIDENTIAL~~



THE SECRETARY OF THE TREASURY  
WASHINGTON 20220

December 9, 1977

C

MEMORANDUM FOR THE PRESIDENT

Subject: Highlights of Treasury Activities **Electrostatic Copy Made  
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1. EPG ACTIVITIES

The EPG Steering Committee has been meeting frequently,  
with the Vice President,

- . to finish work on the reform side of the tax program,
- . to review the latest 1978-1979 economic forecasts,  
and their implications for the fiscal policy decisions  
to be announced in January, and
- . to analyze various anti-inflation options open to  
the Administration.

We are aiming toward a comprehensive decision meeting  
with you on these issues before Christmas. The Vice President  
has sent you a memorandum requesting your time for this and  
for several consultation sessions on economic policy with  
Congressional leaders.

On anti-inflation issues, we consulted Thursday with a  
small group of businessmen, led by Reg Jones. Next week,  
we will be discussing the same issues with labor representatives.

2. SOCIAL SECURITY AND ENERGY CONFERENCES

We are continuing to labor on the Hill to improve the  
Social Security compromise, particularly as it relates to  
tuition credits.

I am also working with Schlesinger, McIntyre, Schultze,  
and Eizenstat on means to limit the number and cost of the  
tax credits likely to appear in any compromise on energy.  
It is particularly important to check moves toward "refundable"  
credits (i.e., credits made available without regard to tax  
liabilities).

CONFIDENTIAL

Jay 2/22/80

The proliferation of tax credits, particularly of refundable credits, is very dangerous, expensive, and contrary to your tax reform objectives.

3. CONSULTATIONS WITH JAPAN

I will be seeing Ushiba on Monday. He is an old friend and I hope to talk frankly with him, concentrating on dollar/yen problems in the context of the need for changes in Japanese economic policy, not only next year but also for the longer run.

4. STEEL

The Administration's plans have been fairly well received but the "final blessing" from industry, labor, and our trading partners will come only after the issue of trigger prices is determined. I believe we can consider the task force's work a success.

5. PARIS MEETING

My meeting last weekend with finance ministers of the U.K., Germany, France and Japan was successful in moderating -- though not by any means eliminating -- concerns about recent exchange market developments, and in dampening pressures for large-scale exchange market intervention by the United States. There was broad support for overall U.S. economic policy, and general disappointment over growth performance in other major countries. The British were particularly critical of Germany's slack performance, and all of the Europeans put heavy pressure on the Japanese to deal with their current account surplus (we made clear that our efforts vis-a-vis Japan were not designed to give the U.S. special bilateral advantages). The group agreed that all would support the candidacy of Jacques deLarosiere, French Director of the Treasury, to succeed Witteveen next summer as IMF Managing Director (we have encouraged deLarosiere's candidacy from the outset). The group also agreed that present negotiations on a further increase in IMF quotas need not be concluded by next April, as now scheduled, but could be delayed until fall 1978. This will give us some breathing room on our Witteveen Facility legislation.

6. THE DOLLAR

The foreign exchange markets have been nervous and at times disorderly this week, reacting to various statements by German and Swiss officials. While we have taken some steps to counter the disorder, we have not thought it advisable to issue any formal statement.

7. PORTUGAL

In our Paris meeting last week we agreed with the Germans and the French to hold firm on the question of requiring the Portuguese to work out an agreement with the IMF before releasing funds under our bilateral loan agreements. This was the basis on which the multilateral package was put together. It is our understanding that the conditions which the IMF wishes to attach to drawings by Portugal are not a real source of the current Portuguese political problem, and that agreement on a more broadly based center coalition should not be difficult.

8. MEXICAN SWAP AGREEMENT

The Bank of Mexico and the Treasury reached agreement in principle this week on a two-year renewal of the Exchange Stabilization Fund (ESF) \$300 million swap agreement with Mexico. The Mexicans indicated that President Lopez Portillo had taken a personal interest and that Mexico strongly favored a continuation of this credit line between our two countries. Utilization of the ESF line is linked to Mexico's credit arrangements with the IMF. Earlier this month the Federal Reserve also renewed its \$360 million swap line with Mexico.

9. NEW YORK CITY

I will testify on New York City before the Senate Committee on Banking, Housing, and Urban Affairs next week. After reviewing the City's past fiscal and financing situation, I will focus on the uncertain future financial outlook and the steps which must be taken to improve it. Unpleasant as the corrective steps may be, I expect Congress and other interested groups will be receptive to our general approach. My speech on New York City finances last week seems to have been generally well received and will form a good framework for my testimony.

*Mike*

W. Michael Blumenthal

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ON DEC. 31 1983