

8/2/78

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Memo	David Aaron to Pres. Carter, w/attachments 8 pp., re:Inter-American Development Bank Correspondence /foriegn Head of State	7/28/78	A

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Revised:
8/2/78

THE PRESIDENT'S SCHEDULE

NOT ISSUED

1:30 p.m.

Wednesday - August 2, 1978

- 8:15 Dr. Zbigniew Brzezinski - The Oval Office.
- 9:00 Mr. Frank Moore - The Oval Office.
- 9:13 New Mexico State Attorney General Toney Anaya - Oval Office.
- 9:15 Congressional Meeting on Civil Service Reform.
(15 min.) (Mr. Frank Moore) - The Cabinet Room.
- 10:30 Mr. Jody Powell - The Oval Office.
- 11:30 Senator Lloyd M. Bentsen. (Mr. Frank Moore) - Oval Office.
(15 min.)
- 12:15 Assistant Secretary Omi Walden, Dept. of Energy.
(3 min.) The Oval Office.
- 12:20 Farewell Photograph for Richard E. Keiser, Deputy
(5 min.) Assistant Director, Protective Operations, U.S.
Secret Service, and Family - Oval Office.
- 12:25 Photograph with Ann and King Moss and Family.
(5 min.) (Mr. Hugh Carter) - The Oval Office.
- 12:30 Lunch with Mrs. Rosalynn Carter - The Oval Office.
(60 min.)
- 1:30 Presentation of Diplomatic Credentials.
(40 min.) (Dr. Zbigniew Brzezinski) - The Oval Office.
- 2:45 Drop-By Civil Service Reform Briefing. (Mrs. Anne
(10 min.) Wexler) - The State Dining Room.
- 3:15 Mr. Nelson Cruikshank - The Oval Office.
- 4:30 Secretary Joseph Califano, Under Secretary Hale
Champion, and Mr. Stan Ross - The Oval Office.
- # 6:30 Informal Dinner with Representatives of the News Media.
The Residence.

THE WHITE HOUSE

WASHINGTON

August 2, 1978

MEMORANDUM FOR: THE PRESIDENT

FROM: STU EIZENSTAT *Stu*
SI LAZARUS
STEVE SIMMONS

SUBJECT: Background on Congressional Changes
in Civil Service Reform Act

As background for your use in the civil service reform-related events scheduled in the immediate future, this is a summary of the status of the various components of the bill.

As you know, the original package (legislation and reorganization plan) had two basic thrusts: first, steps to increase incentives, flexibility, and to cut red tape (i.e., a single-headed Office of Personnel Management (OPM) to set tough performance standards, SES and merit pay for high-level managers, streamlined disciplinary procedures, and modifications in veterans preference, etc) and, second, steps to strengthen protection of employee rights (i.e., independent Merit Systems Protection Board (MSPB), Special Counsel, specification of merit principles and prohibited personnel practices, codification of the labor-management executive order in law, etc).

In general, the Senate Committee maintained and in some respects strengthened management-oriented provisions (except for veterans preference modifications), while the House Committee tended to weaken these provisions (except for veterans preference modifications, which it retained in revised form). Both the House and Senate Committees strengthened the employee rights provisions, enhancing the power and especially the independence of entities charged with this responsibility. The result is that the package emerging from the committees is less well-balanced than our original proposals, but nevertheless all the original components are still alive, in most cases near their original form.

TITLE I: MERIT SYSTEM PRINCIPLES

This title specifies basic principles of the merit system, as well as the prohibited personnel practices which can be grounds for disciplinary action against managers by the MSPB and the Special Counsel.

The only significant change in this title, by both committees, involved expansion of the whistleblower protection provisions. These changes were opposed by the administration, on the ground that they may encourage abuse by poor performers who wish to block legitimate disciplinary actions by claiming to be whistleblowers. However, the administration has accepted these changes and no longer opposes them.

TITLE II: CIVIL SERVICE FUNCTIONS

This important title:

- defines the powers of the OPM, MSPB, and Special Counsel;
- specifies the procedures for performance appraisal and discipline;

Some significant changes were made in this title:

1. Disciplinary procedures.

The crucial streamlining procedures for removing poor performers were significantly weakened by the House Committee. But, due largely to Senator Percy's leadership, the Senate Committee reinforced our original proposals. We expect the Senate to hold firm in conference, and will probably not try to change the House Committee's provisions on the floor.

2. MSPB-Special Counsel jurisdiction over White House staff.

Both committees changed the original bill to permit the Special Counsel and the MSPB to bring disciplinary actions against Presidential appointees not subject to Senate confirmation, for alleged commission of prohibited personnel practices. We will not seek to reverse this change.

3. Equal employment opportunity cases.

As you know, Senator Ribicoff forced through changes increasing the role of the MSPB in cases where the employee claims discrimination as a defense to the disciplinary action. In brief summary, the Ribicoff-Javits amendment adopted by the Committee retained the shell of the procedure in Reorganization Plan #1

for EEOC reconsideration of an MSPB decision on an EEO issue, but (1) restricted the EEOC's scope of review, and (2) created a mechanism for judicial resolution of disputes between the MSPB and the EEOC. The House Committee reaffirmed the procedures established by Reorganization Plan #1. We are bound by the terms of our compromise with Ribicoff not to oppose the Ribicoff-Javits amendment on the Senate floor, but we expect the conference to move very close to our original position (Reorganization Plan #1). (Civil rights groups are disturbed by the Senate Committee's action, and we are working to keep them from instigating what would be an ugly and, we believe, futile floor-fight in the Senate -- or from opposing the bill in the House.)

4. Independent status for the OPM and the Special Counsel.

A major change in the bill was made by the Senate Committee, during the final moments of its mark-up -- to provide that the Director and Deputy Director of OPM can be removed by the President solely for "cause." In effect, this provision would put OPM and the Federal personnel system beyond the direct control of the President -- an intolerable result. We will work very hard to reverse this change on the Senate floor.

Both the House and Senate Committees provided that the Special Counsel can only be removed by the President for "cause." We consider this change unconstitutional (an invasion of the President's proper authority) but far less serious than the similar provision for OPM. We will probably be constrained to permit this change to stand, while continuing to object on constitutional grounds.

TITLE III: STAFFING

The major component of this title, as originally proposed was the veterans preference modifications. Rejected on a close vote by the Senate Committee, they were retained in revised form by the House Committee. The major House features are:

- 15-year, one time use for 5 point preference non-disabled vet job applicants;
- 8 year preference for non-disabled vets in RIF's (Reductions in Force)
- No preference for retired officers and 3 year limit for other military retirees.
- various increased benefits for Vietnam-era and disabled vets--e.g., non-competitive placement to GS-5, etc.

We will fight hard to keep this on the House floor, and will determine our Senate floor strategy after the House vote.

TITLE IV: SENIOR EXECUTIVE SERVICE

This crucial title was retained and strengthened by the Senate Committee, over vigorous objections from Senators Mathias and Stevens. The House Committee retained the substance of the title, except for its last-minute 13-12 adoption of the Spellman amendment turning the proposal into a three-agency, two year "experiment," which would be impossible to staff or operate. We will fight to restore the full title on the House floor.

TITLE V: MERIT PAY FOR GS-13-15 MANAGERS

The Senate made no changes in this title. The House accepted the concept, but eliminated our provision cutting out automatic annual comparability salary increases for covered managers. This change dilutes the incentive feature of the title, and increases its cost. We will probably not seek to change this provision on the House floor, and look to conference.

TITLE VI: RESEARCH AND DEMONSTRATION PROJECTS

The Senate made no significant changes in this title. The House made no significant changes, except for a one-House veto on individual projects which we opposed.

TITLE VII: LABOR-MANAGEMENT RELATIONS

The Senate made no changes in this title. The House Committee made many significant changes:

- expanded the scope of permissible bargaining to include such items as "methods and means" of doing work, job classification, employee promotion and discipline, and government wide regulations.
- provided for award of attorney fees to a victorious employee in all discipline cases arising under the bill;
- made the Federal Labor Relations Authority independent of Presidential control, by making its members removable solely for cause.

We will seek to change some of these amendments on the House floor, and hope to move Title VII close to our original proposal in conference.

ADDITIONAL HOUSE TITLES

As you know, the House Committee added to the bill over administration objections new titles which reduce the work-week for Federal firefighters (previously vetoed as a separate bill) and which liberalize the Hatch Act (previously passed by the House), as well as certain less damaging additional items. We will try and have those removed on the House floor. (Although we support Hatch Act reform, we consider it inappropriate to attach it to the Civil Service Reform bill.)

LIKELY FLOOR ISSUES

While an exact forecast is premature, likely issues for the floor appear at this point to be:

House:

- Removal of Hatch Act title
- Removal of Firefighters title
- Elimination of Spellman amendment making SES an "experiment"
- Modifications of labor-management title
- Retention of veterans preference changes

Senate:

- Reinstatement of original provisions making OPM subject to full Presidential control
- Reinstatement of veterans preference modifications (possible -- may leave to conference)
- Restrictions on SES (to be proposed by Senators Mathias and Stevens)

THE WHITE HOUSE
WASHINGTON
August 2, 1978

Hamilton Jordan

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

Rick Hutcheson

LAKE ALMA

THE WHITE HOUSE
WASHINGTON
August 2, 1978

*Ham - I don't want to
get involved in this,
but I agree with
CEQ, EPA, DOI, DOJ,
and HUD. It's a
bad project. ok with
me for Ga & Bacon Co.
THE PRESIDENT & Alma to fund
it
Stu J.C.*

MEMORANDUM FOR:

FROM:

SUBJECT: Lake Alma Project

This memorandum is a follow-up to your request for information on the proposed Lake Alma Project in Alma-Bacon County, Georgia.

Alma-Bacon County was considered by the Department of Housing and Urban Development (HUD) for a Community Development Block Grant (CDBG) for a project to construct and develop a 1400-acre public reservoir or lake to provide water-oriented outdoor recreation opportunities and for single-family houses around the proposed lake.

In order to create the lake, mature wetlands would be flooded and Hurricane Creek would be dammed-up.

HUD prepared a draft environmental impact statement in early 1976, which was reviewed by the Environmental Protection Agency (EPA) and the Department of the Interior (DOI).

EPA and DOI criticized the project because:

- a) The destruction of 1400 acres of wetlands;
- b) A concern that water quality in the proposed reservoir might be deficient, with an aquatic weed problem and, ultimately, a "dead" lake.

DOI questioned the suitability of this type of recreation area and proposed trails, hiking and related activities to take advantage of the wetlands.

HUD published a final environmental impact statement on December 15, 1976 which rebutted the EPA-DOI analysis. It included that the project would increase employment in the county. It further indicated that siltation and sedimentation will occur downstream from the project on a temporary basis but concluded that there would be positive long-term environmental effects on improving water quality in ecosystems downstream from the damsite, an enhanced "esthetic environment," and an

increase in certain game and non-game fish populations, with proper management of the lake.

The HUD statement also included:

"Erosion of the banks, sedimentation in the reservoir, increased noise levels, elimination and inundation of approximately 1,400 acres of bay and branch swamp habitat would also result. The project would lead to permanent displacement of most terrestrial fauna within the project area, loss of habitat for three candidate-threatened plant species, alteration of biological conditions (resulting from replacement of a free-flowing stream to a lake environment), and change in composition of the benthic community. Aquatic weeds will occur and may reach nuisance proportions in isolated, shallow areas of the lake, but not impair the recreation potential of the lake. Around the immediate lake perimeter, existing vegetative communities can be expected to be replaced by species characteristic of the bay and branch swamp communities. Possible accumulation of pollutants and minor sedimentation in the lake would also result."

Despite the positive impact statement from HUD, it did not make a final decision on CDBG funding at that time.

In March 1977, EPA referred HUD's final impact statement to the Council on Environmental Quality (CEQ) for evaluation. In June 1977, CEQ recommended to HUD that it not approve CDBG funding for the project due to the wetlands problem. EPA and DOI then formally recommended against funding. The Department of Justice (DOJ) recommended against funding and indicated it would defend HUD against a suit by Alma-Bacon County if it decided to refuse funding of the project. In July 1977, HUD asked my staff for advice on what to do and we told HUD that from our standpoint it was an agency call. Jody was informed of the issue by my staff at the time. HUD, deferring to the views of the other agencies, then decided not to fund the project.

Environmental plaintiffs, originally believing that HUD would issue the CDBG approval for the Lake Alma project, sued over the adequacy of HUD's environmental impact statement before the HUD decision not to fund it. After HUD's negative decision, Alma-Bacon County filed a cross-action challenging HUD's authority to deny the project.

All parties to the lawsuit agree that a 404 permit from the Corps of Engineers is a prerequisite for HUD's approval. Thus, Alma-Bacon County decided it was in their best interests to seek the permit before continuing the litigation since the case could not be won by them without a 404 permit -- even though a 404 permit would not insure their success in the lawsuit.

DOJ believes that if the 404 permit is issued by the Corps, HUD would probably reverse its negative decision since the same agency considerations which led to HUD's denial of funds would need to be resolved for HUD to issue a 404 permit. The Corps' 404 consideration is therefore likely to be the critical issue. It will go through an inter-agency consultative process in making its decision.

The Corps does not anticipate a final decision on the 404 action until October of this year.

Chuck Parrish, Secretary Andrus' executive assistant, who worked for Joe Tanner in Georgia, believes the project is deficient from an economic development standpoint but that its adverse environmental impacts are not overwhelming.

Hamilton, in his memorandum, states he "would like your permission to say that we have no position on the project, but are willing to allow the review process to take place without prejudice."

Based on the above, I think Hamilton's position is the correct one to take.

Bus Execs - Civil Service Reform
Fair return 8/2/78
Bureaucratic mess
Cabinet
15 months ago
Private Bus Mngt
No harm to good emp
Reward excellence
Managers manage
Service
Red tape
Veterans preference
non- { Hatch act
germanel } Firefighters Bill
Senior Exec Service
Leaders - help

Civil Service Reform Briefing 8/2/78

diplomatic credentials
presentation 8/2/78

THE WHITE HOUSE
WASHINGTON

Burma - U Hla Shwe

Pres Ne Win

Non Aligned. Narcotics coop.

New Era

Afghanistan - Nour Ahmad Nour

Pres Taraki (us) (Exile)

USec Newsome 7/13

Non-aligned (at best)

Continue present aid

diplomatic credentials
presentation 8/2/78

THE WHITE HOUSE
WASHINGTON

Thailand Klos^t Visessurakarn

King Phumiphon (US '67)
PM Kriangsak
Swiss → Phil → UN

Ind Univ (VP 5/78)
Narcotics - Refugees

PM Kriangsak → US '79

ASEAN/US mtg
Stabilize SE Asia

Sierra Leone Turay
Pres Stevens (US 76)

Banker = Econ difficulty
Bethlehem Steel

Human Rts?
Ag development

diplomatic credentials
presentation 8/2/78

THE WHITE HOUSE
WASHINGTON

Spain - Lladó
King Juan Carlos (US 78)
Pres Suarez (US 78)
Clem Eng (VP 5/78)
(Byrd 78)

Stable democracy
Mutual security
Gen. Gutierrez

THE WHITE HOUSE
WASHINGTON

8/2/78

rick--

i gather the first lady
brought these at lunch today

--SSC

6
Electrostatic Copy Made
for Preservation Purposes

GERRY MULLIGAN
8 Devil's Garden Road
Rowayton, Conn. 06854

R C

HP

July 11, 1978

JUL 13 1978
nm

President Jimmy Carter
The White House
Washington, D. C.

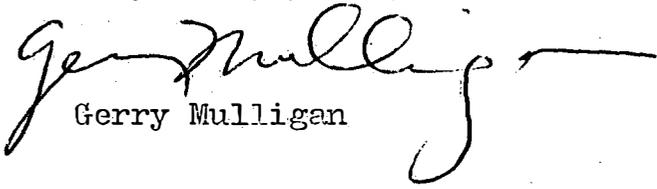
Dear Mr. President,

I must tell you that I never expected to have such a good time on the lawn of the White House, and I want to thank you personally because I think it was your attitude and enthusiasm that made it such a glorious occasion. You made a lot of great musicians very proud and happy that day and I'm glad I was privileged to be there.

If ever I can be of service to you or Mrs. Carter, please don't hesitate to call on me. I gave a little recital at the Embassy in Rome a few months ago for Ambassador and Mrs. Richard Gardner. It was a very nice occasion, and it particularly pleased the Italian people to have the American Ambassador honor a jazz musician in this way. So if there ever is an occasion that you decide is appropriate I would be honored to play for you.

Again, many thanks for making the "First and Only White House Jazz Festival" the heart-warming and gratifying occasion that it was.

Very truly yours,


Gerry Mulligan

GM:E

P. S. Franca Rota Borghini, who is my fiance and is from Italy, asked me to send two photographs she took that day in order to express her thanks and appreciation.

TRANSFER SHEET

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 Other (Specify:)

DESCRIPTION:

2-8 X 10 B&W photos of function on White House Lawn, both are marked
"Franca Rota Bogrhini" on the backs

Series: Office of Staff Sec.-Pres. Handwriting File

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Electronics Corp. Mando
and President's Progress





HOWARD BUCKNELL III

C

Dear Rosalynn,

I would appreciate your bringing the attached letter and enclosed report to Jimmy's attention. I think what we are proposing to do will be useful and of possible importance in the months ahead -

Warm personal regards -

Sincerely,

Howard



The Ohio State University

Program for Energy Research,
Education, and Public Service

Oxley Hall
1712 Neil Avenue
Columbus, Ohio 43210
Phone 614 422-5485

James E. Carter
President of the United States
The White House
Washington, D.C. 20500

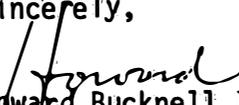
Dear Jimmy,

Enclosed is a copy of the Spring 1978 Quarterly Report of Ohio State University's Mershon Center. This report announces a research program into the interrelated questions of national security and energy. The research will be undertaken jointly by the Mershon Center and the University's Program for Energy Research, Education, and Public Service.

I think that the substance of this initial report and the implications of the proposed research will be of considerable interest to you and members of your administration.

Warm personal regards.

Sincerely,


Howard Bucknell III
Research Associate

HB:skd
Enclosure

THE WHITE HOUSE
WASHINGTON
August 2, 1978

Jerry Rafshoon

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

Rick Hutcheson

cc: Jim McIntyre
Jody Powell

CASH MANAGEMENT PROGRESS REPORT



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

2 AUG 1978

Jerry
PR
J

MEMORANDUM FOR THE PRESIDENT

FROM: James T. McIntyre, Jr. *J. McIntyre*

SUBJECT: Cash Management Progress Report

Since my last progress report to you, our Reorganization Project has identified further cash management improvements in six departments and agencies. Decisions and actions have been taken in this Administration that will save the Government over \$53 million a year in interest savings by accelerating receipts, better controlling disbursements, and eliminating idle balances. These savings are in addition to the \$125 million in annual savings I reported in April. The attached report summarizes these achievements and outlines future steps.

Since my last report, we have also initiated five additional joint PRP/Agency cash management reviews (in HEW, EPA, HUD, Interior, and State) and are monitoring and providing technical assistance to efforts in Defense, the Veterans Administration, and a dozen smaller agencies.

This fall we will provide a final report on Administration cash management accomplishments.

Attachment

THE WHITE HOUSE
WASHINGTON
August 2, 1978

Jack Watson

The attached was returned in the President's outbox today and is forwarded to you for your information. The original is been forwarded to Stripping for mailing.

Rick Hutcheson

cc: Stripping

THE WHITE HOUSE
WASHINGTON

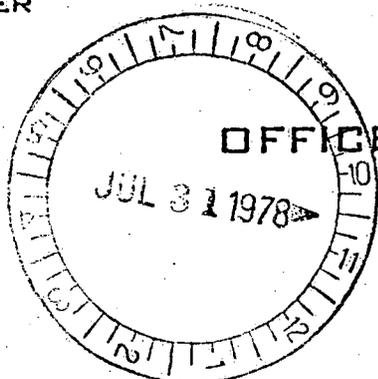
NOTE FOR THE PRESIDENT

FROM: JACK WATSON *Jack*

I think the attached letter to the editor from Henry Maier is worth your reading time; Henry wrote this in response to the U.S. News and World Report article, "What Went Wrong?" in the July 24th issue.



HENRY W. MAIER
MAYOR



OFFICE OF THE MAYOR
MILWAUKEE

July 21, 1978

To Henry Maier -
Thanks, again!
We're doing our best
& making progress.
I'm lucky to
have your support
& friendship

Jimmy C.

Mr. Marvin L. Stone, Editor
U.S. News & World Report
2300 N Street, N.W.
Washington, D.C. 20037

Dear Mr. Stone:

As one who has generally agreed with your reporting policies in the past, I find it painful to be forced to disagree substantially with you in your critical assessment of President Carter's administration to date ("What Went Wrong?" - USNWR, July 24, 1978). You have fallen into the classic "adversary" posture which a large segment of the media seems to feel is their mandated role whenever they report on public officials.

Inferring that the President's rating in the public opinion polls is in any way a reflection upon a lack of personal endeavor does not seem fair to your readers.

There are, it seems to me, at least two errors in the assumptions which the article makes in order to validate its headlines.

First, that the Congress, in whole or at least as a majority, has either withdrawn or has withheld its support of the President and his programs.

Based on your sample of quotations, you are reasonably accurate only if you speak only of the Republican side of the Congress, but even here there is no basic unanimity. Lack of support from the opposition party, as you very well know, is the generally accepted way of life in our form of government. However, even in the Republican column there are such assessments as: "He is doing better"; "He is well-intentioned, sincere, dedicated"; "He has tried hard". Most critical, in this column, is the implication that he hasn't learned how to "cooperate with Congress" -- whatever that means. It smacks somewhat of petty jealousy to me.

July 21, 1978

By the count from your sample you had 8 Democrats favorable, one giving him a passing mark and 8 Republicans unfavorable (what's new about this). I don't know how you can justify low marks from a Democrat controlled Congress based on this sample.

I fail to see in these comments any mass desertion from the original camp of Carter supporters. In fact, I see some very real "positives".

Your "18-month Box Score" does absolutely nothing to support a contention of failure. Fourteen victories against seven defeats on major issues in 18 months -- four out of five on Economic Issues; three out of five on Foreign Policy matters -- ain't all that bad! In fact, ask any fair minded elected public executive of government what kind of a record he thinks it represents and I believe you will get nothing but "an excellent rating for 18 months".

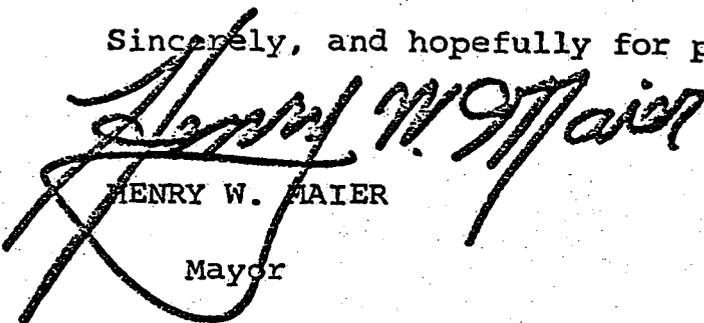
Second. Look at the column on the far right (P. 21). Twenty-five major goals still "undecided" can certainly not be labeled "failures" and laid at the feet of the President. The positive feature here is the perceptive insight which Mr. Carter has displayed in some very sensitive and bound-to-be controversial issues where some toes almost certainly will be stepped on. If fault is to be attached, I think it belongs squarely on the doorsteps of those in the Congress who -- for selfish reasons, but not simply to oppose the President, per se -- refuse to come to grips with anything that might stir up their constituency or endanger their own future at the polls.

I, for one, am firmly convinced that President Carter is giving us an honest deal; that he is doing a highly commendable job. Most of your Congressmen, by their own statements, bear me out. Any so-called failure to obtain implementing legislation does not automatically mean absence of support in the Congress -- as your article implies. I see no erosion whatsoever of the President's personal integrity in the minds of the public. And that, I am convinced, is the ultimate measure of the man's effectiveness as our Nation's chosen leader.

Mr. Marvin L. Stone
Page 3
July 21, 1978

So let's see USN&WR return to its more traditional position of factual, in-depth, honest and analytical reporting, giving credit or blame where it is rightfully due.

Sincerely, and hopefully for publication

A large, stylized handwritten signature in black ink, appearing to read "Henry W. Failer". The signature is written over the typed name and title.

HENRY W. FAIER

Mayor

THE WHITE HOUSE
WASHINGTON

August 2, 1978

Jack Watson

The attached was returned in the President's outbox today and is forwarded to you for your information! The letter has been forwarded to Stripping for mailing.

Rick Hutcheson

cc: Stripping

THE WHITE HOUSE
WASHINGTON

July 28, 1978

MEMORANDUM FOR THE PRESIDENT

FROM: JACK WATSON *Jack*

In his letter to you, Mayor Maier requests that Milwaukee be chosen as a demonstration city to show how the Administration's urban policy works. He wants to target several neighborhoods for redevelopment and work with the Interagency Coordinating Council to obtain federal financing for planning and implementation.

Your response states your decision against selecting any White House target cities, but indicates other types of assistance the Interagency Coordinating Council might be able to provide to him on specific multi-agency projects.

Attachments

THE WHITE HOUSE

WASHINGTON

August 2, 1978

To Mayor Henry Maier

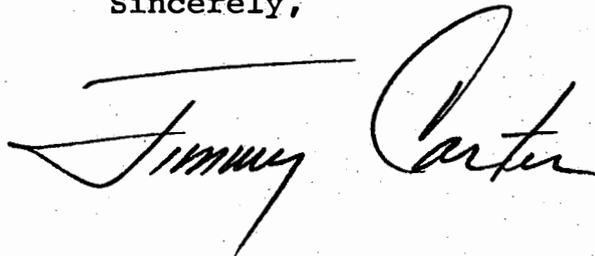
I want to thank you for the inspiration and support you have constantly given us in the development of our urban policy. I personally appreciate your wise counsel and advice very much.

The thoughtful six-page proposal you recently sent to me is characterized by your usual enthusiasm and creativity. In addition, it is backed up by a long track record of solid achievements in Milwaukee.

Although I do not want to pick "model" or "target" cities per se, I am eager for cities and other local governments that are willing and able to do so, to develop coordinated urban strategies to which the Federal government can then respond in an equally coordinated way. As you know, the new Interagency coordinating Council, which Jack Watson chairs, is designed and intended to serve that very purpose.

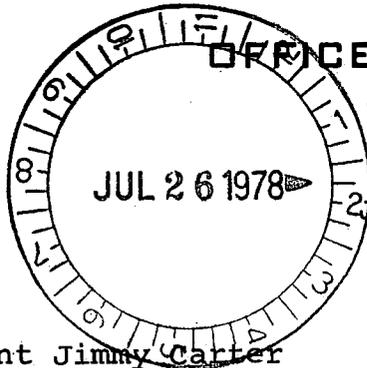
I have asked Jack to be in touch with you concerning your ideas and proposals in an effort to identify specific ways we can work together to achieve some tangible and significant results.

Sincerely,

A handwritten signature in cursive script, reading "Jimmy Carter". The signature is written in dark ink and is positioned below the word "Sincerely,".

The Honorable Henry W. Maier
Mayor of Milwaukee
Milwaukee, Wisconsin 53202

2
HENRY W. MAIER
MAYOR



OFFICE OF THE MAYOR
MILWAUKEE

July 24, 1978

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

Dear President Carter:

I present to you a proposal which I hope will be considered most seriously.

The cost key to the proposal is twofold (as separate from benefit gains):

1. The short-term pooling of combined resources needed for implementation would be offset by increased revenues.
2. A net reduction in public funds for the social overhead we are paying as a result of deferred maintenance, inattention to the total system and lack of integrated strategies.

I. BACKGROUND OF THE PROPOSAL

Just before your announcement of the National Urban Policy, the Office of the Mayor of Milwaukee prepared a document to illustrate central cities' needs in terms of a federal urban program. This document was presented to you, Jack Watson, Stuart Eizenstat, and Patricia Harris.

This document - Milwaukee--A Micro Approach to Setting Macro Urban Priorities - graphically demonstrated how even a city with outstanding credentials in most areas required federal assistance to combat central city decline.

President Jimmy Carter

Page 2

July 24, 1978

Even with a Triple A bond rating, and high values on several socio-economic indicators, Milwaukee is showing the signs of distress. In areas such as unemployment, income and population distribution, and location of manufacturing jobs, the disparity between the central city and the surrounding suburban areas was shown to be increasingly significant.

Then, in March, 1978, you presented to the nation your program for a New Partnership to Conserve America's communities.

At the meeting of the United States Conference of Mayors in Syracuse that the Secretary of HUD attended in April, 1978, I stated that your National Urban Policy was "a new beginning" for the nation's cities.

II. THE PROPOSAL

It seems to me that the most dramatic, effective, and expeditious way in which to translate our common urban policy goals to action would be to demonstrate:

- A. what an American city can be like if it really works for its people;
- B. how the partnership of local and state government, the private sector, voluntary associations and neighborhoods can organize to accomplish that result; and
- C. how existing and proposed federal programs could be organized and managed, under the overall leadership of your Interagency Coordinating Council, to assist the local partnership in realizing the desired objectives.

The City of Milwaukee is prepared to join with HUD and collaborating agencies to bring about such a demonstration.

More specifically, I propose that:

President Jimmy Carter

Page 3

July 24, 1978

1. HUD and the City delineate a demonstration area comprised of several neighborhoods. This area would be large enough--100,000 to 200,000 people--to embrace substantial sectors of the life support systems that serve the people in the city, such as education, job training, health services, recreation, public safety, transportation, environmental services, employment centers, and housing.

2. We would set about creating a believable image of how this section of an American city can be changed and improved in physical, social, and economic terms to permit the people who live there to realize their shared human goals: a decent home in a good environment, an adequate living at satisfying work, good health, good education, etc.

3. Within the framework of an economic model, we would calculate the costs of creating a whole community as sketched above, and the benefits that would flow from such a community in economic and social terms. There would be physical models and graphic presentations that would present the real, physical transformation of blighted and tired old areas of the city into livable communities.

There would be detailed descriptions of the programs and the schedules required to achieve those results, estimates of the investment (public and private) required to get there, and of the yield in reduced cost of services and increased tax revenues that would result from the working livable community.

There would be, in short, an encouraging image of what could be with believable economic and social models for the process of doing it.

4. We would create the partnership organization and process that would manage the tasks of human and community development by bringing together at the table the parties from the public and private sectors who would be essential participants in the process of community improvement.

III. MILWAUKEE HAS THE CAPABILITY.

The City of Milwaukee has the human resources and the will to undertake the tasks that I have described.

President Jimmy Carter
Page 4
July 24, 1978

City agencies, in collaboration with our Common Council of sixteen aldermen who serve both as legislators and district expeditors, have aided in establishment and implementation of a number of programs that address the economic, social and physical dimensions of urban life. I believe we can obtain the full cooperation of the private sector and other governmental units. The following are some illustrations of capabilities:

A. MILWAUKEE HAS AN ECONOMIC DEVELOPMENT STRATEGY IN PLACE

Milwaukee pioneered municipal economic development with proven results.

For instance, an Industrial Land Bank program has been in operation for more than fifteen years, responsible for making sites available for industrial development to encourage private investment and job-creation at strategic areas in the community. And the city has been issuing industrial revenue bonds to provide necessary financing for such job-creating development.

Let me give you a concrete illustration of two potentially interlocking projects in economic development and job training.

Milwaukee has completed Phase I of the renewal of its original large scale industrial site, the Menomonee Industrial Valley. Our Milwaukee Area Technical College, nationally recognized as unique in its training facilities for youths, dropouts, adults, and citizens at all levels, has just developed a new large concept for a program of counselling, guidance, and assessment along with orientation to the world of work. The working title is "The Institute for Vocational Readiness."

The above projects are in close proximity and can be made to work together to achieve mutual results in the job field.

B. MILWAUKEE HAS NEW HEALTH STRATEGIES IN PLACE

Milwaukee has also been a pioneer in the public health field.

For example, we have just been selected as one of five out of one hundred and thirty-four cities for a three million dollar

President Jimmy Carter

Page 5

July 24, 1978

Robert Wood Johnson Foundation grant to initiate a comprehensive health care program in three new inner city health care facilities.

These facilities will provide public health and preventive health services for medically underserved families in two large areas of the city. An interlocking part of this effort is our unique Project LIFE (Longevity Improvement for Everyone) preventive health program which is just entering Phase I with a five hundred thousand dollar appropriation from the Community Development Block Grant program. Project LIFE incorporates the concepts of preventive, maintenance, rehabilitative and life-saving health services.

C. HOUSING EFFORT

The Housing Authority owns and manages more than five thousand housing units for low-income families and other disadvantaged households and oversees an additional one thousand units under a Rent Assistance Program. The Authority also plays a part in providing educational, recreational, training and other social services to the housing residents.

The Neighborhood Improvement Development Corporation (NIDC) makes low-interest home improvement loans to owner-occupants of homes in the city and operates a homesteading program.

The Milwaukee Economic Development Corporation, which complements the NIDC, provides financial assistance for rehabilitation of commercial properties.

IV. PRODUCTION OF THE OPERATIONAL PLAN

Some of the work could be accomplished by people already working with public agencies, private firms and community groups in programs such as those described above. Much of the work, however, would require us to retain the assistance of outside firms with proven experience in the development, financing, construction and management of the facilities which form or would form an important part of the life support systems mentioned above.

President Jimmy Carter

Page 6

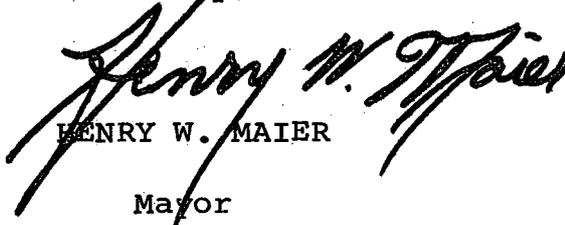
July 24, 1978

I hope that the financial support required to retain this assistance can be obtained from the constituent agencies of the Interagency Coordinating Council involved in the fulfillment of your Urban Policy. I estimate that the program described would cost \$1 - \$1.5 million for operational planning purposes, and will produce a result for you in record time -- 18 to 24 months.

In my judgment, the design and implementation of this demonstration project would be of enormous benefit to the nation's cities. It would also provide a living test of, and testimony to, your Urban Policy.

I would like very much to meet with you to discuss the approach that I have outlined in this letter, a practical approach to convert your National Urban Policy into a working instrument for developing livable, supportive neighborhoods and communities in American cities.

Sincerely,



HENRY W. MAIER

Mayor

Original letters to: Mr. Jack Watson
Mr. Stuart Eizenstat
Secretary Patricia Harris

THE WHITE HOUSE
WASHINGTON
August 2, 1978

Jim McIntyre

The attached was returned in the President's outbox today and is forwarded to you for appropriate handling. The signed original was sent to Bob Linder for delivery to the Hill.

Rick Hutcheson

cc: Bob Linder

FOR STAFFING
FOR INFORMATION
FROM PRESIDENT'S OUTBOX
LOG IN/TO PRESIDENT TODAY
IMMEDIATE TURNAROUND
NO DEADLINE
LAST DAY FOR ACTION -

ACTION
FYI

ADMIN CONFID
CONFIDENTIAL
SECRET
EYES ONLY

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

ARAGON
BOURNE
BUTLER
H. CARTER
CLOUGH
COSTANZA
CRUIKSHANK
FALLOWS
FIRST LADY
GAMMILL
HARDEN
HUTCHESON
JAGODA
LINDER - <i>delivered</i>
MITCHELL <i>for copy</i>
MOE
PETERSON
PETTIGREW
PRESS
RAFSHOON
SCHNEIDERS
VOORDE
WARREN
WISE

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



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

11

August 1, 1978

MEMORANDUM FOR: THE PRESIDENT
FROM: W. Bowman Cutler
SUBJECT: Proposed 1978 Supplemental Appropriations for the Department of Transportation

Attached for your approval is a request for a 1978 supplemental appropriations for the Department of Transportation. The details of this proposal are included in the fact sheet attached to this memorandum.

This request would provide \$22 million to the National Railroad Passenger Corporation (AMTRAK) for the purchase of 7 new electric locomotives for use on the Northeast rail corridor (Washington-Boston). These locomotives are necessary at this time to enable AMTRAK to meet the congressionally mandated 1981 trip times. The present locomotive fleet in use along the corridor was inherited from the Penn Central, is now 40-50 years old, and cannot meet the mandated 1981 schedules. This fleet is nearing the end of its service life and is subject to frequent breakdowns while requiring extensive maintenance.

RECOMMENDATION

That you sign the letter transmitting this request to the Congress. Transmittal at this time is recommended in order to allow for proper consideration by Senate Appropriations Committee during their markup of the Second Supplemental Appropriations Bill.

Attachment

*Jim - Make us look incom-
petent. I really do not
like these small, piecemeal
predictable requests. The
locomotives are only 10
months older than when we
completed the major
1978 budget requests
J*

THE WHITE HOUSE
WASHINGTON

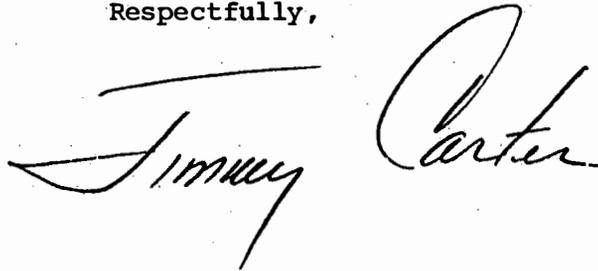
The President
of the Senate

Sir:

I ask the Congress to consider a request for fiscal year 1978 supplemental appropriations in the amount of \$22,000,000 for the Department of Transportation.

The details of this proposal are set forth in the enclosed letter from the Executive Associate Director for Budget of the Office of Management and Budget. I concur with his comments and observations.

Respectfully,

A handwritten signature in cursive script that reads "Jimmy Carter". The signature is written in dark ink and is positioned to the right of the word "Respectfully,".

Enclosure

DATE: 01 AUG 78

FOR ACTION: STU EIZENSTAT

FRANK MOORE (LES FRANCIS)

No extensions beyond Noon

INFO ONLY: THE VICE PRESIDENT

JACK WATSON

SUBJECT: CUTTER MEMO RE PROPOSED 1978 SUPPLEMENTAL APPROPRIATIONS
DEPARTMENT OF TRANSPORTATION

+++++
+ RESPONSE DUE TO RICK HUTCHESON STAFF SECRETARY (456-7052) +
+ BY: 1200 PM WEDNESDAY 02 AUG 78 +
+++++

ACTION REQUESTED:

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

PLEASE NOTE OTHER COMMENTS BELOW:

THE WHITE HOUSE

WASHINGTON

August 1, 1978

MEETING ON CIVIL SERVICE REFORM WITH BUSINESS REPRESENTATIVES

Wednesday, August 2, 1978
2:45 p.m.
The White House
State Dining Room

From: Hamilton Jordan *H.J.*
Anne Wexler *AW*
Stu Eizenstat *SE*

I. PURPOSE

To greet Chief Executive Officers and to seek their support for your Civil Service Reform program.

II. BACKGROUND, PARTICIPANTS & PRESS PLAN

A. Background:

- 1) Approximately 75 Chief Executives of medium-sized businesses from across the country will be attending a Civil Service Reform briefing. They were invited as businessmen and local community leaders.
- 2) Prior to your arrival, the group will have been briefed by Jim McIntyre, Stuart Eizenstat and Alan Campbell (see attached agenda). When you arrive, the program will be at the conclusion of the question-and-answer period.

B. Participants: See attached.

C. Press Plan: White House Photo and Press Pool.

In addition, about 15 press representatives will attend the entire briefing, including the balance of your remarks after the White House Pool leaves. They will be seated in the back of the room. They represent newspapers in some of the home cities of the participants and the business press, including some of the major news magazines. We see this as an opportunity to show your efforts in support of civil service reform.

III. TALKING POINTS

1. I wanted to welcome you to the White House personally. I know that many of you have traveled far to come here, and I deeply appreciate it. I believe that one of the great strengths of our democracy is in the interaction of our people with our government. It is important that you who run firms that employ so many of our people, and affect the lives of so many more, take an active part in this process.
2. Scotty Campbell, Jim McIntyre, and Stu Eizenstat have discussed the details of our civil service reform proposals with you already, and I will not get into them. But I do want to emphasize how important this issue is to my Administration and to the Nation. Whenever I travel around the country, people tell me about problems they have in their dealings with the Federal bureaucracy. I know you as businessmen are especially familiar with this problem. There is too much red tape. There is costly delay. The quality of service is often not what it should be. Instead of helping, government often just seems to interfere.
3. You would not run a business this way and we cannot run a government this way. In fact, what we have done in this proposal is to take the best of private business management practices and incorporate them, where they are appropriate, into government. We are here to serve rather than to make a profit, but that does not mean that government cannot be efficient and responsive. It is people who run the government, and unless we can utilize people more effectively, we cannot make government work better. We want to restore incentives for employees to do well, to make it easier to discipline employees who do not perform, to protect legitimate employee rights and to provide management with the flexibility to run an efficient operation. There has not been a major reform of the civil service system since it was created almost a century ago. It is time to bring modern management techniques to the Federal sector.
4. When these reforms become law, it will mean less frustration for business as well as the average citizen. You will have better government service, whether that means less forms to fill out or quicker responses to your needs.

5. Now let me talk briefly about the Congressional situation. On the House side, civil service reform has been reported from Committee, and we expect a vote on the House floor early next week. As I am sure was mentioned before, we believe that the Hatch Act and Firefighters Bill provisions which were added in Committee should be voted down on the floor. Although I support Hatch Act reform, by attaching it to the civil service legislation we may kill both bills. The Hatch Act is not germane to the civil service legislation and should be struck from it. Also, the Senior Executive Service, which will provide a highly qualified corps of top government managers, was cut back in Committee. It must be fully restored on the floor. On the Senate side the bill voted from Committee, with a few exceptions, is in good shape. But there are a few Senators who may try to delay consideration of the bill, and we need to make sure the Senate has a chance to vote on it and pass it.
6. I also want to stress the importance of the changes in veterans' preference we have recommended, the bulk of which were adopted by the House Committees but not by the Senate Committee. These changes will give greater protection to Vietnam-era veterans and disabled veterans and will also provide greater employment opportunities for women and minorities in the federal government.
7. You are leaders in your communities, your opinions are respected. I need your help in telling the American people about this important initiative and in letting the people in your home towns know what it will mean. You can also be critically important in telling your Congressmen and your Senators about how important you think civil service reform is for this country.

Thank you.

Attachments

THE WHITE HOUSE

WASHINGTON

AGENDA

Wednesday, August 2, 1978

1:45 p.m.	Welcome	James T. McIntyre Director, Office of Management and Budget
	Civil Service Reform - An Element of Reorganization	
1:55 p.m.	Civil Service Reform - Domestic Priority	Stuart Eizenstat Assistant to the President for Domestic Policy
2:05 p.m.	Description of the Reform Proposals	Alan Campbell Chairman, Civil Service Commission
2:20 p.m.	Question-and-Answer Period	
2:45 p.m.	Remarks	The President

THE WHITE HOUSE

WASHINGTON

August 1, 1978

BRIEFING ON CIVIL SERVICE REFORM
WITH CORPORATE CHIEF EXECUTIVES

August 2, 1978

EXPECTED ATTENDEES:

- 1) Robert Allington
President
Instrumentation Specialities Company
Lincoln, Nebraska
- 2) Arthur Aston
President and CEO
Valley Federal Savings and Loan Association
Los Angeles, CA
- 3) Thomas E. Bellshaw
President
Bellshaw Brothers, Inc.
Seattle, WA
- 4) Abraham Berstein
CEO
AAMCO Transmissions, Inc.
Bridgeport, PA
- 5) Ellis L. Brown
Chairman and President
Petrolite Corporation
ST. Louis, MO
- 6) Dr. Paul A. Brown
Chairman of the Board
Net Path, Inc.
Hackensack, NJ
- 7) Morris Bryan
President
Jefferson Mills
Jefferson, GA
- 8) Alvah H. Chapman, Jr.
President and CEO
Knight-Ridder Newspapers, Inc.
Miami, FL

- 9) Martin Brusse
President
Rocky Mountain Orthodontics
Denver, CO
- 10) Henry H. Corrds
President
Fisher Price Toys
Division of Quaker Oats Company
East Aurora, NY
- 11) Charles E. Curry
Chairman of the Board
Curry Investment Company
Kansas City, MO
- 12) Robert F. Dee
Chairman and CEO
SmithKline Corporation
Philadelphia, PA
- 13) Ralph R. DesLauriers
President
Bolton Valley Corporation
Bolton, VT
- 14) Edson DiCastro
President
Data General
Westboro, Mass.
- 15) Arthur Eichelkraut
President
Wheeling Products Company
Wheeling, WV
- 16) Raiferd L. Drew
President and CEO
Lunus Industries, Inc.
Columbus, GA
- 17) Ronald Schaeffer
National Bank of Cynthia
Cynthia, KY
- 18) Amos McMullian
President and CEO
Flowers Industries, Inc.
Thomasville, GA

- 19) Charles Flynn
Bustop Shelters, Inc.
New York, NY
- 20) Joe Foy
President
Houston Natural Gas Corporation
Houston, TX
- 21) Wayne F. Fox
President
Triple "F" Inc.
Des Moines, IA
- 22) W.A. Franke
President and CEO
Southwest Forest Industries
Phoenix, AZ
- 23) Victor Frenkil
Chairman
Baltimore Contractors, Inc.
Baltimore, MD
- 24) Phil Gallagher
Miami, FL
- 25) Robert E. Gilmore
President and CEO
Caterpillar Tractor Company
Peoria, IL
- 26) Earl Graves
President
Earl Graves, LTD
New York, NY
- 27) Harold R. Gueskin
President
Vickers Petroleum Corporation
Wichita, KS
- 28) Richard W. Hanselman
Executive Vice President
Beatrice Foods Company
Denver, CO
- 29) Ray Hansen
President
R.A. Hansen Company
Spokane, WA

- 30) Julius Hermes
Chairman of the Board
Martin Processing, Inc.
Martinsville, VA
- 31) Dennis Holt
Chairman of the Board
Western International Media Corporation
Los Angeles, CA
- 32) Gordon Hough
President and CEO
Pacific Telephone and Telegraph
San Francisco, CA
- 33) Walter J. Humann
Executive Vice President and CEO
Hunt Investment Corporation
Dallas, TX
- 34) Dean W. Jeffers
CEO
Nationwide Insurance Company
Columbus, OH
- 35) Louis L. Jones
Chairman of the Board and CEO
Canton Textile Mills, Inc.
Canton, GA
- 36) Vernon Jones
Williams Pipeline
Tulsa, OK
- 37) B.Z. Kastler
Chairman and President
Mountain Fuel Supply Company
Salt Lake City, UT
- 38) Donald S. Kennedy
Chairman of the Board
Oklahoma Gas and Electric Company
Oklahoma City, OK
- 39) Samuel Klein
Chairman of the Board and CEO
Bank of Louisville
Louisville, KY
- 40) Robert V. Krikorian
President
Rexnord, Inc.
Milwaukee, WI

- 41) Charles E. Kuhn
Chairman of the Board and CEO
Wylain, Inc.
Dallas, TX
- 42) James Leprino
President and Chairman of the Board
Leprino Cheese Company
Denver, CO
- 43) Radford D. Lovett
President
Piggly Wiggly Stores, Inc.
Jacksonville, FL
- 44) Herbert Ligon
Ligon Specialized Hauler, Inc.
President and Owner
- 45) Herbert R. Molner
Chairman of the Board
TFI Industries
Chicago, IL
- 46) Edward G. Perkins
President and CEO
Fisher Scientific Corporation
Pittsburgh, PA
- 47) James B. Powell
Chairman of the Board
Biomedical Laboratories, Inc.
Burlington, NC
- 48) Thomas H. Quinn
Chairman of the Board
Bardes Corporation
Cincinnati, OH
- 49) George J. Thiergartner
Vice President and General Manager
E-Systems, Inc.
Montek Division
Salt Lake City, UT
- 50) Fred L. Turner
Chairman
McDonald's Corporation
Oak Brook, IL
- 51) Maurice Subilia
President
Fiber Materials, Inc.

- 52) Richard Reiman
923 North Carolina Avenue, S.E.
Washington, DC
- 53) J. William Robinson, III
President
John H. Harland Company
Post Office Box 105250
Atlanta, GA
- 54) Lewis Rudin
Rudin Management
345 Park Avenue
New York, NY
- 55) Herman Russell
President and Chief Executive
Officer
H. J. Russell and Company
504 Fair Street, S.W.
Atlanta, GA
- 56) Lynn D. Salvage
President
The First Women's Bank
111 East 57th Street
New York, NY
- 57) John E. Seward
President
Paty Lumber Company
400 East Main Street
Johnson City, TN
- 58) Dale Sights
Chairman of the Board
Ohio Valley National Bank
Post Office Drawer 5
Henderson, KY
- 59) W. Hunter Simpson
President
Physio-Control Corp.
Redmond, Washington
- 60) Robert H. Small
Chairman of the Board and
Chief Executive Officer
Dan River, Inc.
Post Office Box 6126
Greenville, SC

- 61) Robert Ash Wallace
President and Chief Operating Officer
Exchange National Bank of Chicago
Chicago, IL
- 62) Elmer Winter
Past President
Manpower, Inc.
Milwaukee, WI
- 63) Lewis G. Zirkle
President
Key Tronic Corporation
Spokane, WA
- 64) Frank W. Zurn
Chairman
Zurn Industries, Inc.
Erie, PA
- 65) Jack Adams
Lewisburg, TN
- 66) C.W. "Pete" Best
Charlton, Iowa
- 67) Steve Green
Green Distributors
Savannah, GA
- 68) Robert Barnett
Williams and Connelly
Washington, D.C.
- 69) Tom Storrs
Chairman of the Board and CEO
North Carolina National Bank
Charlotte, NC
- 70) Theodore Strauss
Chairman of the Board
United National Bank
Dallas, TX
- 71) William Fishman
Chairman and CEO
ARA Services, Inc.
Philadelphia, PA
- 72) John Amos
American Family Life Assurance Company
Columbus, GA

- 73) Fred Bernatz
President
Grizzly Mfg. Company
Hamilton, MT

- 74) Daryl F. Grisham
President
Parker House Sausage Company
Chicago, IL

THE WHITE HOUSE

WASHINGTON

August 1, 1978

FAREWELL PHOTOGRAPH FOR DICK KEISER

Wednesday, August 2, 1978
12:20 p.m. (5 minutes)
The Oval Office

From: Hugh Carter *HK*

I. PURPOSE

Farewell photograph with Dick Keiser and family

II. BACKGROUND, PARTICIPANTS & PRESS PLAN

A. Background: Dick has recently been promoted to Deputy Assistant Director, Protective Operations, U.S. Secret Service. He has been with the Secret Service since 1962, and has served four Presidents.

B. Participants: Dick Keiser
Patricia Keiser (wife)
Eric Keiser (son)

C. Press Plan: White House Photographer only.

78
62

16

THE WHITE HOUSE

WASHINGTON

August 1, 1978

PHOTOGRAPH WITH ANNE AND KING MOSS

Wednesday, August 2, 1978
12:25 p.m. (5 minutes)
The Oval Office

From: Hugh Carter 

I. PURPOSE

Photograph with Anne and King Moss and family

II. BACKGROUND, PARTICIPANTS & PRESS PLAN

A. Background: Anne is Miss Julia Coleman's niece and King is the Superintendent of the Marion County, Georgia, schools. They are in Washington touring with their daughter and her family.

Attached is an article from People Magazine on Miss Julia that King sent.

B. Participants: Anne Moss
King Moss
Suzanne Long (daughter)
Herman Long (son-in-law)
Luanne (granddaughter)
Kyle (grandson)

Hugh Carter

C. Press Plan: White House Photographer

MISS JULIA COLEMAN TOUCHED THE LIVES OF MANY STUDENTS, ESPECIALLY ONE NAMED JIMMY CARTER



In a tribute to his high school teacher, the late Miss Julia Coleman (at right), President Jimmy Carter quoted her wisdom in his Inaugural Address.

"As my high school teacher, Miss Julia Coleman, used to say, 'We must adjust to changing times and still hold to unchanging principles.' "

Jimmy Carter, inaugural Address.

Although she has been dead for more than three years, the almost legendary Miss Julia continues to personify learning to three generations of Georgians. Last June, at the 35th reunion of President Carter's Plains High School class, he reminisced warmly about Miss Julia's influence, not only upon him but upon all of her pupils, including his brother, Billy, sisters Ruth and Gloria, and wife Rosalynn.

"She required us to look at pictures and paintings," recalls Jimmy Carter. "To listen to opera. She brought enrichment into our lives." At Miss Julia's urging, the President says, he went through stacks of Currier & Ives prints and, at 12, read Tolstoy's *War and Peace*.

"She knew literature and made it alive for her students," observes Mrs. Anne Moss, 60, Miss Julia's cousin and a teacher herself. "She was a rare person, a rare teacher. Kids almost worshiped her."

Julia Lewis Coleman, whose life spanned 84 years, was born in Mississippi in 1889. Her father was a minister, her mother a schoolteacher. Brought

from Scrapbook

Dedication



Peoples Magazine

The Staff dedicates this volume of "The Buffalo" to Miss Julia Coleman in appreciation for her long and faithful activity in our school, and for her unequalled patience and dignity of character.



to Plains as a child, she graduated from its high school, and in 1908 from a Baptist girls' school, Bessie Tift College in Forsyth, Ga.

At college she suffered eye hemorrhages that impaired her sight. It was not her only handicap. As the result of a childhood fall, her right leg was shorter than her left. Refusing corrective shoes, she tiptoed on her right foot. "She walked with grace and dignity, in spite of it," says Mrs. Moss.

Miss Julia, who never married, channeled her energies into her work. She became principal, then superintendent of Plains High. "She stayed at school till 5 o'clock so the kids could do all kinds of extracurricular activities,"

CONTINUED

A barefoot boy with chic, Jimmy Carter totes a fishing pole for his role in a high school program at Plains, Ga.

Electoral College
1960



Teacher CONTINUED *Marion County Schools*

says Mrs. Moss's husband, King, superintendent of a nearby high school. "She staged pageants. She dramatized the history of Plains. She was so perceptive." Her nickname among other teachers was "Sweet."

Miss Julia wrote poetry, was an accomplished pianist and journeyed to such cultural spas as Chautauqua Lake to meet writers and artists and listen to classical music. She was celebrated

for her cheerfulness. Asked by a colleague how, with her vision, she managed to cross Atlanta's busy streets, she replied, "I just go when the other people go."

Her fading sight did not diminish her command of the schoolroom. "She would look straight at a boy," King Moss recalls, "and say, 'Spit out that gum! I can smell that Beech-Nut a mile away!'"

A college graduate in the class of 1908, Miss Julia went on to teach English, literature and Latin at Plains High School.

She could also see the White House in her most famous pupil's future, even while he was governor of Georgia. During her last years, when she lived with the Mosses, Miss Julia observed confidently, "Jimmy Carter is going to be President of the United States someday."

For his part, the President never forgot his favorite teacher. "He was one of the few who came to see her in the nursing home before she died," says Anne Moss. "He brought her presents. The others said they couldn't bear to see her that way."

Nothing the future President could have brought, however, would quite match the letter Miss Julia once received from a little girl upon whom she had lavished her attention. "I was deaf," wrote the child, "and you made me feel like deaf was all right."

JOYCE LEVITON

At 4, Billy Carter (below) carried books to people's homes—Miss Julia's project—while sister Ruth (right) beamed.



Rosalynn Carter, just a girl named Smith in this grammar school photo, became one of Miss Julia's students at Plains High.

niece
Anne and King Moss of Buena Vista, Ga., cousins of Miss Julia, keep the scrapbooks she compiled while teaching.



LEVITON/ATLANTA

THE WHITE HOUSE

WASHINGTON

August 1, 1978

MEETING WITH NEW MEXICO SENATE CANDIDATE TONEY ANAYA

Wednesday, August 2, 1978

9:13 a.m. (2 minutes)

The Oval Office

FROM: FRANK MOORE *F.M./BR*

I) PURPOSE

A photo with the President

II) BACKGROUND, PARTICIPANTS AND PRESS PLAN

A. Background: Toney Anaya is the New Mexico State Attorney General and the Democratic candidate for the Senate seat currently held by Republican Pete Domenici. Domenici is very popular in this conservative state and Anaya faces an uphill battle. Anaya has been a very active Attorney General particularly in the areas of land fraud, consumer rights, drug traffic prevention and utility rates. Several of these activities have put him in the position of prosecuting high state party leaders. This has upset some party people but has made him very popular with the voters. A recent poll shows his job approval rating at an outstanding 72%.

Anaya will receive support from labor and from those organizations who disapprove of Domenici's efforts to impose waterways user fees. A recent poll shows Anaya trailing Domenici by 17 points (54-37).

B. Participants: The President and Toney Anaya

C. Press Plan: White House Photographer

III) TALKING POINTS

1. Anaya is in town to testify on land fraud legislation before the House Banking Committee.

2. Usual courtesies.

THE WHITE HOUSE
WASHINGTON
August 2, 1978

Frank Moore

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

Rick Hutcheson

TURKISH ARMS EMBARGO

	FOR STAFFING
	FOR INFORMATION
/	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND
	NO DEADLINE
	LAST DAY FOR ACTION -

ACTION
FYI

	ADMIN CONFID
	CONFIDENTIAL
	SECRET
	EYES ONLY

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

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

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

THE WHITE HOUSE
WASHINGTON

*done
J*

August 1, 1978
5:25 p.m.

MEMORANDUM FOR THE PRESIDENT

FROM: FRANK MOORE *F.M.*
SUBJECT: TURKISH ARMS EMBARGO CALLS

The following were instrumental in the Turkish arms embargo victory in the House. I suggest that you call these Members to thank them for their vote in the following order:

- Lee Hamilton (D-Ind)
- Steve Solarz (D-N.Y.)
- Jim Wright (D-Tex)
- William Lehman (D-Fla)
- Don Pease (D-Ohio)
- Paul Findley (R-Ill)
- Robert Duncan (D-Oreg)
- Robert Young (D-Mo)
- Butler Derrick (D-S.C.)
- Bob Lagomarsino (R-Calif)

→ Also, I suggest that you call John Brademas to say that you're glad it is over and let's go on to other things.

✓ *Clark Clifford*

✓ *Vance*

THE WHITE HOUSE
WASHINGTON

August 2, 1978

Frank Moore

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

Rick Hutcheson

CALL TO CONG. GLENN ENGLISH

FOR STAFFING
FOR INFORMATION
FROM PRESIDENT'S OUTBOX
LOG IN/TO PRESIDENT TODAY
IMMEDIATE TURNAROUND
NO DEADLINE
LAST DAY FOR ACTION -

[Handwritten scribbles and signatures]

ACTION
FYI

ADMIN CONFID
CONFIDENTIAL
SECRET
EYES ONLY

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

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

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

THE WHITE HOUSE
WASHINGTON

Mr. President:

Stu says you need to make the call
to Glenn English by 7:30 or 8:00 am
today.

Phil

THE WHITE HOUSE
WASHINGTON

August 1, 1978

CONGRESSIONAL TELEPHONE CALL

TO: Congressman Glenn English
(D - Oklahoma)

DATE: August 1, 1978

RECOMMENDED BY: Frank Moore *F.M./BR*
Stu Eizenstat *Stu*
Anne Wexler *AW*

PURPOSE: Congressman English may hold the key vote in the Intergovernmental Relations and Human Resources Subcommittee (Congressman L.H. Fountain, Chairman) on the Administration's Supplemental Fiscal Assistance Program. The Subcommittee will be voting on the Program tomorrow.

BACKGROUND:

The Supplemental Fiscal Assistance Program (SFA) provides \$1 billion of fiscal assistance to fiscally strained local governments throughout the country.

The SFA program is probably the most targeted program in the current Federal budget. While approximately 26,000 governments receive some aid, almost ninety-four percent of the funds are provided to communities with unemployment rates above 6 percent. The ten most distressed cities in the country receive almost 25 percent of the funds.

This program is the most important piece of legislation in the urban policy. It is on your list of priority legislation and is viewed by the Speaker and the Senate Majority Leader as a priority.

The Subcommittee mark-up, which is scheduled for this Wednesday, will go 7 to 6 against our bill unless we can switch one vote. Such a defeat conceivably could preclude further House consideration of this legislation and would strike a tough psychological blow to our urban constituency.

*Frank -
L.H. Fountain has
his proxy. He will
be at White House.
"Philosophically
opposed"
I'll try again when
English comes - you do
the same. J.*

Congressman English is the only opposition Democrat who conceivably could be convinced to support the bill. He generally supports the substance of the legislation, but is concerned about spending any money.

TOPICS OF DISCUSSION:

1. Indicate that this is one of the top priorities of the President and the Congressional leadership. It is on our joint list of legislative priorities and is simply too important to be sidetracked at the Subcommittee level. The full Committee should be given an opportunity to consider this bill. *done*
2. The Administration's bill includes significant changes that were made in response to Congressman English's concerns at last year's hearings. English, who is from a rural Oklahoma district, was concerned that the unemployment based formula in the old counter-cyclical program did not adequately measure fiscal distress in rural places. In response to his concerns, the SFA program includes an alternate formula that takes into account lagging growth in employment, per capita income and population. As a result, English's district receives approximately \$500,000 annually under the SFA program, whereas it received approximately \$13,000 under the old formula. English is aware of this improvement, but you should underscore that this change was done with him in mind and in response to his concerns.
3. You should point out that if the House Subcommittee passes no bill, it is likely that the Senate will attach a counter-cyclical bill as a non-germane amendment to another Senate bill. Speaker O'Neill already has indicated that he would urge the House to accept a Senate attached bill if the House Government Operations Committee fails to act. The Senate passed bill undoubtedly will have an unemployment based formula, that provides little benefit to English's district. You should suggest that you believe that some sort of fiscal relief bill is likely to pass this year and that the bill will only be to his liking if the House Subcommittee supports the Administration's bill. English is very concerned about this possibility.

4. English is a fiscal conservative, who generally opposes any spending program. You should point out that this bill is in both the Administration's and the Congressional budget, and that the \$1 billion funding represents a \$500 million cut from this year's funding level. You also may want to suggest that the bill will help local governments hold down local property taxes. *done*
5. You should ask English to recognize the changes that we've made in response to his concerns and to support the Administration's bill in Subcommittee. Reemphasize that this is a very important bill to the Administration.
6. You should also ask Congressman English for his support on the Turkish Arms embargo. He is now leaning plus.

THE WHITE HOUSE

WASHINGTON

August 1, 1978

MEETING WITH REP. MORRIS K. UDALL (D-ARIZ. 2)
AND SUPPORTIVE MEMBERS OF THE HOUSE OF REPRESENTATIVES
ON CIVIL SERVICE REFORM

Wednesday, August 2, 1978

9:15 a.m. (15 minutes)

The Cabinet Room

From: Frank Moore *FM/TS*

I. PURPOSE

To discuss floor strategy on Civil Service Reform.

II. BACKGROUND, PARTICIPANTS, AND PRESS PLAN

- A. Background: Tomorrow (Wednesday) you will be meeting with approximately 25 Members of the House to discuss floor strategy on the Civil Service Reform bill (see attached list). The meeting will be chaired by Mo Udall, who will meet with the Members in the Cabinet Room for approximately 45 minutes prior to your arrival. Both he and Scotty Campbell will brief the attendees on the overall bill and the various problems we are facing on Hatch, Veterans' Preference, the Spellman Amendment, Labor/Management, etc. At 9:15 a.m. you will arrive to join the discussion for 15 minutes.
- B. Participants: The President; Scotty Campbell; Reps. Mo Udall, Les Aspin, Dave Bonior, Butler Derrick, Chris Dodd, Don Edwards, Glenn English, Floyd Fithian, Tom Foley, Dan Glickman, Lee Hamilton, John Jenrette, Ed Jones, John LaFalce, Gunn McKay, Jim Mattox, Ron Mazzoli, Lloyd Meeds, Ab Mikva, Bob Nix, Leon Panetta, Don Pease, Jim Santini, Pat Schroeder, Paul Simon, Lionel Van Deerlin, and Charlie Wilson; Jim McIntyre; Paul Newton; Wayne Granquist; Frank Moore; Terry Straub; Si Lazarus; David Minton (Executive Director and General Counsel, Post Office and

Civil Service Committee); Howard Messner; and Jim Morrison.

- C. Press Plan: Full press coverage beginning at 9:15 a.m.

III. TALKING POINTS

Rep. Udall suggests you sound the following themes in your opening remarks:

1. As President, I am continually frustrated in trying to manage the bureaucracy without having the necessary managerial tools at my disposal to do so. Members of the Cabinet have complained to me that they have experienced the same problems.
 2. Civil Service Reform is the centerpiece of my effort to make the government function properly. Without it, other reform and reorganization lose much of their meaning.
 3. Civil Service Reform is a positive re-election issue. You should "get ahead of the curve" on this issue in your district. (Cite the widespread public and editorial support for the reform -- groups from the Business Roundtable to Common Cause, as well as most major newspaper editorial boards.)
 4. I would like to personally appeal for your help on this bill. (Mo feels that this is imperative and that your personal appeal will have a terrific impact and will help energize them in our behalf.)
- * Following your opening remarks, we should have open discussion on general strategy, etc. Mo will provide general direction on this part of the discussion if needed.

MEMBER DATA

ASPIN, Les (D-Wis. 1) Committees: Armed Services # 15;
Government Operations #22. Administration support: 87.5%.
Wife: Maureen.

DERRICK, Butler (D-S.C. 3) Committees: Banking, Finance, and
Urban Affairs #19; Budget #9, Chairman, Task Force on Budget
Process. Administration support: 70.5%. Wife: Suzanne.

DODD, Chris (D-Conn. 2) Committees: Rules # 11; Outer
Continental Shelf (Ad Hoc Select) #7. Administration
support: 97.6%. Wife: Susan.

EDWARDS, Don (D-Calif. 10) Committees: Judiciary #4, Chairman,
Subcommittee on Civil and Constitutional Rights; Veterans'
Affairs #4. Administration support: 95.7%. Not married.

ENGLISH, Glenn (D-Okla. 6) Committees: Agriculture #20;
Government Operations #17. Administration support: 12.8%.
Wife: Jan.

FITHIAN, Floyd (D-Ind. 2) Committees: Agriculture #21;
Government Operations #26. Administration support: 77.5%.
Wife: Marjorie.

FOLEY, Tom (D-Wash. 5) Committees: Agriculture - Chairman.
Democratic Caucus Chairman. Administration support: 82.6%.
Wife: Heather.

GLICKMAN, Dan (D-Kans. 4) Committees: Agriculture #28;
Science and Technology #22. Administration support: 71.7%.
Wife: Rhoda.

HAMILTON, Lee (D-Ind. 9) Committees: International Relations
#8, Chairman, Subcommittee on Europe and the Middle East;
Standards of Official Conduct #4; Joint Economic #3 (House).
Administration support: 87.0%. Wife: Nancy.

JONES, Ed (D-Tenn. 7) Committees: Agriculture #5, Chairman,
Subcommittee on Conservation and Credit; House Administration
#8, Chairman, Subcommittee on Services. Administration support:
69.8%. Wife: Llew.

LA FALCE, John (D-N.Y. 36) Committees: Banking, Finance, and
Urban Affairs #15; Small Business #11, Chairman, Subcommittee on
Capital, Investment and Business Opportunities. Administration
support: 92.9%. Not married.

* LLOYD, Jim (D-Calif. 35) Committees: Armed Services #22; Science and Technology #12. Administration support: 60.9%. Wife: Jackie.

McKAY, Gunn (D-Utah 1) Committees: Appropriations #22; Administration support: 60.0%. Wife: Donna.

MATTOX, Jim (D-Tex. 5) Committees: Banking, Finance, and Urban Affairs #29; Budget #17. Administration support: 71.1%. Not married.

MAZZOLI, Ron (D-Ky. 3) Committees: District of Columbia #5, Chairman, Subcommittee on the Judiciary; Judiciary #14. Administration support: 84.8%. Wife: Helen.

MEEDS, Lloyd (D-Wash. 2) Committees: Interior and Insular Affairs #4, Chairman, Subcommittee on Water and Power Resources; Rules #9; Ethics (Select) #9. Administration support: 88.6%. Wife: Mary.

MIKVA, Ab (D-Ill. 10) Committees: Ways and Means #16. Administration support: 97.6%. Wife: Zoe.

* MINETA, Norm (D-Calif. 13) Committees: Budget #15; Public Works and Transportation #11, Chairman, Subcommittee on Public Buildings and Grounds. Administration support: 89.1%. Wife: May.

NIX, Bob (D-Pa. 2) Committees: Post Office and Civil Service - Chairman; International Relations #15. Administration support: 84.1%. Not married.

PANETTA, Leon (D-Calif. 16) Committees: Agriculture #24; House Administration #16. Administration support: 80.0%. Wife: Silvia.

PEASE, Don (D-Ohio 13) Committees: International Relations #20. Administration support: 89.4%. Wife: Jeanne.

SANTINI, Jim (D-Nev. AL) Committees: Interior and Insular Affairs #14; Interstate and Foreign Commerce #21; Judiciary #20; Aging (Select) #16. Administration support: 57.9%. Wife: Ann.

SIMON, Paul (D-Ill. 24) Committees: Budget #14, Chairman, Subcommittee on Tax Expenditures, Government Organization, and Regulation; Education and Labor #14. Administration support: 93.3%. Wife: Jeanne.

UDALL, Mo (D-Ariz. 2) Committees: Interior and Insular Affairs - Chairman; Post Office and Civil Service #2; Outer Continental Shelf (Ad Hoc Select) #2. Administration support: 93.0%. Wife: Ella.

* Will be unable to attend.

VAN DEERLIN, Lionel (D-Calif. 42) Committees: House Administration #10; Interstate and Foreign Commerce #5, Chairman, Subcommittee on Communications. Administration support: 80.0%. Wife: Mary Jo.

WILSON, Charlie (D-Tex. 2) Committees: Appropriations #34. Administration support: 48.8%. Wife: Jerry.

BONIOR, Dave (D-Mich. 12) Committees: Merchant Marine and Fisheries #27; Public Works and Transportation #23. Administration support: 87.2%. Wife: Sybil.

JENRETTE, John (D-S.C. 6) Committees: Agriculture #22; Government Operations #25. Administration support: 75.0%. Wife: Rita.

SCHROEDER, Pat (D-Colo. 1) Committees: Armed Services #18; Post Office and Civil Service #8, Chairwoman, Subcommittee on Employee Ethics and Utilization. Administration support: 70.2%. Husband: Jim.

THE WHITE HOUSE
WASHINGTON

C
/

August 2, 1978

MEMORANDUM FOR THE PRESIDENT

FROM: FRANK MOORE *FM.*
DAN TATE *DT.*

Sen. Patrick Leahy's motion to strike the Johnston amendment from the Interior appropriations bill carried by a vote of 14 to 11. As you recall, the Johnston amendment would have prevented the Department of Energy from implementing adjustments in the entitlements program.

While we won in Committee, the outlook on the Senate floor is dim.

6:30 PM

THE WHITE HOUSE

WASHINGTON

August 2, 1978

MEMORANDUM FOR THE PRESIDENT

FROM: JERRY RAFSHOON *JR*

SUBJECT: DINNER WITH EXECUTIVES OF WASHINGTON POST
AND NEWSWEEK MAGAZINE
WEDNESDAY, AUGUST 2, 1978, 6:30P

PARTICIPANTS:

Mr. and Mrs. Kenneth Auchincloss (Eleanor)

Mr. Auchincloss became Managing Editor of Newsweek magazine in 1975. He joined Newsweek in 1966 as Associate Editor. He served as General Editor 1969-1972; as Senior Editor, 1972; and Executive Editor, 1973-1975. Mr. Auchincloss served in the federal government during 1962 and 1963 as Assistant to the Deputy Assistant Secretary of Commerce. In 1963 he was Executive Assistant to Michael Blumenthal, the President's Special Trade Representative.

Mr. and Mrs. Mel Elfin (Margery)

Mel became Washington Bureau Chief of Newsweek magazine in 1965. He joined Newsweek in 1958 and served on the staff and was General Editor, 1964-1965. Began journalism career with Long Island Daily Press, Jamaica, NY, where he served as reporter, Assistant City Editor, and Travel Editor.

Ms. Katherine Graham

Became President of the Washington Post Company upon the death of her husband, Philip, in 1963. She is the daughter of Eugene Meyer. She began her newspaper career as a reporter with the San Francisco News in 1938. Ms. Graham is presently serving as a member of the Independent Commission on International Development and Issues - started by Willy Brandt - and in connection with her work on this international commission she has traveled extensively in Africa and other Third World nations during the past year.

Mr. Benjamin Bradlee

Ben Bradlee was named Executive Editor of the Washington Post in 1968. His previous service at the Post included Managing Editor from 1965 - 1968. From 1953 to 1965 he worked at Newsweek magazine serving as European Correspondent and Bureau Chief.

Ms. Sally Quinn

Sally was born in Savannah, GA. She joined the Washington Post in 1969. She left the Post in 1974 to become a co-anchor-person with CBS Morning News. In 1975 she re-joined the Post was a feature reporter. *Daughter of retired 4-star General.*

Mr. and Mrs. Howard Simons (Florence)

Was named Managing Editor of the Washington Post in 1971. He joined the Washington Post in 1961 as a reporter while also serving as the American correspondent of New Scientist in London, England. He co-authored with Joe Califano a book entitled The Media and the Law in 1976.

Mr. and Mrs. Phil Geyelin (Cecilia)

Phil was named Editor of the Editorial Page of the Washington Post in 1968. His previous journalism career includes work at the Washington bureau of Associated Press, Wall Street Journal, where he served as diplomatic correspondent from 1960 - 1967. Author of Lyndon B. Johnson and the World, 1966.

Miss Meg Greenfield

Meg is Deputy Editorial Page Editor of the Washington Post. She joined the Washington Post in 1968 as an editorial writer. Prior to that she served as Washington editor of Reporter magazine. She is a graduate of Smith College and was a Fulbright Scholar.

cc: Mrs. Carter
Gretchen Poston

THE WHITE HOUSE

WASHINGTON

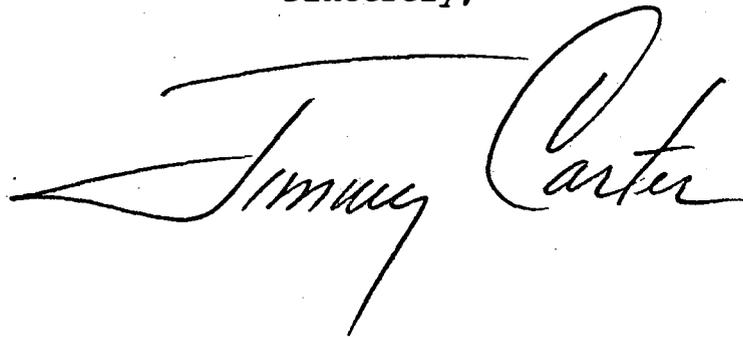
August 2, 1978

To Midge Costanza

It is with regret that I accept your resignation as my Assistant, effective September 1, 1978.

Your work in my Administration has been invaluable, and your achievements have benefitted me as President and the people of our Nation. I am grateful for your efforts and for your friendship.

Sincerely,

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

THE WHITE HOUSE

WASHINGTON

July 31, 1978

Dear Mr. President:

This is the most difficult letter that I have ever written.

For 20 months, I have worked hard to serve you and your administration to help you keep your commitment to a partnership with the people.

My job was to keep you from being isolated -- to bring you the message of what people were thinking and feeling and needing, and there were times that required my speaking out.

I listened in the White House, and I listened as I travelled throughout the country to ethnic groups, women, minorities, youth, senior citizens, and others who wished to participate.

I care about the issues of the young and the old, of minorities and women -- and most especially the ratification of the Equal Rights Amendment -- and I know you do too.

Although we share these common goals and concerns, it has become clear that our approaches to fulfilling them are different. I have thought about how in every government, including this one, the complexities of the problems place enormous pressures on the people whose job it is to carry out those responsibilities. Within this administration, we are people of varied backgrounds, styles and experiences, and the manner in which we carry out your charge reflects our training and orientation.

My own approach has been largely one of advocacy. I have sought to advise you on the concerns assigned to me and to present those interests and needs to you.

There are those who suggest that I should have simply carried out your policies and not voiced my own opinions and ideas openly. But that was not my style, my experience, or my interpretation of how I could best serve you and your constituents.

In recent months, I have had to deal increasingly with the subject of approach rather than that of substance, spending valuable time and energy discussing whether I have spoken out too much, what my relations are to your other senior staff, or where my office is located. The task of government is too enormous and the needs of the people are too urgent to absorb our differences in approach or to allow the time to create the atmosphere necessary to deal effectively with our goals, while sorting out the variety of our approaches.

If we could declare a recess and stop the wheels of government so that we could reconcile our diverse methods, we could perhaps come out ahead and serve the people at the same time. Since that is not possible, I have decided that at this time it is best for me to continue to search for the solutions to the issues that originally brought us together, in another capacity outside the White House.

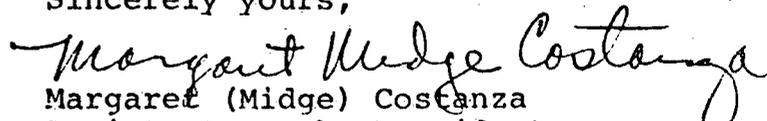
Participation in your administration may well be the most valuable experience of my life. I am mindful of that as I take my leave.

I leave with the realization that this experience will assist me as I continue to pursue my commitment to addressing the needs of the people in a different form.

I leave with the knowledge that you care about the vital issues that I have worked on, and trust that my efforts will have established a sound beginning for whomever you appoint as my successor and that the crucially important work on women's issues and domestic human rights can proceed without interruption.

I leave with the desire to cooperate in every way possible with you and your administration in the pursuit of these goals in the future.

Sincerely yours,


Margaret (Midge) Costanza
Assistant to the President

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



WHITE HOUSE
WASHINGTON

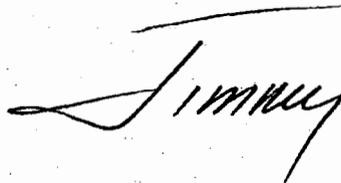
August 2, 1978

To Congressman Bob Lagomarsino

Your vote to remove the arms embargo on Turkey was courageous and proper. I strongly believe that lifting the embargo will serve the best interests of the United States, Turkey, Greece, and NATO, and will contribute to a just and lasting settlement on Cyprus.

I personally appreciate your support.

Sincerely,



The Honorable Robert J. Lagomarsino
U.S. House of Representatives
Washington, D.C. 20515



WHITE HOUSE
WASHINGTON

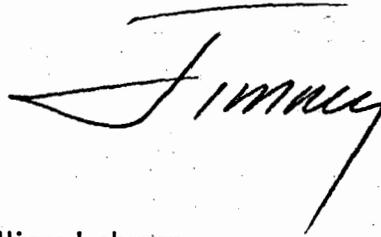
August 2, 1978

To Congressman Bill Lehman

Your vote to remove the arms embargo on Turkey was courageous and proper. I strongly believe that lifting the embargo will serve the best interests of the United States, Turkey, Greece, and NATO, and will contribute to a just and lasting settlement on Cyprus.

I personally appreciate your support.

Sincerely,



The Honorable William Lehman
U.S. House of Representatives
Washington, D.C. 20515

THE WHITE HOUSE
WASHINGTON

Mr. President:

Shall I make arrangements for
you to meet Miss Lillian today at
Dulles.[?] Departure time from here
would be approx. 3 pm and arrival
back approx 3:45 pm.

Phil

No -
I'll meet her
when she gets
here - & bring her
to oval office
J

Juan. See if we
can meet her at
Dulles.

12 min

August 2, 1978

J
NO

Mr. President --

As you could probably tell through the walls,
I talked with Richard Harden from their airplane
somewhere over the Azores this morning.

Miss Lillian has changed her plans and will now
arrive in Washington somewhere ~~at about 10:00 a.m.~~
Thursday ^{afternoon}. Although she initially was
going directly on to Georgia, it is not inconvenient
for her to spend the night with you Thursday, and
is now planning to do so. Richard will call later
with their actual arrival times and related information,
and I'll make sure plans are made for their
transportation.

An amusing aside...when I called David Anderson
yesterday (since Richard's secretary is on vacation)
and asked if he could find out her schedule for me,
he called back several hours later in his Scottish
accent, and said, "It's not easy to find out
Miss Lillian's schedule; it changes a lot!"....she
was at that time in the midst of deciding not to
return directly from Dakar, but to spend the night
in Paris (even what with their air controllers slowdown/
strike)...

--SSC

THE WHITE HOUSE
WASHINGTON

tc anderson 8/1/78

ms. lillian...twa 891
3:30 p.m....august 3rd..
dulles, from paris
(latest info)

vamaco...capital of mali

659-1000

~~851-310 p.m.~~

?

she'll

no

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FM AMEMBASSY DAKAR

TO SECSTATE WASHDC NIACT IMMEDIATE 5192

UNCLAS DAKAR 5870

PASS WHITE HOUSE - SUSAN CLOUGH FROM R. HARDEN
E.O. 11652: N/A
TAGS: QVIP (CARTER, LILLIAN)
SUBJECT: ARRIVAL OF MISS LILLIAN
MISS LILLIAN AND PARTY ARRIVING WASH D.C. (DULLES)
AT 1510 HOURS (3:10) ON THURSDAY, 03 AUGUST ABOARD
TW-891 FROM PARIS.
GALANTO
BT

Phil (Hall)
— R

*****WHSR COMMENT*****

HARDEN

PSN:055601 PAGE 01 OF 01 TOR:214/16:19Z DTG:021602Z AUG 78