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To: Central Files

From: Paul C. Leach

[All Norman Ross Files
WHM, 11/16/78]



DOMESTIC COUNCIL STAFF

Kenneth R. Cole, Jr.	Director Assistant to the President for Domestic Affairs
Dana G. Mead	Deputy Director
James H. Cavanaugh	Deputy Director
Warren K. Hendriks, Jr.	Deputy to the Director
Carol Patrick	Administrative Assistant to the Director
Kathy Jensen	Staff Secretary

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Pamela Needham	Staff Assistant
	Staff Assistant

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Glenn R. Schleede	Assistant Director

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	Staff Assistant

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F. Lynn May	Staff Assistant

INTERGOVERNMENTAL RELATIONS

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W. Dewey Clower	Assistant Director
	Staff Assistant



HUMAN RESOURCES

ASSOCIATE DIRECTOR

JAMES H. CAVANAUGH

STAFF ASSISTANT

PAMELA NEEDHAM

Department, Agency and Commission Responsibility

HEW

ACTION

OEO

Consumer Products Commission

OSHA

NLRB

National Mediation Board

Federal Mediation Board and Conciliatory Board

Renegotiation Board

VA

USDA **

Economic Research Service

Agriculture Research Service

Food and Nutrition Service

National Bureau of Standards ** (product safety programs)

HUD ** (college housing, hospital construction programs)

Interior ** (some Indian programs, Alaska natives, territorial peoples)

DOL

EEOC ** (Shepard)

Fine Arts Commission ** (Hullin)

National Cancer Institute

Office of Consumer Affairs

SAODAP ** (Shepard)

Railroad Retirement Board *

Major Functional Program Areas

Manpower

Employment/unemployment compensation

Women's Bureau (DOL)

Minimum Wage

Pension Reform

Welfare



Vocational/Career Education
Abortion
Legal Services
Community Action Programs
Veteran's
 Education and training
 Jobs (Jobs for Veterans)
 Medical Care
Summer Youth
School Lunch/Breakfast
Population
Elementary, Secondary and Higher Education
Nursing Homes
Non-Public Education
School Desegregation ** (Shepard)
Health
Consumers
Cancer Program
Aging
Labor/Hiring Affirmative Action Programs ** (Shepard)

* Primary, but shared

** Secondary, shared



NATURAL RESOURCES

ASSOCIATE DIRECTOR

MICHAEL RAOUL-DUVAL

ASSISTANT DIRECTOR

NORMAN E. ROSS, JR.

ASSISTANT DIRECTOR

GLENN R. SCHLEEDE

Department, Agency and Commission Responsibility

Department of Transportation

NHTSA

St. Lawrence Seaway

UMTA

FAA

FRA

FHA

Coast Guard

NTSB

FNRA

CAB

Maritime Commission ** (Shepard)

Dept. of Agriculture * (Hullin)

Dept. of Interior

EPA

CEQ

Indian Claims

Farm Credit Admin. ** (Hullin)

FPC

TVA * (Hullin)

NSF

AID ** (Mead)

AEC (and successors ERDA, NEC)

NASA

FEA

Puerto Rico, Virgin Islands, Guam/
Trust Territories

NOAA * (Shepard)

CE (civil programs)

Water Resources Council

Property Review Board

Geological Survey

Railroad Retirement Board **

Major Functional Program Areas

Airports/airways

Public transit and mass transit

Highways

Railroads

Highway safety

Energy

Agriculture exports

Farmers

Agriculture subsidies

Agriculture surpluses

Air pollution

Industrial investments **

Solid waste

Pesticides

Food stamps

Strategic Stockpile

Radiation

Automobile safety

Science activities

Fuel minerals

Leasing on public lands

OCS

Alaska pipeline

Power marketing

Food

Parks and recreation

Fish and wildlife

Land use



Radiation
Noise
Marginal industries **
Auto emissions
Water pollution

Hazardous materials
Gas deregulation
Rail deregulation
Northeast rail

* Primary, but shared
** Secondary, shared



COMMUNITY DEVELOPMENT

ASSOCIATE DIRECTOR

TOD R. HULLIN

STAFF ASSISTANT

Department, Agency and Commission Responsibility

HUD

Agriculture ** (Rural Development only - includes disaster relief)

Commerce ** (EDA, Title V Regional Commissions, Appalachia)

District of Columbia *** (RLA and HUD programs)

FDAA

TVA ** (Schleede)

Office of Telecommunications Policy

American Revolutionary Bicentennial Administration

National Endowment for the Arts

National Red Cross

President's Council on Physical Fitness and Sports

Federal Communications Commission

Federal Reserve System

Home Loan Bank Board

United States Information Agency

Farm Credit Administration * (Duval)

National Trust for Historic Preservation

Major Functional Program Areas

Appalachia Regional Commission

Bicentennial

Community Development

Dept. of Community Development (and related reorganization)

Disaster Relief

Housing

Model Cities

National Growth Policy (and reports)

New Communities

EDA (and EAA)

Management and Planning

Rural Development (REA, FmHA, REAP, Water and Sewer)

Title V Regional Commissions

Base Closing ** (Falk/Clower)

Arts and Humanities



Communications
Telecommunication Policy
Insurance * (except No-Fault)
AAU/NCAA - Collegiate Athletics

- * Primary, but shared
- ** Secondary, shared
- *** Coordinated only with primary



GENERAL GOVERNMENT

ASSOCIATE DIRECTOR

GEOFFREY C. SHEPARD

Sec. Donna

STAFF ASSISTANT

F. LYNN MAY - *Kela D. D. D.*

Department, Agency and Commission Responsibility

Justice *
Commerce *
Treasury *
U.S. Postal Service *
SBA *
GAO *
CSC *
District of Columbia **
EEOC
Commission on Civil Rights

Special Action Office for Drug Abuse
FAA ** (Hijacking only)
State ** (Drugs only)
NOAA
Administrative Conference
Federal Maritime Commission * (Duval)
Smithsonian
Federal Trade Commission
Postal Rate Commission
Cabinet Committee on Opportunity
for Spanish Speaking

Major Functional Program Areas

Crime
Drugs
Civil Rights
Court Reform
Gun Control
Hijacking
Juvenile Delinquency * (Cavanaugh)
Organized Crime

Prisons/Corrections
Privacy
Campaign Reform
Post card Registration
Patents
Metric System
Death Penalty
Alcoholism and Narcotics * (Cavanaugh)

* Primary, but shared

** Secondary, shared



INTERGOVERNMENTAL RELATIONS

ASSOCIATE DIRECTOR

JIM FALK

Governors
State Legislators

National Governors
Conference
Council of State Govts
National Legislative
Conference
ACIR * (Clower)
Under Secretaries
Group * (Mead)

Base Closing * (Clower)
Natl. Assn. Reg.
Councils * (Clower)

ASSISTANT DIRECTOR

DEWEY CLOWER

Mayors
County Officials
City Managers

League of Cities
U.S. Conference of
Mayors
CUED
Int'l City Management
Assn.
Natl Assn. Reg.
Councils * (Falk)
Base Closing * (Falk)
ACIR* (Falk)

STAFF ASSISTANT

District of Columbia
D.C. Bicentennial
Special Projects
National Capital Planning
Commission
Fine Arts Commission **
National Trust for Historic
Preservation **
Public Service Commission

See Henry

* Primary, but shared

** Secondary, shared



GENERAL GOVERNMENT

ASSOCIATE DIRECTOR

GEOFFREY C. SHEPARD

STAFF ASSISTANT

F. LYNN MAY

Department, Agency and Commission Responsibility

Justice *	Special Action Office for Drug Abuse
Commerce *	FAA ** (Hijacking only)
Treasury *	State ** (Drugs only)
U.S. Postal Service *	NOAA
SBA *	Administrative Conference
GAO *	Federal Maritime Commission * (Duval)
CSC *	Smithsonian
District of Columbia **	Federal Trade Commission
EEOC	Postal Rate Commission
Commission on Civil Rights	Cabinet Committee on Opportunity for Spanish Speaking

Major Functional Program Areas

Crime	Prisons/Corrections
Drugs	Privacy
Civil Rights	Campaign Reform
Court Reform	Post card Registration
Gun Control	Patents
Hijacking	Metric System
Juvenile Delinquency * (Cavanaugh)	Death Penalty
Organized Crime	Alcoholism and Narcotics * (Cavanaugh)

* Primary, but shared

** Secondary, shared



KENNETH R. COLE, JR.
Assistant to the President
for Domestic Affairs

Kenneth R. Cole, Jr., 36, was appointed Assistant to the President for Domestic Affairs on January 16, 1974. He also serves as Executive Director of the Domestic Council. Mr. Cole is responsible for the development and coordination of the President's domestic policies and also handles liaison with state and local government officials.

In January 1969, Mr. Cole was appointed Special Assistant to the President. In November of 1969 he was named Deputy Assistant to the President for Domestic Affairs and also served as Deputy Director of the Domestic Council.

Mr. Cole was an executive of the J. Walter Thompson Company in New York City from 1965 to 1968 and joined the President's campaign in February 1968.

Mr. Cole was born in New York City on January 27, 1938, and grew up in Scarsdale, New York and Westfield, New Jersey. He received his Bachelor of Science in Business Administration from Bucknell University in 1959. After graduation he served as Assistant to the Vice President for the Elizabethtown Gas Company, Elizabeth, New Jersey. From 1961 to 1965 he served in the U.S. Navy, rising to the rank of Lieutenant.

He and his wife, Marilyn, live in Bethesda, Maryland, with their two daughters, Corinne and Megan.



DOMESTIC COUNCIL STAFF

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Office of the White House Press Secretary

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THE WHITE HOUSE

TO THE CONGRESS OF THE UNITED STATES:

We in government often are quick to call for reform in other institutions, but slow to reform ourselves. Yet nowhere today is modern management more needed than in government itself.

In 1939, President Franklin D. Roosevelt proposed and the Congress accepted a reorganization plan that laid the groundwork for providing managerial assistance for a modern Presidency.

The plan placed the Bureau of the Budget within the Executive Office of the President. It made available to the President direct access to important new management instruments. The purpose of the plan was to improve the administration of the Government -- to ensure that the Government could perform "promptly, effectively, without waste or lost motion."

Fulfilling that purpose today is far more difficult -- and more important -- than it was 30 years ago.

Last April, I created a President's Advisory Council on Executive Organization and named to it a distinguished group of outstanding experts headed by Roy L. Ash. I gave the Council a broad charter to examine ways in which the Executive Branch could be better organized. I asked it to recommend specific organizational changes that would make the Executive Branch a more vigorous and more effective instrument for creating and carrying out the programs that are needed today. The Council quickly concluded that the place to begin was in the Executive Office of the President itself. I agree.

The past 30 years have seen enormous changes in the size, structure and functions of the Federal Government. The budget has grown from less than \$10 billion to \$200 billion. The number of civilian employees has risen from one million to more than two and a half million. Four new Cabinet departments have been created, along with more than a score of independent agencies. Domestic policy issues have become increasingly complex. The interrelationships among Government programs have become more intricate. Yet the organization of the President's policy and management arms has not kept pace.

Over three decades, the Executive Office of the President has mushroomed but not by conscious design. In many areas it does not provide the kind of staff assistance and support the President needs in order to deal with the problems of Government in the 1970s. We confront the 1970s with a staff organization geared in large measure to the tasks of the 1940s and 1950s.

One result, over the years, has been a tendency to enlarge the immediate White House staff -- that is, the President's personal staff, as distinct from the institutional structure -- to assist with management functions for which the President is responsible. This has blurred the distinction between personal staff and management institutions; it has left key management functions to be performed only intermittently and some not at all. It has perpetuated outdated structures.

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Another result has been, paradoxically, to inhibit the delegation of authority to Departments and agencies.

A President whose programs are carefully coordinated, whose information system keeps him adequately informed, and whose organizational assignments are plainly set out, can delegate authority with security and confidence. A President whose office is deficient in these respects will be inclined, instead, to retain close control of operating responsibilities which he cannot and should not handle.

Improving the management processes of the President's own office, therefore, is a key element in improving the management of the entire Executive Branch, and in strengthening the authority of its Departments and agencies. By providing the tools that are needed to reduce duplication, to monitor performance and to promote greater efficiency throughout the Executive Branch, this also will enable us to give the country not only more effective but also more economical government -- which it deserves.

To provide the management tools and policy mechanisms needed for the 1970s, I am today transmitting to the Congress Reorganization Plan No. 2 of 1970, prepared in accordance with Chapter 9 of Title 5 of the United States Code.

This plan draws not only on the work of the Ash Council itself, but also on the work of others that preceded -- including the pioneering Brownlow Committee of 1936, the two Hoover Commissions, the Rockefeller Committee, and other Presidential task forces.

Essentially, the plan recognizes that two closely connected but basically separate functions both center in the President's office: policy determination and executive management. This involves (1) what Government should do, and (2) how it goes about doing it.

My proposed reorganization creates a new entity to deal with each of these functions:

-- It establishes a Domestic Council, to coordinate policy formulation in the domestic area. This cabinet group would be provided with an institutional staff, and to a considerable degree would be a domestic counterpart to the National Security Council.

-- It establishes an Office of Management and Budget, which would be the President's principal arm for the exercise of his managerial functions.

The Domestic Council will be primarily concerned with what we do; the Office of Management and Budget will be primarily concerned with how we do it, and how well we do it.

Domestic Council

The past year's experience with the Council for Urban Affairs has shown how immensely valuable a Cabinet-level council can be as a forum for both discussion and action on policy matters that cut across departmental jurisdictions.

The Domestic Council will be chaired by the President. Under the plan, its membership will include the Vice President, and the Secretaries of the Treasury, Interior, Agriculture, Commerce, Labor, Health, Education and Welfare, Housing and Urban Development, and Transportation, and the Attorney-General. I also intend to designate as members the

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Director of the Office of Economic Opportunity and, while he remains a member of the Cabinet, the Postmaster General. (Although I continue to hope that the Congress will adopt my proposal to create, in place of the Post Office Department, a self-sufficient postal authority.) The President could add other Executive Branch officials at his discretion.

The Council will be supported by a staff under an Executive Director who will also be one of the President's assistants. Like the National Security Council staff, this staff will work in close coordination with the President's personal staff but will have its own institutional identity. By being established on a permanent, institutional basis, it will be designed to develop and employ the "institutional memory" so essential if continuity is to be maintained, and if experience is to play its proper role in the policy-making process.

There does not now exist an organized, institutionally-staffed group charged with advising the President on the total range of domestic policy. The Domestic Council will fill that need. Under the President's direction, it will also be charged with integrating the various aspects of domestic policy into a consistent whole.

Among the specific policy functions in which I intend the Domestic Council to take the lead are these:

- Assessing national needs, collecting information and developing forecasts, for the purpose of defining national goals and objectives.
- Identifying alternative ways of achieving these objectives, and recommending consistent, integrated sets of policy choices.
- Providing rapid response to Presidential needs for policy advice on pressing domestic issues.
- Coordinating the establishment of national priorities for the allocation of available resources.
- Maintaining a continuous review of the conduct of on-going programs from a policy standpoint, and proposing reforms as needed.

Much of the Council's work will be accomplished by temporary, ad hoc project committees. These might take a variety of forms, such as task forces, planning groups or advisory bodies. They can be established with varying degrees of formality, and can be set up to deal either with broad program areas or with specific problems. The committees will draw for staff support on Department and agency experts, supplemented by the Council's own staff and that of the Office of Management and Budget.

Establishment of the Domestic Council draws on the experience gained during the past year with the Council for Urban Affairs, the Cabinet Committee on the Environment and the Council for Rural Affairs. The principal key to the operation of these Councils has been the effective functioning of their various subcommittees. The Councils themselves will be consolidated into the Domestic Council; Urban, Rural and Environment subcommittees of the Domestic Council will be strengthened, using access to the Domestic Council staff.

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Overall, the Domestic Council will provide the President with a streamlined, consolidated domestic policy arm, adequately staffed, and highly flexible in its operation. It also will provide a structure through which departmental initiatives can be more fully considered, and expert advice from the Departments and agencies more fully utilized.

Office of Management and Budget

Under the reorganization plan, the technical and formal means by which the Office of Management and Budget is created is by re-designating the Bureau of the Budget as the Office of Management and Budget. The functions currently vested by law in the Bureau, or in its director, are transferred to the President, with the provision that he can then re-delegate them.

As soon as the reorganization plan takes effect, I intend to delegate those statutory functions to the Director of the new Office of Management and Budget, including those under section 212 of the Budget and Accounting Act, 1921.

However, creation of the Office of Management and Budget represents far more than a mere change of name for the Bureau of the Budget. It represents a basic change in concept and emphasis, reflecting the broader management needs of the Office of the President.

The new Office will still perform the key function of assisting the President in the preparation of the annual Federal budget and overseeing its execution. It will draw upon the skills and experience of the extraordinarily able and dedicated career staff developed by the Bureau of the Budget. But preparation of the budget as such will no longer be its dominant, overriding concern.

While the budget function remains a vital tool of management, it will be strengthened by the greater emphasis the new office will place on fiscal analysis. The budget function is only one of several important management tools that the President must now have. He must also have a substantially enhanced institutional staff capability in other areas of executive management -- particularly in program evaluation and coordination, improvement of Executive Branch organization, information and management systems, and development of executive talent. Under this plan, strengthened capability in these areas will be provided partly through internal re-organization, and it will also require additional staff resources.

The new Office of Management and Budget will place much greater emphasis on the evaluation of program performance: on assessing the extent to which programs are actually achieving their intended results, and delivering the intended services to the intended recipients. This is needed on a continuing basis, not as a one-time effort. Program evaluation will remain a function of the individual agencies as it is today. However, a single agency cannot fairly be expected to judge overall effectiveness in programs that cross agency lines -- and the difference between agency and Presidential perspectives requires a capacity in the Executive Office to evaluate program performance whenever appropriate.

The new Office will expand efforts to improve interagency cooperation in the field. Washington-based coordinators will help work out interagency problems at the operating level, and assist in developing efficient coordinating mechanisms throughout the country. The success of these efforts depends on the experience, persuasion, and understanding of an Office which will be an expediter and catalyst. The Office will also respond

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to requests from State and local governments for assistance on inter-governmental programs. It will work closely with the Vice President and the Office of Intergovernmental Relations.

Improvement of Government organization, information and management systems will be a major function of the Office of Management and Budget. It will maintain a continuous review of the organizational structures and management processes of the Executive Branch, and recommend needed changes. It will take the lead in developing new information systems to provide the President with the performance and other data that he needs but does not now get. When new programs are launched, it will seek to ensure that they are not simply forced into or grafted onto existing organizational structures that may not be appropriate. Resistance to organizational change is one of the chief obstacles to effective government; the new Office will seek to ensure that organization keeps abreast of program needs.

The new Office will also take the lead in devising programs for the development of career executive talent throughout the Government. Not the least of the President's needs as Chief Executive is direct capability in the Executive Office for insuring that talented executives are used to the full extent of their abilities. Effective, coordinated efforts for executive manpower development have been hampered by the lack of a system for forecasting the needs for executive talent and appraising leadership potential. Both are crucial to the success of an enterprise -- whether private or public.

The Office of Management and Budget will be charged with advising the President on the development of new programs to recruit, train, motivate, deploy, and evaluate the men and women who make up the top ranks of the civil service, in the broadest sense of that term. It will not deal with individuals, but will rely on the talented professionals of the Civil Service Commission and the Departments and agencies themselves to administer these programs. Under the leadership of the Office of Management and Budget there will be joint efforts to see to it that all executive talent is well utilized wherever it may be needed throughout the Executive Branch, and to assure that executive training and motivation meet not only today's needs but those of the years ahead.

Finally, the new Office will continue the Legislative Reference functions now performed by the Bureau of the Budget, drawing together agency reactions on all proposed legislation, and helping develop legislation to carry out the President's program. It also will continue the Bureau's work of improving and coordinating Federal statistical services.

Significance of the Changes

The people deserve a more responsive and more effective Government. The times require it. These changes will help provide it.

Each reorganization included in the plan which accompanies this message is necessary to accomplish one or more of the purposes set forth in Section 901(a) of Title 5 of the United States Code. In particular, the plan is responsive to Section 901(a)(1), "to promote the better execution of the laws, the more effective management of the Executive Branch and of its agencies and functions, and the expeditious administration of the public business;" and Section 901(a)(3), "to increase the efficiency of the operations of the Government to the fullest extent practicable."

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The reorganizations provided for in this plan make necessary the appointment and compensation of new officers, as specified in Section 102(c) of the plan. The rates of compensation fixed for these officers are comparable to those fixed for other officers in the Executive Branch who have similar responsibilities.

While this plan will result in a modest increase in direct expenditures, its strengthening of the Executive Office of the President will bring significant indirect savings, and at the same time will help ensure that people actually receive the return they deserve for every dollar the Government spends. The savings will result from the improved efficiency these changes will provide throughout the Executive Branch -- and also from curtailing the waste that results when programs simply fail to achieve their objectives. It is not practical, however, to itemize or aggregate these indirect expenditure reductions which will result from the reorganization.

I expect to follow with other reorganization plans, quite possibly including ones that will affect other activities of the Executive Office of the President. Our studies are continuing. But this by itself is a reorganization of major significance, and a key to the more effective functioning of the entire Executive Branch.

These changes would provide an improved system of policy making and coordination, a strengthened capacity to perform those functions that are now the central concerns of the Bureau of the Budget, and a more effective set of management tools for the performance of other functions that have been rapidly increasing in importance.

The reorganization will not only improve the staff resources available to the President, but will also strengthen the advisory roles of those members of the Cabinet principally concerned with domestic affairs. By providing a means of formulating integrated and systematic recommendations on major domestic policy issues, the plan serves not only the needs of the President, but also the interests of the Congress.

This reorganization plan is of major importance to the functioning of modern government. The national interest requires it. I urge that the Congress allow it to become effective.

RICHARD NIXON

THE WHITE HOUSE,

March 12, 1970.

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REORGANIZATION PLAN NO. 2 OF 1970

Prepared by the President and transmitted to the Senate and the House of Representatives in Congress assembled, March 12, 1970, pursuant to the provisions of chapter 9 of title 5 of the United States Code.

PART I. OFFICE OF MANAGEMENT AND BUDGET

Section 101. Transfer of functions to the President. There are hereby transferred to the President of the United States all functions vested by law (including reorganization plan) in the Bureau of the Budget or the Director of the Bureau of the Budget.

Sec. 102. Office of Management and Budget. (a) The Bureau of the Budget in the Executive Office of the President is hereby designated as the Office of Management and Budget.

(b) The offices of Director of the Bureau of the Budget and Deputy Director of the Bureau of the Budget, and the offices of Assistant Directors of the Bureau of the Budget which are established by statute (31 U.S.C. 16a and 16c), are hereby designated Director of the Office of Management and Budget, Deputy Director of the Office of Management and Budget, and Assistant Directors of the Office of Management and Budget, respectively.

(c) There shall be within the Office of Management and Budget not more than six additional officers, as determined from time to time by the Director of the Office of Management and Budget (hereinafter referred to as the Director). Each such officer shall be appointed by the Director, subject to the approval of the President, under the classified civil service, shall have such title as the Director shall from time to time determine, and shall receive compensation at the rate now or hereafter prescribed for offices and positions at Level V of the Executive Schedule (5 U.S.C. 5315).

(d) The Office of Management and Budget and the Director shall perform such functions as the President may from time to time delegate or assign thereto. The Director, under the direction of the President, shall supervise and direct the administration of the Office of Management and Budget.

(e) The Deputy Director of the Office of Management and Budget, the Assistant Directors of the Office of Management and Budget designated by this reorganization plan, and the officers provided for in subsection (c) of this section shall perform such functions as the Director may from time to time direct.

(f) The Deputy Director (or during the absence or disability of the Deputy Director or in the event of a vacancy in the office of Deputy Director, such other officials of the Office of Management and Budget in such order as the President may from time to time designate) shall act as Director during the absence or disability of the Director or in the event of a vacancy in the office of Director.

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Sec. 103. Records, property, personnel, and funds. The records, property, personnel, and unexpended balances, available or to be made available, of appropriations, allocations, and other funds of the Bureau of the Budget shall, upon the taking effect of the provisions of this reorganization plan, become records, property, personnel, and unexpended balances of the Office of Management and Budget.

PART II. DOMESTIC COUNCIL

Sec. 201. Establishment of the Council. (a) There is hereby established in the Executive Office of the President a Domestic Council, hereinafter referred to as the Council.

(b) The Council shall be composed of the following:

The President of the United States
 The Vice President of the United States
 The Attorney General
 Secretary of Agriculture
 Secretary of Commerce
 Secretary of Health, Education, and Welfare
 Secretary of Housing and Urban Development
 Secretary of the Interior
 Secretary of Labor
 Secretary of Transportation
 Secretary of the Treasury

and such other officers of the Executive Branch as the President may from time to time direct.

(c) The President of the United States shall preside over meetings of the Council: Provided, That, in the event of his absence, he may designate a member of the Council to preside.

Sec. 202. Functions of the Council. The Council shall perform such functions as the President may from time to time delegate or assign thereto.

Sec. 203. Executive Director. The staff of the Council shall be headed by an Executive Director who shall be an assistant to the President designated by the President. The Executive Director shall perform such functions as the President may from time to time direct.

PART III. TAKING EFFECT

Sec. 301. Effective date. The provisions of this reorganization plan shall take effect as provided by section 906(a) of title 5 of the United States Code, or on July 1, 1970, whichever is later.

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Office of the White House Press Secretary

THE WHITE HOUSE

EXECUTIVE ORDER

DELEGATION OF CERTAIN FUNCTIONS TO THE
EXECUTIVE DIRECTOR OF THE DOMESTIC COUNCIL

By virtue of the authority vested in me by the Constitution and statutes of the United States, Part II of Reorganization Plan No. 2 of 1970, and as President of the United States, it is ordered as follows:

Section 1. Functions of the Executive Director of the Domestic Council. In addition to the functions heretofore assigned, the Executive Director of the Domestic Council shall assist the President with respect to intergovernmental relations generally. In addition, he shall:

- (1) serve as the coordinator for the prompt handling and solution of Federal-State-local problems brought to the attention of the President or Vice President by executive and legislative officers of State and local governments;
- (2) identify and report to the President on recurring intergovernmental problems of a Federal interdepartmental and interprogram nature;
- (3) explore and report to the President on ways and means of strengthening the headquarters and interagency relationships of Federal field offices as they relate to intergovernmental activities;
- (4) maintain continuing liaison with intergovernmental units in Federal departments and agencies; and
- (5) review procedures utilized by Federal executive agencies for affording State and local officials an opportunity to confer and comment on Federal assistance programs and other intergovernmental issues, and propose methods of strengthening such procedures.

Sec. 2. Administrative Arrangements. (a) All Federal departments, agencies, and interagency councils and committees having an impact on intergovernmental relations, and all Federal Executive Boards, shall extend full cooperation and assistance to the Director in carrying out his responsibilities under this order. The Director shall, upon request, assist all Federal departments and agencies with problems that may arise between them and the executive agencies or elected officials of State and local governments.

(b) The head of each Federal department and agency shall designate an appropriate official with broad general experience in his department or agency to serve, upon request of the Director, as a point of contact in carrying out Federal-State-local liaison activities under this order.

more



Sec. 3. Construction. Nothing in this order shall be construed as subjecting any department, establishment, or other instrumentality of the executive branch of the Federal Government or the head thereof, or any function vested by law in or assigned pursuant to law, to any such agency or head, to the authority of any other such agency or head or as abrogating, modifying, or restricting any such function in any manner.

Sec. 4. Revocation. Executive Order No. 11455 of February 14, 1969, entitled "Establishing an Office of Intergovernmental Relations", is hereby revoked.

Sec. 5. Records, Property, Personnel, and Funds. The records, property, personnel, and unexpended balances, available or to be made available, of appropriations, allocations, and other funds of the Office of Intergovernmental Relations are hereby transferred to the Domestic Council.

Sec. 6. Effective Date. This Order shall be effective thirty days after this date.

RICHARD NIXON

THE WHITE HOUSE,

December 14, 1972

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December 14, 1972

Office of the White House Press Secretary

THE WHITE HOUSE

STATEMENT BY THE PRESIDENT

I have today signed an Executive order transferring the operations of the Office of Intergovernmental Relations, which I established in 1969 to operate under the immediate supervision of the Vice President, to the Domestic Council, which has been the focal point for domestic policy formulation since it came into being two and a half years ago under Reorganization Plan No. 2 of 1970.

This action, which I am taking at Vice President Agnew's recommendation based on his extensive experience in intergovernmental relations, will facilitate improved two-way communication and coordination between the Federal Government and State and local governments. The Vice President, who acts as Vice Chairman of the Domestic Council, will still be closely informed about the views and concerns of Governors, State legislators, mayors, and county officials across the country, and will, of course, continue to participate in all Domestic Council decisions.

Under the supervision of Kenneth R. Cole, Jr., Executive Director, the Domestic Council will assume the following new responsibilities and functions under the change effected today:

- to act as my principal point of contact with the executive and legislative officials of State and local government;
- to encourage closer cooperation between the various Federal agencies and their State and local counterparts;
- to keep the Federal Executive continuously aware of the views of State and local officials and to serve as a clearinghouse through which specific difficulties can be resolved;
- to work closely with the Advisory Commission on Intergovernmental Relations;
- to provide State and local officials with guaranteed access to the highest offices of the Federal Government -- especially those offices having a direct impact on intergovernmental relations;
- to strengthen existing channels of communication and to create new channels among all levels of government;
- to transfer more decision-making authority to the Federal regional offices, and to facilitate an orderly transfer of appropriate functions to State and local government; and
- to provide the President with a more versatile domestic policy arm and give State and local government a direct role in the development of our domestic policy initiatives.

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As a further step toward increasing intergovernmental involvement in the Federal domestic policy formulation process, I shall also appoint Mr. Cole to the Advisory Commission on Intergovernmental Relations.

I expect this streamlining action within the Executive Office of the President to contribute significantly to our objective of achieving a stronger and better balanced Federal system in the United States during the next four years.

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May 24, 1973

Office of the White House Press Secretary

THE WHITE HOUSE

RICHARD M. FAIRBANKS

Biographical Data

Richard M. Fairbanks first joined the Administration in 1971 as Special Assistant to the Administrator of the Environmental Protection Agency, and remained in that position until he joined the Domestic Council staff in June of that year.

Mr. Fairbanks was born on February 10, 1941 in Indianapolis, Indiana. He received an A.B. degree from Yale College in 1962 and served after graduation as an officer in the U.S. Navy until 1966. He received his J.D. from Columbia University School of Law in 1969.

He was admitted to the Bar of the District of Columbia in 1969. From 1969 to 1971 he was associated with the law firm of Arnold and Porter in Washington.

Mr. Fairbanks is married to the former Ann F. O'Connor. They reside in the District of Columbia, with their two children.

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May 24, 1973

Office of the White House Press Secretary

THE WHITE HOUSE

JAMES H. FALK

Biographical Data

James H. Falk joined the Domestic Council staff in February of 1971.

Mr. Falk was born in Tucson, Arizona on August 17, 1938 and received a Bachelors Degree in Economics in 1960 and his Law Degree in 1965, both from the University of Arizona.

Prior to coming to Washington he was a partner in the law firm of Waterfall, Economidis, Falk and Caldwell in Tucson, Arizona.

In addition to his law practice, he served as President and Chairman of the Board of Directors of the Tucson Transit Authority, Inc.

Prior to practicing law, Mr. Falk served as Assistant City Attorney and City Prosecutor in Tucson, Arizona.

He is a member of the State Bar of Arizona, the District of Columbia Bar Association, United States District Court Bar, the United States Supreme Court Bar and the National Panel of Arbitrators of the American Arbitration Association.

Mr. Falk is married to the former Bobbie Jo Vest. They reside in McLean, Virginia, with their three children.

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May 24, 1973

Office of the White House Press Secretary

THE WHITE HOUSE

GEOFFREY C. SHEPARD
Biographical Data

Geoffrey C. Shepard joined the Domestic Council staff in September of 1970. From September, 1969, until September 1970 he was a White House Fellow working with the Secretary of the Treasury.

Mr. Shepard was born November 7, 1944 in Santa Barbara, California. He received his B.A. from Whittier College in 1966 and his J.D. degree from the Harvard Law School in 1969.

Mr. Shepard was formerly an Associate with the law firm of Perkins, Stone, Olsen and Williams of Seattle, Washington. He is a member of the Washington State Bar Association, the District of Columbia Bar and the United States Supreme Court Bar.

Mr. Shepard is married to the former Saundra Greene. They reside in Arlington, Virginia.

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MAY 24, 1973

Office of the White House Press Secretary

THE WHITE HOUSE

The President today announced that five members of the Domestic Council staff have been promoted to Associate Director: James H. Cavanaugh, Richard M. Fairbanks, James H. Falk, Dana G. Mead and Geoffrey C. Shepard. They will work closely in their new capacities on a wide range of domestic problems with Kenneth R. Cole, Jr., Executive Director of the Domestic Council.

Mr. Cavanaugh joined the Domestic Council staff in January 1971 to work on health policy. Mr. Cavanaugh's new assignment will be in the field of human resources, where he will help to coordinate the development of education, welfare, veterans affairs and health policies, working closely with the many departments and agencies who are interested in these matters.

Mr. Fairbanks joined the Council's staff in June 1971 working on environmental and agricultural problems. He will continue to work in all aspects of the natural resources area, and will also assist in developing the Administration's energy policies.

Mr. Falk joined the Council's staff in February 1971. At that time he worked on matters of welfare reform and our special revenue sharing proposals. Mr. Falk's new responsibilities will be those functions previously assigned to the Office of Intergovernmental Relations. These functions were transferred to the Domestic Council and were announced on December 14, 1972. He will work closely with state and local officials in order to assure that these officials will have a strong voice in the development of Administration policy.

Mr. Mead first worked with the Council's staff in May of 1970 as a White House Fellow. He will continue to work on matters of school desegregation, civil rights, as well as elementary and secondary education. Mr. Mead's new responsibilities will be in the area of community development where he will work closely with the Department of Housing and Urban Development, the Department of Transportation, and other interested agencies. He will also serve as the President's liaison for District of Columbia affairs.

Mr. Shepard came to the Council's staff in September of 1970 in order to help seek improvements in our criminal justice system. Mr. Shepard will continue to work closely with the Department of Justice on all aspects of law enforcement, and his new areas of responsibility will include efforts to expand the federal role in combating the problems of drug abuse.

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THE WHITE HOUSE

WASHINGTON

December 1, 1973

MEMORANDUM FOR

MELVIN LAIRD
KEN COLE

FROM:

Richard Fairbanks

R7

SUBJECT:

Natural Resources Programs Budget

I understand the final review on natural resources programs will be held with Roy Ash in the Roosevelt Room at 10:00 a.m. on Wednesday. I concur with the OMB recommendations regarding the budgets of NASA, AEC, EPA, Agriculture, Interior and the Corps of Engineers with the following exceptions:

- EPA Issue #1 -- Municipal Construction Grants. Funding for sewage treatment plants is the largest budget threat in any of these areas. The 1972 Water Pollution Act Amendments sought to allot \$5, 6 and 7 billion in fiscal years '73, '74 and '75. We have allotted only \$5 billion out of the first \$11. While I agree with the OMB recommendation to allot only \$4 instead of the full \$7 billion requested by EPA, you should recognize that such an action will be widely condemned in the Congress and may quickly force a new mandatory spending bill to force allotment of the full amount. (Train has publicly backed allotting \$7 billion). There is already a raging debate on whether or not the allotments under the present law are mandatory, with the States and Congress alleging that the President is acting unconstitutionally in "impounding" these funds. We have lost a couple of lower court decisions already, but still believe we will be vindicated on appeal. Inciting the Congress to pass a new mandatory spending bill could thus be counter productive by mooted the pending cases for fiscal years 1973 and 1974 and forcing an even more adverse fiscal impact.

On balance, I concur with OMB, but you should be aware of the political and budget threats.



- Interior Issue #1 -- Land and Water Conservation Fund.
"Full funding" of the L&WCF has become a catch phrase for dedication and commitment to these highly popular recreation programs it supports. When we did not "fully fund" it last year, we excused it on the grounds that it was a temporary aberration because of the unusually stringent budget. Interior again this year requests "full funding". OMB is proposing to redefine "full funding" to be the obligational amount and simply increase the State share. I think this will be either perceived as being overly crafty, or will simply be misunderstood by people who simply look at the total number. The intense political heat from the Congress and each of the 50 States for an outlay difference of only \$20 million appears to be ill-advised this year. If we want to change the State/Federal proportions, we can do it in testimony before the Congress during the year and have that decision reflected in the FY '76 Budget.
- Interior Issue #2 -- Wetlands Acquisition (Duck Stamps).
Why make all the hunters mad, fly in the face of Congressional intent, and give the demagogues another chance to hit us on impoundments all for an outlay saving of \$6 million?
- Interior and Corps of Engineers Water Programs. The general level of funding of these programs (which all agree should be dealt with at equivalent levels) requires a difficult political verses budgetary judgment. As you know, water reclamation projects in the West and navigation and flood control projects in the South are the most favored sources of pork for those two sections. They are also traditionally a budget examiners' nightmare because they involve very heavy and long-term capital investment and often marginal cost/benefit numbers. However, the people who are most directly disadvantaged by cuts in these programs are precisely the hard rock political supporters upon whom the President must count next year. Therefore, I would argue that this is not the year to signal a farther across-the-board retreat from Federal funding of these programs.

With particular regard to Interior's Bureau of Reclamation, you will notice that OMB recommends \$100 million less than the



Secretary's request. This would require stopping four projects (two in Wyoming, one in South Dakota, and one in New Mexico) and cutting back the Central Arizona Project by \$30 million. Who gets to tell John Rhodes, Fannin and Goldwater?

With regard to the Corps of Engineers, OMB requests saving roughly \$80 million by cutting back a number of small construction projects in Louisiana, North Carolina, Florida, Kansas, Kentucky, Mississippi, Oklahoma, Virginia and Missouri -- including Senator Long's favorite Red River Project and Broyhill's 4 Mile Run -- and also stretching out funding for flood control projects on the Mississippi (where we had enormous flooding last year) including the Cache River Basin and West Tennessee, both of which are highly visible and most important to the representatives of Tennessee, Mississippi and Arkansas.

I therefore recommend that all of these Interior budget cuts, totaling some \$200 million, be restored (\$100 million for BuRec, \$80 million for the Corps, \$6 million for Duck Stamps, and \$20 million for the Land and Water Conservation Fund).

cc: Bill Timmons



THE WHITE HOUSE
WASHINGTON

March 4, 1974

MEMORANDUM FOR DANA MEAD

FROM: Dick Fairbanks **D7**
SUBJECT: Domestic Council Staff Assignments

Beginning about the first of May, I recommend that the following assignment of responsibilities be made in the area of Natural Resources, Energy and Environment:

Federal Energy Office (soon to be, hopefully, Federal Energy Administration)	Glenn Schleede
Department of Agriculture (all except Rural Development)	Norm Ross
Environmental Protection Agency (Clean Air Act and radiation)	Glenn Schleede
(All other programs including water pollution, pesticides, solid waste and noise)	Norm Ross
National Aeronautics & Space Administration	Glenn Schleede
National Oceanic & Atmospheric Adminstrat'n	Norm Ross
Puerto Rico, the Virgin Islands, Guam, Trust Territories, etc.	Norm Ross
National Science Foundation	Glenn Schleede
Army Corps of Engineers (civil programs)	Norm Ross
Atomic Energy Commission (and its successors -- ERDA and NEC)	Glenn Schleede



Water Resources Council

Norm Ross

Tennessee Valley Authority

Glenn Schleede

Department of the Interior (all programs
except Indians and energy-related
functions such as OCS, coal and
geo-thermal leasing, oil and gas
pipelines, etc.)
(Energy-related functions)
(Indians)

Norm Ross
Glenn Schleede
Brad Patterson

cc: Norm Ross



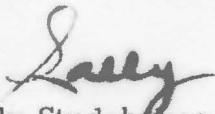
THE WHITE HOUSE

WASHINGTON

5/7

Phyllis --

Attached is the finished product. If you have any corrections, I'd welcome them. As I mentioned, Glenn Schleede gave me his duties and you were very helpful with your area. I checked with Jana Hruska on most of the others.



Sally Studebaker
(Congressional Relations
East Wing)



Mr. Ross -- the attached was put together by

Sally Studebaker of Congressional Relations

(Bryce Harlow's sec.). If you see any corrections
or additions, please make them so we can
revise our list, as appropriate.

Thanks.

pk-



5/7/74

DOMESTIC COUNCIL

KENNETH R. COLE, JR.

Assistant to the President for Domestic Affairs
Executive Director of the Domestic Council

I.O.: 509 X: 6515 - 2nd Floor, WW

Secretary: Carol Patrick

Assistant: Warren Hendricks I.O.:315 X:6444

Secretary: Kathy Noonan

Additional Members of the Domestic Council:

Tod Hullin: I.O.: 251 X:2383 - Room 228 OEOB
(works very closely with Ken Cole)

Secretary: Jana Hruska



may 4 2638
apr 4

JAMES FALK

ASSOCIATE DIRECTOR FOR INTERGOVERNMENTAL RELATIONS

IO: 256 X: 6250 Room 231 OEOB

Secretary: Georgia Dickerman

Programs:

Intergovernmental Relations

Governors of States and Territories

- National Governors' Conference
- Council of State Governments

Mayors

- League of Cities
- U.S. Conference of Mayors

County Officials

- National Association of Counties

State Legislators

- National Legislative Conference

City Managers

- International City Management Association

Departments and Agencies:

All Domestic Departments and Agencies

- Regional Councils (Under Secretaries Group)



JAMES CAVANAUGH

ASSOCIATE DIRECTOR FOR HUMAN RESOURCES

IO: 291 X: 2861 Room 330 OEOB

Secretary: Mara Skujins
Rosemary Rogers

Assistant: Pamela Needham X: 6776 Room 235

Programs:

Action
Aging
Cancer Programs
Consumers
Education Revenue Sharing
Elementary & Secondary Education
Health
Higher Education
Legal Services
Manpower Revenue Sharing
Non-Public Education
Nursing Homes
Population Policy
School Breakfast
School Lunch
Summer Youth Programs
Veterans
 Education and Training
 Jobs for Vietnam Veterans
 Medical Care
Vocational/Career Education
Welfare

Departments and Agencies:

ACTION

Department of Agriculture

Economic Research Service (human resources)
Agriculture Research Service (human nutrition and
 consumer research program)
Food and Nutrition Service (meat, poultry and egg inspection)



CAVANAUGH (continued)

Departments and Agencies (continued)

Department of Commerce

Product safety programs of the National Bureau of Standards

Department of Health, Education and Welfare (all except public
library construction grants and National Institute for
Occupational Safety and Health)

Department of Housing and Urban Development (college housing)

Department of the Interior

Federal trust responsibilities over land and other resources
of Indians

Alaska natives

Territorial peoples

Department of Labor

Manpower Administration

Employment Service

Women's Bureau

Unemployment compensation for Federal employees and
ex-servicemen

Unemployment insurance benefits

Bureau of Employees Compensation

Equal Employment Opportunity Commission

Fine Arts Commission

National Cancer Institute

National Foundation for the Arts and Humanities

Office of Consumer Affairs

Office of Economic Opportunity (all except Community Action

Programs -- includes Senior Opportunities and Services --
and special impact programs)

Railroad Retirement Board

Special Action Office for Drug Abuse Prevention

Veterans Administration



GEOFF SHEPARD

ASSOCIATE DIRECTOR FOR LAW ENFORCEMENT AND

DRUG ABUSE PREVENTION

IO: 513 X: 2562 Room 234 OEOB

Secretary: Donna Larsen

Assistant: Lynn May IO: 281 X: 6437 Room 235 OEOB

Secretary: Helen Distelhorst

Programs:

Crime

- District of Columbia (crime)
- Court Reform
- Gun Control
- Hijacking
- In the streets
- Juvenile
- LEAA Special Revenue Sharing
- Organized
- Prisons/Corrections
- Statistics

Drugs

- Domestic
- Foreign
- Military

Departments and Agencies:

- Central Intelligence Agency (drug section only)
- Department of Justice
- Department of State (drug section only)
- Department of the Treasury (Law Enforcement Assistance Administration)
- Federal Aviation Agency (hijacking only)
- Special Action Office for Drug Abuse Prevention



DANA MEAD

ASSOCIATE DIRECTOR FOR COMMUNITY DEVELOPMENT

IO: 218 X: 2307 Room 216 OEOB

Secretaries: Judy Johnston and Virginia Whitehead

Assistant: Mike Duval IO: 442 X: 6560

Secretary: Helen Ammon

Programs:

Appalachian Regional Commission
Bicentennial (District of Columbia)
Community Development (HUD programs)
Department of Community Development
Disaster Relief
District of Columbia (all)
Emergency School Assistance Act
General Revenue Sharing
Housing
Model Cities
National Growth Policy
New Communities
Regional Economic Development (EDA)
Responsive Governments Act (planning and management)
Rural Development (RDA 1972, REA, REAP, Rural Water and Sewer)
School Desegregation (elementary-secondary, higher education)
Title V Regional Commissions
Transportation Policy
 Airports-Airways
 Mass Transit
 Highways
 Highway Safety
Urban Revenue Sharing
White House Fellows

Departments and Agencies:

Department of Agriculture (rural development, REA, REAP, FHA)
Department of Commerce (EDA, Title V Regional Commissions, Appalachian)
Department of HEW (Office of Civil Rights, ESA)
Department of Housing and Urban Development
Department of Justice (School Desegregation)
Department of Transportation
Department of the Treasury (General Revenue Sharing)
District of Columbia
Federal Aviation Agency (except Hijacking)
Tennessee Valley Authority



NATURAL RESOURCES

Norm Ross IO: 336 X: 6554 Room 218 OEOB

Secretary: Phyllis Tucker

Programs:

Agriculture

- Exports
- Food Stamps
- Subsidies
- Surpluses
- Etc.

Environment

- Industrial Investments
 - Solid wastes
 - Pesticides
 - Noise
- Marginal industries
- R&D low pollution car
- Water pollution

Property Review Board

Puerto Rico

Strategic stockpile

Trust Territories

Departments and Agencies:

Council on Environmental Quality (parts)

Corps of Engineers

Department of Agriculture (except Rural Development, REA & FHA)

Department of Commerce (NOAA)

Department of the Interior (except Bureau of Indian Affairs)*

Environmental Protection Agency (except clean air & radiation)

*Bureau of Indian Affairs

Brad Patterson IO: 260 X: 2657 Room 182 OEOB

Secretary: Linda Hagge

State Dept.
OMB
NSF



NATURAL RESOURCES & ENERGY

Glenn R. Schleede IO: 237 X: 6556 Room 224 OEOB

Secretary: Rita Grave

Programs:

Clean air
Energy
Energy and Natural Resources Organization
Radiation
Science
Space

Departments and Agencies:

Atomic Energy Commission
Council on Environmental Quality (parts)
Department of the Interior (energy and fuel mineral)
Environmental Protection Agency (clean air and radiation)
Federal Energy Office
National Aeronautics and Space Administration
National Science Foundation
Rural Electrification Administration
Tennessee Valley Authority



DATE:

5/20

TO: Norm Ross - In view of
attached, it would be most
helpful if you could provide
us with a similar list.

Thanks as much

R

Roland L. Elliott



*See forward to Polans Elliott
6/4*

NORMAN E. ROSS - AREAS OF RESPONSIBILITY - DOMESTIC COUNCIL

DEPARTMENT OF AGRICULTURE

- International Affairs and Commodity Programs
 - . Agricultural Stabilization and Conservation
 - . Foreign Agriculture
 - . Commodity Credit
 - . Export Marketing (all dairy, beef products)
- Marketing and Consumer Services
 - . Agricultural Marketing
 - . Animal and Plant Health Inspection
 - . Commodity Exchange
 - . Food and Nutrition (food stamps)
 - . Farm Labor
- Conservation, Research, and Education
 - . Agricultural Research
 - . Extension Programs
 - . Forest Programs
 - . Soil Conservation Programs

DEPARTMENT OF COMMERCE

- National Oceanic and Atmospheric Administration
 - . Weather Service
 - . Marine Fisheries
 - . Environmental Satellite Services



DEPARTMENT OF DEFENSE

- Department of the Army
 - . Corps of Engineers (Civil Works Programs)

DEPARTMENT OF THE INTERIOR

Areas of responsibility:

- . Fish
- . Wildlife
- . Parks
- . Minerals
- . Land Resources - Land Use
- . Water Resources
- . Territorial Affairs (Guam, Virgin Islands, Puerto Rico
etc.)
- . Indian affairs
- Geological Survey

ENVIRONMENTAL PROTECTION AGENCY

Areas of responsibility:

- . Waste Management
- . Noise Abatement
- . Water
- . Pesticides
- . Environmental Research

NATIONAL SCIENCE FOUNDATION (as appropriate - water, minerals,
land use, etc.)

WATER RESOURCES COUNCIL

PROPERTY REVIEW BOARD

COUNCIL ON ENVIRONMENTAL QUALITY (predator control, pesticides,



THE WHITE HOUSE

WASHINGTON

May 17, 1974

TO: Mail Room
FROM: *Glenn* Glenn Schleede

I gather that there is some confusion (understandably) since Dick Fairbanks' departure as to whether Norm Ross or I am responsible for various areas covered by the mail that you must sort. I've noticed that many of the items I handle are first routed to Norm and then rerouted.

To help sort out the confusion there is attached a list of the areas I handle--current as of May 17. I hope this helps a bit.
Thanks.



GLENN SCHLEEDE

General Program Areas

- . Energy
- . Natural Resources
 - Energy Minerals, including leasing on public lands
- . Environment
 - Air Quality
 - Radiation
- . Space
- . Science
 - NSF Activities
- . Energy and natural resources organization

Agencies

- . Atomic Energy Commission
- . Federal Energy Administration/Federal Energy Office
- . Interior
 - Energy and fuel minerals
 - Fuel minerals, including leasing on public lands
 - Power Marketing agencies
- . Environmental Protection Agency
 - Air Quality
 - Radiation
 - Research & monitoring, enforcement and grant activities related to air quality and radiation.
- . Council on Environmental Quality
 - Activities related to above program areas.
- . Tennessee Valley Authority
- . Agriculture
 - Rural Electrification Administration
- . National Aeronautics and Space Administration
- . National Science Foundation



*Put together by Tucker
6/4*

NORMAN E. ROSS, Jr.
Assistant Director
Domestic Council

National
Natural Resources

Department and Agency Responsibilities

Agriculture, Dept. of
Commerce, Depart of (NOAA)
Department of Defense (Army Engineers)
Department of the Interior

Fish and Wildlife and Parks
Land and Water Resources
Land Use and Water Planning
Micronesian Status Negotiations
Territorial Affairs
Land Management
National Parks
Reclamation
Sport Fisheries
Outdoor Recreation
River Basin Commissions
Indian Affairs

Environmental Protection Agency

Water Quality
Solid Waste Management
Noise Abatement
Hazardous Materials
Municipal and Industrial Pollution Control

National Science Foundation
CEQ

Major Functional Program Areas

Agriculture exports and imports
Farmers
Agriculture subsidies
" surpluses
Timber
Food stamps
Solid wastes
Pesticides



Strategic stockpile
science activities
Leasing on public lands
Food
Climate
Parks and recreation
Fish and wildlife
Land use
Noise
Water pollution
Hazardous materials
Consumer affairs
Water resources
Water quality
Agriculture economics
American Indians
Conservation
Puerto Rico, Virgin Islands,



August 9, 1973

MEMORANDUM FOR

MEMBERS
ENVIRONMENTAL RESOURCES COMMITTEE

FROM: CHAIRMAN
ENVIRONMENTAL RESOURCES COMMITTEE

SUBJECT: Initial Organization of Environmental
Resources Committee

Working with the Domestic Council staff, I have decided to begin the work of this Committee through the use of subcommittees to address specific problems. The initial subcommittees are listed below and consist of members representing all relevant agencies. It is hoped that each subcommittee will develop policy and legislative recommendations in their respective areas which could be channeled through the Committee itself and sent to the President. These recommendations will form the basis for the development of Administration policy in the natural resources area.

Water Resources Subcommittee

Water resources policy has been a mixture of ambiguous economic and social objectives without appropriate consideration of limitations of sources and the cost involved. The historic policy was intended to provide all the water that was desired virtually without heed to costs. This policy has had a major effect on the amount and type of water use, the Federal approach of flood control, drainage, and irrigation; and in turn affect land use considerations such as flood plain development, agricultural production and incomes, and the balance between agricultural and industrial growth in areas of water scarcity. There is a need to develop a clearer and more general policy for a more rational resource allocation.



Issues to be addressed include:

- The proper Federal role in water resources development, particularly with regard to participation in planning, design, construction and financing of water programs and projects.
- The extent and applicability of economic principles as applied to irrigation, waterways, flood control, and drainage.

The subcommittee will consist of representatives from the Departments of Interior, Agriculture, Justice, Commerce, the Office of Management and Budget, the Council on Environmental Quality, the Environmental Protection Agency, and the Department of the Army, with the Department of the Interior being the lead agency.

Recreation Subcommittee

The Federal responsibility to manage lands and waters under multiple use principles makes recreation an important part of resource management policy. There is a need for the commitment and use of natural and man-made resources on a multi-purpose/multibenefit basis to accomplish the widest and most balanced use of lands and monies. There is also a need for a foundation from which coordinated recreation problem-solving can emanate and a framework within which Federal recreational programs can be developed and managed. Issues to be addressed include:

- The responsibility of the Federal Government in the field of outdoor recreation.
- The development of a comprehensive outdoor recreation policy taking into consideration the plans of the various Federal agencies.
- An investigation of the structure of general and special recreation user fees.

The subcommittee will consist of representatives from the Departments of Interior and Agriculture, the Office of Management and Budget, the Council on Environmental Quality, and the Department of Army, with the Department of the Interior being the lead agency.



Air Quality

Significant improvements in air quality have been made possible under the authorities provided by the Clean Air Act Amendments of 1970, but the actions resulting from implementation of the Act are causing economic and social disruption that was not recognized at the time the Act was passed. In addition, some of the standards and deadlines resulting from the Act cannot be accomplished. A complete review is needed to:

- Identify possible changes in the Act and develop an Administration position with respect to those changes. Areas for consideration include, but are not limited to: antidegradation, transportation controls and the 1976 NOx standard.
- Identify other actions that should be taken by the Administration (perhaps in relation to States) to assure that steps being taken to implement the Act reflect the best practicable balance in achieving our objectives with respect to the environment, energy, national security and the economy. An example of an area requiring review is whether additional steps should be taken to encourage States to relax deadlines for meeting secondary air quality standards.

The Senate Committee on Public Works has announced its intention of conducting a complete review of the Act beginning in September. The Administration should be prepared to participate fully in that review.

The subcommittee will consist of representatives from the Departments of Justice, Interior and Commerce, the Office of Management and Budget, the Energy Policy Office, the Council on Environmental Quality and the Environmental Protection Agency, with the Environmental Protection Agency being the lead agency.

Mineral and Material Policy Subcommittee

There is a need to enhance environmental quality and to conserve materials while ensuring that we provide sufficient quantities of minerals and materials for our economic and national security needs. We then need to develop mineral and material policy to utilize present resources and technology more efficiently, to anticipate the future material and mineral requirements of the Nation, and to make recommendations on



the supply, use, recovery, and disposal of materials. The subcommittee will consist of representatives from the Departments of Justice, Commerce and Interior, Agriculture, the Office of Management and Budget, and the Council on Environmental Quality, with the Department of the Interior being the lead agency.



THE WHITE HOUSE

WASHINGTON

June 25, 1973

Resource List -- Domestic Council

Membership of the Domestic Council is attached. The major responsibilities of this group are to develop and review the President's domestic policies. This effort is generally carried out by the various Cabinet Officers and Agency heads working with the Domestic Council staff. Ken Cole, as the Executive Director of the Domestic Council staff, has overview responsibility, assisted by Associate Directors in particular areas: Jim Cavanaugh -- Human Resources (HEW, Labor, Veterans Administration, OEO, etc.); Dana Mead -- Community Development (HUD, Transportation, rural development etc.); Geoff Shepard -- drugs and crime (Justice, Special Action Office for Drug Abuse, etc.); Dick Fairbanks -- Natural Resources (Interior, Agriculture, EPA, CEQ, AEC, etc.).

In addition, Domestic Council staff coordinates intergovernmental relations with the various Governors, Mayors, County Executives, and State Legislators, under the leadership of Jim Falk.



May 24, 1973

Office of the White House Press Secretary

THE WHITE HOUSE

DOMESTIC COUNCIL

Chairman:

Richard M. Nixon

The President of the United States

Vice Chairman:

Spiro T. Agnew

The Vice President of the United States

James T. Lynn
George P. Shultz
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Caspar W. Weinberger
Rogers C. B. Morton
Frederick B. Dent
Earl L. Butz
Claude S. Brinegar
Elliot L. Richardson
Herbert Stein
Roy L. Ash
Anne Armstrong
Donald E. Johnson
Robert W. Fri

Secretary of Housing and Urban Development
Secretary of the Treasury
Secretary of Labor
Secretary of Health, Education, and Welfare
Secretary of the Interior
Secretary of Commerce
Secretary of Agriculture
Secretary of Transportation
Attorney General
Chairman, Council of Economic Advisors
Director, Office of Management and Budget
Counsellor to the President
Administrator of Veterans' Affairs
Administrator of the Environmental Protection
Agency (Acting)
Chairman, Council on Environmental Quality
Deputy Director, Office of Management and
Budget

Russell E. Train
Frederick V. Malek

Executive Director:

Kenneth R. Cole, Jr.

Associate Directors

James H. Cavanaugh
Richard M. Fairbanks
James H. Falk
Dana G. Mead
Geoffrey C. Shepard

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#

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THE WHITE HOUSE
WASHINGTON

File

TO: *Norwood*

FROM: MIKE DUVAL

For your information _____

Comments:

*Please let me have
your thoughts before
noon Wednesday.*

Thanks

Mike



THE WHITE HOUSE

WASHINGTON

May 28, 1974

MEMORANDUM FOR: TOD HULLIN
MIKE DUVAL ✓
JIM CAVANAUGH
GEOFF SHEPARD
JIM FALK

FROM: DANA MEAD 

Attached is a copy of Ken's memo to Al Haig in which he proposed a longer-term approach to new initiatives through the Domestic Council Committees. We now have the go-ahead on this and must prepare a plan to implement it.

Would you please give this some thought during the next 24 hours and write up your ideas on how we should proceed. Some of the kinds of questions we need to address include:

How should we initiate the process with the Chairmen? By memo?
By personal KRC meetings? By both?

What areas are ripe for development and/or revaluation?

How structured should we make this?

When and how should we integrate the President?

How do we present this exercise publicly? (In light of recent fiasco, etc.)

What do we want to get out of it? (Generally and specifically)

What should our timing considerations be?

Obviously, these are not all-inclusive, but are illustrative of the kinds of things I would like to discuss with you tomorrow. Virginia will be calling to set up a meeting.

Ken must be back to Al by Thursday c.o.b., so I'll appreciate your giving this a high priority during the next two days.

Thank you.

Attachment



THE WHITE HOUSE

WASHINGTON

May 9, 1974

MEMORANDUM FOR

ALEXANDER HAIG

FROM:

KEN COLE

SUBJECT:

NEW INITIATIVES

Yesterday Jerry Jones and I discussed the disappointing response to the recent "New Initiatives" request and this memo is an extension of my ideas from that meeting.

It seems to me that we basically have two problems: one is to get the President involved and active now in the domestic field, thereby communicating leadership and control; and secondly, achieving the same objective in the longer-term by developing new initiatives for next year. The recent exercise failed because we tried to accomplish too much too quickly with new initiatives alone; going outside the "normal" structures and processes turned the Cabinet off. The two suggestions that follow are intended to use the existing system in a way that will provide Presidential participation and impetus, real Cabinet level commitment and adequate time to insure a substantively useful product.

In the short term, I feel very strongly that we should concentrate our efforts on heightening Presidential involvement with our current programs and policies. To abruptly shift our attention to new ones would be read as a negative signal on the Hill. The Cabinet officers who have been very active in our efforts to get the BCA, Health, Manpower, UTAP and other major Presidential proposals will be confused and disappointed if we shift just when some of these are reaching fruition. Finally, our current proposals are good, well developed ones, which form an integral part of the President's legacy--they are essential to it. Diverting the time and energies of the Administration's top leadership now to other initiatives would undermine our efforts to finally cement the New Federalism (and the President's major domestic thrusts) in place. As you know, we have



been developing activity plans built about our current domestic programs and legislation. We can expand these or devise more intensive plans in a host of substantive areas and accomplish the short-term objectives you seek.

In the long term, in addition to the overriding objectives relating to the President, we should be looking ahead to developing appropriate proposals for next year. In this regard I recommend that the President chair a series of Domestic Council Committee meetings in major substantive areas (veterans, health, income assistance, rural and urban development, etc.) and charge them with developing new program and policy thrusts within broad parameters he would lay down. A reasonable period (30-45 days) would be permitted for the committees to organize working groups or whatever they believed necessary. During this hiatus the chairman (all Cabinet officers) could periodically report on progress to the President and seek guidance. At the end of the development period the committees would once again meet with the President to present their recommendations or findings, if any. Staff action working toward final development of the new proposals would follow, again involving the President, the Cabinet and high-level White House staff. The potential of this process as a vehicle for continued, active Presidential participation is enormous--with all of the obvious public relations benefits.

I think both of these should be set in motion as soon as possible, and I will be happy to develop the final plans and implement them when you decide to go ahead.

cc: Jerry Jones
Jim Cavanaugh

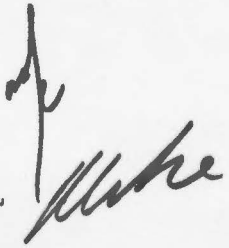


THE WHITE HOUSE

WASHINGTON

June 3, 1974

MEMORANDUM FOR: NORM ROSS
FROM: MIKE DUVAL
SUBJECT: DOUBLE BOTTOM TANKERS



I have looked into the double bottom tanker controversy between Morton and Brinegar and it is my judgment that we should stay out of this one. The bottom line of it is that these tankers have a 15-20% economic penalty and Morton wants Brinegar to put the order into effect through the Coast Guard and thus, take the rap. Unless this begins to unwind due to the commitments made to the environmentalists, I suggest we stay out of it and let Morton and Brinegar work it out among themselves.



P.L.
6/11

THE WHITE HOUSE

WASHINGTON

June 3, 1974

MEMORANDUM FOR: NORM ROSS
FROM: MIKE DUVAL *Mike*
SUBJECT: COTTON QUOTAS

On June 10 and 11 in Dallas, the National Cotton Council will be meeting. It is my understanding that it would be inappropriate for us to issue the Cotton Tariff Proclamation prior to this meeting because this would, undoubtedly, result in considerable criticism focused on the President.

Furthermore, on July 10, the cotton estimates come out and they are, undoubtedly, going to show a very large crop for the next season. This might well result in a depression of the cotton prices. Therefore, if the Proclamation is issued between the middle of June and the July 10th estimate, and thereafter the price falls, this could result easily in an incorrect conclusion that the price is going down because of the President's Proclamation. This, obviously, would create problems and, therefore, must be considered.

Will you insure that the Proclamation is not issued until after the Cotton Council meeting in Dallas, and will you also take up with Agriculture the desirability of holding off on the Proclamation until after the July 10th cotton estimates.

Thanks very much.

cc: Gene Ainsworth
Tom Korologos



THE WHITE HOUSE

WASHINGTON

May 22, 1974

[Handwritten mark]

MEMORANDUM FOR: NORM ROSS
FROM: MIKE DUVAL *D*
SUBJECT: Cotton Import Quotas

Tom Korologos advises me that Senator Eastland is opposed to any change in the current status of cotton import quotas. The Senator requests that we wait until after the July crop estimate before taking any action.

Please see to it that nothing happens over the next few days. We should attempt to work something out which will take into account the Senator's position.



THE WHITE HOUSE

WASHINGTON

June 10, 1974

MEMORANDUM FOR: NORM ROSS
FROM: MIKE DUVAL *Mike*
SUBJECT: ACTION ITEMS

1. Carlson raised with me the current impoundment of EPA water and sewer grants. Would you check with OMB and have them provide us a one-page statement on the status of these impoundments, or positions on them, and for background purposes, the status of any Hill consultations to take care of this problem.
2. As you can see from the attached, Nat Reed wants to set up a meeting on the Florida Cross-state Barge Canal. My instincts (and I think we are together on this one, totally) are to stay away from such massive meetings. On the other hand, if Reed turns to the Domestic Council staff for such a meeting, I don't think we can just totally reject him.

We will, of course, have to assure that we get some guidance from Cole first, and I expect that very quickly. Would you please take a look at this and give me your reaction to how we ought to respond to Nat Reed. I want to call Reed sometime today.

3. Concerning the Wilderness briefing, we will need the following:

- By Tuesday, a fully staffed and signed copy of the President's Message and transmittal letter. Also, a fact sheet signed off by everybody and to Carlson.
- By Wednesday, all copies of the completed report should be delivered, fully collated, and ready for distribution. Let Carlson decide where they want them delivered, but we do not want to wait until the day of the briefing for delivery.

*Don't have
done this
one
x talked to
As yet about
this*



I would appreciate the opportunity to see the Presidential Message and Fact Sheet in draft sometime on Monday.

4. Please review the nominee for the U.S. Representative on the Columbia River Interstate Compact and let Hendriks know if this is okay. I have no objections. *done*

Thanks very much.



June 13, 1974

MEMORANDUM FOR: KEN COLE
FROM: NORM ROSS
SUBJECT: Policy Issues

Department of the Interior

• Presidential Study of Water Resources Policies

For years, the Executive and the Congress have been at odds regarding the criteria and policies that govern the extent of Federal interest and financial involvement in developing the Nation's water resources. Traditionally, the Congress has pushed for heavy Federal participation in all aspects of water resources development while the Executive has tried, with little success, to limit or relieve the general taxpayers of the burden of financing water programs and projects that have little or any benefit to the Nation as a whole.

The recently enacted Water Resources Development Act authorizes the President to conduct a one-year study of water resources policies, including such issues as discount rates, planning objectives, and cost sharing. In his signing statement on the bill, the President addressed need for such a study.



When completed, the study should arrive at a set of basic policies that:

- Provide sound economic principles and environmental considerations for planning and evaluating new programs and projects.
- Are consistent with the values that society now places on the Nation's natural resources.
- Place more decision-making and financial responsibilities on non-Federal Governmental entities, particularly those that stand to gain most of the return from the water resource investments.
- Recognize the real budgetary and other resource constraints on water development, and
- Are pragmatic and politically viable resulting in a consensus between the two branches of government on the major water issues such as cost sharing.

Project Protection

We are moving into the development program essential for the success of Project Independence. It is clear that this program will not only cost money, but will also generate substantial funds from the leasing of public lands on shore and on the Outer Continental Shelf. It is also obvious that we will encounter resistance from environmental and conservation groups in the form of court actions and political pressure.

The Nation must confront a period of intense pressure for development. There is a danger of growing imbalance between development and conservation, preservation and recreation opportunity. A program should be developed concurrently with Project Independence to serve national



needs for conservation, preservation and recreation-- a balanced administration that can be readily financed in light of growing Federal revenues from leasing of the Nation's energy reserves. Programs could be developed to meet our most pressing and critical Federal, State, and local needs:

- Statewide outdoor recreation, protection of important natural habitats, and open space preservation.
- Urban and metropolitan recreation.
- Consolidation and completion of our National Park System.
- Acquisition and protection of historic sites, national forests, national trails, and wild and scenic rivers.
- Conservation of fish and wildlife, and protection of endangered species, and
- Special environmental inventories and analyses.

Department of Agriculture

- The United States has adopted a new agricultural policy in the 70's -- a policy of full production. After 40 years of Government programs designed to curtail production, we have moved to a policy which unleashes the productive capacity of our farmers. A year ago, against a backdrop of steeply rising commodity prices and widespread fears of shortages of farm products, the President sought changes in agricultural programs which would:
 - Give farmers freedom to plant.
 - Provide relatively low level market support for the traditionally supported commodities; and
 - Phase out Federal payments.



Congress gave the President a law which:

- Permitted greater freedom to plant certain major crops.
- Provided a rather **weak** mechanism for production control, and
- Retained price supports at somewhat higher levels through a combination of direct payments and crop loans.

We should develop comprehensive approaches to:

- Maintain prices of major farm commodities at levels above target prices or loan rates.
- Implement major farm commodities programs for the 1975 crop year.
- Continue legislative efforts to obtain improved programs for rice, peanuts, and sugar.
- Continue ~~efforts~~ to obtain new trade legislation and to enter major trade negotiations to reduce trade barriers to agricultural trade.
- Minimize Federal outlays for price support and related programs.

Department of Commerce

National Ocean Policy Study

Senate Resolution 222, sponsored by 61 Senators and recently adopted unanimously by the Senate, represents the opening of a new effort in the Congress to foster a "strong" national ocean policy. The Congress feels that such a policy will enable the United States to ameliorate a wide spectrum of national and international problems.



Funds to carry out the purposes of the Resolution have now been voted, a staff has been assembled, and the Office of Technology Assessment, the Library of Congress, and the General Accounting Office have now been enlisted to assist in carrying out the study.

The Chairman of the Senate Ocean Policy Study is Ernest F. Hollings, of South Carolina, Chairman of the Subcommittee on Oceans and Atmosphere of the Senate Commerce Committee. He has requested the assistance of the Secretary of Commerce in ensuring participation of the Executive Branch in carrying out the study. The Secretary of Commerce has responded in the affirmative.

The Secretary of Commerce has met personally with Senators Magnuson and Hollings, Cotton and Stevens, Chairman and Ranking Minority Member of the full Senate Commerce Committee, and Chairman and Ranking Minority Member of the Subcommittee on Oceans and Atmosphere of the Senate Commerce Committee, and has discussed with them the intentions of the Senate in carrying out the Ocean Policy Study. In these discussions, he has indicated the willingness of the Executive Branch to work closely with the Senate in the conduct of the study.

The present state of the relationship between the Administration and the Congress vis-a-vis National Ocean Policy suggests that some Administration action in ocean matters could be of value. You have taken the initiative in agreeing with the Secretary of Commerce to establish a Committee of the Domestic Council on National Ocean Policy to work with the Congress.

Other action could involve:

- Issuing a policy statement in a speech by the President on the importance of the ocean programs.
- Issuing an Executive Order with guidelines on the coordination of ocean programs to ensure their conduct along consistent policy lines.

cc-Mike Duval
WH central files
ROSS/pt 6-13-74



THE WHITE HOUSE

WASHINGTON

June 19, 1974

Ross - F41
M
file

MEMORANDUM FOR: KEN COLE
FROM: MIKE DUVAL **D**
SUBJECT: DOUBLE BOTTOM HULLS

The purpose of this memo is to alert you to a possible conflict between Interior and DOT and to advise you of my thinking on the matter.

You probably will recall that when the decisions were being made on the Alaska pipeline, one of the major trade-offs with the environmentalists was our commitment to insist that ships bringing oil down from Alaska had double bottom hulls which make them less likely to be susceptible to an oil spill. It is Secretary Morton's position that this commitment represented a consensus of the Administration among Domestic Council, CIEP, Interior and Transportation. * Secretary Brinegar now takes the position that no such commitment was made specifically by Volpe and that the Coast Guard simply agreed to study the situation. Brinegar now does not want to issue the Coast Guard regulations which would put this into action because of the penalty it imposes on these ships in terms of their capacity to carry oil (it is a substantial penalty in the range of 15 to 20%).

I talked this over with John Whitaker and he is sending me over a paper to document the so-called commitment. Based on a preliminary look at it, I think it is likely that such a commitment was made to the House and Senate Interior Committees and the environmentalists by Administration spokesmen. If I am able to clearly document that the commitment was made, that it was made in good faith, and that it was understood as a commitment by all parties, especially the Congress, then I think we must stand up to it. The energy trade-off by living up to this commitment is minuscule when compared to the energy gains by getting the Alaska pipeline.

* Whitaker concurs.



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The only cop-out that I think Brinegar could legitimately make is if subsequent laws of Congress render it legally impossible for him to allow the Coast Guard to issue these regulations. If this gets down to a question of how his Department interprets the law, I think we ought to get White House Counsel guidance and then stick to our guns.

cc: Dana Mead
Norm Ross

