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Records of the President's Reorganization Project: A Guide to Its Records at the Jimmy Carter Library

Collection Summary

Creator: President (1977-1981: Carter). Office of the Special Assistant for Reorganization. 6/2/1977-1981 (Most Recent)

Biographical information on key office personnel is located at the end of the finding aid

Title: Records of the President's Reorganization Project

Dates: 1977-1979

Quantity: 116.55 linear feet, 116.55 open for research, 229 containers

Identification:

Accession Number: JC-RPRP
National Archives Identifier: 177960600

Scope and Content:

The files consist of correspondence, memoranda, notes, briefing papers, reports, charts, applications, resumes, press clippings, and audiovisual materials. It also includes press releases, publications, charts, speeches, and surveys.

The President's Reorganization Project was President Jimmy Carter's initiative to undertake a large-scale reorganization of the federal government's agencies, departments, and executive offices. During the 1976 presidential election campaign, Carter vowed to streamline the government and make it more efficient, an undertaking he had accomplished while governor of Georgia.

Each staff member of the President's Reorganization Project was tasked with specific areas to investigate. Many of the files outline their decision-making processes and include their research materials, recommendations, and reports.

The most significant outcomes of the reorganization project were the formation of the Departments of Energy and Education and the passage of the Civil Service Reform Act of

1978. The restructuring of the federal government also resulted in many smaller reorganizations and regulatory reforms.

Creator Information: Office of the Special Assistant for Reorganization

The Office of the Special Assistant for Reorganization, led by Special Assistant Richard A. Pettigrew, focused on the President's Reorganization Project. It was under the direction of Harrison Wellford, the executive associate director for reorganization and management in the Office of Management and Budget.

Restrictions:

Restrictions on Access: These papers contain documents restricted in accordance with applicable executive order(s), which governs national security policies, applicable statutes/agency restrictions, and material that has been closed in accordance with the donor's deed of gift.

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Related Material:

Related materials in this repository: White House Exit Interviews with Tom Belford, Chris Matthews, Richard Pettigrew; Tom Belford's Subject Files, Office of Chief of Staff; Records of the Staff Secretary's Office; James Talmadge McIntyre Papers.

Related materials in other repositories: Interview with Richard "Dick" Allen Pettigrew, May 23, 2001, Samuel Proctor Oral History Program, George A. Smathers Libraries, University of Florida, Gainesville, Florida; Interview with Jay Beck, January 28, 2015, Reflections on Georgia Politics Oral History Collection, Richard B. Russell Library, University of Georgia, Athens, Georgia; Richard Allen Pettigrew Papers, George A. Smathers Libraries, University of Florida, Gainesville, Florida

Index Terms:

(Limited to major topics under each category)
Persons: John "Jay" Beck, Thomas Belford, Christopher Matthews, Richard Pettigrew, Fredrica Wechsler

Organizations: U.S. Congress, U.S. Civil Service Commission

Subjects: Department of Energy, Department of Education, Civil Service Reform, Natural Resources, Executive Office of the President, Veterans Preference, Regulatory Reform

Types of Material: Correspondence, memoranda, reports, briefings, schedules, notes, press releases, press clippings, publications, photographs

Administrative Information:

Preferred citation: [Type of Document], [Names of Sender and Recipient or Title of Document], [Date], [Collection Title], [Series Title], [Folder Title], [Box Number], Jimmy Carter Presidential Library.

Acquisition information: These historical materials were received under provisions of the instrument of gift that Jimmy Carter signed January 31, 1981.

Processing information: The collection was opened in 2020.

System of Arrangement:

The Records of the President's Reorganization Project are divided into 13 series:

Series Title	National Archives Identifier
Richard Pettigrew's Executive Office of the President Files	198250122
Richard Pettigrew's Subject Files	199280588
Richard Pettigrew's General Files	199316182
Richard Pettigrew's Project Files	200015338
Richard Pettigrew's Civil Service Reform Files	200015416
Richard Pettigrew's Trips, Speeches, and Meetings Files	200015418
Richard Pettigrew's Citizen Mail Files	200015420
Richard Pettigrew's Department of Education Correspondence Files	200015434
Jay Beck's Subject Files	200015439
Thomas Belford's Subject Files	200015443
Christopher Matthews' Subject Files	200015447
Fredrica Wechsler's Subject Files	200015458
President's Reorganization Project Audiovisual Files	200015455

Detailed Description of the Collection

Richard Pettigrew's Executive Office of the President Files

Scope and Content: Containers 1-71. This series opened in 2021. The series consists of correspondence, memoranda, notes, briefing papers, reports, rosters, and press clippings. Topics include management, economics, personnel, organization, security, White House offices, and special interest groups. The material examines reorganization as it applied to every agency contained within the Executive Office of the President, or EOP. This includes the National Security Council, Office of Management and Budget, Council of Economic Advisers, and many others. Staff worked in teams and had specific branches or offices to research. Arranged alphabetically by subject.

Richard Pettigrew's Subject Files
Scope and Content: Containers 72-87. This series opened in 2021. The series consists of correspondence, memoranda, notes, briefing papers, applications, notebooks, press releases, and press clippings. Topics include regulatory reform, education, human services, fraud, veterans, and trade. The materials primarily assisted in researching areas of study in the reorganization project, but also include administrative material. Arranged alphabetically by subject.

Richard Pettigrew's General Files
Scope and Content: Containers 88-119. This series opened in 2021. The series consists of correspondence, memoranda, drafts, notes, briefing papers, applications, and press clippings. It also includes reports, notebooks, and publications. Topics include advisory groups, public relations, governmental departments, and vocational rehabilitation. The materials address a wide range of topics and governmental agencies and include accounts from some internal meetings. Arranged alphabetically by subject.

Richard Pettigrew's Project Files
Scope and Content: Containers 120-143. This series opened in 2021. The series consists of correspondence, memoranda, notes, reports, and press clippings. Topics include Congress, interest groups, press relations, defense, natural resources, economic development, disaster preparedness, federal employees, border management, and regulatory reform. The materials were collected for specific areas of study within the reorganization project and were gathered systematically, so that each study team completed the same tasks and was responsible for the same outputs. For example, each team compiled project issue materials, and each one produced progress reports. Arranged alphabetically by subject.

Richard Pettigrew's Civil Service Reform Files
Scope and Content: Containers 144-152. This series opened in 2021. The series consists of correspondence, memoranda, notes, reports, and publications. Topics include federal employees, legislation, and veterans preference. Arranged alphabetically by subject.

Richard Pettigrew's Trips, Speeches, and Meetings Files
Scope and Content: Containers 153-163. This series opened in 2021. The series consists of correspondence, memoranda, speeches, itineraries and schedules. Topics include civil service, management, natural resources, immigration, and governing. Most of the meetings in this series took place outside the President's Reorganization Project's offices, which were in the Executive Office Building (EOB). Most meetings that took place inside the EOB or White House are included in the General Files series. Arranged chronologically by date of event.

Richard Pettigrew's Citizen Mail Files
Scope and Content: Containers 164-169. This series opened in 2021. The series consists of correspondence. Topics include veteran's assistance, overall reorganization of the government, the creation of the Departments of Education and Energy, the environment, civil service, the Defense Department, and many others. Many of the letters are handwritten, and some are very detailed and include charts and graphs. Arranged alphabetically by first initial of correspondent's last name.

Richard Pettigrew's Department of Education Correspondence Files
Scope and Content: Containers 170-186. This series opened in 2021. The series consists of correspondence. Topics include the proposed Department of Education, education in general, and the Head Start program. Arranged chronologically by date of response.

Jay Beck's Subject Files
Scope and Content: Containers 187-200. This series opened in 2021. The series consists of correspondence, memoranda, notes, press clippings, press releases, and publications. Topics include civil service reform, veterans preference, energy, transportation, and regulatory reform. Arranged alphabetically by subject.

Thomas Belford's Subject Files
Scope and Content: Containers 201-220. This series opened in 2021. The series consists of correspondence, memoranda, notes, lists, press clippings, and reports. Topics include natural resources, associations, organizations, government agencies and departments, interest groups, legislation, education, trade, and emergency preparedness. Arranged alphabetically by subject.

Christopher Matthews' Subject Files
Scope and Content: Containers 221-226. This series was opened in 2021. The series consists of correspondence, memoranda, notes, briefing papers, reports, and surveys. Topics include Congress, civil service reform, and regulatory reform. Most of the files deal with the Congressional Casework Survey−a survey of members of the United States House and Senate on their opinions regarding the reorganization of the federal government−and the reports that were subsequently produced. Arranged alphabetically by subject.

Fredrica Wechsler's Subject Files
Scope and Content: Containers 227-228. This series opened in 2021. The series consists of memoranda, notes, reports, and press clippings. Topics include equal employment, veterans preference, Congress, and civil service reform. Arranged alphabetically by subject.

President's Reorganization Project Audiovisual Files
Scope and Content: Container 1. This series opened in 2021. The series consists of photographs, slides, and audio and video recordings. Topics include Richard Pettigrew's speeches, trips, meetings, and presentations, and events attended by other members of the Reorganization Project staff. Arranged by series title based on the order of the textual records' series.

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Container 38
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White House Offices - Team 2 - OMB - Working Files - Sharp - Housing, Veterans, and Labor [CF O/A 139]
White House Offices - Team 2 - OMB - Working Files - Sharp - Human and Community Affairs/Program Associate Director [CF O/A 139]
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White House Offices - Team 3 - CWPS - Working Files - Droz - Background [CF O/A 140] [1]

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White House Offices - Team 3 - STR Negotiations- Working Files - Miles [CF O/A 142] [3]
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Boston, Massachusetts, Federal Criminal Investigation Association Annual Luncheon, Sheraton Hotel, 6/23/78 [CF O/A 350]
Better Business Bureau of Eastern Massachusetts, Boston, Massachusetts, 7/12-13/78 [CF O/A 116]
Southeastern Federal Recruiting Council Annual Conference, St. Petersburg Beach, Florida, 7/20-21/78 [CF O/A 116]
National Tribal Association, Washington, DC, 7/24/78 [CF O/A 116]
Annual Meeting, New York State Associated Industries, 64th, Lake Placid, New York, 9/15/78 [CF O/A 116]
Larry King Radio Talk Show, Washington, DC, 9/15/78 [CF O/A 116]
Department of Energy Seminar “Responsiveness in Government," Dallas, Texas, 9/20/78 [CF O/A 116]
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National Water Resources Association Annual Convention/White House Conference on Small Business, San Antonio, Texas/Miami, Florida, 10/11-12/78 [CF O/A 116]
Address, George Washington University Student Body, Washington, DC, 10/17/78 [CF O/A 116]
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Tallahassee, Florida, Administrative Procedure Seminar, 11/5-6/78 [CF O/A 350]
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Memphis, Tennessee, Democratic Midterm Conference, 12/8-10/78 [CF O/A 350]
Jacksonville, Florida, Jacksonville Community Relations Commission Banquet/Workshop, 12/14/78; Denver, Colorado - Meeting with Mayor McNichols, 12/16/78 [CF O/A 350]
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Washington, DC, Presidential Classroom for Young Americans, 2/28/79 [CF O/A 350]
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Durham, North Carolina, Duke University Reorganization Symposium, 4/19/79 [CF O/A 350]
Washington, DC, State Higher Education Executive Officers 9th Annual Spring Meeting, 4/26/79 [CF O/A 350]
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Seattle, Washington, Meeting with Western State Officials; Durango, Colorado, LEGIS 50 Sixth Annual Private Sector Seminar, 5/7-13/79 [CF O/A 350]
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Louisville, Kentucky, National Governors Association Annual Meeting, 7/8-10/79 [CF O/A 350]
Danvers, Massachusetts, NOAA July Summary Board and Committee Meetings, 7/16-17/79 [CF O/A 350]
Washington, DC, General Aviation Manufacturers Association, 7/19/79 [CF O/A 350]
San Francisco, California, NCSL Fifth Annual Meeting, 7/24-27/79 [CF O/A 350]
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Fredrica Wechsler's Subject Files

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Executive Office of the President Files
Decision Analysis - Working Files - Evolution of the EOP Report (Draft) [CF O/A 131] [2]
White House Offices - Team 2 - OMB - Working Files - Sharp - Research Materials [CF O/A 139] — List of employees in the Office of Management and Budget

Jay Beck's Subject Files
Regulatory Reform - Group Lists and Labels - Outreach — Computer printouts containing names and addresses of people affiliated with academic institutions
Thomas Belford's Subject Files
Computer Printouts [CF O/A 360] [7] [8] — Computer printouts containing names and addresses of people affiliated with organizations

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President's Reorganization Project Audiovisual Files

Container 1
Executive Office of the President Files
White House Offices - Team 1 - Fact-Finding Study [CF O/A 133] — Overhead projector slide with flow chart showing structure of the Executive Office of the President

Richard Pettigrew's Subject Files
[Pettigrew] Biography and Photos [CF O/A 355] — 3 black-and-white portraits of Richard Pettigrew, 1 negative
"Richard Pettigrew" (audiotape) [CF O/A 352] — Reel-to-reel audio tape, recorded, 11/22/77
Photographs [CF O/A 355] — 20 black-and-white photos of Pettigrew and others at meetings, including President Carter, Bert Lance, Strom Thurmond, Cabinet members. 2 color photos of Pettigrew with FBI Director Clarence Kelley and others; 1 contact sheet print, 1 envelope with color photo of Pettigrew embedded in it
"President's Announcement to the Press on Reorganization," 6/29/77 (video) [CF O/A 352] — U-matic videotape

Richard Pettigrew's General Files
Condominium Meeting, Roosevelt Room, 10/4/77 [CF O/A 7] [2] — 2 black-and-white photos of meeting, featuring Pettigrew and others
Press Clippings, 4/1974-10/21/77 [CF O/A 77] — 1 black-and-white photo, Pettigrew with Bert Lance and two other men, in a press conference

Richard Pettigrew's Project Files
FPP - Project Issue Materials [CF O/A 6226] [8] — 2 black-and-white photos, 1 color photo, President Carter signing the Civil Service Reform Bill, 10/13/78, many people in attendance. White House Staff Photographers photos

Richard Pettigrew's Trips, Speeches, and Meetings Files
Distinguished Alumnus Award, University of Florida, Gainesville, Florida, 6/10/78 [CF O/A 116] — 2 black-and-white photos, Richard Pettigrew receiving Distinguished Alumnus Award at the University of Florida, with unidentified man, 6/10/78

[South Carolina State Legislature], Columbia, South Carolina, 5/16/78 [CF O/A 78] [1] — 1 black-and-white photo, Pettigrew talking with unidentified man, probably S.C. Gov. James B. Edwards, in Governor's Office, 7/16/78
Whittier College, James Roosevelt's Class, Whittier, California, 10/24/77 [CF O/A 3182] — 1 black-and-white photo, Pettigrew with Roy Newsom, Whittier College president; Carl Randolph, president of U.S. Borax; and James Roosevelt. 1 black-and-white photo, Pettigrew addressing a group of people in a roundtable setting at Whittier College, James Roosevelt at his left

Jay Beck's Subject Files
Photographs [CF O/A 355] — 25 black-and-white photos, 13 black-and-white contact sheet prints, 1 color photo, 1 color contact sheet print, 1 set of 4 black-and-white negative strips, 1 envelope from camera store, several notes accompanying photos. Most, White House Staff Photographers photos depicting Pettigrew, other individuals involved in the Reorganization Project. Includes Cabinet briefings, press conferences, public hearings, and meetings. Most people unidentified; the few identified include Bert Lance, Ersa Poston, Howard Messner, and Rep. Herb Harris.
Regulatory Reform - Outreach - Doug Costle — 1 color portrait, Douglas M. Costle, Administrator, U.S. Environmental Protection Agency

Christopher Matthews' Subject Files
Civil Rights [CF O/A 8017] [1] — 1 black-and-white photo, President Carter speaking at the announcement of the Civil Service Reform package, 2/28/78

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Biographical Note

Jay Beck

John Jacques "Jay" Beck III was born November 26, 1944, in Atlanta and grew up in Albany, Georgia. He received his bachelor's degree in English from the University of Georgia, then served 3½ years in the United States Air Force, including in Vietnam. Beck then worked as a newspaper reporter and television producer and founded an advertising agency.

Through his close friend Hamilton Jordan, he became involved in politics and joined the group of supporters known as the "Peanut Brigade," which campaigned strongly for President Carter during

the 1976 campaign. Beck began working for the Carter administration in 1977, serving as a deputy to Assistant to the President for Reorganization Richard Pettigrew. Beck's responsibilities included dealing with regulatory reforms and deregulation.

He later volunteered in Alabama for Carter's 1980 re-election campaign. Beck has worked as a development coordinator and spokesman at the Carter Center since the early 1990s.

Thomas Belford

Thomas "Tom" Belford was born January 28, 1948, in Pennsylvania. Belford received undergraduate and graduate degrees from Georgetown University and worked for Common Cause, a public interest lobbying group, from January 1971 to May 1977. He was director of issue development for Common Cause and was responsible for developing the overall issues and program strategy.

Belford served as Midwest regional director and state issues coordinator during President Carter's 1976 campaign. He was a deputy to Assistant to the President for Reorganization Richard Pettigrew and was responsible for developing public support for legislative initiatives and for working with interest groups affected by reorganization.

After leaving the White House he became executive director of Ted Turner's environmental organization, the Better World Society. He also worked as marketing and community deputy director for Environmental Defense, did consulting for many nonprofits and created marketing programs for corporations. As of 2021 he was co-editor emeritus for "The Agitator," the blog for DonorVoice, a company focused on nonprofit marketing strategies.

Christopher Matthews

Christopher Matthews was born on December 17, 1945, in Philadelphia, Pennsylvania. He graduated from the College of the Holy Cross in 1967 and then studied economics at the University of North Carolina. He served in the Peace Corps in Swaziland as a trade development adviser from 1968 to 1970, then worked for the Capitol Police and for Democratic congressmen in Washington, D.C. He ran unsuccessfully for the U.S. House of Representatives in 1974.

Matthews joined the Carter administration in 1977, serving first as press relations officer for the President's Reorganization Project and then as speechwriter. In the 1980s he was the Chief of Staff for House Speaker Thomas P. "Tip" O'Neill.

Matthews began his media career as the Washington bureau chief for the *San Francisco Examiner* in 1987, leaving in 2000. In 1997 he began hosting his own television talk show, "Hardball with Chris Matthews," which ran until 2020. He also hosted "The Chris Matthews Show" from 2002 to

2013. He is the author of many books, including *Hardball: How Politics is Played Told By One Who Knows the Game* (1988). He was a visiting fellow at Harvard University's Institute of Politics, and he holds many honorary degrees.

Richard Pettigrew

Richard "Dick" Allen Pettigrew was born in Charleston, West Virginia, on June 10, 1930. Pettigrew grew up in and around Jacksonville, Florida. He became active in school politics while attending the University of Florida and received his bachelor of arts degree in 1953. He then served in the United States Air Force.

After serving in Korea and Japan he returned to the University of Florida and got a law degree in 1957, then became an attorney in Miami. He served in the Florida House of Representatives, from 1963 to 1972, including as speaker from 1971 to 1972. In 1971 he directed efforts to reorganize three major agencies in Florida's state government, the Probation and Parole Commission, the Department of Education, and the Public Service Commission. He was in the Florida Senate from 1972 to 1974 and ran unsuccessfully for the United States Senate in 1974.

Pettigrew became an early supporter of Democratic presidential candidate Jimmy Carter, drawn to Carter's emphasis on "cleaning up" after Watergate and reorganizing the federal government. Pettigrew gave "an impassioned speech" in support of Carter at Florida's Democratic State Convention, which helped Carter to win that state's primary. In 1977 Pettigrew moved to Washington, D.C., to become Assistant to the President for Reorganization.

Upon leaving the Carter White House in 1979 Pettigrew began an unsuccessful run for the U.S. Senate. From 1981 to 1987 Pettigrew served on the Advisory Committee on Florida's Future, and from 1984 to 1988 he was chairman of the Dade County Democratic Party. In 1994 Governor Lawton Chiles chose Pettigrew to lead the Governor's Commission on a Sustainable South Florida, which was tasked with discerning ways to foster economic growth without destroying the environment. He continued to work as an attorney, and as of 2020 was retired and living in Miami, Florida.

Fredrica Wechsler

Fredrica "Fredi" Wechsler was born Fredrica Winters on July 5, 1929, in Brooklyn, N.Y. She graduated from the University of Michigan, where she was night editor of the school newspaper. She married Burton D. Wechsler in 1953 and settled in Gary, Indiana, where she worked as a freelance writer, became active in the civil rights movement, and worked for the Lake County Equal Opportunity Commission. She campaigned for Gary's first African-American mayor, Richard Hatcher, and joined his administration, working in urban planning. She next ran the city's first Commission on the Status of Women.

The Wechslers moved to Washington, D.C., in 1975, and Fredi joined the National Women's Political Caucus as political affairs coordinator. In December 1976 she publicly criticized President Carter's selection of several potential Cabinet members for being members of clubs that excluded women and/or African-Americans. She worked for the President's Reorganization Project on a "detail" assignment from the Environmental Protection Agency starting in May 1978. She focused on the issue of veteran's preference, a major factor in the reform of the Civil Service Commission. After the project ended in 1979 she continued working in the Carter administration on women's issues.

Wechsler became curator of arts and music of the National Academy of Sciences in 1990 and was later its director of cultural affairs. She continued editing and writing and contributed to books and scholarly publications. Wechsler died in 2014.

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