

REMARKS OF

Clay T. Whitehead, Director

Office of Telecommunications Policy
Executive Office of the President

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Thank you Commander James. I am very glad to have the opportunity to be out here with you. This has been in the works for some time and I think that it has been called on and called off a number of times. This is particularly enjoyable to me because I have adopted California as my home state. I spent a grand total of about three years out here, and, after doing so, swore that I would never again live on the East coast of the United States. I got involved in President Nixon's campaign four years ago and have been there ever since.

A good question, I think, to ask, is what qualifies me for

this job. I thought about that a lot. The President quipped on one occasion that he picked me for it because I didn't know anything about it, and I think that you people in the Navy may have some experience in that kind of assignment process. There is something to be said in a field so specialized as this for putting a specialist in the top slot. There is also something to be said about putting someone in who doesn't know anything about the specialty, and thereby is forced to concentrate his attentions on how that particular specialty relates to the rest of the world. And that very clearly is the route we have taken - that latter route. I should spend a little time telling you why the Office was set up and just what our responsibilities are, and you will forgive me if I get into some things that aren't of interest to all of you because the area is rather broad, and I hope you will also forgive me if I have a little trouble focusing on the things that are of most interest to you. Because of the nature of the season in the country this particular time of the year, I have been spending most of my time the last few months talking to broadcasting groups and have to refocus my attention on the more technical side and the military side.

The first proposal to set up an Office like this was made to President Truman in the late 1940's, and it grew out of a study that was, in large part, oriented to the role that communications played in World War II and the increasing role people thought it would play in the national defense scene in the future. It was also oriented around some of the amazing changes that were taking place in communications at that time - in communication technology - television was coming on the scene, ^{the} transistor had just been invented. We were designing our first submarine cables, and a science fiction writer by the name of Arthur Clark had proposed that one of these days communication satellites might be playing some role, although I don't think that anyone even took it seriously enough to take it into account at that time. Each succeeding President had a study made of the communications field and it took various forms. Sometimes the study was done within the government, sometimes it was done by an outside group of experts. And, in every case, the President was advised to set up something in the Executive Branch of the government, probably in the Executive Office, that would do much the same thing we are doing now.

The most recent study was done under President Johnson where he had a high-level task force of government officials looking at the whole field of communications policy. They made a number of recommendations at the conclusion of the Johnson administration. When this Administration took office, we were faced with that catalog of policy recommendations. We chose to ignore all of them, save one, and that one was that the President should set up some kind of executive branch capability for dealing with the very rapidly growing problem of communications policy. We talked with a wide variety of people from the Defense Department, the Office of Management and Budget, from the communications industries, and for a variety of reasons, ended up with the organizational framework we have today.

The Office itself is quite small. It is quite small for two reasons. One, this particular President does not take kindly to the idea of expanding the bureaucracy. The idea of setting up a new agency is something he really had to be sold on. And if you are going to do it, he wanted to do it in a way that you would not proliferate the bureaucracy. Secondly, the

decision was taken that the Office had to be located in the Executive Office of the President. The reason for that was that only by combining the national communications policy function with the oversight of the executive branch communications would you have a sufficient critical mass of people, ^{and} issues to make a viable agency. Because you had to have this oversight of government communications and, because the Secretary of Defense made it quite clear that he wasn't going to accept any guidance from anybody who wasn't in the Executive Office of the President, the organization is located in the Executive Office of the President.

Now, all Presidents, not just this one, don't like to have big White House budgets and anything that is included in the Executive Office is included by the Congress in the so-called White House Budget. There are, therefore, great pressures to keep that budget very small - so that the President will not be vulnerable to criticism and that is another reason we choose to keep the agency very small.

The Office works - tries to work-by working through other agencies, tapping their manpower, their capability

and also by tapping the capabilities of our communications industry. By and large this has worked pretty well. We have about 70 full-time employees. We are supported by about 100 to 150 people in the Commerce Department who do nothing but work for us. I will confess to a bit of budget shuffling there. If it were not for this desire to keep the Executive Office budget very small, those people would be on our payroll rather than Commerce payroll, but they, for all intents and purposes, ~~to~~ work for us.

Our responsibilities cover the whole field of electronic communication. The Office, just to digress for a moment, was established by the reorganization plan route in which the President proposes to the Congress that this organizational arrangement be made and the Congress approves of it. So while it was not established by a public law, it has the effect of law and it is a permanent agency on the Washington scene.

There are two Presidential appointees in the Office, the Director and the Deputy Director. The Director reports directly to the President. Both Presidential appointees are subject to confirmation by the Senate. That means we are answerable to the Congress as well as to the

President. Our responsibilities fall into three major areas. The least talked about one is providing staff support to the President and being the person responsible for coordinating communication matters within the White House staff itself. That means anything that comes to the attention of the White House in communications comes through our Office, and we coordinate it with whoever else on the White House staff might have some concern. In the international area and the defense area would be Henry Kissinger. In the area of communications for health care and that kind of thing or the broadcasting industry it would tend to be Mr. Erlichman, who is responsible for domestic affairs. So we're really the place that coordinates all that for the President.

The other two responsibilities we have are not directly related to the White House function. One is national communications policy and the other is oversight of the Federal Government's own electronic communications system. Let me talk first about the national communications policy. Such policy as we have today, by and large, comes from the 1934 Communications Act which established the FCC. The FCC is an independent regulatory body whose members

are appointed by the President, and serve for 7 year terms. But, although they are appointed by the President, they don't work for him. Their independence is something they like to cite to us frequently and it is one of the reasons why the OTP was necessary. The FCC is responsible for the on-going regulation of the communications business in this country. They really have no direct communications policy responsibility and, even if they did, they are not directly responsive to or responsible to the President. The President, if he is to play a role in communication policy, as he is expected to in essentially every other area of national policy, has to have someplace that he can turn to - that works for him - that can speak for him - to address these problems. And it has been very clear that communications is growing at an increasingly rapid rate. You just have to look at the growth of telephone traffic in this country - growing something like 20 percent a year - international communications is doubling about every three years - look at the problems of our society that we face because of the impact of television on children - the impact of television on the political process and you see that at the national level

the problems of communications policy aren't technical anymore. They are really fundamental policy questions that this country has to address. Where are we going with communications; how are we going to structure it; who is going to own it; who is it going to be responsive to; how it is going to be regulated?

Regulatory agencies are basically judicial in character and are not suited for this kind of thing. It is our job to be the voice of the Administration, the voice of the Executive Branch in dealing with all of these problems. In that regard, we undertake the responsibility for arriving at a coordinated Executive Branch position on communications policy matters. That takes us into dealing with the State Department on international matters, the Justice Department on antitrust matters and matters of competition, the Department of Transportation when we're talking about air traffic control communications and the like. So our job is to make sure that there is a coordinated Executive Branch position. To clear that position with the President, if necessary, and then to be the spokesman for the Executive Branch - the spokesman for the Administration in dealing with the FCC, dealing

with the public, dealing with the Congress on these problems. As I mentioned the whole field of electronic communications comes under our purview in this regard so we deal with international communications, satellites, under sea cables, frequency assignment, conferences, and the international forums, and the ITU. We deal with the common carrier industry, the telephone business, data communications, microwave, domestic communications satellites and the like. We deal with the broadcasting business, radio, television and the increasingly growing field of cable television. Rather than rattle off on the list of problems that we face there, let me just cite a couple of general principles that we have distilled out of our review of these problems.

In the common carrier field, we see that the largest problem that this country faces is a proliferation of technology. The growth of electronics - the transistor, solid state devices, computers, computer technology - means there are a whole host of things you can do with communications now you couldn't do before. It used to be that the common carrier business meant the telephone business, but that is very rapidly changing. There are

a whole host of things you can hang on the ends of communications lines. The question we have to face is whether we are going to structure all of that business in the basic common carrier mold that we have had for so many years for telephone or whether we are going to move to a more competitive framework as we now have in the computer field. The basic problem that I think we face in the common carrier field, again, is massive growth in technology, and immediate applicability to all kinds of problems, more and more people wanting to use this technology and the government having to decide how much of it is going to be regulated, how much of it is going to be a monopoly, how much of it are we going to let develop on a basically competitive non-regulated basis.

In the broadcasting field, we face a different set of problems. The electronic media have very rapidly become probably the most important media in this country. Most people get their news, their information, through television. Poll after poll shows that the average citizen in this country feels that television provides the most thorough information and the most objective

information on what's happening in our world today. I think a little common sense would suggest that's not true. Nonetheless, the people, the average citizen feels that way. That's where he feels he's getting his best information. The electronic media, radio and television, are very heavily regulated by the FCC. The original rationale for that, of course, was the problem of interference. You can't have two radio stations broadcasting on the same frequency. We decided that they would be the public's air waves and that the federal government would act as the agency to parcel these frequencies out and make sure that various people don't interfere. The basic concept, however, was that the broadcaster was a businessman, a private businessman, and would do his business in an unregulated way. Over the years, FCC decisions and court decisions have changed that rather considerably. The FCC is told by the Congress that they are to regulate radio and television in the public interest, convenience, and necessity. That's all they are told. Well now, as any good bureaucrat knows, you're told to do something in the public interest and that is the only guidance you have, that means you

can do pretty much anything you want. By and large, the FCC has been using this authority to regulate in public interest to extend its regulation from the technical area to first, the economic area of broadcasting, and then into content so that the FCC on a day-by-day basis now is making decisions about what broadcasters will broadcast. In the area of controversial political matters, the FCC is deciding what is a controversial issue, who are legitimate spokesmen for those controversial issues, who should be allowed to have time to broadcast his point of view on a controversial issue. In short we have, over the years, rather seriously blurred the distinction between the government and the private sector in this area of electronic communications. We do things to the electronic media that we would never think of doing to the print media. What I am building up to is that the most fundamental problem we face in our national communications policy, on the mass media side, is what is the proper role of government regulation of the mass media, and should we continue to maintain this distinction between the government and the media, so the first amendment means basically what it says - the government keeps its

hands out. Or do we fuzz the first amendment because of this use of the public's air waves and say that the first amendment has to be qualified in some way and that the Government will play an active role in deciding who gets to broadcast what. That's gross over-simplification of where we stand in the national communications policy area. Just because I have been making a few political speeches lately, I should let you know where this Administration stands on those two areas. We feel very strongly that we should in the common carrier area move in the direction of as much competition, as little monopoly, and as little regulation possible. The reason is quite simple. We have a very active, very vigorous communications industry. Most of the specialized communications services will be purchased by sophisticated buyers in the business world and the government and they are quite capable of looking out for their own self interest. If we go the monopoly route, go the route of very heavy government regulation, all we are likely to achieve is the rather massive slowing down and the rather massive inflexibility in what could be an exciting and important new field.

System. The Secretary of Defense is designated as the executive agent of the National Communications System, and it is our job to formulate policy provided to the Secretary of Defense so that he can then use it to actually carry out the management of the NCS.

We are responsible for working with the Office of Management and Budget for the planning of communication systems within the executive branch. To make sure that the requirements and the actual expenditures coincide, to make sure there is not duplication of facilities, and to make sure that we are, in short, getting the most communications for the buck.

Finally, in this area, we are responsible for the whole field of emergency preparedness in communications. Because we are in the Executive Office, we are responsible directly to the President for this function rather than working through the Office of Emergency Preparedness, as most agencies do in dealing with emergency preparedness types of thing. In time of severe national emergency,

In the area of mass communications, we take the very simple position that the first amendment is more important than the '34 communications act and that there should be some pretty significant changes in the laws governing how the FCC regulates so that they would not be able to use their technical and economic regulation as a device for getting into the regulation of content and as a device for becoming the brokers of who gets to say what on radio and television.

Let me turn now to another area of our responsibility which is oversight of the federal governments own electronic communication systems. There has been a feeling around for some time that the government is inefficient in its use of communications; that it is wasting money. It is not a very well known fact, and it is a fact, that the federal government spends between 5 and 10 billion dollars a year on electronic communications. Now to get up to the 10 billion dollar figure, you have to include all kinds of electronics that are employed in using the spectrum. That includes navigation systems, radar systems, but those are in a broad sense

basically communications systems. Now this disparity between 5 and 10 billion dollars is a rather big disparity. Part of it is intentional because a rather substantial amount of that is in the area defense communications, intelligence communications and the like; and it just doesn't serve a useful purpose to get too explicit about what all that is. But part of it is a legitimate uncertainty in the government itself as to how much it is spending, who is doing what in communications and how does it all relate. It is that uncertainty felt at the White House level, felt at the Congressional level that was behind setting up of OTP and giving it its responsibilities in this area of oversight executive branch communications.

We have several specific responsibilities in that regard. Number one, we are in charge of the radio frequency spectrum insofar as it is used by the federal government. We try to cooperate as much as we can with the FCC but we are the source of final decision making authority for the use of the spectrum by the federal government. We are the organization that is responsible for providing policy guidance to the National Communications

our Office would direct the employment of the Nation's communications resources and, in very dire emergency indeed, would be directed by the President to take over all the Nation's communications; the telephone company, the television networks, the satellites, and the like, and to run them to make sure they were directed in the most effective way. We would also be in charge of running all of the Executive Branch communications. You can see, in the time of emergency, we have a very significant role. The concept is basically to design a system that will be there in time of emergency and will actually work in time of emergency. In doing that, we work very closely with the Defense Department, needless to say, and it is our concept that Defense probably knows better how to run communications in a serious emergency than we do; at least when it comes to Defense functions. So the concept is that we would, in turn, delegate back to the Secretary of Defense all military and defense related communications. That is again a quick oversight of what our responsibilities are in that area.

The Office is only two years old, although there had been a predecessor office that is concerned strictly with the frequency management and emergency communications functions. We are making some progress, but I guess I have to say to you that our main progress has been in defining the problem. In the Defense field we work quite closely with the new Assistant Secretary of Defense for Telecommunications, Dr. Rechtin; and, again, the principal progress to date has been defining just what are the problems. It is one thing to say that we shouldn't spend more than we have to on communications--it is one thing to say there shouldn't be duplication, but it is a very difficult problem to say what constitutes duplication. If the Navy has one requirement and the Air Force has a slightly different requirement and they each build separate communications systems, is that a duplication? If the requirements are widely dissimilar; if the communications systems that serve those requirements don't look anything at all similar, it is probably not a duplication. On the other hand, by going to multi-purpose

systems, you possibly could meet both of those requirements in one system at something less than the total cost of two separate systems. Now, if the concept is very simple, the execution is very difficult. In order to make progress in this area it's going to take, I think, one important development. That is that there is going to have to be more awareness of the communicators of the actual operational problems and requirements that the people with operational responsibilities face. There's been too much of a tendency for the communicator to consider himself basically an electronic mailman. That was a phrase that Cdr. James coined this morning that I decided I really liked.

Communicators intend to say, "Give us your information; either speak it into this microphone or write it down on that piece of paper and , one way or another, through our electronic gadgetry, we will get it somewhere else." But with this very rapid change in communications capabilities that's coming about, with the increased importance of communications for command and

control, that's just not enough anymore. The problems that we had with the Liberty, the problems we had with the Pueblo, other kinds of communications problems we have had in Defense have basically not been hardware problems. They have not been problems that can be solved from the standpoint of the communicator narrowly defined. They have been problems like - how is communications used in the broader command and control framework; that is, communications broadly defined. Communicators are going to have to learn the environment in which their systems work; they are going to have to be able to suggest alternatives to the people who have communications needs.

Now there is another side of that and that is the people who have on-line command responsibilities and management responsibilities are going to have to learn to take communicators a little more seriously. They are going to have to understand a bit about communications themselves so they can be aware of the fact that there are these alternatives.

Now looking at communications from the perspective of the Executive Office, it is pretty clear that most of the problems aren't technical. But the problems that we do face are precisely these kinds of problems. Problems where the requirements have to be bent to reflect the technical and economic spectrum and political realities of the communications field. And, conversely, where the expertise of the communications man has to be tuned to helping redefine requirements in an appropriate way so that the requirements and the system can come together in the right way and the best possible way. Looking at it from that perspective, I am very encouraged to see the kind of program that I understand you have here in the Naval Post Graduate School in the communications field. It is just as essential that we have people who have the kind of training you have, and it is essential we get them promoted and get some of that kind of thinking at the higher levels in the services and at the Department of Defense level and indeed at our level. Recognizing

that has been one of the reasons why I have put a new emphasis on getting military officers assigned to OTP. We have right now six military officers, two from each service, on full-time duty at OTP. We have a military assistant to the Director, who is a full Colonel in the Air Force. He is responsible for liaison between our Office and the military services. One of his main responsibilities is to look at this question of the training and development of communications officers and, conversely, to make sure the people with line and personnel management responsibilities recognize the growing importance of communications, to steer some of the best communications officers in the broader roles and to see that some of the other officers who will not specialize in communications still understand the importance of it.

I really think I have probably touched as much as I can fruitfully do from my perspective. I could drone on for a long time and talk about a lot of our problems. It probably would be more interesting to you and even more valuable to me if I just opened it up to questions. Any questions?

Q. From my understanding of your Office - what type of line authority do you have? I mean - you can't tell the FCC how to conduct its business in communications. You present to the Secretary of Defense your policies. Are you the Executive boss saying, "this is the way it will be done there?" Is it a tacit thing that you just present the Administration's policy?

A. I don't think Mr. Laird would be very happy if I came out here and said I was his boss.

Q. You may not be saying that but when you say that this is the President's wish, is it understood in that manner?

A. Yes, it is. It is my job to make sure the President has the information he needs to make decisions and then to pass them back down the line. Now, obviously, I make a lot of those decisions myself. It is only the big ones that have to go to the President. I think Mr. Laird and all the other Cabinet officers understand that function. We work very closely with the Department of Defense people. I would guess that 90% of the problems, we work out before they ever become problems. As to say they are never forced to a decision - we work out an agreement.

Probably another 9% of those problems are resolved by me in consultation with various White House people and saying, "Well, here is a disagreement. Somebody is going to have to swallow hard and do it differently than they would like and we'll work out a decision and pass it down the line. Here's what we think you ought to do." Now let's suppose in a hypothetical case, that DOD disagreed. We would have, of course, gone through the process of trying to understand why they disagree,

what their point of view is and we would have the Secretary's view or the view of someone who is speaking for him. If the decision goes against him, by and large, he will accept it because it is our job to take all considerations into account, not just Defense considerations. But he, of course, always has the option of saying - well, I don't like that decision and I want the President to decide it. On 1% of things that actually happens. Either somebody like the Secretary of Defense feels strongly and doesn't want it decided by anybody less than the President himself - and we respect that because sometimes I do that myself. I decide that things are going against me and I don't want it decided by anyone other than the President. It goes to the President.

Another category of things in that 1% are things that all of us may agree completely on but we think it's important enough that the President personally ought to know about and ought to have the opportunity to make the decision himself, even though we all agree.

So I don't think my role is to be the boss of the communications in the Executive Branch. My job is to work with all the people who have responsibilities to do it on behalf of the President and make sure that the system works.

Now in the area of the FCC, it's much the same but different. We have no direct authority over the FCC. At least with the Defense guys I can say; "Look, you want to go ahead and build that system. Fine, but you don't have any guarantee that there are going to be any frequencies there." We don't do that very often but (laugh) it is an effective attention-getting device. In the area of the FCC we can't do that. We can't control their budget by going to OMB, we can't threaten to withhold

frequencies because the FCC has complete control over the frequencies in the private sector. What we do is simply rely on the fact that we speak for the President and that carries some weight in Washington. It carries some weight for political reasons and, believe it or not, it carries some weight because most people believe that the President is the President of all the people and when he proposes a policy, it's a policy that doesn't represent some narrow self-interest. It's not the Bell system policy, it's not CBS's policy, it's not Ralph Nader's policy, it is a considered objective view of what would be good national policy. And that does carry some weight in Washington - cynics aside.

But we do have a little more clout than just sweet reason. We, of course, can appoint people to the FCC and that means not reappointing them. We can go to the Congress and raise issues for the Congress' consideration. The FCC does have to listen to the Congress. They are an arm of the Congress. If worse comes to worse, we can go to the courts and ask that the FCC not be allowed to do something or we can ask the Congress to pass a bill that requires the FCC to do something.

The picture I am trying to paint for you is that we are not exactly powerless, but we try to work as much as we can through a process of coordination rather than dictation.

Q. What is your feeling on AT&T's data access arrangements and its effect on competition and on the access arrangements of the switched network?

Q. (another person) Could you tell us a little bit about what it is before you answer?

A. I was hoping I could avoid that.

I think what you're talking about is the fact that if

you want to transmit data over the Bell system lines you have to conform your data to fit their requirements. Number one - it is a fairly narrow bandwidth; it is confined to the voice bandwidth which limits you to a few thousand bits per second and, secondly, you have to make sure that your equipment is not going to cause any harm to Bell's network and I think that is probably what you were most concerned with - am I right?

Bell sells a handy dandy little device that you put between your thing and the telephone line. Its ostensible purpose is to make sure you don't do any harm to the network - you don't put a 100,000 volts on there and electrocute the telephone repairman down at the switching office. You don't put signals in there for signaling purposes; you know, the touchtone dialing - that is somehow out of tolerance on frequency and therefore screws up the Bell System Computer and the like.

There is a lot of feeling that Bell uses this little device, the coupling device, which costs a lot of money, as a way of discouraging people from tieing things on the end of the telephone line unless they are manufactured by Bell. If Bell manufactures a data terminal, they can tie it directly into the line; if anyone else manufactures it, they have to buy one of these Bell coupling terminals which tends to be rather expensive compared to the cost of some of the things you would like to tie on the line. A lot of people suspect, therefore, that Bell is doing this in part to discourage competition. Now whether they are doing it for that purpose or not, it very clearly has the effect of discouraging competition. It's an example of this problem I referred to earlier, whether we are going to go the competitive route or the regulated monopoly route. Bell feels, with some justification, that things would work better if there were one person who had overall responsibility; that there are economies of standardization, and if you let them provide all of the data communication services, it would be a better world.

There are other people who feel that Bell, because they are so big, because they have so much difficulty raising capital, they are not terribly responsive and their requirements for standardization will foreclose all kinds of specialized equipment that maybe only a million people would like to use. But, nonetheless, a million people is a lot of people.

I am talking around your question. We have this problem under study and I wouldn't want to say right now how we are going to come out on it. I think that the Bell system certainly can move in the direction of making it easier for people to tie things into their system. I think they ought to and I say that both from a national policy standpoint and from the standpoint of the government as a communications user. There are lots of things the government would like to tie into these lines. We could save a lot of money if we could do it directly. I think we will move in the direction of getting Bell to accept any reasonable device that people want to tie onto the ends of their communications lines.

Q. You mentioned that the problems with communications, as you see it, are not technical problems but in a recent review of the Department of Defense before the House Armed Services Committee they hit pretty hard on technical problems and, I guess really to be fair with you, they centered on the idea that applying the technology and hit on the fact that it takes some 12 to 14 years from the idea of a system to get it on the street in use for communications. They particularly would like to restructure the procurement cycle. Is this something you might impinge upon in your Office?

A. Yes, we are working on that. One organizational mechanism I didn't mention, which I probably should, is the so-called

Government Communications Council. It actually has a name this long but we call it the Government Communications Council. I chair it and it has membership at the Assistant Secretary level of each of the Departments that has major communications responsibilities - DOT, Department of State representing CIA, DOD, GSA, and the like.

That Council has taken up the question of procurement and we're looking at just that question. To be fair to myself, when I said the problems were not technical, I meant that we can, by and large, do technically whatever we want to do. Communications technology far outpaces the actual applications. We know how to do all manner of things. We know how to do it in a reasonably economic way. It doesn't take 12 years to get something from concept stage to actual application. As a practical matter it usually takes only 2 or 3 years or, if it is a very big, very complicated system, it can take 5 to 6 years. The difference between that number and the 12 year number is the bureaucracy and the management arrangements we have in the Federal Government for arriving at requirements, designing systems to meet those requirements, getting them through the bureaucracy and the budgeting process, getting them through the Hill, and then actually getting them installed. It is that process of application that we've got to devote our attention to.

Q. I was kind of surprised when I read this business about long procurement cycles. Congress was complaining about DOD and DOD problems. It is amazing to me how Congress can lay the entire blame on DOD. Certainly they share some of the blame for the problems of getting the dollars spent on communications.

A. Absolutely. Congress is - I don't want to assign a percentage - Congress is an integral part of the problem.

I think that one of the benefits of having an office such as ours, that does have this oversight of the communications policy process, is that we can work with DOD and GSA and the Congress - and we can go back to the Congress and say - Hey, it's not all their fault. Part of it is the fault of how we do business in assigning frequencies, part of it is your fault in how you approve expenditures and here is a new idea for handling it that will shortcut that process.

Q. I am rather disappointed that we haven't pursued a more aggressive policy in the domestic satellite area. Can you comment on this?

A. I am kind of disappointed, too. If you ask most people in Washington, they would say that my Office has been pretty aggressive; indeed, too aggressive. One of the problems of working at this policy level of government is that you can outdo your welcome very easily. And, if you go around hitting the FCC and other people over the head and saying; hey, why'don't you move in this area, at some point they get tired of that and they say; look, there are important reasons why we didn't move and just to show you, we're not going to move for a little while to prove that they are really important. You have to use a little cajolery and be a little political, I'm afraid.

We have been pushing this for some time. The first application for a domestic communications satellite system was made to the FCC in 1965. The FCC, to their credit, was just about ready to move and make a decision in 1969. Unfortunately, they had been making their decisions based on the policies of one President and they were suddenly faced with another President. The system they had been going toward was a highly monopolistic consortium of companies - bring a bunch of companies together in a consortium - ATT, RCA, IBM, COMSAT and the like - and

have them jointly own a communication satellite system for domestic applications. All of the inconsistencies and all of the decisions, etc. that could not be made by that consortium would be made by your friendly FCC.

We thought that that was too much government involvement. It didn't have to be a monopoly. It was wrong to set it up as a monopoly. It ought to be competitive. There was room up there for essentially an unlimited number of systems, at least unlimited in comparison with likely demand over the next 10 or 20 years. We thought it ought to be competitive.

It took us about 6 months to work out a policy for competition. It has taken us now 3 years to get the FCC to accept and implement that policy. But it has been adopted and I have no doubt that there will be 3 or 4 systems approved in the next few months. You should see construction beginning essentially immediately. And it will be competitive.

Q. Earlier you were talking about beating on the FCC; how do you fit into this deal with the microwave link, Chicago to St. Louis, which seems to be muscling in on Ma Bell's business?

A. That's a good case in point. We took on this domestic satellite question that I mentioned because we felt that the common carrier business in this country ought to become more competitive and if we didn't start with a brand new field and make it competitive from the outset that we were never going to get anywhere. So, we took it on, in part, because it was important in its own right but also because it had very clear policy implications in other areas.

The one area we had most immediately in mind was terrestrial microwave communications services, we thought that there ought to be a competitive, basically non-regulated market, for terrestrial micro-wave services. We thought that if we get it through in the satellite area that it would then

be easier to bring about in the terrestrial area. Just by looking at the DOMSAT area, emphasizing to the FCC that this was going to be the trend of policy for at least 4 years, they began to look at that kind of policy in other areas and, much to their credit, they on their own hook moved to make terrestrial micro-wave services - the specialized micro-wave - basically competitive and do it, actually, before we ever got the DOMSAT thing worked out.

We were instrumental in terms of bringing the FCC to the awareness of this problem; making sure they understood what the policy was going to be; and then when they began to move in this area, to encourage them.

Q. You mentioned heavy FCC regulation of television reporting and content - especially, I think, here in Campaign '72, in regards to the Fairness Doctrine, do you think the Fairness Doctrine is being applied? John Schmitz doesn't seem to think he gets his time on television. Do you think it is worthwhile? Should he get his chance? Should the FCC decide who is a viable candidate?

A. In 25 words or less - huh?

Well, the Fairness Doctrine is always written with a capital F and a capital D. One of the virtues of having someone come into a field that doesn't know anything about it, like I said I did, was that I could ask naive questions - like - "I would like to see the Fairness Doctrine." People would kind of look at you and, after you have asked about 3 times, the lawyer comes and says,

"Guess what - there isn't a Fairness Doctrine."

"What do you mean?"

"Well - you know - the Fairness Doctrine is kind of the idea that broadcasters ought to be fair."

"Well, why is it always capital F, capital D?"

"That is because there are a stack of cases this high that have been interpreting what is fair. If you add it all up, that is capital F, capital D."

I would then say, "What is in these cases? How do you distill them?"

"Well - nobody has ever done that."

I am not trying to blow my own horn here and saying that everybody involved at the FCC in the Fairness Doctrine is crazy. But, the Fairness Doctrine had evolved in just that way and no one knows just what it is. So - no one knows quite how it ought to be applied, and the result of that is it is handled in a very ad hoc way of the FCC and the courts deciding what seems more or less fair in this particular case in the light of some of those things in that stack that we have already done. That's by way of background.

Because of that confusion, nobody knows whether the Fairness Doctrine is being applied fairly or not - in John Schmitz' case or anyone else's. The FCC does, I think, the best job that they can under the circumstances. We have urged that the FCC completely review the Fairness Doctrine and, at a minimum, tell us what it means. They have done that and are finding that it is not very easy to tell us what it means. Dean Burch and the other commissioners over there have really spent a lot of time on this thing. Something will come out of it; I don't know what it will be.

The broader question involved in what you asked is can something like the Fairness Doctrine ever work? Can the government in a practical way, or in a healthy way, be involved in making these kinds of decisions? I guess that I would have to say that I rather doubt it. You have to understand that I start out with a prejudice which is that the First Amendment is very important and we ought not to usurp it through bureaucratic and technocratic regulation. So I start off with the prejudice that the government should not even try to get involved in these fairness questions unless it absolutely has to.

I think some kind of legislative review of the Fairness Doctrine will be required and, in the meantime, the FCC

- thank goodness it is not our problem - is just making do the best they can. We have proposed that there be an experiment in the complete eliminating of the Fairness Doctrine in the radio area. Find a few representative radio markets - one or two big cities and a couple of predominantly rural states - and try to de-regulate radio and just say the Fairness Doctrine doesn't apply there for awhile and see what happens. My hunch is that not very much dire would happen and we would conclude that - you know - just like in the case of newspapers that things pretty well sort themselves out without the government playing the mediator.

When you get to television you can't be quite so cavalier because television is very powerful. There are a very few stations in each market and you do feel rather uncomfortable just saying the government will just leave its hands off and whatever that guy wants to do is fine. You get even more nervous when it comes to the networks where you have 3 companies controlling about 95% of the viewing in the prime time hours in this country. The idea of that much economic control over the media without any government recourse is a bit disturbing. It is not any easy question but something is going to have to be done. One way or another we will sort it out.

- Q. Sir, something along the same line. Cable television - has a policy commitment to support it been made and will it be regulated by the FCC in much the same way as regular TV?
- A. CATV is something the government is clearly going to encourage. I think the government has a responsibility to encourage the development of new technologies and new industries for the simple reason that if people want to buy the services they must be getting something out of it and the government should not stand in the way.

We've got a problem in that CATV doesn't seem to fit the '34 Communications Act. TV wasn't invented then and CATV certainly wasn't invented. The FCC doesn't have any guidance from the Congress on what it ought to do. It more or less cites its blanket authority and crosses its fingers. The result has been more or less patchwork regulation, no particular overall policy concept and several serious questions about the FCC's authority taken to the Supreme Court. In the latest Supreme Court decision you had 4 justices deciding the wrong issue in the right way and you had 4 others deciding the right issue in the wrong way and the Chief Justice, to his credit, threw up his hands and said, "I don't agree with either camp but we can't have chaos and for the time being we'll uphold the FCC's authority to regulate but there has got to be some Congressional guidance in this area."

The President, last year, set up a Cabinet level committee to address that long run policy question and to make proposals to him. I am the chairman of that committee and I expect that we will be making our recommendations to him sometime next month.

Q. Along the same lines of CATV, who will be responsible for determining what kind of end devices go on the end of a cable? I have seen some reports where you can hook almost anything to the end of a cable like devices to read meters for water and electricity. Who is really going to decide? You know you could put a bug on the end of that thing with no trouble at all.

A. True -
That will be very much dependent upon how the government decides to set up the regulatory and policy structure for CATV. I don't think there is much question but what

cable operators will have some kinds of common carrier responsibilities. If I present myself to them and say I want to rent some capacity on your system to tie something onto it that they will be required to lease that capacity. Many cable operators feel that they ought to be able to control the whole thing much as the telephone company now controls the whole telephone field - that the cable operator ought to own the end-to-end system and nobody else can tie anything else into it. I don't think that view will prevail. One way or another we will find a way to let entrepreneurs come in and rent capacity on a cable system and look up whatever types of terminal devices they would like to hook up.

Q. One of the big problems, it seems to me, is that the Communication Act is not equipped to handle the situation. Has your office given any thought to revision of the '34 Act or to write a new Communications Act?

A. Well, if there were to be a new Communications Act, the Congress would have to pass it. The tradition in this kind of thing is that not much happens unless the President takes the leadership. That is the way our system has evolved and I would expect it would apply in communications as elsewhere. If there were to be a revision, the leadership would have to come from the President and, therefore, from our Office.

We toyed with the idea when the Office was first established of doing something like that. We concluded that we didn't know how to rewrite the Communication Act and, if we undertook to rewrite it as a whole, it would take us 10 years and by that time it would be out of date. There would be too much

controversy. It is too big an undertaking. So the approach we are taking is to examine it piece by piece and ask if it is still suitable for today's technology - for today's society - and should this piece of it be changed - should this piece be tied to that in a different way? I think what you will see is a more or less continuous revision process as the technology changes and the society's uses change. As we see problems in regulation, we'll more or less go in and do rifle shot surgery on particular portions of the Act rather than try to rewrite the thing as a whole.

I would like to see the idea of the Communications Act fade into history. We would have a body of communications law and policy that could be changed in a fairly flexible way as conditions require.

Q. Does your Office have any contact with Congress other than that as far as your relations with the FCC are concerned?

A. Yes, we have a lot of contact with the Congress. We have contact with our own appropriations committees. Being an agency we have to go up and defend our budget just like everyone else. We have a lot contact with the Congressional committees responsible for the FCC, for Defense - for instance, the Armed Services Committee when they look into Defense Communications problems will usually be talking to us as well. So we do have very close contact in the Congress. Much of it very constructive and non-partisan. Some of it rather intensely partisan - rather political - but to answer your question, we do have a lot of dealings with the Congress - and vice versa.

Q. You mentioned the role that your Office plays in emergency communications and I was just curious as to how thick your op-order is when you take over the communications of the country.

A. Surprisingly enough, it is not very thick

We are obviously not going to run it all from one point. What we are going to do is set up a rearrangement of management reporting lines so that it is controlled by the President - so that resources are available to whoever the President thinks ought to have access to those resources. We would work through the FCC, and the Secretary of Defense and there would be massive delegations and they each have their own orders for how they would handle things in time of emergency. I have never thought of stacking them up in the big stack but I would guess it is pretty thick.

Q. What is the future for Public Broadcasting?

A. The future of Public Broadcasting is rather mixed. There have been some fairly sharp disagreements between this Administration and the Public Broadcasting system based principally on two points:

One - we think they are devoting far too much of their attention to news - public affairs-type of activities, as opposed to the educational and cultural activities that they were supposed to stress.

Secondly - they were moving in the direction of setting up a fourth network funded at tax expense and controlled by a rather small bureaucracy in Washington that, in their idyllic world, would be responsible to no one but themselves. We thought that that kind of aggregation of power was wrong and that there should be more emphasis as to what stations around the country would like to have - more opportunity for them to do some of their own programming - more of a say by those stations in what kind of programming was being provided to them by the network.

Until those questions are worked out, the future of Public Broadcasting is going to continue to be in some doubt. Not its existence but its role and its direction.

I think that after the political fuss got over - as you can imagine there were a lot of charges that we were doing this because we wanted to intimidate Public Broadcasting; that we wanted to control it for political reasons. Once that got out of the way, people began to see that there were serious problems there. The whole Public Broadcasting Community, both people in Washington and the stations around the country, are trying to address these questions in a responsible way. I'm hopeful that we will get something worked out.

Q. Do you see any growth in the direct role that OTP plays in the management of Federal communications?

A. I sure hope not. The concept of this Office as one that coordinates and makes sure that the system produces the right result rather than telling the system what the right result is, is something that we want to continue to stress. If we are not happy with the way things are working in Defense, rather than try to take it over and run it ourselves, we would try to work with defense to change their management so it does produce the right result.

Q. One thing you haven't discussed at all today is - I have seen some items in the news recently about Russia proposing that transmissions from satellites be controlled. I saw one short blurb which was against our policy, which I assumed it would be. How aggressively are we going to fight this? I assume that it will come up at conferences of the ITU. Are we going to go at this aggressively? Are we going to stand back and let the other countries determine our space communication for us?

We are going at it very aggressively. It is coming up in two forums; one is UNESCO where there is basically a French supported resolution that is very similar to the Soviet resolution. The Soviet resolution came up in the UN itself. We have vigorously opposed both. The Soviet resolution has been put off for 2 years which was a victory for us. We think that if we can study this type of thing to death that we can keep it from ever coming into being. It is the kind of thing that countries get interested in periodically and, if you can diffuse them, you can tide yourself over for quite a length of time. If you can get them past that emotional stage, you're OK.

The UNESCO resolution was to come to a vote, I believe, today and I haven't heard but we have been fighting that very aggressively. We work very closely with the State Department, with USIA, and we get the word around, pretty effectively, that the U.S. is opposed to this - lining up countries that we think have some influence with other countries. So, to answer your question, we are opposing it aggressively and will continue to do so. But it is not a simple problem; it is going to keep coming back to us.

There are 3 different interests that like to promote this kind of thing. The Soviets have their own very obvious interest in limiting the flow of information. The French and a few other European countries still cling to the concept that control of communications is a form of valuable colonial or imperialistic power extending their influence around the world. They would like to get more and more of this kind of thing in international forums where they think they would have an important voice. Most worrisome is the little countries around the world. Lots and lots of African, Asian, and South American countries that feel that they don't want to be dominated by the U.S. They turn on their television sets, if they have them, and they see Bonanza and I Love Lucy. Bonanza

has been shown in ninety some countries - translated into 20 languages - it is just incredible. These countries are feeling very strongly that they just don't want political domination by the U.S. - they don't want cultural domination by the U.S. - and limiting the flow of communications is one way they see of reaching that objective. So it is going to be very difficult.

Q. Along the same line, aren't the third world countries concerned that a lot of their people have TV sets but they don't have the resources for a National Communications System, and that we could bombard the airways for propaganda purposes?

A. I think many nations do fear that. One approach we are trying which seems to be moderately successful is to argue that this would limit their capability for having access to educational TV and would limit their capability to put up their own educational TV systems. A lot of governments that would oppose this kind of thing, once you point out the fact that maybe their education ministry could control the satellite system, they suddenly get very interested again. We don't particularly want to support that kind of use of communications for political purposes within countries; it's a far lesser evil than the kind of thing we are talking about.

Q. In a speech shortly after you took office you said OTP was going to take an immediate look at 5 areas, one of which was a search for waste and duplication within the government in communication systems. One goal was the elimination of this duplication. How successful has this search been?

A. That search has not been very successful. The hot area that everyone wanted looked at and has been causing a lot of controversy for some time was the GSA's FTS and the DOD Autovon system. There is a lot of feeling that those two ought to be merged - that you would realize great

economies of scale and the whole thing. We courageously took that one on, realizing that we were likely to lose no matter what we did.

We found a very interesting result. Merging those two systems would cost you money. Had you merged them in the beginning when you were planning them, you would have saved a large amount of money. That particular example, and some others, have led us to focus our attention not on correcting mistakes of the past but avoiding mistakes in the future. Once you've got all of the hardware in there it is very hard to achieve economies in operation by combining them. By and large what you do is add interface requirements, you add new people to interface the systems and it ends up costing you more money. The time to get at it is when you are planning it. In that regard, this government communications council I told you about has on its agenda the area of government-owned satellite systems; has on its agenda the field of radio navigation systems which includes everything from LORAN to satellite navigation. So in these very costly areas we will get on the problems of duplication before they actually come into being. Before we spend the money - before OMB authorizes the money - before we agree to give any spectrum for these systems, we'll have an assurance that if there is duplication or if there are specialized systems that we have the cheapest overall way.

ITINERARY FOR
CLAY T. WHITEHEAD
October 26 - November 1, 1972
Monterey, California
Yosemite, California
Houston, Texas

Thursday, October 26, 1972:

| | |
|------------|----------------------------|
| 5:00 p.m. | Lv Dulles via TW 891 |
| 7:13 p.m. | Ar Los Angeles, California |
| 9:40 p.m. | Lv Los Angeles via RW 737 |
| 11:00 p.m. | Ar Monterey, California |

(Tom Mustin, Geoff Chesbrough and Commander James will meet you at the airport (no VIPs). They will take you to the VIP quarters at the Naval Postgraduate School campus.

Friday, October 27, 1972:

| | |
|-----------|---|
| 7:30 - | Breakfast in BOQ dining room with Tom, Geoff, |
| 8:30 a.m. | and Cdr. James. |

| | |
|-----------|--|
| 8:30 - | Discussion with James and other faculty members |
| 9:30 a.m. | regarding the school curriculum and educational programs. They will be interested in your opinions and any suggestions you may have for improvements that would help "real world" Navy communications. |

| | |
|------------|---|
| 9:30 - | Courtesy visit with Admiral Freeman, School |
| 10:00 a.m. | Superintendent |

| | |
|------------|--|
| 10:00 - | Talk to the students to include question and |
| 11:30 a.m. | answer period. |

| | |
|------------|---|
| 11:30 - | Free time for you to relax and return to your |
| 12:00 p.m. | room, if you desire. |

| | |
|-----------|--|
| 12:00 - | Admiral Freeman's lunch in your honor. List of |
| 1:30 p.m. | invitees attached. |

| | |
|---------|--|
| 1:30 on | Tom and Geoff will help with your checkout of Avis rental car. Then the drive to Yosemite. |
|---------|--|

| | |
|--------|------------------|
| Dinner | With Bill Anders |
| | Ahwahnee Hotel |

(209) 372-4671

Will Stay at the Ahwahnee Hotel
Yosemite National Park

"

Saturday & Sunday, October 28-29, 1972:

Spend at Yosemite Institute

(209) 372-4331/4341

The Advisory Council Meeting will be
at the Ahwahnee Hotel

(209) 372-4611

Monday, October 30, 1972:

Morning

Drive to San Francisco

(You will stay at Mark
Hopkins Hotel,
Number One Nob Hill)

(415) 392-3434

Tuesday, October 31, 1972:

8:00 a.m. Lv San Francisco via TW 174

9:05 a.m. Ar Los Angeles, Calif.

12:00 noon

Jack Webster

(213) 629-3232

6:00 p.m. Lv Los Angeles via CO 58 (Meet Bill Anders at

10:45 p.m. Ar Houston, Texas Los Angeles Intn'l Aprt.)

Will stay at: Kings Inn, 1301 Nasa Rd One, Clearlake

(713) 488-0220

Wednesday, November 1, 1972:

8:15 a.m. Mr. Whitehead will be picked up at Kings Inn by MSC official for 8:30 a.m. meeting with Mr. Chris Kraft (Director, MSC). Detailed itinerary for Mr. Whitehead's visit will be left at Kings Inn. (713) 483-4588

4:00 p.m. Leave for Clear Lake City Airport

4:25 p.m. Lv Clear Lake via HY #330

4:40 p.m. Ar Houston

5:30 p.m. Lv Houston via EA 554

9:16 p.m. Ar Dulles Airport

8/72
APR 24 1972

Dear Admiral A.S. Goodfellow, USN
Superintendent
U.S. Naval Postgraduate School
Monterey, California 93940

Dear Admiral Goodfellow

Thank you for your invitation to visit the Naval Postgraduate School. I am very interested in coming, and I think a date some time in August would be best, but I cannot be positive at this time as my schedule is not yet firm.

I am glad to have this opportunity to meet and talk with you, your students, faculty and staff. Colonel Jiggett will be contacting your staff to work out the details of a firm date.

Again, I appreciate your invitation.

Sincerely,



Clay F. Whitcomb

CJiggett:jen 4/19/72

cc:

DO Records

DO Chron

Mr. Smith

Mrs. Smith

Mrs. Johnston

Mr. Joyce

Capt. Babcock

Mr. Dean

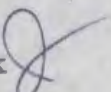
CJiggett Subject

CJiggett Reading

Eva

OFFICE OF TELECOMMUNICATIONS POLICY
EXECUTIVE OFFICE OF THE PRESIDENT
WASHINGTON, D.C. 20504

April 17, 1972

Memo to: Tom
From: Chuck 
Subject: Invitation to the Naval Postgraduate School
at Monterey, California

Coordinated
with: Brian, Linda, and Judy

The Naval Postgraduate School is a 63-year-old, fully accredited graduate school (authorized to award doctorates) with a distinguished faculty numbering 300 (predominantly civilian). The student body, most of whom are studying for advanced degrees, numbers about 1650 officers including some from the Army and Air Force and some from foreign countries. It is the Navy's major source of advanced education for officers to obtain high level technical and engineering competence. It has been called the Navy's "MIT" at the graduate level. About 200 graduate students are studying in the fields of Engineering Electronics, Communications Engineering and Communications Management; your visit would be particularly relevant to these. I envision you making a short address to this group followed by questions and discussions in a seminar or symposium-type arrangement. All officers are full-time students, wear civilian clothes and are exempt from all military duties including formations and reviews. Tom Mustin earned his Master's there. Dick Hough is on the Board of Advisers (list attached).

Recommend you accept; perhaps for August in conjunction with another trip out West. This is the first invitation resulting from our plan to gain OTP exposure at top service schools. This is an excellent opportunity to reach a select and exceptional group of officers who have outstanding career potential and bright futures.

If you concur, request signature on attached letter.

NAVAL POSTGRADUATE SCHOOL

MONTEREY, CALIFORNIA - 93940

IN REPLY REFER TO:

NC4(32)/ees
5721

16 MAR 1972

Dr. Clay T. Whitehead
Director of Telecommunications Policy
Executive Office of the President
Washington, D. C. 20504

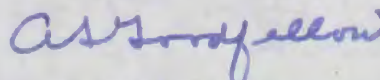
Dear Dr. Whitehead:

I understand from conversations between members of my staff and Colonel Jiggetts that it might be possible for you to visit us and to speak to our students here at the Naval Postgraduate School. Such a visit would be of great interest and value to our students, faculty and staff, and we would be most happy to welcome you at any convenient time.

Our student body numbers about 1,650 officers, most of whom are studying for a graduate degree, and includes members of all the U. S. Armed Services as well as approximately 120 officers representing 22 foreign nations. About 200 graduate students are studying in the fields of Engineering Electronics, Communications Engineering and Communications Management. Your visit would be particularly relevant to these programs.

It would give us great pleasure if you could find the time to come to Monterey. If you can see your way clear to accept this invitation, we will contact Colonel Jiggetts to arrange the details of your visit.

Sincerely,



A. S. GOODFELLOW
Rear Admiral, U. S. Navy
Superintendent





BOARD OF ADVISORS. . .

The NPS Board of Advisors is a distinguished group of civilian educators, business and professional men. The Board visits the campus periodically to examine educational programs, recommend improvements and discuss plans and problems with the Superintendent. Present members are:

Dr. Ralph D. Bennett, Independent Consultant

Rear Admiral William A. Brockett, USN, Ret., President,
Webb Institute of Naval Architecture

Dr. Lawrence R. Hafstad (Board Chairman), Chairman,
Committee on Undersea Warfare of the National Research Council

✓ Mr. Richard R. Hough, Vice President, American Telephone
and Telegraph Co.

Dr. Neil H. Jacoby, Dean, University of California (Los
Angeles) Graduate School of Business Administration

Dr. Donald R. Mallet, Vice President for Student Services,
Purdue University

Dr. George J. Maslach, Dean, College of Engineering,
University of California, Berkeley

Dr. Dean E. McHenry, Chancellor, University of California,
Santa Cruz

Dr. Robert W. Morse, Director of Research, Woods Hole
Oceanographic Institution

Dr. David S. Potter, Chief Engineer, Milwaukee Operations,
Delco Electronics, General Motors Corporation

Admiral James S. Russell, USN, Ret., Consultant, Boeing
Aircraft

Mr. Emmett G. Solomon, Chairman of the Board, Crocker-
Citizens National Bank

Judy

OFFICE OF TELECOMMUNICATIONS POLICY
WASHINGTON

The talk is over, it was very well received, there were very intelligent and responsive questions.

CTW is now having lunch with the Admiral; as soon as lunch is over, he will be leaving for Yosemite; the rental car is waiting for him.

They made a tape of the talk and will bring it back. The Postgraduate School will be putting out a press release on the talk also.

Tom Mustin phone conversation
4:00 (our time) - 10/27

October 26, 1972

The following have been invited to the luncheon honoring
Mr. Whitehead, Naval Postgraduate School, Monterey, California:

Captain & Mrs. John E. McQuary, Chief of Staff
Mrs. Robert A. Woods, President, Officer Students Wives Club
Mrs. James E. Payton, First Vice President of the Students
Wives Club
Mr. Robert Allan, President, Naval Postgraduate School Foundation
(he is also on the Board of Visitors of the Naval Academy and
an avid sailor)
Mr. Cyril Chappellet, Naval Postgraduate School Foundation and
former Chairman of the Board, Lockheed
Mr. Charles Kramer, Naval Postgraduate School Foundation;
retired businessman and active in community affairs,
especially in the area of pollution control
Mr. Jack Westland, former Congressman (Republican)
(married to Admiral Geis's sister)
Mr. Gene Bray, President of the local Navy League
Mr. John Herbst, Secretary of the local Navy League

NAVAL POSTGRADUATE SCHOOL

MONTEREY, CALIFORNIA - 93940

Naval Postgraduate
10/27/72
IN REPLY REFER TO:

NC4(32)

5721

10 NOV 1972

Mr. Clay T. Whitehead, Director
Office of Telecommunications Policy
Executive Office of the President
Washington, D. C. 20504

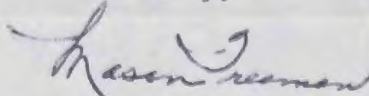
Dear Mr. Whitehead:

The students, faculty and staff of the Naval Postgraduate School would like to express their appreciation for the increased understanding of communications which your recent visit and seminar provided.

Highly favorable comments have been received from both students and faculty concerning your address and the subsequent question and answer period. Particularly beneficial has been the increased interest and awareness in communications which your visit has stimulated. The positive effects of your visit will endure for a long time.

Thank you again for your interest and support. It is hoped that the relationships begun with the Office of Telecommunications Policy will expand and that we may look forward to future visits to the Naval Postgraduate School.

Sincerely,



MASON FREEMAN

Rear Admiral, U. S. Navy
Superintendent

RECEIVED

Nov 15 11 27 AM '72

OFFICE OF
TELECOMMUNICATIONS
POLICY

Mr. [illegible]
[illegible]

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[illegible]

[illegible]

[illegible]

[illegible]

(2)

April 7, 1972

During Aspen trip.

Commander Joe M. James
Curricular Officer
Electronics & Communications Engineering Programs
Naval Postgraduate School
Monterey, California 93940

Dear Commander James:

This is to acknowledge receipt of the letter you sent requesting a visit to your school by our Director.

Mr. Whitehead is favorably inclined to come although he has not made a definite decision at this time. An examination of his schedule reveals that sometime in August would be the best time for him rather than in April or July. Mr. Whitehead recently received Admiral Goodfellow's letter and it is my impression that he will be answering it soon.

Will keep you apprized as events develop. Nice talking to you yesterday.

Sincerely,

CHARLES B. JIGGETTS
Colonel, U.S. Air Force
Military Assistant to the Director

cc:

DO CHRON ✓

DO RECORDS

Mr. Lamb

Mr. McCrudden

~~Mr. Joyce~~

~~Mr. Dean~~

Jiggetts reading

Jiggetts chron

CJIGGETTS/mdr/4/7/72

MEMO

OFFICE OF TELECOMMUNICATIONS POLICY
EXECUTIVE OFFICE OF THE PRESIDENT
WASHINGTON, D.C. 20504

October 20, 1972

To: Tom
From: Chuck
Subject: Your Visit to the Naval Postgraduate School in Monterey,
California, on Morning of October 27th

I. Overview of the Naval Postgraduate School.

The NPG School is a 63 year old, fully accredited graduate school (authorized to award doctorates) with a distinguished faculty numbering 300 (predominately civilian). The student body, most of whom are studying for advance degrees, numbers about 1,650 officers, including some from the Army and Air Force and some from foreign countries. It is the Navy's major source of advanced education for officers to obtain high level technical and engineering competence. It has been called the Navy's "MIT" at the graduate level. About 200 graduate students are studying in the fields of Engineering Electronics, Communications Engineering and Communications Management. These are the students you will be speaking to. There are some 6,000 former students of the Postgraduate School who are serving on active duty all over the world. Tom Mustin earned his master's degree there in Operations Research. Present Superintendent of the School is Rear Admiral M. Freeman (short biosketch attached). He replaced Rear Admiral A. S. Goodfellow who originally invited you the first part of the year.

II. Schedule.

You already have the transportation options. You and I have VIP suites in quarters on campus. Mustin and Chesbrough plan to arrive Wednesday evening (Oct 25th) to talk to as many groups as possible all day on Thursday, the 26th.

Your Friday schedule will look something like this:

- 8:00 A.M. Introductory meeting with Admiral Freeman.
(This could be over breakfast.)
- 8:30 A.M. Meeting with members of the faculty for
introduction and explanation of school's mission.
- 9:00 A.M. Speak to communications students. How long is
up to you, but I suggest it not be longer than 45
minutes.
- 9:45 - 10:00 A.M. Break
- 10:00 A.M. Question and Answer Period
- 11:00 A.M. Personal informal chat with students who wish to
remain afterwards. This would probably be an
appropriate time for "Rusty" Wald, the student
who plans to do his Thesis on OTP, to chat with you.
- 11:30 - 12:00 Noon Check out of VIP Quarters. Obtain rental
car. Perhaps lunch, and on to Yosemite Park. I
will drive to SF to catch a 2:30 PM flight to Dulles;
Geoff and Mustin will return to Washington later in
weekend.

The above is a tentative schedule and can be changed as necessary.

III. Suggested Outline of Talk.

Introductory remarks (attached).

1. The genesis of OTP and why it was needed.
2. Interrelationship of OTP with Congress, FCC, State, Defense
and industry.
3. Management responsibilities for telecommunications resources
during a national emergency.
4. Frequency management responsibilities. Relate to Navy and
other services, i. e. technical skill required, direct military
representation through IRAC.

5. OTP accomplishments and issues you intend to tackle.

6. What you see for the future of communications in America and the world.

IV. Comments.

I anticipate you saying little if anything that is new to you. I am assuming, therefore, that you do not need or desire a word-for-word written speech, especially since the occasion will be in the framework of academic informality. You can "Dr. Teller" them. If you do want a written speech let me know; there is one catch - time is short so I would need to know soonest so we can get together. Attached are suggested talking points relating to the outline above.

Attachments

Biosketch
Adm. Freeman



RADM M. Freeman, Superintendent

Rear Admiral
Mason Freeman, an
Illinois native, is
the new Superinten-
dent of the Naval
Postgraduate School.
He relieved Rear
Admiral A. S.
Goodfellow on
July 17.

A veteran of more than 38 years' active duty, the new 00 has served in battleships, cruisers, destroyers, and in a number of staff billets. He is a former Assistant Chief of Naval Personnel for Education and Training, and a graduate of the Postgraduate School when it was at Annapolis. He is also an alumnus of the Naval War College and National War College. Among his commands are the destroyer USS Rush, the Navy's first one-stop replenishment ship USS Conecuh, Destroyer Squadron Sixteen, Cruiser-Destroyer Flotilla Two and Anti-Submarine Warfare Group "Charlie", and Cruiser Destroyer Force, Pacific.

Adm. Freeman came to Monterey from the Joint Staff Office, Joint Chiefs of Staff in Washington, where he was Vice Director, J-3 (operations), Vice Director of the Joint Staff, and in his final months, Director of the Joint Staff.

Issuance of the graduate is approved in accordance with Department of the Navy Publications and Printing Regulations, NAVEXOS P-35. All correspondence should be addressed to the Superintendent (Code 03) Naval Postgraduate School, Monterey, Calif. 93940.

Introductory
Remarks

INTRODUCTORY REMARKS

Gentlemen, it is a pleasure for me to be here today. I am impressed with the mission of the PG School, your faculty and your physical plant. I congratulate you for this outstanding academic environment which any civilian university would be proud to possess.

Let me also congratulate you for being in the military profession. In this Administration we still feel that a career in the military services is a most honorable one and in the world in which we live, a cornerstone of our American way of life. I came very close to deciding on a service career myself. As it has turned out I am working for the Commander-in-Chief as you are. Perhaps a small difference is that I know him personally and maybe get to talk to him more often than you do.

The study of communications and electronics is a fascinating one. And when you return to your military duties I am sure you will find the practical application of what you have learned equally as fascinating. You are the type of leaders which the communications community needs more of. As you know, my office has six military officers assigned - two each from the Army, Navy and Air Force. So, it is quite possible that among this group are men who will someday work in OTP.

Many military communicators focus wholly on problems in communications only as they relate to Defense or National Security. There is nothing wrong with this for it is your "bread and butter issue." On the other hand, considerations of communications from a national and international viewpoint is certainly part of your educational experience. The issues being decided and planned now will effect the lives of each of us for a great many years to come.

So let's look at communications as truly being a national resource and as an expanding economic and social force which is playing a major role in shaping the life of our nation. This is one of the reasons my office came into being to focus on the problems of the communications revolution not only within government, the largest single user of communications, but on the industry side as well.

Outline of
Talking Points

1. Genesis of OTP and why it was needed.

a. Exponential growth of communications a problem of long standing recognized by Presidents since Truman. Explain how strongly President Nixon felt about the proliferation of communications activities and the need for an organization to coordinate communications activities, formulate policy and conduct long range planning.

b. Words on responsibilities of OTP.

2. Interrelationship with or impact of OTP on Congress, FCC, State, Defense and industry.

Congress: Contact with Pastore/McDonald committees
OMB role, legislative review, OTP inputs
Proposed legislative procedures
Public Broadcasting veto (suggest sentence or two on what PB is)

FCC: Adjudicatory role of FCC (as compared with advisory role of OTP)
Rulemaking role. Relate to OTP filings e.g. DomSat.

Informal contacts with Bureau chiefs, Chairman and Commissioners, etc.

State: Has responsibility for conduct of all international affairs but depends on OTP for expertise and help in all communications aspects of foreign relations.

Defense: In government communications Defense is largest user. Important that communications for national security be adequate and within the national interest.

Policy guidance from OTP, e.g. FTS-AUTOVON, spectrum management, identifying deficiencies, etc.

Industry: Common carrier initiatives.
California PUC use of station wiring study.
Open entry policy for DomSat.
Land mobile policy.
OTP's part in resolving cable issues.

3. Role of OTP in mobilizing and managing U.S. Communications

Resources during a national emergency.

Responsibilities under Communications Act of 1934.

Supported and assisted by FCC and NCS Executive Agent.

Actions include:

relocating away from D.C. if necessary.

issuing order to Federal Departments and agencies

announcing assumption of responsibility.

direct NCS to insure all Government owned assets

are available and responsive.

direct FCC to insure resources of FCC licensees are

available and responsive.

serves as member of Office of Defense Resources

Board (ODR).

^{Advise}
~~endorse~~ and assist President and Director of ODR in

management of telecommunications resources.

issue directives and invoke necessary emergency control

to assure effective use of resources for defense and

recovery of the nation.

impact on armed forces is minimal except when decisions

between civilian needs and defense requirements needs

are made; adjudication for additional resources made by the

Director, OTP. In time of emergency, Navy would be in

charge of all transportation and shipping by sea, including

control of Coast Guard.

4. Frequency Management Responsibilities.

OTP manages frequency spectrum for all government activities.

FCC does same for non-government activities.

OTP supported by IRAC and the Department of Commerce. The

Navy and other services have representatives on the IRAC.

Frequency management is a very challenging field and one in which experts are needed in the Army, Navy and Air Force to continue to maintain and improve this critical national and international resource.

5. OTP accomplishments and issues you intend to tackle or presently engaged in.

a. Accomplishments

Cable compromise. Cabinet committee

DomSat "open skies"

Aerosat

International communications and improved government to government relationships with other nations (this could include remarks on your Pacific trip).

b. Intend to tackle or presently engaged in:

Cable legislation

Broadband demonstration (wired city)

Presidential initiatives

Government Communications Policy and Planning Council

Role regarding:

Reruns

Public Broadcasting

Fairness Doctrine

6. Future of Communications

Problems of expanding communications technology and government's

and society's relationship to it.

Interface between communications and politics, the economy, and international relationships.

Socological, institutional political problems.

Communications policies for Defense and other Federal departments and agencies must be flexible enough to allow continued growth to take advantage of new technology but yet be vigilant against excessive costs and duplication.

i.e. Future of communications
NOTE: In regard to this, you may wish to glance at your talk to the Japanese communications on the same subject (attached).

Future of Comm.
(Japanese Talk)

J. 900

Lecture by Dr. Clay T. Whitehead, Director of OTP

- At Ministry of Posts & Telecommunications

On July 27, 1972 -

(Applause)

Thank you very much. I regret that I was unable to understand the introduction. I trust that it was not too unfavorable. It always makes me nervous when I address an audience such as this, the people who are experts in the field of telecommunications. I cannot consider myself as being an expert in this field, particularly when I try to talk about the future of telecommunications and realize that you are the people who are making the future happen.

So I trust that you will understand that I take a really broad perspective, which is, after all, my job. When I talk about the specifics of your particular area of specialization, I hope you will forgive me for not saying much about the details of your specialized areas.

The first thing that has to be said about the future of telecommunications is that it is going to be a very large future, very opportune future, and, of course, we hope it will be a very constructive future.

The history of telecommunications has been one of rapid growth, rapidly changing technology; fortunately or unfortunately, this does not seem to be behind us. The rapid developments are

continuing in basic research and, in a few years, that will translate itself into more and more applied research and, within a few years further on, we can be sure of even more new products, new services, improved products and improved services. The rapid change, we can be quite confident, is going to be with us well into the future.

I am sure that you are all familiar with the concept of exponential growth, geometric growth. That is the history of telecommunications. And it looks to be continued in the future. The international telephone and telegraph traffic is doubling every three or four years. The world telephone population is also doubling at almost the same rate. In advanced countries, almost everyone has a telephone; yet the number of telephones still grows exponentially and the volume of traffic is growing at an even higher growth rate. So you can see that the technology is driving this very wide usefulness of telecommunications in business and in society. In not too many years, telecommunications is going to be a very large and important segment of our world.

Well, as if that success would not cause enough opportunities and enough problems for telecommunications in the future, I think we have to recognize that there is something rather different going on today. It is not only a growth in the quality and volume of telecommunications services, but now also a growth in the scope and type of services available.

For almost half a century now, telecommunications has included telegraph, telephone and broadcasting. But that will change in the future. Most of the progress and most of the development we have seen over the past fifty years have been improvements in the quality of each of the services. And that certainly will be continued. But more and more, beginning I would say from 1960 to 1965, we found the possibility for new services, new kinds of services, and new demand for those services. I can cite such services as cable television, data communication, Telex service, the possibility of computer/communication services, indeed, the whole range of information services which can be provided remotely via telecommunications.

The new information services are not strictly speaking communication services as we have historically understood it. Yet, the people in the telecommunications field are going to be the people who have to see that this whole range of new services is brought to the public. So the point I want to make clear is that not only do we have the very rapid continuing exponential growth in a quantitative sense in all services, but also we will likely see an exponential growth in a qualitative way in new services.

For fifty years or more, the problems of telecommunication services have been principally technical problems and service problems; for example, how to improve technology to provide the existing services in more reliable ways and in more economical ways and keeping up with the increasing demand. The types of

services have not changed very much. The service to the public has not changed very much in its essential form. In short, the problems in telecommunications in the past have largely been internal to the telecommunications field.

The problems of technology, the problems of service quality and so forth are certainly not behind us. They will continuously be with us. But it is important to realize that the field of telecommunications has arrived at a new level. More and more problems of telecommunications will not be internal to telecommunications. More and more they will have to be with the interface between telecommunications and the rest of the world--the interface between telecommunications and politics, between telecommunications and economy, between telecommunications and government policies, and so forth. More and more we will have to figure out how to use telecommunications, how to fit it into our world, and how to adapt our world to it.

Communications has reached the point now where it can no longer be viewed as simply an industry or collection of more or less connected industries. Not even the term "information industry," captures the new world of telecommunications of the future. Rather, we have to come to consider telecommunications as an important resource, a social resource and an economic resource, equally as important as the traditional resources of labor, land, water, minerals, power and the like.

In our use of all those traditional resources, the government plays an important role. In the future, it will play an increasingly important role in developing policies for the use of those resources. In our natural resources, we, of course, orient policies towards conservation, towards effective use. In the man-made resource of telecommunication, we have to pay attention to those kinds of things. If we include in the world of telecommunications both transmission of information and the processing and use of information, then we have very nearly an unlimited future for this field. We will have to develop the policies for its effective use and growth.

It is in many ways more difficult to talk about the policies for communications than to talk about technological improvement and technological change. Policy, by its very nature, is a rather approximate kind of thing to deal with. It brings in a whole range of political processes. It confuses technology with politics, with economics, with psychology and the like. But that is the price that communications has to pay for being such a vital resource and for being useful to the people of the world.

There is an interesting analogy between the development of communications and the development of your country since the war. The first task, of course, facing Japan was to develop its economy, to develop its own capabilities. Very

properly your attention was turned to the development of your economy into a strong and vital resource. Great attention was paid to developing your capacity and capabilities. In recent years, we are seeing a change, since you have developed these capabilities into a very powerful and very dynamic economy. More and more the problems Japan faces are not internal problems. The problem is rather the interface between Japan's economy and the rest of the world. This is the kind of change and attendant difficulties we are seeing in telecommunications.

Just as Japan is finding it somewhat wrenching to make this transition to deal with the complexities and difficulties brought about by its new world role as an important and vital contributor to the world economy, so it will be difficult for those of us in telecommunications to make the change from focusing on pure problems of telecommunications to dealing with the interface between telecommunications and the rest of the world. In a sense, the people in telecommunications, as the people in Japan, are the victims of their own success.

Let me discuss just briefly some of the policy problems, some of the interface problems that I think we will be facing in the next ten or fifteen years. These problems, I think you will see, are driven by technology; there is a very strong technological component to them. But the solutions lie more in sociology, in institutions, and in politics rather than in technology. We have a rule of thumb in OTP that in thinking about the future of telecommunications, we just assume that

whatever communication service we can think of is technologically possible, and we focus on the economic, political, sociological and institutional problems. And it is that focus I would like to take for the remainder of this talk.

Let me talk first about international communications, for that is in many ways what brings us here today. International communications for many years were highly expensive and highly specialized services. Government and perhaps a few corporations were the users of international telecommunications. In a short span of time that is changed. With the introduction of undersea telephone cable and with the introduction of a global satellite system, we have a quite new world of international telecommunications. Telephone, telex and telegraph traffic flow now in great quantities and relatively freely around the world. Television broadcasting has been changed by satellite to permit not only point-to-point communications, but now worldwide, live broadcasting. The whole world, thanks to telecommunications, was able to watch the first man step on the surface of the moon. The whole world watched as President Nixon visited China. The whole world watched as the Olympic Games were held in Japan. More and more the world is being tied together by telecommunications.

Communications internationally is becoming increasingly widespread, and more and more it is ignoring national boundaries just as the multinational corporation has grown. Of course,

governments must find ways to deal with this, and the increasing dependence of the world economy and world politics on communications makes it very important to deal with it in a responsive way and in a constructive way.

Our first principal policy in this area should be the encouragement of the free and open exchange of information throughout the world. We should encourage the very rapid growth of telecommunications tying the countries of the world together, and we should assure that it is available to potential users, whether private citizens, governments, or industries, at low cost and in a very responsive way. The principal responsibility for doing that job resides with those in the international telecommunication business, principally the carriers. But the governments have an important role to play to make sure the political and institutional barriers do not impose themselves unnecessarily.

This will not always be possible to the extent we would like it, for government, of course, always must reflect political objectives; and we find many of those in the growing field of telecommunications. Sometimes these are constructive objectives, such as assuring that all parts of the country are tied together into the international telecommunications network. Sometimes they are constructive objectives in that small countries are worried about the bringing in of foreign television programs that they feel might result in cultural domination of their own society. These are important political

objectives that must be taken into account. However, some nations will try to use telecommunications for their own rather narrow political purposes. Some countries want to exclude and impede the flow of information because of reasons drawn from their own internal politics. Some countries want to use their own geographical location for their own temporary technological advantage to increase their own political power. These are the things that we have to be aware of.

To give you just one recent example of this interconnection between technology, economics, and politics in the international telecommunications field, I recall a question came up at the recent World Administrative Radio Conference on Space Telecommunications in Geneva. There were many countries who felt that satellites could be used for educational television such as the experiment we are planning with the Government of India and for other possible uses. However, there was a considerable reaction by many countries against allowing this kind of service. There was a move to prohibit the use of the appropriate part of the radio spectrum for distribution of television signals, and the reason for this was that small countries were afraid of direct broadcast for propaganda or commercial purposes from satellites owned by large countries. In fact, that is a legitimate concern, but the effect of the prohibition they wanted to introduce would have been also to prohibit educational television services. It would have made impossible what is technologically possible, that is to say,

distribution of educational programming to remote areas of many of the less developed countries themselves, and it would have interposed a possible prohibition, a very strong impediment, to the growth of certain important, purely domestic communication services in some of the more advanced countries. This I cite simply as an example of interconnectedness in the complexities of the problems of the future of international telecommunications.

To cite another brief example, the planning of facilities for international communications is far more complex than it used to be. We have institutional problems in that different institutions are involved in supplying satellite technology and satellite communications links. We have problems in that satellite communications are used to serve wide points, whereas cables go from one point to another point. But, of course, as we get more and more cables and as the world network gets more and more interconnected, the problems of finding what is the best technological and the most economic way to communicate point to point becomes exceedingly more complex because of this interconnectedness. You have to consider the effect on flow-through of information as well as the origination and termination of traffic. We also have to consider that, because of our policy of encouraging access of telecommunications in remote areas in less developed countries, we have an extensive degree of cross-subsidization in our world telecommunication network. So, all of these factors -- interconnectedness, tariffs, rate-making structures, the social and political objectives of tying the world together, encouraging the

countries to come into the world telecommunications network -- all these things must be taken into account in planning just one telecommunication link.

So, I think you can see that planning international telecommunications facilities is taking on a new order of complexity. This complexity of interconnectedness is made more vexing by the wide disparity of domestic telecommunication systems we find among various countries. Countries, such as the United States and Japan, have very sophisticated and very widespread telecommunication systems in their own countries. Many countries don't have that. I think we will have a very low cost and flexible international network, but utility of that will be limited if you can get only to one or two points in a country, and then can't get the next three or four miles to the party with whom you wish to communicate.

Much of the telecommunication technology that we are developing in most sophisticated countries can be applied, if appropriately modified, to serve some of the very important needs of less developed countries. This is something I think we should pay very important attention to. Educational television, particularly, can offer a way, at reasonable price, for many of the countries to educate their citizens much faster than they ever would be able to do through written words. So, I think we in advanced countries have an important obligation to telecommunications in this field.

Let me move now from international communications to domestic communications. I will talk principally about my

country, but I think it is not too much different from what you are seeing and will see in your own country. Japan and the United States are probably the two most developed countries in the world of telecommunications. And that looks like it is likely to continue. Even though we have the problems of tying together the rest of the world, developing the rest of the world for telecommunications, you will no doubt see very rapid internal domestic development of telecommunications in both countries.

Domestically, we in the United States see the future of telecommunications being almost embarrassingly rich. The possibilities are so great that we find it hard to know how to deal with them. This rapid quality change I am talking about means we will have a whole host of new kinds of communications services, and, quite frankly, our biggest problems are figuring out how to deal with them, how to get them introduced in a sensible way into the market place, and to make sure that they don't cause excessive difficulties for the existing important telecommunications services.

In the mass electronic media, television and radio broadcasting, we see the most important factor for the future being cable television. Already some fifteen percent of homes in the United States are wired, and this is growing at a quite rapid rate of growth. So, maybe as many as fifty percent of U.S. homes will be wired by 1980. When we get to the point where roughly half the homes are wired, then

we will have to look at cable television not as cable television any more, but as a broadband distribution system. And cable will then be a medium in its own right. The primary feature of that medium will be channels, many channels; a medium of plenty, rather than as we know it today, a medium of channel scarcity.

Newer systems being installed in the United States typically have forty or more channels. This is likely to be increased in the future because the systems are being designed with conduits to permit addition of new cables and with amplifiers being located at easily accessible points, so high capacity amplifiers can be added later.

The projected cost for cable television in the not-too-distant future looks to be on the order of a tenth or a hundredth of a cent per home per channel hour. The practical effect of that is that the cost for television transmission within the United States in say, ten or twenty years, is likely to be negligible compared to preparation of programs and payment for programs.

Cable television is inherently a local medium, but with interconnection with satellites and microwave, it is also a national medium. And with the development of new terminal technologies, with the very rapidly reducing cost of video tape recording facilities, we begin to see the development in the United States of a highly flexible, high capacity network,

with low cost transmission, recording and signaling capabilities being very widely distributed. So it is not too much to project that in twenty or more years, it will be possible for a viewer in the United States to call up essentially any kind of program or information material he wants, when he wants it, at a price he can probably afford to pay.

This is going to represent real political problems and real economic problems, making the transition from the mass media structure that we have today to that of the future. We can't destroy the economic base that we have; we have to have sensible transition. This will make very difficult problems of government policy. It will mean, I think, quite different government policies toward mass media generally. Government, hopefully, will not have to exert much control of the content of programming as they have in the past.

We have observed, of course, similar kinds of problems in what we call the common carrier area of communication, that is to say, point-to-point communication. We have the possibility of a whole host of new services. Data communications will be one of the first, but looking beyond that, very flexible information services involving storage, input/output, retrieval, processing, shifting around all kinds of information. Putting it into the context of a simple telephone call, as an example, we see very quickly the possibility for not just switching in the sense of connecting station A to station B, but rather, connecting to a person, wherever he may be. We see the

possibility of very widespread mobile communications. The possibility exists that in ten or twenty years essentially every vehicle will be equipped with a telephone. We see the possibility of specialized communications networks interconnected with the basic national common carrier network.

In trying to deal with point-to-point communications, we find two principal problems. One is the basic unpredictability of what people want to use communications for. So we have a rather chicken-and-egg problem in trying to design a network to accommodate what we know will be a very enormous demand, but not knowing what the character or shape of that demand will be.

The other problem is the institutional problem. We have come to think of common carrier communications as being a natural monopoly. Our belief in that is being shaken by the development of technology. It may well be that the old technology did represent a natural monopoly. But much of the new technology does not. Certainly, we have to preserve the benefit of economies of scale, but we increasingly will have to allow the benefit of economies of specialization. The problem is to make it possible for competition and specialization to coexist with monopoly and standardization. This is going to be one of the recurrent themes in planning for the future of common carrier communications.

Well, I have talked too long. I talked all around the future of telecommunications without telling you what it will be. That is, of course, because it is impossible to predict

the future of telecommunications. One predictable thing, though, is that there will be change and it will continue to be very rapid change. What I have tried to suggest is a flavor of the kind of future that we will have. What this kind of future means, I think, is that those of us with responsibility for telecommunications must put our focus on adaptability, on the ability to deal with change and accommodate it as it arises, and to deal with the impact and influence of our telecommunications facilities as well as to provide the facilities themselves.

If there are any questions, I would be pleased to answer them. Thank you very much.

(Applause)

AGENDA

MR. CLAY T. WHITEHEAD
DIRECTOR, OFFICE OF TELECOMMUNICATIONS POLICY
EXECUTIVE OFFICE OF THE PRESIDENT

AND

MR. WILLIAM A. ANDERS
EXECUTIVE SECRETARY,
NATIONAL AERONAUTICS AND SPACE COUNCIL

Wednesday, November 1, 1972

| | | |
|-----------|--|-------------------------|
| 8:15 a.m. | Depart King's Inn (Ed Barker) | |
| 8:30 | Meet with Director Dr. Christopher C. Kraft, Jr. | Building 2 Room 938 |
| 9:00 | Lunar Science Dr. Paul W. Gast Col. David R. Scott | Building 31 Room 235 |
| 10:15 | Skylab and Shuttle Simulators Dr Donald K. Slayton Mr John L. Swigert, Jr | Building 5 |
| 11:00 | Skylab Training Mockup Dr. Owen K. Garriott Mr. Richard S. Johnston | Building 5 |
| 12:00 | Skylab Lunch | Building 2 Room 945 |
| 1:15 | Mission Control Center Apollo 17 Lunar Landing Descent Sims Mr. Howard W. Tindall, Jr. | Building 30 MOCR |
| 3:00 | Earth Resources Mr. Anthony J. Calio Mr. Robert B. MacDonald | Building 17 |
| 4:00 | Depart MSC | |

Edward S. Barker
Extension 4241

WHITEHEAD VISIT TO MSC - November 1

October 31

Meet Mr. Anders at Los Angeles International Airport for Continental Flight #58 leaving Los Angeles at 6:00 p.m.

MSC Project Officer: Mr. George Abbey (Technical Assistant to MSC Director)
713-483-2465

Hotel Reservations: Kings Inn (made by Mr. Abbey)
713-488-0220

November 1

8:15 a.m. Mr. Whitehead will be picked up at Kings Inn by MSC official for 8:30 a.m. meeting with Mr. Chris Kraft (Director, MSC)
Detailed itinerary for Mr. Whitehead's visit will be left at Kings Inn.

4:00 p.m. Leave Ellington for Clear Lake City Airport for 4:25 p.m. flight to Houston

Phone Numbers:

Jack Walston (Los Angeles): 213-MA9-3232 X308 (O) 213-790-7881 (H)

Yosemite Institute: 209-372-4331 or 372-4341

Christopher Kraft - MSC: 713-483-4588

Ahwahnee Hotel - Yosemite National Park: 209-372-4671

Wednesday 10/25/72

TRIP
10/26-11/1/72

12:00 Mr. Whitehead has made the following plans for the trip(hopefully, we'll have more details later today):

10/26/72, Thursday

5:45 p.m. Lv. Dulles via TWA Flt. 63 (via San Francisco)
9:55 p.m. Arrive Monterey

Will stay at VIP quarters on campus.

10/27/72, Friday

Afternoon Drive from Monterey to Yosemite

Evening Bill Anders arranging a dinner (?)

10/28-29, Saturday and Sunday

Spend at Yosemite Institute

The Advisory Council Meeting
will be at the Ahwahnee Hotel (209) 372-4611

Mr. Whitehead will be staying
at the Ahwahnee Hotel.

10/30, Monday

Morning Drive to San Francisco

Either Monday evening or Tuesday morning will drive to Los Angeles
(Will discuss this with Mr. Goldberg.)

10/31/72, Tuesday

Spend the day in Los Angeles in meetings
(Will discuss this with Mr. Goldberg.)

6:00 p.m. Lv. Los Angeles via Continental Flt. 58
10:45 p.m. Arrive Houston
(Bill Anders will also be on this flight -- first class)
(Bill Anders handling accommodations for them)

-2-

Nov. 1, 1972 - Wednesday

Spend the day at MSC (

Evening

Return to Washington

(Anders' office is sending itinerary for the flight)

NATIONAL AERONAUTICS and SPACE COUNCIL

Executive Secretary

Tom —
For your
info —
Bill

DATE 22/11/2023 BY V. S. S. S. S.

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OFFICE OF
TELECOMMUNICATIONS
POLICY

FLIGHT CONTROL DIVISION ACTIVITY PLANNING GUIDE

DATE 9/24/72 REV. 5

| MONDAY 9/25 | TUESDAY 9/26 | WEDNESDAY 9/27 | THURSDAY 9/28 | FRIDAY 9/29 | SATURDAY 9/30 | SUNDAY 10/1 |
|---|---|----------------------------------|--|------------------------|-----------------------------|-------------|
| APOLLO | <u>White</u> 8 hours ALSEP Sim-8 hours | White (Hutchinson/Lewis) 8 hours | Sim Bay (Lewis) 8 hours ALSEP Sim-4 hours | | | |
| SKYLAB | | | | | | |
| 10/2 | 10/3 | 10/4 | 10/5 | 10/6 | 10/7 | 10/8 |
| FTO/ISS - MM (White) 8 hours | <u>Gold</u> 8 hours ALSEP C/O w 500 4 hours | MM (White/Lewis) 8 hours | | ALSEP Sim-8 hours | Sim C/O SIV MM - 5 hours | |
| 10/9 | 10/10 | 10/11 | 10/12 | 10/13 | 10/14 | 10/15 |
| H O L I D A Y | | Gold 8 hours | White 10 hours ALSEP SIT | n/v Redundancy Test | | |
| 10/16 | 10/17 | 10/18 | 10/19 | 10/20 | 10/21 | 10/22 |
| Entry CMS (Gold/Hutchinson) 10 hours | <u>Gold</u> 8 hours ALSEP Sim 8 hours | | MM | LCRU SIT | | |
| | | Sim C/O SIS/SLS (4 hours) | Sim C/O CMS/SWS MM (4 hrs) | | | |

FLIGHT CONTROL DIVISION ACTIVITY PLANNING GUIDE

DATE 11/20/11 REV

| MONDAY 10/24 | TUESDAY 10/24 | WEDNESDAY 10/25 | THURSDAY 10/26 | FRIDAY 10/27 | SATURDAY 10/28 | SUNDAY 10/29 |
|----------------------------------|--|--|--|--|----------------|--------------|
| H O L | | LOI/DOI CIS (Gold/Orange) 8 hours | <u>ALSEP</u> CIS (White) 8 hours EVA Paper Sim | Sim Bay (White/Lewis) EVA MM (Orange) CIS 8 hours | | |
| | Sim C/O CIS/SWS MM 4 hours | | Sim C/O CIS MM 4 hours | ALSEP C/O w 360 4 hours | | |
| 10/30 | 10/31 | 11/1 | 11/2 | 11/3 | 11/4 | 11/5 |
| Sim C/O CLV MM 8 hours | LOI Alerts CIS/LIS (White) 8 hours | <u>ALSEP</u> (Gold) 8 hours | Flagstaff EVA (Orange) | Flagstaff EVA (Orange) | | |
| Sim C/O CIS/SWS/MM 4 hours | | | AL PLANNING SIM 3 ASP/ITERAL | | | |
| 11/6 | 11/7 | 11/8 | 11/9 | 11/10 | 11/11 | 11/12 |
| Sim C/O CIS MM 8 hours | Launch TM (White) 10 hours | <u>ALSEP</u> (Gold) 8 hours ALSEP SIM 8 hours | Sim Bay (Lewis) CIS MM (Orange) CIS/LIS/GCIA CIS/ALA 8 hours ALSEP 4 hours | FLC/ESK (White) 10 hours | | |
| | Sim C/O CIS - MM 4 hours | Sim C/O CIS/SWS (MM) 4 hours | | Sim C/O CIS/SLS 4 hours | | |
| 11/13 | 11/14 | 11/15 | 11/16 | 11/17 | 11/18 | 11/19 |
| | LOI/DOI CIS (Gold/Orange) 8 hours | LM ACT/DPS CIS/LIS Gold 8 hours ALSEP Sim 8 hours | EVA Paper Sim | Entry (Gold/ Hutchinson) EVA MM (Orange) CIS 10 hours | | |
| | Sim C/O CIS/SWS (MM) 4 hours | | | Sim C/O CIS 4 hours | | |

FLIGHT CONTROL DIVISION ACTIVITY PLANNING GUIDE

DATE 9/24/22 REV

| MONDAY 11/20 | TUESDAY 11/21 | WEDNESDAY 11/22 | THURSDAY 11/23 | FRIDAY 11/24 | SATURDAY 11/25 | SUNDAY 11/26 |
|--|---|--|--|--|---|--------------------|
| CDDT (Wet) | CDDT (Dry) Sim C/O SLV MM 5 hours | CDDT (White) 8 hours ALSEP Sim 8 hours | H O L D A Y | SL-1 First Day Activity (MM) 9 hours CADRE | | |
| Sim C/O CSM/SWS MM 4 hours | SWS Storage Phase Systems Management (MM) 8 hours CADRE | Sim C/O S-1B MM 4 hours | | | | |
| 11/27 | 11/28 | 11/29 | 11/30 | 12/1 | 12/2 | 12/3 |
| CDDT (Gold) 8 hours | MMT SIT | IM Act/PES CHS/LMS (Gold) 8 hours ALSEP Sim 8 hours | Launch/TLI CHS (White) 10 hours | M&O Down Day | | |
| Sim C/O CHS/SWS MM 4 hours | SWS Storage Phase Systems Management (MM) 8 hours CADRE | | | | CSM/SWS Orbital Operation System Management (MM) 8 hours CADRE | |
| 12/4 | 12/5 | 12/6 | 12/7 | 12/8 | 12/9 | 12/10 |
| | TERMINAL COUNT | LAUNCH READINESS DATE | MISSION SUPPORT | MISSION SUPPORT | MISSION SUPPORT | MISSION SUPPORT |
| Sim C/O CSM/SWS MM 4 hours CSM-AA/MIA I/F & Docking Test | | | CSM/SWS Orbital Operation System Management (MM) 8 hours CADRE | CSM/SWS Orbital Operation System Management (MM) 8 hours CADRE | | |
| 12/11 | 12/12 | 12/13 | 12/14 | 12/15 | 12/16 | 12/17 |
| MISSION SUPPORT | MISSION SUPPORT | MISSION SUPPORT | MISSION SUPPORT | MISSION SUPPORT | MISSION SUPPORT | MISSION SUPPORT |
| Sim C/O CSM/SWS MM 4 hours | Sim C/O CHS 4 hours | SL-2 L/V SIT | | ATM SIT | | |

Wednesday 10/25/72

TRIP
10/26-11/1/72

12:00 Mr. Whitehead has made the following plans for the trip(hopefully, we'll have more details later today):

10/26/72, Thursday

changed
5:45 p.m. ~~Lv. Duffles via TWA Flt. 63 (via San Francisco)~~

9:55 p.m. ~~Arrive Monterey~~

5:00 p.m. ~~Lv. Duffles via TWA 851~~

7:15 p.m. ~~Ar LA~~

9:40 p.m. Will stay at VIP quarters on campus.

11:00 p.m. ~~Lv LA via RW 737~~

10/27/72, Friday

Afternoon Drive from Monterey to Yosemite

Evening Bill Anders arranging a dinner (?)

10/28-29, Saturday and Sunday

Spend at Yosemite Institute

The Advisory Council Meeting
will be at the Ahwahnee Hotel (209) 372-4611

Mr. Whitehead will be staying
at the Ahwahnee Hotel.

10/30, Monday

Morning Drive to San Francisco

Either Monday evening or Tuesday morning will drive to Los Angeles
(Will discuss this with Mr. Goldberg.)

10/31/72, Tuesday

Spend the day in Los Angeles in meetings
(Will discuss this with Mr. Goldberg.)

✓ 6:00 p.m. Lv. Los Angeles via Continental Flt. 58

10:45 p.m. Arrive Houston

(Bill Anders will also be on this flight -- first class)

(Bill Anders handling accommodations for them)

(OPEN TICKET)

11:10 - last flight to Clearlake; if they miss it, will drive.

Nov. 1, 1972 - Wednesday

Spend the day at MSC

~~Evening~~ Return to Washington

(Anders' office is sending itinerary for the flight)

X *Hondt*
Wetzel
Anders

~~4:50~~

4:25 PM L. Clearlake Via HY flt. ~~329~~ 330
(Class A - only 1 class)

on Request

4:40 AM. Houston

5:30 L. Houston Eastern 554

9:16 AM. Dulles

NS.

To: Tom

From: Chuck

Subject: [#] Latest Agenda for Monterey

~~11:00 PM~~

Thursday, 26 October

11:00 PM ^(local time)
~~(local time)~~

Arrive in Monterey.
Tom Austin, ~~and~~
Geoff Chesbrough and
~~pass~~ Commander James ~~(James)~~
(the fellow I have been working
with) will meet you at
the Airport (No VIPs). They will
take you to your room.
Over cocktails you can plot
strategy for the next day.

Friday, 27 October

7:30-8:30 AM

Breakfast in BOQ dining room
with Tom, Geoff and James.

8:30-9:30 AM

Discussion ^{Review of} with James and
other Faculty members regarding
the ~~miss~~ school curriculum ^{and} educational
programs. They will be interested
in ^{your opinions and} any suggestions you may
have for improvements that
would help ^{"real world"} Navy communications.

9:30 - 10:00 AM

~~Visit~~ Courtesy visit with Admiral Freeman, School Superintendent

10:00 - 11:30 AM

TALK to students ~~and~~ ^{to} include question and answer period.

~~12:00 - 1:30~~

11:30 - 12:00 AM

Relax, return to room to Freshen up if desired.

12:00 - 1:30 PM

Admiral Freeman's LUNCH in your honor. List of invitees attached.

1:30 PM on

Tom and Geoff will ~~insure~~ your help with your checkout of Avis rental car. ~~At~~ Then ~~after~~ comes the beautiful drive to Yosemite. I have asked James to get a route map from AAA so you ~~are~~ will know the best route. Good luck,

WASHINGTON, D.C. EST WAS
N-DCA (NATIONAL) D-IAD (DULLES)
B-DAL (FRIENDSHIP)

CST IAH

[illegible]

| | | | | | | | | | | | |
|---|----------|---|--|----------|--------|-------|--------|-------|----------|--|--|
| EXECUTIVE OFFICE OF THE PRESIDENT OFFICE OF EMERGENCY PREPAREDNESS AUTHORIZATION OF OFFICIAL TRAVEL | | 1. Date of request October 25, 1972 | | | | | | | | | |
| Submit original and 2 copies to Fiscal Section at least 3 working days in advance of proposed travel | | 2. Name and address of traveler Clay T. Whitehead, SSN 509-34-3700 OEP/OTP EOBA WA DC 20504 | | | | | | | | | |
| | | 3. Title Director | | | | | | | | | |
| This document becomes an authorization of official travel only when the certificate of authorization has been signed by the designated authorizing official. This travel is ordered on official business for the convenience of the Government. | | 4. Type of appointment Presidential | | | | | | | | | |
| | | 5. Orgn. unit (Division) Office of Telecommunications Policy | | | | | | | | | |
| 7. Purpose of travel Address Naval Postgraduate School in Monterey; address the Advisory Coun. of Yosemite Institute in Yosemite; attend industry mtgs. in San Fran. & L.A.; visit the Manned Space Center in Houston | | 6. Official station Washington, D.C. | | | | | | | | | |
| | | 8. Period of travel Oct. 26 - Nov. 1, 1972 | 9. Est. No. of days of travel Status seven (7) | | | | | | | | |
| 14. Itinerary Washington, D.C.; Monterey, Calif.; Yosemite, Calif.; San Francisco, Calif.; Los Angeles, Calif.; Houston, Texas; Clear Lake City, Texas; Houston, Texas; and return to Washington, D.C. | | 10. Per diem rate \$25.00 | 11. Office number of traveler 770, 1800 G St., NW | | | | | | | | |
| | | 12. Mileage rate | 13. Phone number of traveler 6161 | | | | | | | | |
| 15. Travel to be performed as indicated <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> a. <input checked="" type="checkbox"/> Common carrier b. <input type="checkbox"/> Including commercial airline c. <input type="checkbox"/> Government-owned vehicle d. <input checked="" type="checkbox"/> Other (Specify) <u>Rental Car</u> </div> <div style="width: 50%;"> d. (By privately-owned automobile: (1) <input type="checkbox"/> Reimbursable cost not to exceed common carrier cost <u>or</u> (2) <input type="checkbox"/> Administratively determined to be more advantageous to the Government—common carrier use impracticable (if checked, explain under item 20, 'Remarks'.) </div> </div> | | | | | | | | | | | |
| 16. Allotment number 83/OTP/210 | | 17. Appropriation symbol 1130601 | 18. Travel authorization No. | | | | | | | | |
| 19. Estimated cost of travel <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">Transportation</td> <td style="width: 80%;">\$600.00</td> </tr> <tr> <td>Per Diem</td> <td>175.00</td> </tr> <tr> <td>Other</td> <td>125.00</td> </tr> <tr> <td>Total</td> <td>\$900.00</td> </tr> </table> | | Transportation | \$600.00 | Per Diem | 175.00 | Other | 125.00 | Total | \$900.00 | 20. Remarks First class travel authorized. Use of taxi authorized between place of abode and places of official business. Car rental authorized. Bill to Office of Emergency Preparedness, Washington, DC 20504. GSA car not available. | |
| Transportation | \$600.00 | | | | | | | | | | |
| Per Diem | 175.00 | | | | | | | | | | |
| Other | 125.00 | | | | | | | | | | |
| Total | \$900.00 | | | | | | | | | | |
| | | | | | | | | | | | |
| 21. Requested by <u>Director</u> Signature <u>Office of Telecommunications Policy</u> Title | | FOR FISCAL USE ONLY | | | | | | | | | |
| | | 22. Funds Obligated _____ Signature _____ Title | | | | | | | | | |
| 23. CERTIFICATE OF AUTHORIZATION | | | | | | | | | | | |
| You are hereby authorized to travel at government expense, to be paid from available appropriations in accordance with the regulations of the Office of Emergency Preparedness and the Standardized Government Travel Regulations as amended, under conditions noted on this authorization. | | | | | | | | | | | |
| _____ Signature Bryan M. Eagle | | _____ Executive Assistant Title | | | | | | | | | |
| IMPORTANT- Every voucher or message concerning this travel must refer to the travel authorization number. | | | | | | | | | | | |

To

1

HOUSTON, TEXAS **CST IAH**
IAH (INTERCONTINENTAL ARPT)
H-HOU (HOBBY ARPT)From **LOS ANGELES, CALIF.** **PST LAX**

| | | | | | |
|------------|--------|-----------|--------|------------------|--------------------|
| LAX | 8:00 | O-ONT | | | |
| F | 123.15 | 9.85 | 133.00 | 266.00 | |
| S | 94.44 | 7.56 | 102.00 | 204.00 | |
| Y | 94.44 | 7.56 | 102.00 | 204.00 | |
| FN | 94.44 | 7.56 | 102.00 | 204.00 | |
| YM | 79.63 | 6.37 | 86.00 | 172.00 | |
| K | 86.11 | 6.89 | 93.00 | 186.00 | |
| YM | 69.00 | M | 52.00 | | |
| YZ | 77.00 | CO Z | 69.00 | | |
| TT | YZ | 83.00 | | | |
| | CO KU | OW | 73.00 | | |
| | NA KU | OW | 73.00 | | |
| | EX/11 | S WEEKEND | TT | 154.00 | |
| 12:10a | L | 6:38a | I | CO | 54 FN/YN 725 S/ 2 |
| 12:35a | L | 5:26a | I | NA | 64 FN/YN 010 B 0 |
| | | | | NA | 64 EFFECTIVE OCT30 |
| 1:15a | L | 5:59a | I | CO | 76 FN/YN 725 B 0 |
| | | | | CO | 76 EFFECTIVE OCT30 |
| SPEC 1:35a | L | 5:26a | I | NA | 64 FN/YN 010 B 0 |
| | | | | | OP OCT29 |
| 7:00a | L | 2:43a | I | CO | 68 F/Y/K 725 S 4 |
| 7:10a | L | 2:13a | I | CO | 126 F/Y DC9 S 4 |
| 8:00a | L | 12:45a | I | CO | 62 F/Y/K 725 B 0 |
| 8:30a | L | 12:10a | I | NA | 32 F/Y/K 725 B 0 |
| 8:45a | L | 2:13a | I | CO | 52 F/Y/K 82F B 1 |
| 11:00a | L | 3:45a | I | CO | 50 F/Y/K 725 L 0 |
| X6 11:00a | L | 7:18a | I | TT | 904 S DC9 S 4 |
| 12:00a | L | 6:13a | I | CO | 60 F/Y/K 82F L 2 |
| 12:10a | L | 5:01a | I | NA | 86 F/Y/K DC8 L 0 |
| 12:40a | L | 8:50a | I | CO | 74 F/Y/K 725 LS 3 |
| 1:55a | L | 6:40a | I | CO | 64 F/Y/K 82F L 0 |
| 2:15a | L | 7:06a | I | NA | 48 F/Y/K 725 L 0 |
| 6:00a | L | 10:45a | I | CO | 58 F/Y/K 725 D 0 |
| 6:45a | L | 2:23a | I | CO | 72 F/Y/K 725 D/S 4 |
| 7:15a | L | 12:43a | I | CO | 66 F/Y/K 725 D 1 |
| 10:20a | L | 9:10a | I | CO | 712 FN/YN 725 S 3 |
| | | | | | CONNECTIONS |
| 12:10a | L | 5:18a | I | CO | 54 FN/YN 725 0 |
| 2:45a | ELP | 2:55a | CO | 712 FN/YN 725 0 | |
| | | | | | EFFECTIVE OCT30 |
| 1:15a | L | 7:47a | I | AA | 262 FN/YN 725 S 0 |
| 5:47a | DAL | 7:00a | BN | 289 F Y 727 S 0 | |
| X67 1:15a | L | 8:20a | M | AA | 262 FN/YN 725 S 0 |
| 5:47a | DAL | 7:30a | BN | 601 F Y BAC S 0 | |
| 1:25a | L | 7:47a | I | DL | 886 FN/YN D8F S 0 |
| 6:00a | DAL | 7:00a | BN | 289 F Y 727 S 0 | |
| X67 1:25a | L | 8:20a | M | DL | 886 FN/YN D8F S 0 |
| 6:03a | DAL | 7:30a | BN | 601 F Y BAC S 0 | |
| X67 11:12a | L | 5:28a | M | DL | 19 F/Y/K 747 L 0 |
| 3:50p | DAL | 6:30p | BN | 607 F Y 720 0 | |
| 11:50a | L | 6:32a | M | WA | 584 F Y 82F 0 |
| 12:42a | LAS | 2:00a | NA | 28 FN/YN 725 B 2 | |

LOS ANGELES, CALIF. PST LAX
8-BUR (BURBANK) O-DNT (ONTARIO)
L-LAX (INTERNATIONAL)

From **SAN FRANCISCO, CALIF. PST SFO**

| | | | | | | |
|---------------------|-----|------------------------|--------|----------|------------------|---|
| S-SFO, O-OAK, J-SJC | F | 42.59 | 3.41 | 46.00 | 92.00 | |
| | I F | 24.07 | 1.93 | 26.00 | 52.00 | |
| | 1 | INTRASTATE TRAVEL ONLY | | | | |
| TW 2 F | | 32.00 | 2.56 | 34.56 | 69.12 | |
| | 2 | INTRASTATE TRAVEL ONLY | | | | |
| UA 3 F | | 32.00 | 2.56 | 34.56 | 69.12 | |
| | 3 | INTRASTATE-NONSTOP | | | | |
| | Y | 33.33 | 2.67 | 36.00 | 72.00 | |
| 4 Y | | 30.56 | 2.44 | 33.00 | 66.00 | |
| | 4 | INTRASTATE TRAVEL ONLY | | | | |
| | K | 21.30 | 1.70 | 23.00 | 46.00 | |
| 5 K | | 15.28 | 1.22 | 16.50 | 33.00 | |
| | 5 | INTRASTATE TRAVEL ONLY | | | | |
| TW 6 K | | 15.00 | 1.20 | 16.20 | 32.40 | |
| | 6 | INTRASTATE TRAVEL ONLY | | | | |
| RW 7 K | | 16.67 | 1.33 | 18.00 | 36.00 | |
| | 7 | INTRASTATE TRAVEL ONLY | | | | |
| PS K | | 15.28 | 1.22 | 16.50 | 33.00 | |
| YH | | 24.00 | M | 19.00 | | |
| RW | | 28.00 | | | | |
| RW | | 34.00 | | | | |
| EX/34 | | S 10 DAY RW 33.00 | | | | |
| 7 | | 1:00a | 2:00a | L WA 71 | F/K 725 | 0 |
| X7 | | 1:00a | 2:00a | L WA 71 | F/K 82F | 0 |
| | | 3:00a | 4:05a | L WA 653 | F/K 82F | 0 |
| | | 7:00a | 8:04a | L UA 610 | F/K 727 S/ | 0 |
| | | 7:20a | 8:20a | L WA 73 | K 737 | 0 |
| | | 7:45a | 9:00a | L PA 315 | F/Y 747 | 0 |
| | | | | PA 315 | NO LOCAL TRAFFIC | 0 |
| | | 8:00a | 9:04a | L UA 780 | F/K 727 S/ | 0 |
| | | 8:00a | 9:05a | L TW 174 | F/K 83F S/ | 0 |
| | | 8:30a | 9:35a | L TW 745 | F/K 83F S/ | 0 |
| | | 8:50a | 9:50a | L RW 733 | K DC9 | 0 |
| | | 9:00a | 10:04a | L UA 807 | F/K 727 S/ | 0 |
| | | 9:25a | 11:15a | L UA 388 | F/Y 727 | 0 |
| | | 9:30a | 10:45a | L PA 120 | F/Y 747 S | 0 |
| | | | | PA 120 | NO LOCAL TRAFFIC | 0 |
| | | 9:45a | 10:45a | L WA 601 | F/K 82F | 0 |
| | | 10:00a | 11:04a | L UA 509 | F/K 727 S/ | 0 |
| | | 10:15a | 11:15a | L RW 923 | K DC9 | 0 |
| | | 10:35a | 11:43a | L CO 301 | F/Y/K 725 | 0 |
| | | 11:00a | 12:06a | L UA 911 | F/K 737 S/ | 0 |
| | | 11:25a | 12:30a | L TW 232 | F/K 725 | 0 |
| | | 11:30a | 12:30a | L WA 85 | K 737 | 0 |
| | | 12:00a | 1:04a | L UA 700 | F/K 727 S/ | 0 |
| | | 12:15a | 1:20a | L TW 896 | F/K 727 S/ | 0 |
| | | 1:00p | 2:04p | L UA 896 | F/K 727 S/ | 0 |
| | | 1:25p | 2:30p | L WA 79 | K 737 | 0 |
| | | 2:00p | 3:00p | L WA 81 | K 737 | 0 |
| | | 2:20p | 3:04p | L UA 519 | F/K 727 S/ | 0 |
| | | 2:30p | 3:30p | L UA 885 | F/Y DBF | 0 |
| | | 3:00p | 4:04p | L UA 521 | F/K 727 S/ | 0 |
| | | 3:25p | 4:30p | L TW 78 | F/K 87F | 0 |
| | | 3:45p | 4:45p | L WA 627 | F/K 82F | 0 |
| | | 4:00p | 5:04p | L UA 523 | F/K 727 S/ | 0 |
| | | 4:00p | 5:04p | L UA 523 | F/K DBF S/ | 0 |
| | | 5:00p | 6:04p | L UA 523 | F/K DBF S/ | 0 |
| | | 5:00p | 6:54p | L WA 236 | K 737 | 0 |
| | | 5:20p | 6:18p | L WA 236 | K 737 | 0 |
| | | 5:37 | 6:00p | BN 921 | F/Y DBF | 0 |
| | | | | BN 921 | NO LOCAL TRAFFIC | 0 |
| | | 6:00p | 7:06p | L UA 527 | F/K 737 S/ | 0 |
| | | 6:45p | 7:53p | L TW 743 | F/K 83F | 0 |
| | | 7:00p | 8:04p | L UA 529 | F/K 727 S/ | 0 |
| | | 7:00p | 8:10p | L NW 10 | F/Y 747 | 0 |
| | | | | NW 10 | NO LOCAL TRAFFIC | 0 |
| | | 7:30p | 8:30p | L WA 83 | F/K 725 | 0 |
| | | 8:00p | 9:04p | L UA 533 | F/K 727 S/ | 0 |
| | | 8:25p | 9:25p | L WA 761 | F/K 82F | 0 |
| | | 8:30p | 9:30p | L RW 729 | K DBF | 0 |
| | | 8:30p | 9:36p | L UA 535 | F/K 737 S/ | 0 |
| | | 8:45p | 9:50p | L TW 62 | F/K DBF S/ | 0 |
| | | 9:00p | 10:04p | L UA 539 | F/K DBF | 0 |
| | | 9:00p | 10:05p | L TW 80 | F/K 87F | 0 |
| | | 9:05p | 10:05p | L NW 80 | F/K 87F | 0 |
| | | 9:30p | 10:30p | L PA 815 | F/Y 747 | 0 |
| | | 136 | 9:45p | PA 815 | NO LOCAL TRAFFIC | 0 |
| | | 10:00p | 10:58p | L WA 493 | K 737 | 0 |
| | | 11:35p | 12:59a | L UA 543 | F/K 80F S/ | 0 |

*Tues
Am*

| | | | | | | |
|------|--------|---|--------|----------|-------|---|
| 6 | 7:00a | O | 7:00a | L PS 180 | K 725 | 0 |
| X7 | 7:00a | O | 7:00a | L PS 180 | K 725 | 0 |
| X67 | 7:00a | O | 7:00a | L PS 180 | K 725 | 0 |
| | 7:15a | O | 8:10a | L PS 140 | K 725 | 0 |
| X7 | 7:15a | S | 9:05a | L PS 128 | K 725 | 0 |
| | 7:25a | J | 8:10a | L PS 102 | K 725 | 0 |
| X67 | 7:25a | J | 8:10a | L PS 102 | K 725 | 0 |
| 6 | 7:40a | S | 8:35a | L PS 274 | K 725 | 0 |
| X7 | 8:00a | S | 8:55a | L PS 122 | K 725 | 0 |
| | 8:15a | S | 10:05a | L PS 162 | K 725 | 0 |
| 7 | 8:30a | J | 9:20a | L PS 142 | K 725 | 0 |
| | 8:45a | O | 9:40a | L PS 120 | K 725 | 0 |
| X7 | 9:00a | S | 10:00a | L PS 374 | K 725 | 0 |
| 7 | 9:10a | O | 10:05a | L PS 104 | K 725 | 0 |
| | 9:45a | O | 10:55a | L PS 260 | K 725 | 0 |
| | 10:00a | J | 10:50a | L PS 222 | K 725 | 0 |
| | 10:00a | S | 10:55a | L PS 104 | K 725 | 0 |
| | 10:10a | J | 10:55a | L PS 240 | K 725 | 0 |
| | 10:15a | O | 11:10a | L PS 228 | K 725 | 0 |
| X7 | 10:15a | S | 11:40a | L PS 710 | K 725 | 0 |
| | 10:30a | S | 11:25a | L PS 320 | K 725 | 0 |
| | 11:00a | S | 11:55a | L PS 628 | K 725 | 0 |
| 7 | 11:15a | S | 12:40p | L PS 262 | K 725 | 0 |
| | 11:30a | J | 12:20p | L PS 242 | K 725 | 0 |
| X6 | 11:30a | O | 12:40p | L PS 242 | K 725 | 0 |
| 57 | 11:45a | O | 12:45p | L PS 242 | K 725 | 0 |
| X57 | 11:45a | J | 12:45p | L PS 202 | K 725 | 0 |
| X6 | 12:00a | S | 12:55p | L PS 360 | K 725 | 0 |
| | 1:00p | J | 1:50p | L PS 420 | K 725 | 0 |
| | 1:00p | S | 1:55p | L PS 328 | K 725 | 0 |
| X567 | 1:00p | S | 2:25p | L PS 328 | K 725 | 0 |
| 567 | 1:00p | S | 2:25p | L PS 340 | K 725 | 0 |
| | 1:15p | S | 2:10p | L PS 874 | K 725 | 0 |
| | 1:15p | S | 2:10p | L PS 204 | K 725 | 0 |
| 67 | 1:15p | S | 2:25p | L PS 204 | K 725 | 0 |
| 67 | 1:15p | S | 2:30p | L PS 204 | K 725 | 0 |
| 67 | 1:40p | J | 2:30p | L PS 204 | K 725 | 0 |
| | 1:40p | J | 2:30p | L PS 482 | K 725 | 0 |
| | 1:40p | J | 2:30p | L PS 582 | K 725 | 0 |
| | 2:40p | O | 3:00p | L PS 342 | K 725 | 0 |

CONT. NEXT PAGE

SAN FRANCISCO, CALIF.-CONT.

| | | | | | | |
|------|--------|---|--------|----------|-------|---|
| | 3:00p | S | 3:55p | L PS 320 | K 725 | 0 |
| | 3:00p | O | 4:10p | L PS 302 | K 725 | 0 |
| | 3:10p | S | 4:00p | L PS 374 | K 725 | 0 |
| 57 | 3:10p | S | 4:05p | L PS 302 | K 725 | 0 |
| X57 | 3:10p | S | 4:05p | L PS 302 | K 725 | 0 |
| | 3:25p | J | 4:10p | L PS 460 | K 725 | 0 |
| | 4:00p | S | 4:55p | L PS 522 | K 725 | 0 |
| | 4:10p | O | 5:10p | L PS 440 | K 725 | 0 |
| X6 | 4:15p | O | 5:15p | L PS 440 | K 725 | 0 |
| 6 | 4:15p | O | 5:15p | L PS 440 | K 725 | 0 |
| X7 | 4:35p | O | 5:25p | L PS 428 | K 725 | 0 |
| 67 | 4:45p | O | 5:55p | L PS 304 | K 725 | 0 |
| X67 | 4:45p | O | 6:00p | L PS 304 | K 725 | 0 |
| | 5:00p | S | 5:55p | L PS 620 | K 725 | 0 |
| 67 | 5:10p | J | 5:55p | L PS 304 | K 725 | 0 |
| X67 | 5:10p | J | 6:00p | L PS 304 | K 725 | 0 |
| X567 | 5:25p | S | 6:15p | L PS 774 | K 725 | 0 |
| 567 | 5:25p | S | 6:20p | L PS 462 | K 725 | 0 |
| | 5:30p | J | 6:20p | L PS 728 | K 725 | 0 |
| 7 | 5:35p | S | 6:40p | L PS 442 | K 725 | 0 |
| | 5:40p | S | 6:55p | L PS 622 | K 725 | 0 |
| 667 | 6:00p | S | 7:00p | L PS 622 | K 725 | 0 |
| X667 | 6:00p | S | 7:00p | L PS 772 | K 725 | 0 |
| | 6:10p | S | 7:05p | L PS 772 | K 725 | 0 |
| X6 | 6:10p | S | 7:05p | L PS 674 | K 725 | 0 |
| 6 | 6:30p | S | 7:20p | L PS 740 | K 725 | 0 |
| 57 | 6:30p | O | 7:25p | L PS 604 | K 725 | 0 |
| | 6:55p | J | 7:40p | L PS 560 | K 725 | 0 |
| | 7:00p | S | 7:55p | L PS 720 | K 725 | 0 |
| | 7:00p | S | 8:00p | L PS 688 | K 725 | 0 |
| 567 | 7:05p | O | 8:00p | L PS 688 | K 725 | 0 |
| X567 | 7:05p | O | 8:00p | L PS 540 | K 725 | 0 |
| | 7:15p | O | 8:10p | L PS 910 | K 725 | 0 |
| | 7:30p | S | 8:25p | L PS 722 | K 725 | 0 |
| | 8:00p | S | 8:55p | L PS 404 | K 725 | 0 |
| 67 | 8:15p | O | 9:25p | L PS 404 | K 725 | 0 |
| X67 | 8:15p | O | 9:30p | L PS 404 | K 725 | 0 |
| | 8:30p | J | 9:20p | L PS 562 | K 725 | 0 |
| 67 | 8:40p | J | 9:25p | L PS 404 | K 725 | 0 |
| X67 | 8:40p | J | 9:30p | L PS 404 | K 725 | 0 |
| 6 | 8:45p | O | 9:40p | L PS 842 | K 725 | 0 |
| 6 | 8:45p | O | 9:45p | L PS 742 | K 725 | 0 |
| 57 | 9:00p | S | 9:55p | L PS 720 | K 725 | 0 |
| X567 | 9:00p | S | 9:55p | L PS 874 | K 725 | 0 |
| 7 | 9:40p | S | 10:30p | L PS 240 | K 725 | 0 |
| 57 | 9:40p | O | 10:35p | L PS 660 | K 725 | 0 |
| 57 | 10:00p | S | 10:55p | L PS 610 | K 725 | 0 |
| 57 | 10:00p | S | 10:55p | L PS 822 | K 725 | 0 |
| 57 | 10:00p | O | 11:10p | L PS 502 | K 725 | 0 |
| 7 | 10:15p | O | 11:10p | L PS 640 | K 725 | 0 |
| 7 | 10:15p | O | 11:10p | L PS 644 | K 725 | 0 |
| 7 | 10:25p | J | 11:10p | L PS 502 | K 725 | 0 |
| 57 | 11:00p | S | 11:55p | L PS 920 | K 725 | 0 |
| 7 | 11:30p | J | 12:20a | L PS 662 | K 725 | 0 |
| 7 | 11:40p | O | 12:40a | L PS 442 | K 725 | 0 |
| 7 | 11:40p | O | 12:40a | L PS 442 | K 725 | 0 |

COMMUTER CARRIER

Wednesday 10/11/72

TRIP
10/17-29/72

COL. JOHNSON

Bill Anders plans to go to Yosemite-head of Mr. Whitehead, leaving Washington on the evening of Wednesday, Oct. 25, flying to Los Angeles; staying the night in L. A., and driving to Yosemite Thursday morning (about a 6-hr. drive). He plans to stay there through Sunday, drive back to L. A. on Sunday evening and he plans to stay on in L. A. on Monday before returning to Wash.

Mr. Anders indicated he and Cap Weinberger (most everyone, as a matter of fact) will plan to arrive at Yosemite at least by Friday evening for a "pre-meeting warm-up."

July

Wednesday 10/11/72

TRIP
10/26-11/1/72

6:00 Mr. Whitehead advises the following is a tentative travel plan for his trip to Naval Postgraduate School, Yosemite, and Houston Space Center:

Thursday, Oct. 26, leave OTP in afternoon (approx. 2:00) for Monterey

Friday, Oct. 27 - spend in Monterey and leave in time for dinner at Yosemite.

Sat., Sun., Mon. (10/28-30) - spend at Yosemite

Tuesday, Oct. 31 ¹p.m. - fly to Houston ~~for the day~~

Wednesday, Nov. 1 - leave in evening to return to Wash.

Col. Anders' office will take care of accommodations in Houston.

cc: Col. Jiggetts

Tuesday 10/17/72

TRIP
10/28-11/1/72

2:00 Mr. Whitehead advises he may fly to San Francisco on Thursday, Oct. 26; stay overnight in San Francisco; and catch a very early plane to Monterey on Friday morning (7:00 a.m. commuter air carrier arriving in Monterey at 7:55 a.m.).

NOTES FROM PHONE CONVERSATION BETWEEN CTW AND WM. ANDERS

Friday night, Oct. 27: dinner (Anders will arrange) at Yosemite

Sat. and Sunday spend at Yosemite.

Monday afternoon drive to Los Angeles, arriving about 10:00 p.m.
Possibly stay with the Walstons in Pasadena.

Spend Tuesday in Los Angeles, leaving Tuesday 6:00 p.m. to Houston,
taking shuttle to MSC from Houston airport.

Spend Tuesday night and all day Wednesday at MSC, leaving Wed. night
to return to Washington.

Other suggestion by Anders: Fly to San Francisco on Monday and
drive to Los Angeles after meetings on Tuesday before going to
Houston?

YOSEMITE

Monday 10/16/72

3:00

Don Rees' secretary, Sharon Plimits, advises the Advisory Council meeting on Saturday, Oct. 28, will be over by about 3:00.

They will be sending a letter concerning a dinner that evening given by the Board of Directors of Yosemite Institute and Curry(?) Co. for the Board of Directors of Yosemite.

(209) 372-4331

Judy

Melba W.C.

OFFICE OF TELECOMMUNICATIONS POLICY
EXECUTIVE OFFICE OF THE PRESIDENT
WASHINGTON, D.C. 20504
October 17, 1972

To: Tom
From: Chuck *[Signature]*
Subject: Transportation Arrangements for Monterey Trip

Following are tentative travel plans for Monterey for your selection and options.

To Monterey on October 26:

Lv: Dulles Airport TWA/United - 12:00 Noon - UA Flt #59/TWA Flt #99
Ar: Los Angeles 2:10 PM
Lv: Los Angeles 3:40 PM - UA Flt #652
Ar: Monterey 4:33 PM

or

Lv: National Airport 2:30 PM, TWA Flt #481
(two stops St. Louis/Denver)
Ar: San Francisco 6:25 PM
Lv: San Francisco 7:40 PM via Hughes Airwest Flt #739
Ar: Monterey 8:06 PM

or

not available ✓ { Lv: Dulles 5:45 PM - TWA Flt #63 (via SF)
Ar: Monterey 9:55 PM

Recommendation: Your choice. I would be inclined toward the noon flight since it is direct and would get you to Monterey in time to have a relaxed evening in Monterey. However, you have a luncheon engagement with Henry Loomis and Tom Curtis on the 26th.

October 27 - Morning Activities (to be submitted later)

Afternoon of travel begins at approximately 1:00 PM. Options follow.

OPTION 1

✓ From Monterey to Yosemite

| <u>Drive by Rental Car</u> | <u>Mileage</u> | <u>Av. Time</u> |
|-----------------------------------|----------------|-----------------|
| Monterey - Merced <i>- 1 hour</i> | 114 | 2:05 |
| Merced - Yosemite | <u>82</u> | <u>2:00</u> |
| TOTAL | 196 | 4:05 |

Approximate: Leave Monterey - 1:00 PM
Arrive Yosemite - 6:00 PM

800-645-9300

NOTE: There is an Avis Rental car drop in Yosemite Village

OPTION 2

Scheduled Airline and Avis Rental Car.

UA Flt #782 leave Monterey: 10:52 AM
Ar: San Francisco: 11:19 AM
Lv: San Francisco: 1:40 PM
Ar: Merced: 3:22 PM

(Cost of Ticket: \$37.00)

Pick up rental car and leave Merced and drive to Yosemite - 2 hours.

OPTION 3

Charter Flight and Avis Rental Car.

Single Engine Charter - Monterey to Merced Cost: \$53.00
Lv: Monterey: 1:30 PM
Ar: Merced 3:00 PM

Pick up rental car at Merced. Leave Merced and drive to Yosemite - 2 hours.

OPTION 3-A

Same as 3, except charter flight is with twin engine aircraft. Cost: \$106.00.
Enroute flight time is less than one hour.

Recommendation: Option 1. You can pick up an Avis rental car in Monterey for the 4 hour drive to Yosemite. I think you would enjoy this relaxed and non-scheduled way of traveling to Yosemite. You will pass through desert, mountains and the foothills of the Sierra Madre. The Superintendent of Yosemite Park told me it is a delightful drive. Court Babcock is here for a Disaster Conference and highly recommends the drive for the beauty of the scenery. He says the highway is excellent. By driving yourself, you won't have to worry about flying weather or commercial schedules which would perhaps be a pleasant change. If you leave Monterey about 1:30 PM, you would be able to arrive at Yosemite between 6:00 and 7:00 PM on Friday evening, which would be in sufficient time for the "pre-conference warm-up" and dinner.

I Select:

OPTION 1 ✓

OPTION 2 _____

OPTION 3 _____

OPTION 3A _____

RETURN TRIP (Yosemite to Los Angeles - to Houston)

OPTION 1

Drive rental car to Fresno, California - 98 miles.

Fly from Fresno, California to Los Angeles)

From Los Angeles, California to Houston) Schedules Attached

From Houston to Washington)

OPTION 2

Drive rental car from Yosemite to Los Angeles, California - 313 miles (6 hours and 40 minutes). Los Angeles to Houston, as selected.

Recommendation: Your choice. I am inclined toward the drive to Fresno to drop the car (2 hours, 15 minutes - 98 miles). The flight from Fresno to Los Angeles is only about 48 minutes. Alternate flight schedules are inclosed so you can select the time you desire.

Should you elect to drive all the way - average driving time is 6 hours and 40 minutes - 313 miles.

I select: OPTION 1 _____

 OPTION 2 _____

Hope to get with you today on your talk and activities at Monterey.

Atchs (Schedules/Maps)

SCHEDULES

From Fresno to Los Angeles

From Los Angeles to Houston

FREQ. LEAVE ARRIVE FLIGHT CLASS EQ MI S

LOS ANGELES, CALIF. POT LAX
B-D-ONE (ONTARIO) O-ONTARIO
L-LAX (INTERNATIONAL)

from
FT. LAUDERDALE, FLA.-CONT.

8:50p 320a L NA 7 F/Y 725 0
9:10p MIA 1050a NA 63 F/Y 725 0

10:00p 157a L DL 596 F/Y 725 0

11:30p 12:40a DL 887 F/Y 725 0

FT. SMITH, ARK. CDT FSM

CONNECTIONS

9:15a 12:00a L BV 252 F/Y 727 0

9:40a 10:25a TW 187 F/Y 727 L 1

9:15a 12:25a L BV 252 F/Y 727 1

10:55a MNC 11:25a TW 507 F/Y 727 0

2:07p 5:15p L FL 575 S CS 0

3:04p DAL 4:30p AA 103 F/Y 727 D 0

2:07p 5:18p L FL 575 S CS 0

3:04p DAL 4:30p DL 485 F/Y 727 D 0

8:23p 10:55p L FL 577 S CS 0

9:20p 10:10p DL 115 F/Y 727 S 0

FT. WAYNE, IND. EST FWA

CONNECTIONS

7:10a 10:25a L UA 673 F/Y 737 0

7:50a ORD 6:30a UA 101 F/Y 737 0

7:10a 10:50a L UA 673 F/Y 737 0

7:50a ORD 9:00a AA 131 F/Y 737 0

11:35p 2:55p L UA 683 F/Y 737 0

12:19p ORD 1:00p UA 109 F/Y 737 0

2:34p 7:14p L DL 745 F/Y 737 0

3:04p IND 5:20p TW 189 F/Y 737 0

4:45p 8:15p L UA 933 F/Y 737 0

5:26p ORD 6:15p UA 115 F/Y 737 0

4:45p 8:25p L UA 933 F/Y 737 0

5:26p ORD 6:30p AA 459 F/Y 737 0

FRESNO, CALIF. POT FAT

F 3148 252 3400 6900

1 F 2224 176 2400 4800

1 INTRASTATE TRAVEL ONLY

Y 2407 193 2600 5200

2 Y 1481 119 1600 3200

2 INTRASTATE TRAVEL ONLY

UA YM 1900 UA M 1300

UA Z 1700

7:20a 8:05a L UA 835 F/Y 725 0

9:30a 10:50a L UA 893 F/Y 727 0

2:50p 3:36p L UA 825 F/Y 727 0

4:25p 6:11p L UA 631 F/Y 727 0

7:50p 8:36p L UA 323 F/Y 737 0

INTRA-STATE

X7 8:30a 9:05a L PS 128 K 737 0

7 9:30a 10:05a L PS 528 K 737 0

X7 11:05a 11:40a L PS 228 K 737 0

7 12:05p 12:40p L PS 628 K 737 0

X567 1:50p 2:25p L PS 328 K 727 0

567 1:50p 2:25p L PS 328 K 737 0

X7 5:50p 6:25p L PS 428 K 737 0

7 5:50p 6:25p L PS 428 K 737 0

7 5:50p 6:25p L PS 428 K 737 0

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FREQ. LEAVE ARRIVE FLIGHT CLASS EQ MI S

HOUSTON, TEXAS CDT IAH
L-IAH (INTERCONTINENTAL ARPT)
H-HOU (HOBBY ARPT)

from
LAS VEGAS, NEV.-CONT.

3:30p 10:05p L FL 8 S 737 S 0

5:50p DEN 7:05p CO 424 F/Y 725 0

5:25p 2:35p L RW 915 S 095

6:15p PHX 8:15p CO 72 F/Y 725 1

5:30p 2:35p L RW 604 S 095

7:30p PHX 8:15p CO 72 F/Y 725 1

10:05p 5:25p L RW 815 S 095

10:57p PHX 11:45p CO 712 F/Y 725 S 1

LITTLE ROCK, ARK. CDT LIT

F 4630 370 5000 10000

S 3611 289 3900 7500

Y 3611 289 3900 7500

Y 2600 DL M 2100

Y 2900

Y 3200

EX 11 S WEEKEND TT 5900

8:25a 10:55a L DL 648 F/Y 725 S 1

12:40p 1:40p L DL 671 F/Y 725 S 1

4:05p 6:15p L TT 917 S 0C9

6:30p 8:45p L TT 919 S 0C9

9:03p 12:15p L TT 777 F/Y 725 1

CONNECTIONS

7:10a 11:15a L TT 951 S 0C9

8:25p 10:30p L TT 929 S 0C9

LONGVIEW, TEXAS CDT GGG

CONNECTIONS

X7 6:45a 7:47a DAL 1:30p BN 611 F/Y 725 S 1

X7 6:45a 7:47a DAL 1:30p BN 611 F/Y 725 S 1

X6 11:55a 12:30p DAL 1:30p BN 605 F/Y 720

X67 11:55a 12:30p DAL 1:30p BN 605 F/Y 720

12:30p DAL 1:30p BN 605 F/Y 720

11:55a 12:30p DAL 1:30p BN 605 F/Y 720

12:30p DAL 1:30p BN 605 F/Y 720

X67 2:40p 5:18p L TT 664 S 0C9

3:50p DAL 4:30p TT 906 S 0C9

X67 2:40p 5:20p H TT 664 S 0C9

3:50p DAL 4:30p BN 607 F/Y 720

X7 2:40p 5:47p L TT 664 S 0C9

3:50p DAL 5:00p BN 127 F/Y 727

X6 5:31p 7:12p L TT 660 S 0C9

6:14p DAL 6:30p TT 904 S 0C9

6 5:31p 7:45p L TT 660 S 0C9

6:14p DAL 7:00p BN 191 F/Y 727

X67 5:31p 7:45p L TT 660 S 0C9

6:14p DAL 8:20p H TT 660 S 0C9

6:14p DAL 7:30p BN 609 F/Y 720

5:31p 8:40p L TT 660 S 0C9

6:14p DAL 8:00p TT 919 S 0C9

X6 6:32p 12:09p L TT 663 S 0C9

8:25p 10:25p L TT 611 S 0C9

LOS ANGELES, CALIF. POT LAX

L-LAX (INTERNATIONAL)

F 12315 985 13300 26500

S 9444 756 10200 20400

Y 9444 756 10200 20400

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HOUSTON, TEXAS CDT IAH
L-IAH (INTERCONTINENTAL ARPT)
H-HOU (HOBBY ARPT)

from
LOS ANGELES, CALIF.-CONT.

6:00p L 10:55p L CO 58 F/Y 725 0

6:45p L 2:35p L CO 72 F/Y 725 1

7:15p L 12:43p L CO 66 F/Y 725 0

10:15p L 8:55p L CO 712 F/Y 725 1

CONNECTIONS

X67 8:00p L 2:20p H DL 822 F/Y 727 0

12:40p DAL 1:30p BN 605 F/Y 720 0

X67 11:05a L 5:20p H DL 10 F/Y 747 0

2:49p DAL 4:30p BN 607 F/Y 720 0

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Wednesday 10/25/72

YOSEMITE

12:00 We have asked Don Rees' secretary, Sharon Plimits, to make accommodations for Mr. Whitehead -- to arrive there Friday evening, Oct. 27 and leaving Monday morning, Oct. 30, to drive to San Francisco.

Will be staying at the Ahwahnee Hotel (209) 372-4611.

Tuesday 10/17/72

TRIP
10/26-11/1/72

2:00 Helen in Bill Anders' office called to give his flight itinerary to us:

Thursday, Oct. 26

5:55 p.m. Lv. Dulles airport via AA Flt. 75 (w/wife and baby--coach)
8:02 p.m. Arr. Los Angeles (direct flight)

Will drive to Yosemite.

Tuesday, Oct. 31

6:00 p.m. Lv. Los Angeles via Continental flt. 58
10:55 p.m. arr. Houston airport (nonstop w/dinner)

There is a shuttle from the airport to Clearlake (Metro Airline), but they will not take reservations.

Thursday, November 2

5:30 p.m. Lv. Houston via EA 554 (nonstop w/dinner)
9:16 p.m. Arr. Dulles airport

10/30/72

Thur sday 10/26/72

3:25 We have a reservation for Mr. Whitehead for a single
room for Monday (10/30) at the

Mark Hopkins Hotel
Number One Nob Hill

(415) 392-3434

Advised he would be arriving around 6 p.m. --
leaving the next morning.

(Reservation made by Judy Burke)

ITINERARY FOR
CLAY T. WHITEHEAD
October 26 - November 1, 1972
Monterey, California
Yosemite, California
Houston, Texas

Thursday, October 26, 1972:

5:00 p.m. Lv Dulles via TW 891
7:13 p.m. Ar Los Angeles, California
9:40 p.m. Lv Los Angeles via RW 737
11:00 p.m. Ar Monterey, California

(Tom Mustin, Geoff Chesbrough and Commander James will meet you at the airport (no VIPs). They will take you to the VIP quarters at the Naval Postgraduate School campus.

Friday, October 27, 1972:

7:30 - Breakfast in BOQ dining room with Tom, Geoff,
8:30 a.m. and Cdr. James.

8:30 - Discussion with James and other faculty members
9:30 a.m. regarding the school curriculum and educational programs. They will be interested in your opinions and any suggestions you may have for improvements that would help "real world" Navy communications.

9:30 - Courtesy visit with Admiral Freeman, School
10:00 a.m. Superintendant

10:00 - Talk to the students to include question and
11:30 a.m. answer period.

11:30 - Free time for you to relax and return to your
12:00 p.m. room, if you desire.

12:00 - Admiral Freeman's lunch in your honor. List of
1:30 p.m. invitees attached.

1:30 on Tom and Geoff will help with your checkout of Avis rental car. Then the drive to Yosemite.

Dinner With Bill Anders
Ahwahnee Hotel

(209) 372-4671

Will Stay at the Ahwahnee Hotel
Yosemite National Park

"

Saturday & Sunday, October 28-29, 1972:

Spend at Yosemite Institute (209) 372-4331/4341

The Advisory Council Meeting will be (209) 372-4611
at the Ahwahnee Hotel

Monday, October 30, 1972:

Morning Drive to San Francisco (You will stay at Mark Hopkins Hotel, Number One Nob Hill) (415) 392-3434
Tuesday, October 31, 1972: Number One Nob Hill)

8:00 a.m. Lv San Francisco via TW 174 (Meet Bill Anders at
9:05 a.m. Ar Los Angeles, Calif. Los Angeles Intn'l Aprt)

6:00 p.m. Lv Los Angeles via CO 58 (Meet Bill Anders at
10:45 p.m. Ar Houston, Texas Los Angeles Intn'l Aprt.)

Will stay at: Kings Inn, 1301 Nasa Rd One, Clearlake (713) 488-0220

Wednesday, November 1, 1972:

8:15 a.m. Mr. Whitehead will be picked up at Kings Inn by MSC official for 8:30 a.m. meeting with Mr. Chris Kraft (Director, MSC). Detailed itinerary for Mr. Whitehead's visit will be left at Kings Inn. (713) 483-4588

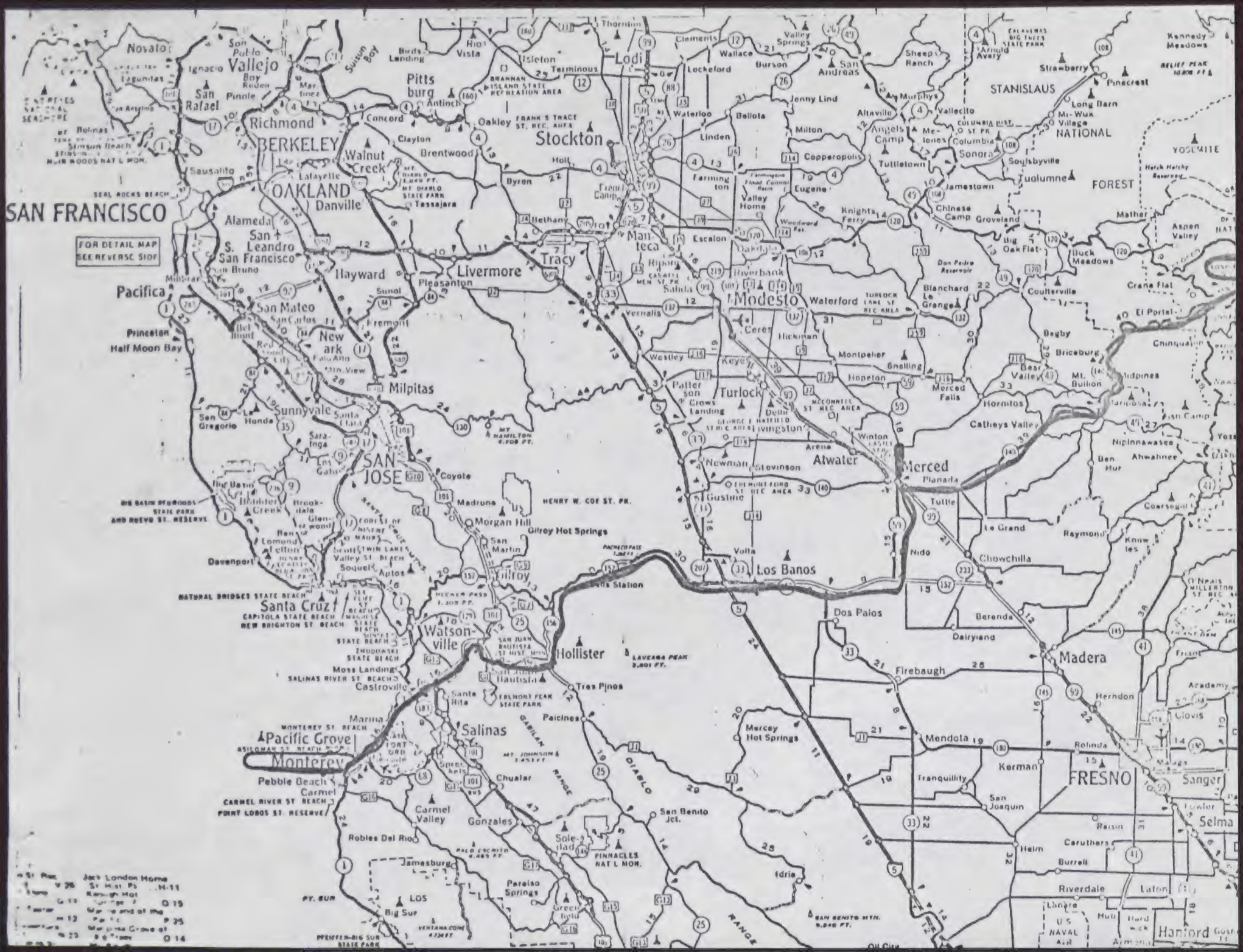
4:00 p.m. Leave for Clear Lake City Airport

4:25 p.m. Lv Clear Lake via HY #330

4:40 p.m. Ar Houston

5:30 p.m. Lv Houston via EA 554

9:16 p.m. Ar Dulles Airport



SAN FRANCISCO

FOR DETAIL MAP
SEE REVERSE SIDE

St. Paul
W 26
G 11
W 13
W 23

Jack London Home
St. Mary's
Rough Map
W 11
G 19
W 13
W 23

Point Lobos State Park
Pebble Beach
Carmel River St. Beach
Point Lobos St. Reserve

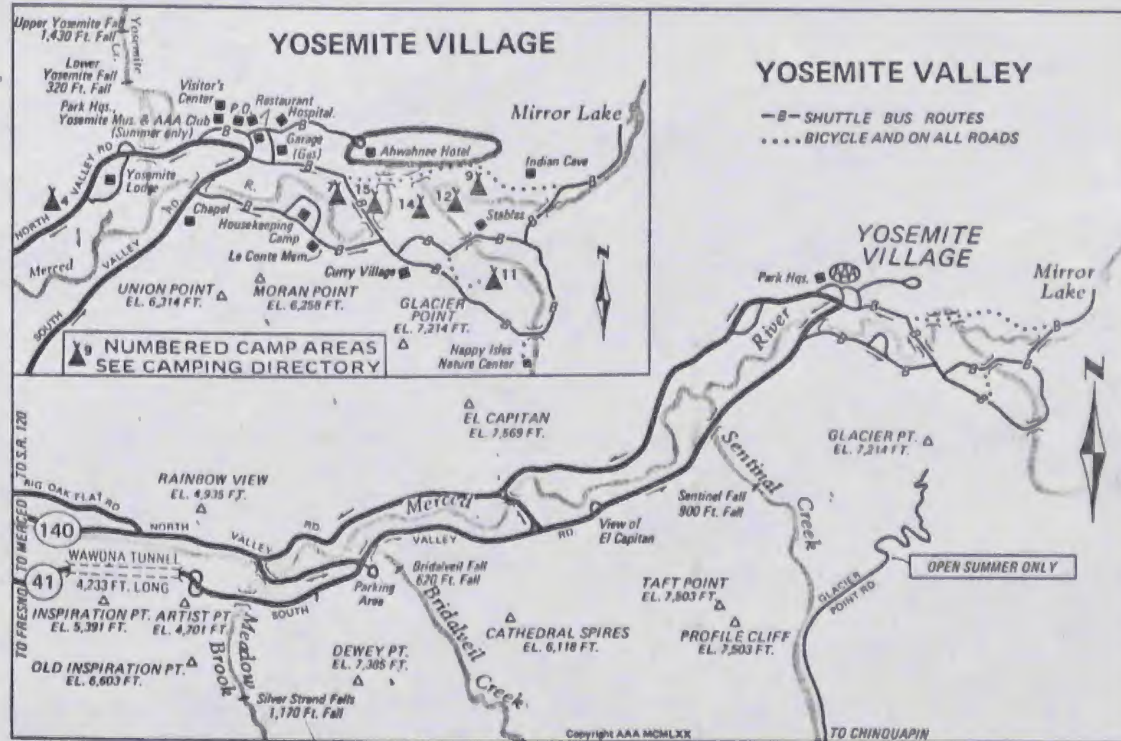
PT. SUR
LOS
PARADISE SPRINGS
VENTANA CANYON
PREFERRED BIG SUR STATE PARK

W 11
G 19
W 13
W 23

October 26, 1972

The following have been invited to the luncheon honoring
Mr. Whitehead, Naval Postgraduate School, Monterey, California:

- Captain & Mrs. John E. McQuary, Chief of Staff
- Mrs. Robert A. Woods, President, Officer Students Wives Club
- Mrs. James E. Payton, First Vice President of the Students
Wives Club
- Mr. Robert Allan, President, Naval Postgraduate School Foundation
(he is also on the Board of Visitors of the Naval Academy and
an avid sailor)
- Mr. Cyril Chappellet, Naval Postgraduate School Foundation and
former Chairman of the Board, Lockheed
- Mr. Charles Kramer, Naval Postgraduate School Foundation;
retired businessman and active in community affairs,
especially in the area of pollution control
- Mr. Jack Westland, former Congressman (Republican)
(married to Admiral Geis's sister)
- Mr. Gene Bray, President of the local Navy League
- Mr. John Herbst, Secretary of the local Navy League



its domes, pinnacles, waterfalls and, dominating all, Half Dome. On the valley floor, 3,254 feet below, automobiles appear as moving specks and the Merced River resembles a silver thread.

To
Freq. Leave Arrive Flight Class Eq MI S

MONTEREY, CALIF.

PDT MRY

VANCOUVER, B.C.

PDT YVR

| | | | | | |
|-----|---|-------|------|-------|--------|
| CAD | F | 83.00 | 6.64 | 89.64 | 179.28 |
| CAD | F | 84.00 | 6.72 | 90.72 | 181.44 |
| CAD | Y | 67.00 | 5.36 | 72.36 | 144.72 |
| CAD | Y | 68.00 | 5.44 | 73.44 | 146.88 |

WASHINGTON, D.C.

EDT WAS

D-IAD, N-OKA, B-BAL

CONNECTIONS

| | | | | | | | | |
|--------|-------|-------|-------|-----|-----|-----|-----|----|
| 8:25a | N | 2:20p | AA | 499 | FY | 727 | L | |
| 12:45p | SFO | 1:45p | UA | 897 | FY | 727 | | |
| 8:45a | D | 2:20p | TW | 67 | FY | 87F | L | |
| 11:09a | SFO | 1:45p | UA | 897 | FY | 727 | | |
| 9:00a | D | 2:20p | UA | 53 | FY | 08F | L | |
| 11:23a | SFO | 1:45p | UA | 897 | FY | 727 | | |
| 9:00a | D | 3:00p | AA | 77 | FY | 67F | SL | |
| 11:05a | LAX | 2:15p | RW | 736 | K | D9S | | |
| 12:00p | D | 4:30p | TW | 99 | FY | 87F | L | |
| 2:10p | LAX | 3:40p | UA | 652 | FY | 737 | | |
| 12:00p | D | 4:30p | UA | 59 | FY | 08F | L | |
| 2:10p | LAX | 3:40p | UA | 652 | FY | 737 | | |
| X6 | 2:30p | N | 8:00p | TW | 481 | FY | 727 | SD |
| | 6:52p | SFO | 7:40p | RW | 739 | S | D9S | |
| X6 | 2:35p | D | 8:00p | UA | 585 | FY | 727 | SD |
| | 5:50p | SFO | 7:40p | RW | 739 | S | D9S | |
| | 5:45p | D | 9:55p | TW | 63 | FY | 747 | |
| | 8:10p | SFO | 9:20p | UA | 849 | FY | 727 | |
| | 5:45p | D | 9:55p | UA | 57 | FY | 010 | D |
| | 8:10p | SFO | 9:20p | UA | 849 | FY | 727 | |

YAKIMA, WASH.

PDT YKM

| | | | | | |
|----|---|-------|------|-------|--------|
| YK | S | 6:57 | 5.33 | 72.00 | 144.00 |
| YK | Y | 48.00 | | | |
| YK | Y | 58.00 | | | |

MONTEREY, MEXICO

CST MTY

| | | | | | | |
|------|-----|----|-----|---|--------|---|
| 16.0 | MIN | 30 | MIN | L | \$.80 | R |
|------|-----|----|-----|---|--------|---|

| | | |
|---------------------------|------|------|
| MINIMUM CONNECTING TIMES | OFF | ON |
| DOMESTIC | 1:00 | LINE |
| DOMESTIC TO INTERNATIONAL | 1:00 | |
| INTERNATIONAL TO DOMESTIC | 1:30 | |

ACAPULCO, MEXICO

CST ACA

| | | | | | |
|-----|---|-------|--|--|--------|
| MEP | Y | 52.56 | | | 105.12 |
| MEP | Y | 65.7 | | | 131.4 |

ALBUQUERQUE, N.M.

MDT ABD

| | | | | | |
|-----|---|-------|--|--|--------|
| MEP | S | 82.44 | | | 164.88 |
| MEP | S | 103.1 | | | 206.2 |

CHIHUAHUA, MEXICO

CST CUU

| | | | | | |
|-----|---|-------|--|--|-------|
| MEP | Y | 35.12 | | | 70.24 |
| MEP | Y | 43.9 | | | 87.8 |

CIUDAD JUAREZ, MEXICO

CST CJS

| | | | | | |
|-----|---|-------|--|--|--------|
| MEP | Y | 58.1 | | | 116.2 |
| MEP | Y | 75.52 | | | 151.04 |

COZUMEL, MEXICO

CST CZN

| | | | | | |
|----------------|----|--------|--|--|-------|
| MEP | Y | 94.9 | | | 189.8 |
| EX/50 Y 20 DAY | AM | 114.00 | | | |

DALLAS/FORT WORTH, TEXAS

COT DAL

| | | | | | |
|-----|---|-------|--|--|-------|
| MEP | S | 47.00 | | | 94.00 |
| MEP | S | 58.8 | | | 117.6 |

DURANGO, MEXICO

CST DGO

| | | | | | |
|-----|---|-------|--|--|-------|
| MEP | T | 20.32 | | | 40.64 |
| MEP | T | 25.4 | | | 50.8 |

GUADALAJARA, MEXICO

CST GDL

| | | | | | |
|-----|---|-------|--|--|-------|
| MEP | Y | 36.32 | | | 72.64 |
| MEP | Y | 45.4 | | | 90.8 |

HERMOSILLO, MEXICO

MST HMO

| | | | | | |
|-----|---|-------|--|--|--------|
| MEP | Y | 57.84 | | | 115.68 |
| MEP | Y | 72.3 | | | 144.6 |

HOUSTON, TEXAS

CDT IAH

| | | | | | |
|-----|---|-------|--|--|-------|
| MEP | S | 33.00 | | | 66.00 |
| MEP | S | 41.3 | | | 82.6 |

LOS ANGELES, CALIF.

PDT LAX

| | | | | | |
|----------------|----|--------|--|--|-------|
| MEP | Y | 112.5 | | | 225.0 |
| EX/50 Y 30 DAY | AM | 140.00 | | | |

MAZATLAN, MEXICO

MST MZT

| | | | | | |
|-----|---|-------|--|--|-------|
| MEP | Y | 27.12 | | | 54.24 |
| MEP | Y | 33.9 | | | 67.8 |

MONTEREY, MEXICO

CST MTY

MEXICO CITY, MEXICO

CST MEX

| | | | | | | | | |
|---------------------|--------|---|--------|----|-----|--------|-----|-----|
| MEXICO CITY, MEXICO | | | | | | 77.60 | | |
| MEP | Y | Y | 38.80 | | | 970 | | |
| | | | 485 | | | 117.28 | | |
| AM | Y | | 58.64 | | | 1466 | | |
| MEP | AM | Y | 73.3 | | | 52.96 | | |
| | | | 26.48 | | | 662 | | |
| MEP | | T | 131 | | | 62.24 | | |
| | | T | 31.12 | | | 778 | | |
| MEP | AM | T | 389 | | | | | |
| X135 | 7:30a | | 10:40a | AM | 722 | T | AO | B B |
| | 7:45a | | 8:50a | MX | 704 | Y | DC9 | B B |
| X246 | 7:45a | | 10:00a | AM | 230 | Y | DC9 | B L |
| | 9:30a | | 12:45p | AM | 230 | Y | DC9 | B L |
| | 11:30a | | 12:35p | MX | 700 | Y | 726 | L |
| 6 | 12:30p | | 3:20p | MX | 710 | T | 725 | L |
| X13 | 5:45p | | 6:50p | MX | 706 | Y | 727 | L |
| | 7:15p | | 8:20p | MX | 702 | Y | 727 | L |

MIDLAND, TEXAS

CDT MAF

| | | | | | |
|-----|---|-------|--|--|--------|
| MEP | S | 60.25 | | | 120.50 |
| MEP | S | 75.3 | | | 150.6 |

NEW LAREDO, MEXICO

CST NLD

| | | | | | |
|-----|---|-----|--|--|-----|
| MEP | T | 112 | | | 224 |
| MEP | T | 116 | | | 232 |

REYNOSA, MEXICO

CST REX

| | | | | | |
|-----|---|-----|--|--|-----|
| MEP | Y | 112 | | | 224 |
| MEP | Y | 116 | | | 232 |

ROSWELL, N.M.

MDT ROW

| | | | | | |
|-----|---|-------|--|--|--------|
| MEP | S | 75.00 | | | 150.00 |
| MEP | S | 93.8 | | | 187.6 |

SAN ANTONIO, TEX.

CDT SAT

| | | | | | |
|-----|---|-------|--|--|-------|
| MEP | Y | 19.00 | | | 38.00 |
| MEP | Y | 23.8 | | | 47.6 |

TAMPA, MEXICO

CST TAM

| | | | | | |
|-----|---|-------|--|--|-------|
| MEP | T | 18.00 | | | 36.00 |
| MEP | T | 22.5 | | | 45.0 |

TIJUANA, MEXICO

PDT TIJ

| | | | | | |
|-----|---|-------|--|--|--------|
| MEP | Y | 83.52 | | | 179.04 |
| MEP | Y | 111.9 | | | 223.8 |

TORREON, MEXICO

CST TRC

| | | | | | |
|-----|---|-------|--|--|-------|
| MEP | T | 13.20 | | | 26.40 |
| MEP | T | 16.5 | | | 33.0 |

ATLANTA, GA.

EDT ATL

| | | | | | |
|-----|---|-------|--|--|-------|
| MEP | Y | 25.00 | | | 50.00 |
| MEP | Y | 20.37 | | | 40.74 |

| | | | | | |
|-----|---|-------|--|--|-------|
| MEP | Y | 20.37 | | | 40.74 |
| MEP | Y | 15.74 | | | 31.48 |

| | | | | | |
|-----|---|-------|--|--|-------|
| MEP | Y | 15.74 | | | 31.48 |
| MEP | Y | 14.00 | | | 28.00 |

| | | | | | |
|-----|---|--------|--|--|-------|
| MEP | Y | 17.00 | | | 34.00 |
| MEP | Y | 12.34a | | | 24.68 |

| | | | | | |
|-----|---|--------|--|--|-------|
| MEP | Y | 12.34a | | | 24.68 |
| MEP | Y | 10.39a | | | 20.78 |

| | | | | | |
|-----|---|--------|--|--|-------|
| MEP | Y | 11.23a | | | 22.46 |
| MEP | Y | 11.57a | | | 23.14 |

| | | | | | |
|-----|---|-------|--|--|-------|
| MEP | Y | 14.00 | | | 28.00 |
| MEP | Y | 14.00 | | | 28.00 |

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| MEP | Y | 14.00 | | | 28.00 |
| MEP | Y | 14.00 | | | 28.00 |

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| MEP | Y | 14.00 | | | 28.00 |
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| MEP | Y | 14.00 | | | 28.00 |
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| MEP | Y | 14.00 | | | 28.00 |
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| MEP | Y | 14.00 | | | 28.00 |
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| MEP | Y | 14.00 | | | 28.00 |
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| MEP | Y | 14.00 | | | 28.00 |
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| MEP | Y | 14.00 | | | 28.00 |
| MEP | Y | 14.00 | | | 28.00 |

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|-----|---|-------|--|--|-------|
| MEP | Y | 14.00 | | | 28.00 |
| MEP | Y | 14.00 | | | 28.00 |

MONTEGOMERY, ALA.

CDT MGM

BIRMINGHAM, ALA.

CDT BHM

| | | | | | |
|-----|---|-------|--|--|-------|
| MEP | Y | 18.44 | | | 36.88 |
| MEP | Y | 18.52 | | | 37.04 |
| MEP | Y | 18.54 | | | 37.08 |
| MEP | Y | 18.56 | | | 37.12 |
| MEP | Y | 18.58 | | | 37.16 |
| MEP | Y | 18.60 | | | 37.20 |
| MEP | Y | 18.62 | | | 37.24 |
| MEP | Y | 18.64 | | | 37.28 |
| MEP | Y | 18.66 | | | 37.32 |
| MEP | Y | 18.68 | | | 37.36 |

BOSTON, MASS.

EDT BOS

| | | | | | |
|-----|---|-------|--|--|-------|
| MEP | Y | 18.44 | | | 36.88 |
| MEP | Y | 18.52 | | | 37.04 |

CHARLOTTE, N.C.

EDT CLT

| | | | | | |
|-----|---|-------|--|--|-------|
| MEP | Y | 18.44 | | | 36.88 |
| MEP | Y | 18.52 | | | 37.04 |

CHATTANOOGA, TENN.

EDT CHA

| | | | | | |
|-----|---|-------|--|--|-------|
| MEP | Y | 18.44 | | | 36.88 |
| MEP | Y | 18.52 | | | 37.04 |

CHICAGO, ILL.

EDT CHI

| | | | | | |
|-----|---|-------|--|--|-------|
| MEP | Y | 18.44 | | | 36.88 |
| MEP | Y | 18.52 | | | 37.04 |

CONNECTIONS

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|-----|---|-------|--|--|-------|
| MEP | Y | 18.44 | | | 36.88 |
| MEP | Y | 18.52 | | | 37.04 |

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| MEP | Y | 18.44 | | | 36.88 |
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| MEP | Y | 18.44 | | | 36.88 |
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| MEP | Y | 18.44 | | | 36.88 |
| MEP | Y | 18.52 | | | 37.04 |

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| MEP | Y | 18.44 | | | 36.88 |
| MEP | Y | 18.52 | | | 37.04 |

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| MEP | Y | 18.44 | | | 36.88 |
| MEP | Y | 18.52 | | | 37.04 |

| | | | | | |
|-----|---|-------|--|--|-------|
| MEP | Y | 18.44 | | | 36.88 |
| MEP | Y | 18.52 | | | 37.04 |

| | | | | | |
|-----|---|-------|--|--|-------|
| MEP | Y | 18.44 | | | 36.88 |
| MEP | Y | 18.52 | | | 37.04 |

| | | | | | |
|-----|---|-------|--|--|-------|
| MEP | Y | 18.44 | | | 36.88 |
| MEP | Y | 18.52 | | | 37.04 |

| | | | | | |
|-----|---|-------|--|--|-------|
| MEP | Y | 18.44 | | | 36.88 |
| MEP | Y | 18.52 | | | 37.04 |

| | | | | | |
|-----|---|-------|--|--|-------|
| MEP | Y | 18.44 | | | 36.88 |
| MEP | Y | 18.52 | | | 37.04 |

| | | | | | |
|-----|---|-------|--|--|-------|
| MEP | Y | 18.44 | | | 36.88 |
| MEP | Y | 18.52 | | | 37.04 |

| | | | | | |
|-----|---|-------|--|--|-------|
| MEP | Y | 18.44 | | | 36.88 |
| MEP | Y | 18.52 | | | 37.0 |

10/20/72

Thursday 10/20/72

3:25 We have a reservation for Mr. Whitcomb for 2 single
rooms for Monday (10/20) at the

Mark Hopkins Hotel
Number One Fish Hill

(102) 392-2620

Advised he would be arriving around 6 p.m. --
leaving the next morning.

(Reservation made by Judy Burke)

OFFICE OF TELECOMMUNICATIONS POLICY
EXECUTIVE OFFICE OF THE PRESIDENT
WASHINGTON, D.C. 20504
October 17, 1972

To: Tom
From: Chuck
Subject: Transportation Arrangements for Monterey Trip

Following are tentative travel plans for Monterey for your selection and options.

To Monterey on October 26:

Lv: Dulles Airport TWA/United - 12:00 Noon - UA Flt #59/TWA Flt #99
Ar: Los Angeles 2:10 PM
Lv: Los Angeles 3:40 PM - UA Flt #652
Ar: Monterey 4:33 PM

or

Lv: National Airport 2:30 PM, TWA Flt #481
(two stops St. Louis/Denver)
Ar: San Francisco 6:25 PM
Lv: San Francisco 7:40 PM via Hughes Airwest Flt #739
Ar: Monterey 8:06 PM

or

Lv: Dulles 5:45 PM - TWA Flt #63 (via SF)
Ar: Monterey 9:55 PM

Recommendation: Your choice. I would be inclined toward the noon flight since it is direct and would get you to Monterey in time to have a relaxed evening in Monterey. However, you have a luncheon engagement with Henry Loomis and Tom Curtis on the 26th.

October 27 - Morning Activities (to be submitted later)

Afternoon of travel begins at approximately 1:00 PM. Options follow.

OPTION 1

From Monterey to Yosemite

| <u>Drive by Rental Car</u> | <u>Mileage</u> | <u>Av. Time</u> |
|----------------------------|----------------|-----------------|
| Monterey - Merced | 114 | 2:05 |
| Merced - Yosemite | <u>82</u> | <u>2:00</u> |
| TOTAL | 196 | 4:05 |

Approximate: Leave Monterey - 1:00 PM
Arrive Yosemite - 6:00 PM

NOTE: There is an Avis Rental car drop in Yosemite Village

OPTION 2

Scheduled Airline and Avis Rental Car.

UA Flt #782 leave Monterey: 10:52 AM
Ar: San Francisco: 11:19 AM
Lv: San Francisco: 1:40 PM
Ar: Merced: 3:22 PM

(Cost of Ticket: \$37.00)

Pick up rental car and leave Merced and drive to Yosemite - 2 hours.

OPTION 3

Charter Flight and Avis Rental Car.

Single Engine Charter - Monterey to Merced Cost: \$53.00
Lv: Monterey: 1:30 PM
Ar: Merced 3:00 PM

Pick up rental car at Merced. Leave Merced and drive to Yosemite - 2 hours.

OPTION 3-A

Same as 3, except charter flight is with twin engine aircraft. Cost: \$106.00.
Enroute flight time is less than one hour.

Recommendation: Option 1. You can pick up an Avis rental car in Monterey for the 4 hour drive to Yosemite. I think you would enjoy this relaxed and non-scheduled way of traveling to Yosemite. You will pass through desert, mountains and the foothills of the Sierra Madre. The Superintendent of Yosemite Park told me it is a delightful drive. Court Babcock is here for a Disaster Conference and highly recommends the drive for the beauty of the scenery. He says the highway is excellent. By driving yourself, you won't have to worry about flying weather or commercial schedules which would perhaps be a pleasant change. If you leave Monterey about 1:30 PM, you would be able to arrive at Yosemite between 6:00 and 7:00 PM on Friday evening, which would be in sufficient time for the "pre-conference warm-up" and dinner.

I Select:

OPTION 1 

OPTION 2

OPTION 3

OPTION 3A

RETURN TRIP (Yosemite to Los Angeles - to Houston)

OPTION 1

Drive rental car to Fresno, California - 98 miles.

Fly from Fresno, California to Los Angeles)

From Los Angeles, California to Houston) Schedules Attached

From Houston to Washington)

OPTION 2

Drive rental car from Yosemite to Los Angeles, California - 313 miles (6 hours and 40 minutes). Los Angeles to Houston, as selected.

Recommendation: Your choice. I am inclined toward the drive to Fresno to drop the car (2 hours, 15 minutes - 98 miles). The flight from Fresno to Los Angeles is only about 48 minutes. Alternate flight schedules are inclosed so you can select the time you desire.

-4-

Should you elect to drive all the way - average driving time is 6 hours and 40 minutes - 313 miles.

I select:

OPTION 1 ☒

OPTION 2 ☐

Hope to get with you today on your talk and activities at Monterey.

Atchs (Schedules/Maps)

SCHEDULES

From Fresno to Los Angeles

From Los Angeles to Houston

FREQ. LEAVE ARRIVE FLIGHT CLASS EQ MI S

LOS ANGELES, CALIF. PDI LAX
B-BUR (BURBANK) O-ONT (ONTARIO)
L-LAX (INTERNATIONAL)

From FT. LAUDERDALE, FLA.-CONT.

| | | | | | | | |
|-----------------|-------|--------|----|-----|-------|-----|-----|
| 8:50p | 3:20a | L | NA | 7 | F/Y | 725 | 0 |
| 9:10p | MA | 10:50p | NA | 63 | FN/YN | DC8 | S 3 |
| DIS AFTER OCT27 | | | | | | | |
| 10:00p | 1:57a | L | DL | 596 | FN/YN | D95 | 0 |
| 11:30p | ATL | 12:40a | DL | 867 | FN/YN | DIF | 6 0 |

FT. SMITH, ARK. CDT FSM

CONNECTIONS

| | | | | | | | |
|--------|--------|--------|----|-----|-------|-----|------|
| 9:15a | 12:00p | L | BN | 252 | F/Y | 727 | 0 |
| 9:40a | TUL | 10:25a | TW | 157 | F/Y | 727 | L 1 |
| 9:15a | 12:25p | L | BN | 252 | F/Y | 727 | 0 |
| 10:55a | MKC | 11:25a | TW | 507 | F/Y/K | B7F | L 0 |
| 2:07p | 5:15p | L | FL | 575 | S | C5 | 0 |
| 3:04p | DAL | 4:30p | AA | 103 | F/Y/K | D10 | 0 |
| 2:07p | 5:15p | L | FL | 575 | S | C5 | 0 |
| 3:04p | DAL | 4:30p | DL | 485 | F/Y/K | DC8 | D 0 |
| 8:23p | 10:55p | L | FL | 577 | S | C5 | 0 |
| 9:20p | DAL | 10:10p | DL | 115 | FN/YN | D95 | S/ 0 |

FT. WAYNE, IND. EST FWA

CONNECTIONS

| | | | | | | | |
|--------|--------|-------|----|-----|-------|-----|-----|
| 7:10a | 10:25a | L | UA | 673 | F/Y | 737 | 0 |
| 7:50a | ORD | 8:30a | UA | 101 | F/Y/K | D10 | B 0 |
| 7:10a | 10:54a | L | UA | 673 | F/Y | 737 | 0 |
| 7:50a | ORD | 9:00a | AA | 181 | F/Y/K | B7F | B 0 |
| 11:35a | 2:55p | L | UA | 683 | F/Y | 737 | 0 |
| 12:19p | ORD | 1:00p | UA | 109 | F/Y/K | D10 | L 0 |
| 2:34p | 7:14p | L | DL | 745 | F/Y | D95 | 0 |
| 3:04p | IND | 3:20p | TW | 189 | F/Y | B3F | D 0 |
| 4:40p | 8:15p | L | UA | 933 | F/Y | 737 | 0 |
| 5:25p | ORD | 6:15p | UA | 115 | F/Y/K | D8F | D 0 |
| 4:40p | 8:25p | L | UA | 933 | F/Y | 737 | 0 |
| 5:25p | ORD | 6:30p | AA | 459 | F/Y/K | B7F | D 0 |

FRESNO, CALIF. PDI FAT

| | | | | | | | |
|--------------------------|--------|-------|-------|-------|-----|-----|---|
| F | 31:48 | 2:52 | 34:00 | 68:00 | | | |
| 1 F | 22:24 | 1:76 | 24:00 | 48:00 | | | |
| 1 INTRASTATE TRAVEL ONLY | | | | | | | |
| Y | 24:07 | 1:93 | 26:00 | 52:00 | | | |
| 2 Y | 14:51 | 1:19 | 16:00 | 32:00 | | | |
| 2 INTRASTATE TRAVEL ONLY | | | | | | | |
| UA | YM | 19:00 | UA | 17:00 | | | |
| 7:20a | 8:08a | L | UA | 835 | F/Y | 725 | 0 |
| 9:30a | 10:59a | L | UA | 893 | F/Y | 737 | 1 |
| 2:50p | 3:36p | L | UA | 885 | F/Y | 727 | 0 |
| 5:25p | 6:11p | L | UA | 631 | F/Y | 737 | 0 |
| 7:50p | 8:36p | L | UA | 325 | F/Y | 737 | 0 |

INTRA - STATE

| | | | | | | | | |
|-----|--------|--------|---|----|-----|---|-----|---|
| X7 | 8:30a | 9:05a | L | PS | 128 | K | 737 | 0 |
| 7 | 9:30a | 10:05a | L | PS | 528 | K | 737 | 0 |
| X7 | 11:05a | 11:40a | L | PS | 228 | K | 737 | 0 |
| 7 | 12:05p | 12:40p | L | PS | 628 | K | 737 | 0 |
| X67 | 1:50p | 2:25p | L | PS | 888 | K | 737 | 0 |
| 567 | 1:50p | 2:25p | L | PS | 228 | K | 737 | 0 |
| X7 | 5:50p | 6:25p | L | PS | 428 | K | 737 | 0 |
| 7 | 6:25p | 7:00p | L | PS | 728 | K | 737 | 0 |

FREQ. LEAVE ARRIVE FLIGHT CLASS EQ MI S

HOUSTON, TEXAS CDT IAH
I-IAH (INTERCONTINENTAL ARPT)
H-HOU (HOBBY ARPT)

From LAS VEGAS, NEV.-CONT.

| | | | | | | | |
|--------|--------|--------|----|-----|-------|-----|------|
| 3:30p | 10:02a | L | FL | 8 | S | 737 | S 0 |
| 5:58p | DEN | 7:05p | CO | 424 | F/Y/K | 725 | D 0 |
| 5:25p | 2:33a | L | RW | 915 | S | D95 | 0 |
| 6:13p | PHX | 8:15p | CO | 72 | F/Y/K | 725 | 3 |
| 5:30p | 2:33a | L | RW | 604 | S | F7 | 1 |
| 7:31p | PHX | 8:15p | CO | 72 | F/Y/K | 725 | 3 |
| 10:05p | 5:29a | L | RW | 818 | S | D95 | S/ 0 |
| 10:57p | PHX | 11:45p | CO | 712 | FN/YN | 725 | S/ 0 |

LITTLE ROCK, ARK. CDT LIT

| | | | | |
|----|-------|------|-------|--------|
| F | 46:30 | 3:70 | 50:00 | 100:00 |
| S | 36:11 | 2:89 | 39:00 | 78:00 |
| Y | 36:11 | 2:89 | 39:00 | 78:00 |
| YM | 25:00 | DL | M | 21:00 |
| Y | 29:00 | | | |
| TT | 32:00 | | | |

EX/11 S WEEKEND TT 59.00

| | | | | | | | |
|--------|--------|---|----|-----|-----|-----|-----|
| 8:25a | 10:55a | L | DL | 648 | F/Y | D95 | S 1 |
| 12:40p | 1:40p | L | DL | 671 | F/Y | D95 | S 1 |
| 4:05p | 6:18p | L | TT | 917 | S | DC9 | 0 |
| 6:30p | 8:48p | L | TT | 919 | S | DC9 | 0 |
| 9:03p | 10:03p | L | DL | 777 | F/Y | D95 | 0 |

CONNECTIONS

LONGVIEW, TEXAS CDT GGG

CONNECTIONS

| | | | | | | | | |
|--------|--------|--------|-----|-----|-----|-----|----|---|
| X7 | 6:45a | 9:47a | L | TT | 613 | S | C6 | 1 |
| 7:47a | 9:00a | BN | 195 | F/Y | 725 | S 0 | | |
| X7 | 6:45a | 10:20a | H | TT | 613 | S | C6 | 1 |
| 7:47a | 9:30a | BN | 611 | F/Y | BAC | 0 | | |
| X6 | 11:55a | 2:18p | L | TT | 662 | S | C6 | 0 |
| 12:38p | DAL | 1:30p | TT | 955 | S | DC9 | 0 | |
| 11:55a | 2:20p | H | TT | 662 | S | C6 | 0 | |
| 12:38p | DAL | 1:30p | BN | 605 | F/Y | 720 | 0 | |
| 11:55a | 2:47p | L | TT | 662 | S | C6 | 0 | |
| 12:38p | DAL | 2:00p | BN | 135 | F/Y | 727 | 0 | |
| X67 | 2:48p | 5:18p | L | TT | 664 | S | C6 | 1 |
| 3:50p | DAL | 4:30p | TT | 904 | S | DC9 | 0 | |
| X67 | 2:48p | 5:20p | H | TT | 664 | S | C6 | 1 |
| 3:50p | DAL | 4:30p | BN | 607 | F/Y | 720 | 0 | |
| X7 | 2:48p | 5:47p | L | TT | 664 | S | C6 | 1 |
| 3:50p | DAL | 5:00p | BN | 127 | F/Y | 727 | 0 | |
| X6 | 5:31p | 7:18p | L | TT | 660 | S | C6 | 0 |
| 6:14p | DAL | 6:30p | TT | 904 | S | DC9 | 0 | |
| 6 | 5:31p | 7:45p | L | TT | 660 | S | C6 | 0 |
| 6:14p | DAL | 7:00p | BN | 191 | F/Y | 727 | 0 | |
| X67 | 5:31p | 8:20p | H | TT | 660 | S | C6 | 0 |
| 6:14p | DAL | 7:30p | BN | 609 | F/Y | 720 | 0 | |
| 5:31p | 8:48p | L | TT | 660 | S | C6 | 0 | |
| 6:14p | DAL | 8:00p | TT | 919 | S | DC9 | 0 | |
| X6 | 6:52p | 12:09a | L | TT | 611 | S | C6 | 2 |
| 6:52p | 12:09a | L | TT | 611 | S | C6 | 2 | |

LOS ANGELES, CALIF. PDI LAX

L-LAX (INTERNATIONAL)

| | | | | | | | | |
|---------------------------|--------|--------|--------|--------|-----|-------|-----|------|
| F | 123:15 | 9:85 | 133:00 | 266:00 | | | | |
| S | 94:44 | 7:56 | 102:00 | 204:00 | | | | |
| Y | 94:44 | 7:56 | 102:00 | 204:00 | | | | |
| FN | 94:44 | 7:56 | 102:00 | 204:00 | | | | |
| YN | 79:63 | 6:37 | 86:00 | 172:00 | | | | |
| K | 86:11 | 6:89 | 93:00 | 186:00 | | | | |
| YM | 69:00 | M | 52:00 | | | | | |
| Y | 77:00 | CO | Z | 69:00 | | | | |
| TT | 83:00 | | | | | | | |
| CO | KU | OW | 73:00 | | | | | |
| EX/11 S WEEKEND TT 154.00 | | | | | | | | |
| 12:05a | L | 6:58a | L | CO | 54 | FN/YN | 725 | S/ 2 |
| 12:15a | L | 6:13a | L | NA | 64 | FN/YN | D10 | B 0 |
| 1:00p | L | 5:45a | L | CO | 76 | F/Y/K | 725 | 0 |
| 7:00a | L | 2:43p | L | CO | 68 | F/Y/K | 725 | BS 4 |
| 7:10a | L | 2:13p | L | CO | 126 | F/Y | DC9 | BS 4 |
| 8:00a | L | 12:55p | L | CO | 62 | F/Y/K | 725 | B 0 |
| 8:40a | L | 1:38p | L | NA | 32 | F/Y/K | 725 | B 0 |
| 8:45p | L | 2:22p | L | CO | 52 | F/Y/K | B2F | B 1 |
| 11:00a | L | 3:55p | L | CO | 50 | F/Y/K | 725 | L 0 |
| 11:00a | L | 7:18p | L | TT | 904 | S | DC9 | S 4 |
| 11:55a | L | 4:53p | L | NA | 86 | F/Y/K | DC8 | S 2 |
| 12:00p | L | 6:26p | L | CO | 60 | F/Y/K | B2F | LS 2 |
| 12:40p | L | 8:50p | L | CO | 74 | F/Y/K | 725 | LS 2 |
| 1:55p | L | 6:38p | L | CO | 84 | F/Y/K | B2F | L 0 |
| 2:00p | L | 6:18p | L | NA | 48 | F/Y/K | 725 | L 0 |

CONT. NEXT COLUMN

FREQ. LEAVE ARRIVE FLIGHT CLASS EQ MI S

HOUSTON, TEXAS CDT IAH
I-IAH (INTERCONTINENTAL ARPT)
H-HOU (HOBBY ARPT)

From LOS ANGELES, CALIF.-CONT.

| | | | | | | | | |
|--------|---|--------|---|----|-----|-------|-----|------|
| 6:00p | L | 10:55p | L | CO | 58 | F/Y/K | 725 | 0 |
| 6:45p | L | 2:33a | L | CO | 72 | F/Y/K | 725 | S 4 |
| 7:15p | L | 12:43a | L | CO | 68 | F/Y/K | 725 | D 1 |
| 10:15p | L | 5:29a | L | CO | 712 | FN/YN | 725 | S/ 3 |

CONNECTIONS

| | | | | | | | | | |
|--------|--------|-------|-------|-----|-----|-----|-------|-----|-----|
| X67 | 8:00a | L | 2:20p | H | DL | 823 | F/Y/K | D8F | B 0 |
| 12:40p | DAL | 1:30p | BN | 605 | F/Y | 720 | L 0 | | |
| X67 | 11:05p | L | 5:20p | H | DL | 10 | F/Y/K | 747 | L 0 |
| 3:40p | DAL | 4:30p | BN | 607 | F/Y | 720 | L 0 | | |

FT. SMITH, ARK. CDT FSM

CONNECTIONS

| | | | | | | | |
|-------|--------|--------|----|-----|---|-----|---|
| 7:10a | 11:58a | L | TT | 951 | S | DC9 | 0 |
| 8:05p | DAL | 10:30p | TT | 929 | S | DC9 | 0 |

CONNECTIONS

LONGVIEW, TEXAS CDT GGG

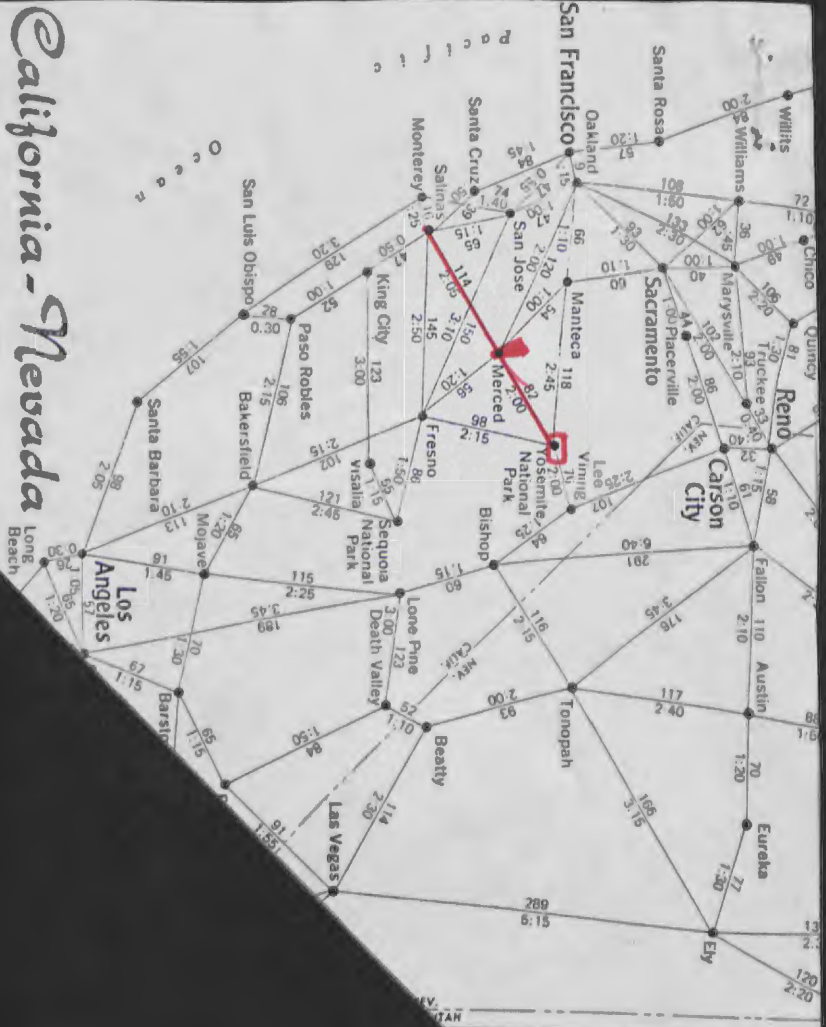
CONNECTIONS

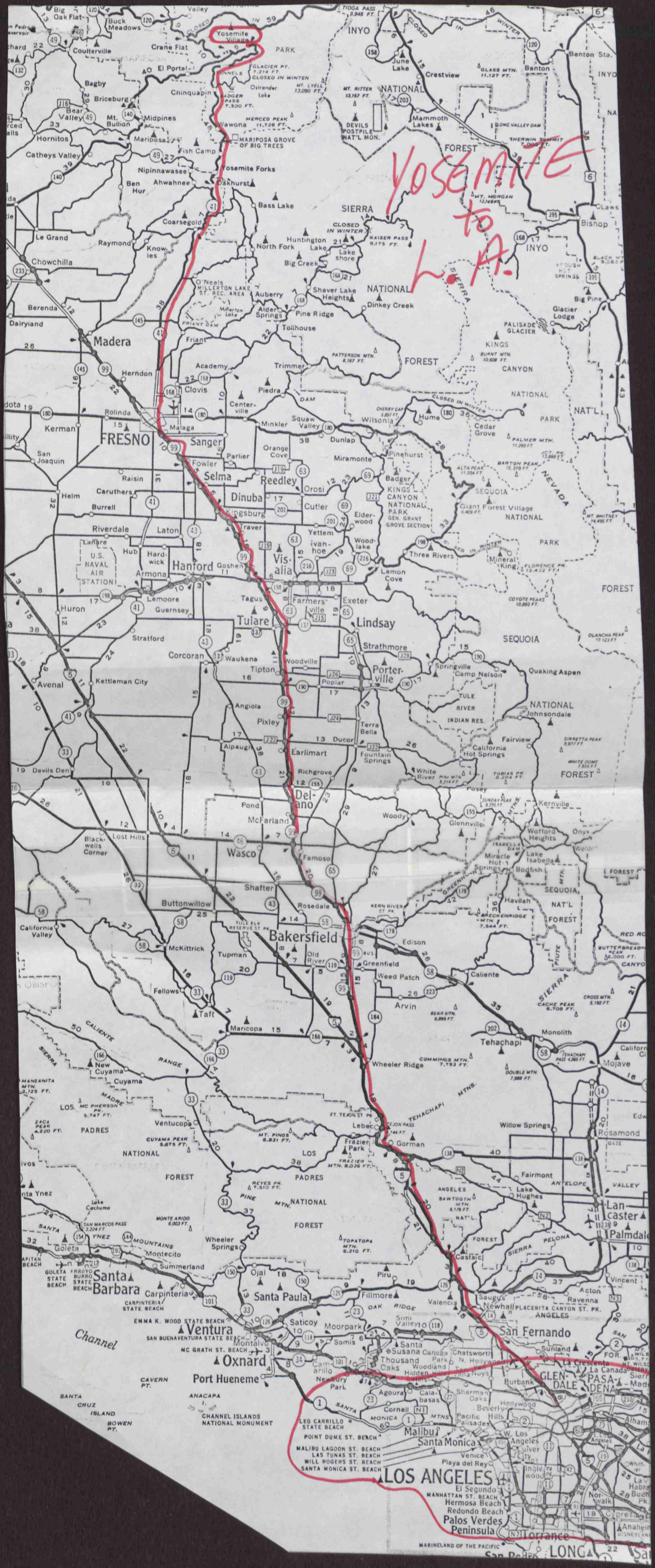
| | | | | | | | | |
|--------|--------|--------|-----|-----|-----|-----|----|---|
| X7 | 6:45a | 9:47a | L | TT | 613 | S | C6 | 1 |
| 7:47a | 9:00a | BN | 195 | F/Y | 725 | S 0 | | |
| X7 | 6:45a | 10:20a | H | TT | 613 | S | C6 | 1 |
| 7:47a | 9:30a | BN | 611 | F/Y | BAC | 0 | | |
| X6 | 11:55a | 2:18p | L | TT | 662 | S | C6 | 0 |
| 12:38p | DAL | 1:30p | TT | 955 | S | DC9 | 0 | |
| 11:55a | 2:20p | H | TT | 662 | S | C6 | 0 | |
| 12:38p | DAL | 1:30p | BN | 605 | F/Y | 720 | 0 | |
| 11:55a | 2:47p | L | TT | 662 | S | C6 | 0 | |
| 12:38p | DAL | 2:00p | BN | 135 | F/Y | 727 | 0 | |
| X67 | 2:48p | 5:18p | L | TT | 664 | S | C6 | 1 |
| 3:50p | DAL | 4:30p | TT | 904 | S | DC9 | 0 | |
| X67 | 2:48p | 5:20p | H | TT | 664 | S | C6 | 1 |
| 3:50p | DAL | 4:30p | BN | 607 | F/Y | 720 | 0 | |
| X7 | 2:48p | 5:47p | L | TT | 664 | S | C6 | 1 |
| 3:50p | DAL | 5:00p | BN | 127 | F/Y | 727 | 0 | |
| X6 | 5:31p | 7:18p | L | TT | 66 | | | |



California - Nevada Mileage Chart

MILEAGE AND AVERAGE DRIVING TIME ARE SHOWN ON THE CHART
EXAMPLE: MILEAGE 100 DRIVING TIME 2:00





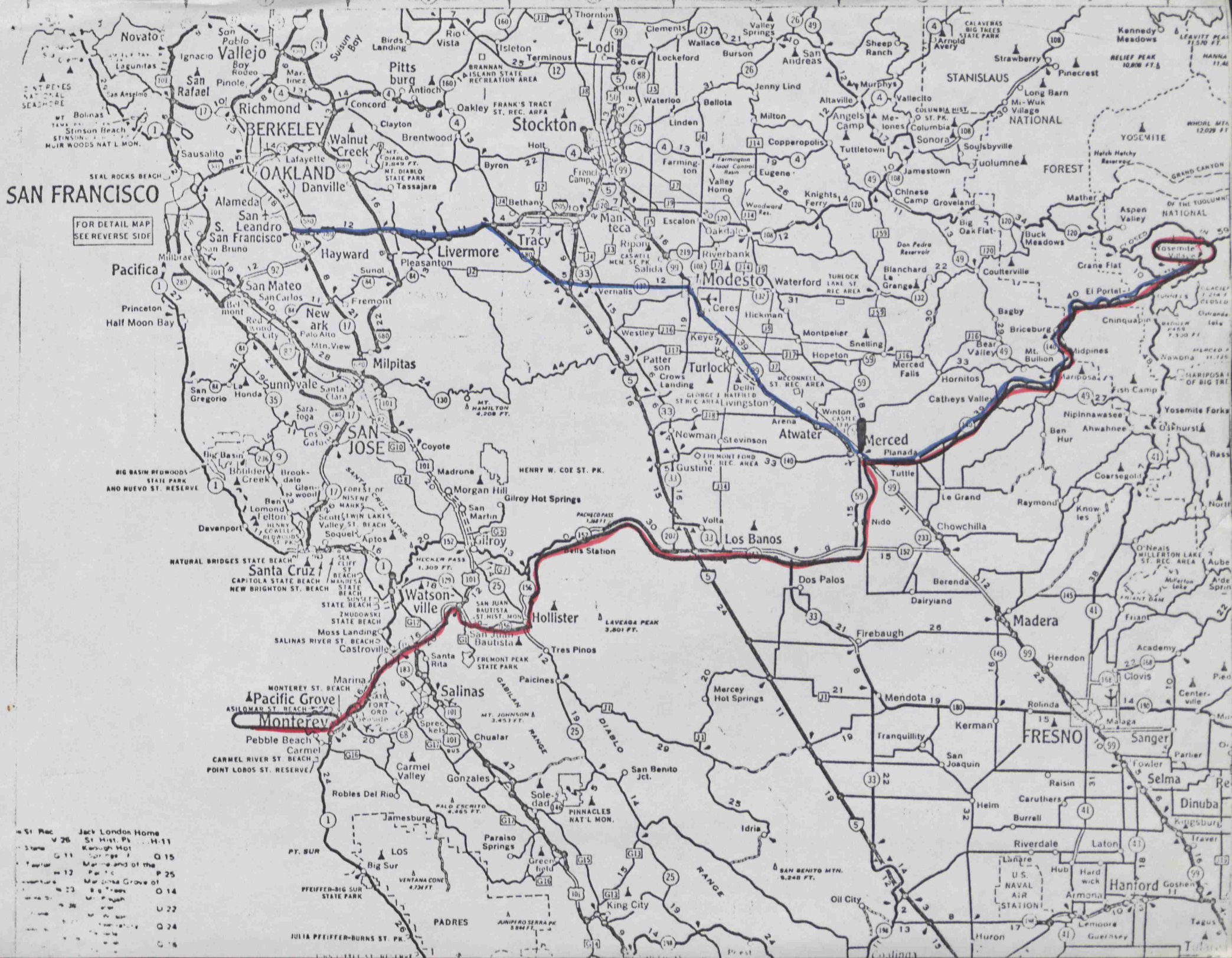
October 26, 1972

The following have been invited to the luncheon honoring
Mr. Whitehead, Naval Postgraduate School, Monterey, California:

Captain & Mrs. John E. McQuary, Chief of Staff
Mrs. Robert A. Woods, President, Officer Students Wives Club
Mrs. James E. Payton, First Vice President of the Students
Wives Club
Mr. Robert Allan, President, Naval Postgraduate School Foundation
(he is also on the Board of Visitors of the Naval Academy and
an avid sailor)
Mr. Cyril Chappellet, Naval Postgraduate School Foundation and
former Chairman of the Board, Lockheed
Mr. Charles Kramer, Naval Postgraduate School Foundation;
retired businessman and active in community affairs,
especially in the area of pollution control
Mr. Jack Westland, former Congressman (Republican)
(married to Admiral Geis's sister)
Mr. Gene Bray, President of the local Navy League
Mr. John Herbst, Secretary of the local Navy League

SAN FRANCISCO

FOR DETAIL MAP
SEE REVERSE SIDE



- St. Rec. V 26
- Jack London Home St. Hist. Pl. H-11
- State G 11
- Marine and of the Pacific P 25
- Marina G 12
- Marina G 13
- Marina G 14
- Marina G 15
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- Marina G 97
- Marina G 98
- Marina G 99
- Marina G 100

Monday

10/30/72

TRIP

10/26-11/1/72

3:00

Do you have any extra expenses to claim from your trip?

No.

Clay T. Whitehead

Tickets to be picked up at the Statler at 16th & K, NW
Thursday, October 26. (TWA Airlines)

THURSDAY, October 26, 1972:

5:00 p.m. Lv Dulles, via TW 891 ✓
7:13 p.m. Ar Los Angeles, Calif.
9:40 p.m. Lv Los Angeles, via RW 737 ✓ (Air West)
11:00 p.m. Ar Monterey, Calif.

Tuesday, October 31, 1972:

6:00 p.m. Lv Los Angeles via CO 58.
10:45 p.m. Ar Houston, Texas
11:10

Open ticket to Clear Lake City from Houston

Wednesday, November 1, 1972:

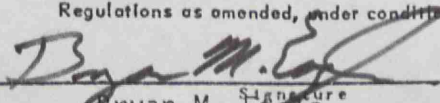
4:25 p.m. Lv Clear Lake via HY 330
Houston Metro Airlines
4:40 p.m. Ar Houston, Texas
5:30 p.m. Lv Houston via EA 554
9:16 p.m. Ar Dulles Airport

Clay T. Whitehead

Tickets to be picked at 16th & K, NW Thurs., 10/26
(TWA)

Tuesday, October 31, 1972:

| | |
|-----------|-----------------------------|
| 8:00 a.m. | Lv San Francisco via TW 174 |
| 9:05 a.m. | Ar Los Angeles, Calif. |

| | | | |
|---|----------|--|--|
| EXECUTIVE OFFICE OF THE PRESIDENT OFFICE OF EMERGENCY PREPAREDNESS AUTHORIZATION OF OFFICIAL TRAVEL | | 1. Date of request October 25, 1972 | |
| | | 2. Name and address of traveler Clay T. Whitehead, SSN 509-34-3700 OEP/OTP EOBA WA DC 20504 | |
| Submit original and 2 copies to Fiscal Section at least 3 working days in advance of proposed travel | | 3. Title Director | |
| This document becomes an authorization of official travel only when the certificate of authorization has been signed by the designated authorizing official. This travel is ordered on official business for the convenience of the Government. | | 4. Type of appointment Presidential | |
| | | 5. Orgn. unit (<i>Division</i>) Office of Telecommunications Policy | |
| | | 6. Official station Washington, D.C. | |
| | | 8. Period of travel Oct. 26 - Nov. 1, 1972 | 9. Est. No. of days of travel status seven (7) |
| 7. Purpose of travel Address Naval Postgraduate School in Monterey; address the Advisory Coun. of Yosemite Institute in Yosemite; attend industry mtgs. in San Fran. & L.A.; visit the Manned Space Center in Houston | | 10. Per diem rate \$25.00 | 11. Office number of traveler 770, 1800 G St., NW |
| | | 12. Mileage rate | 13. Phone number of traveler 6161 |
| 14. Itinerary Washington, D.C.; Monterey, Calif.; Yosemite, Calif.; San Francisco, Calif.; Los Angeles, Calif.; Houston, Texas; Clear Lake City, Texas; Houston, Texas; and return to Washington, D.C. | | | |
| 15. Travel to be performed as indicated | | | |
| a. <input checked="" type="checkbox"/> Common carrier Including commercial airline b. <input type="checkbox"/> Government-owned vehicle c. <input checked="" type="checkbox"/> Other (<i>Specify</i>) Rental Car | | d. By privately-owned automobile: (1) <input type="checkbox"/> Reimbursable cost not to exceed common carrier cost <i>or</i> (2) <input type="checkbox"/> Administratively determined to be more advantageous to the Government—common carrier use impracticable (if checked, explain under item 20. 'Remarks'.) | |
| 16. Allotment number 83/OTP/210 | | 17. Appropriation symbol 1130601 | 18. Travel authorization No. 130 |
| 19. Estimated cost of travel | | 20. Remarks First class travel authorized. Use of taxi authorized between place of abode and places of official business. Car rental authorized. Bill to Office of Emergency Preparedness, Washington, DC 20504. GSA car not available. | |
| Transportation | \$600.00 | | |
| Per Diem | 175.00 | | |
| Other | 125.00 | | |
| Total | \$900.00 | | |
| 21. Requested by Director _____ Office of Telecommunications Policy _____ Signature _____ Title | | FOR FISCAL USE ONLY | |
| | | 22. Funds Obligated OCT 27 1972 _____ Signature _____ Title | |
| 23. CERTIFICATE OF AUTHORIZATION | | | |
| You are hereby authorized to travel at government expense, to be paid from available appropriations in accordance with the regulations of the Office of Emergency Preparedness and the Standardized Government Travel Regulations as amended, under conditions noted on this authorization. | | | |
|  Bryan M. Eagle Signature | | Executive Assistant _____ Title | |
| IMPORTANT- Every voucher or message concerning this travel must refer to the travel authorization number. | | | |

OCT 26 4 20 PM '77

OFFICE OF EMERGENCY
PREPAREDNESS
FISCAL SECTION

TRAVEL VOUCHER

| | | |
|--|--------------------------------------|---|
| DEPARTMENT, BUREAU, OR ESTABLISHMENT Executive Office of the President Office of Telecommunications Policy | | VOUCHER NO. |
| PAYEE'S NAME Clay T. Whitehead, SSN 509-34-3700 | | SCHEDULE NO. |
| MAILING ADDRESS (Including ZIP Code) OEP/OTP EOBA WA DC 20504 | | PAID BY |
| OFFICIAL DUTY STATION Washington, D.C. | RESIDENCE Washington, D.C. | |
| FOR TRAVEL AND OTHER EXPENSES FROM (DATE) Oct. 26, 1972 | TO (DATE) Nov. 1, 1972 | CHECK NO. |
| APPLICABLE TRAVEL AUTHORIZATION(S) NO. 130 | DATE 10/25/72 | CASH PAYMENT OF \$ RECEIVED (DATE) (Signature of Payee) |
| TRAVEL ADVANCE Outstanding None \$ | | |
| Amount to be applied | | |
| Balance to remain outstanding \$ | | |

TRANSPORTATION REQUESTS ISSUED

| TRANSPORTATION REQUEST NUMBER | AGENT'S VALUATION OF TICKET | INITIALS OF CARRIER ISSUING TICKET | MODE, CLASS OF SERVICE, AND ACCOMMODATIONS * | DATE ISSUED | POINTS OF TRAVEL | |
|-------------------------------|-----------------------------|------------------------------------|--|-------------|-----------------------|--|
| | | | | | FROM- | TO- |
| B-2,470,612 | 472.00 | TWA | Mixed/Air | 10/26 | Washington, D.C. | Los Angeles, Calif.; Monterey, Calif. |
| | | | | | Los Angeles, Calif. | Houston, Texas; to Clear Lake, Texas; to Houston, Texas; to Washington, D.C. |
| B-2,470,616 | 47.00 | TWA | First/Air | 10/27 | San Francisco, Calif. | Los Angeles, Calif. |
| (Unused ticket attached.) | | | | | | |

** Certified correct. Payment or credit has not been received.

November 17, 1972
(Date)

(Signature of Payee)

AMOUNT CLAIMED

Dollars Cts

248 78

Approved. Long distance telephone calls are certified as necessary in the interest of the Government.

DIFFERENCES:

(Date)

*** (Approving Officer)

NEXT PREVIOUS VOUCHER PAID UNDER SAME TRAVEL AUTHORITY
VOUCHER NO. D.O. SYMBOL DATE (MONTH-YEAR)

Total verified correct for charge to appropriation(s)
(initials)

Certified correct and proper for payment:

Applied to travel advance (appropriation symbol)

(Date)

(Authorized Certifying Officer)

NET TO TRAVELER

ACCOUNTING CLASSIFICATION

* Abbreviations for Pullman accommodations: MR, master room; DR, drawing room; CP, compartment; BR, bedroom; DSR, duplex single room; RM, roomette; DRM, duplex roomette; SOS, single occupancy section; LB, lower berth; UB, upper berth; LB-UB, lower and upper berth; S, seat.

** FRAUDULENT CLAIM—Falsification of an item in an expense account works a forfeiture of the claim (28 U.S.C. 2514) and may result in a fine of not more than \$10,000 or imprisonment for not more than 5 years or both (18 U.S.C. 287; *id.* 1001).

***If long distance telephone calls are included, the approving officer must have been authorized in writing by the head of the department or agency to so certify (31 U.S.C. 680a).

SCHEDULE OF EXPENSES AND AMOUNTS CLAIMED

PREVIOUS TEMPORARY DUTY (Complete these blocks only if in travel status immediately prior to period covered by this voucher and if administratively required)

| DEPARTURE FROM OFFICIAL STATION (DATE) | TEMPORARY DUTY STATION LAST DAY OF PRECEDING VOUCHER PERIOD (DATE OF ARRIVAL) |
|---|--|
|---|--|

| DATE 19-72 | NATURE OF EXPENSE* | AUTHORIZED MILEAGE RATE _____¢ | | AMOUNT CLAIMED | | | |
|---------------|--|--------------------------------|--------------|----------------|-------------|--------|--|
| | | SPEEDOMETER READINGS | No. OF MILES | MILEAGE | SUBSISTENCE | OTHER | |
| 10/26 | Lv Dulles via TW 891 5:00 p.m. | | | | | | |
| | Ar Los Angeles, California 7:13 p.m. | | | | | | |
| | Lv Los Angeles via RW 737 9:40 p.m. | | | | | | |
| | Ar Monterey, California (OB) 11:00 p.m. | | | | | | |
| 10/27 | Avis Rental Car (\$119.28 minus \$8 for insurance = \$111.28 (receipt atchd)*) | | | | | 111 28 | |
| 10/30 | Drive to San Francisco (OB) | | | | | | |
| 10/31 | Lv San Francisco, via TW 174 8:00 a.m. | | | | | | |
| | Ar Los Angeles, Calif. (OB) 9:05 a.m. | | | | | | |
| | Lv Los Angeles, via CO 58 6:00 p.m. | | | | | | |
| | Ar Houston, Texas 10:45 p.m. | | | | | | |
| | Driven to Clear Lake City (OB) via a POV | | | | | | |
| 11/1 | Lv Clear Lake City via HY 330 4:25 p.m. | | | | | | |
| | Ar Houston, Texas 4:40 p.m. | | | | | | |
| | Lv Houston via EA 554 5:30 p.m. | | | | | | |
| | Ar Dulles Airport 9:16 p.m. | | | | | | |
| | PER DIEM CLAIMED: | | | | | | |
| | 5-1/2 days @ \$25.00 | | | | 137 50 | | |
| | *Cmdr. Mustin rented the Avis rental car for Mr. Whitehead on the morning of 10/25 to take care of necessary preparations for Mr. Whitehead's trip before his arrival on 10/26. After his arrival, Mr. Whitehead continued to use the car to conduct official business at various locations in California. Rental car authorized for Mr. Whitehead on TA #130, dtd 10/25/72, and charged to Mr. Whitehead's account. | | | | | | |

Grand total to face of voucher
(Subtotals, to be carried forward if necessary)

\$248.78

137 50 111 28

*If per diem allowances for members of employee's immediate family are included, give members' names, their relationship to employee, and ages and marital status of children (unless this information is shown on the travel authorization).

ISSUED BY **TRANS WORLD AIRLINES, INC.** PASSENGER TICKET AND BAGGAGE CHECK
 SUBJECT TO CONDITIONS OF CONTRACT ON PASSENGER'S COUPON
PASSENGER'S COUPON

NAME OF PASSENGER **MR. C. T. WHITEHEAD** NOT TRANSFERABLE

ENDORSEMENTS

NOT VALID BEFORE
 1 2 3 4

NOT VALID AFTER
 1 2 3 4

ORIGIN **LOS ANGELES**
 DESTINATION **WASHINGTON**
 TICKET DESIGNATOR/TOUR CODE

ISSUED IN EXCHANGE FOR
 DATE AND PLACE OF ORIGINAL ISSUE

| FARE BASIS | CARRIER | FLIGHT/CLASS | DATE | TIME | STATUS | ALLOW |
|------------|---------|---------------|------|------|--------|-------|
| F. CO | 58 | A 364 | PAK | | | |
| A | 44 | PEN | | | | |
| A | 114 | 330A NOV. 4/5 | PAK | | | |
| F | EA | 554 NOV. 5/6 | PAK | | | |

BAGGAGE CHECKED UNCHECKED
 PCS. UNCA. WT. PCS. UNCA. WT. PCS. UNCA. WT. PCS. UNCA. WT.

FARE **480.57**
 TAX **38.43**
 TOTAL **519.00**

FOR ISSUING OFFICE ONLY

| PRODUCT | CARRIER | FARE CALCULATION |
|---------|---------|------------------|
| LAX TN | 1110 | |
| NY NY | | |
| TO X | | |
| LAX TN | 47.00 | |
| NY CO | 12.00 | |
| CLC 13 | 1.10 | |
| NEW 119 | 1.10 | |
| WAS 10 | 1.10 | |

AIRLINE FORM SERIAL NUMBER
015:4400:130:668

DATE AND PLACE OF ISSUE
7 15 1966 130: 67

CONJUNCTION TICKET(S)

FORM OF PAYMENT
CR 15-2470, 612
CR 15-2,470, 611
847.00

IT IS UNLAWFUL TO PURCHASE OR RESELL THIS TICKET FROM ANY OTHER SOURCE THAN TRANS WORLD AIRLINES OR ITS AUTHORIZED TRAVEL AGENT

Valid after **Nov 30 72** BILL TO **Office of Emergency Preparedness Washington, D. C. 20504**

The **Trans-World Airlines** Company is requested to furnish **First** class Air transportation at lowest rate from **San Francisco, Calif.** to **Los Angeles, California** (IF ROUND TRIP SERVICE REQUIRED WRITE "AND RETURN")

SUCH BETWEEN THE RESPECTIVE POINTS: for use of **Clay T. Whitehead** and **No** others with accommodations with authorization

to transport not over **16** lbs. of excess baggage from **Wash., D.C. 10/27 1972**

I CERTIFY THAT I HAVE RECEIVED THE TRANSPORTATION SERVICE OR TICKETS REQUESTED EXCEPT AS STATED ON REVERSE SIDE.

TRAVELER'S SIGNATURE **Director**

ISSUING OFFICER'S SIGNATURE **Administrative Officer**

TICKET AGENT WILL NOT ACCEPT THIS

| TRANSPORTATION AMT. | ACCOMMODATION AMT. | TOTAL |
|---------------------|--------------------|-------|
| 519.00 | | |

83/OTP/210
 1130601

DO NOT FOLD, SPINDLE OR MUTILATE

MEMORANDUM CARD COPY

The United States of America
 Transportation Request

ISSUED BY **TRANS WORLD AIRLINES, Inc.** PASSENGER TICKET AND BAGGAGE CHECK

NAME OF PASSENGER NOT TRANSFERABLE

SUBJECT TO CONDITIONS OF CONTRACT ON PASSENGER'S COUPON

FLIGHT COUPON NO. **2**

FOR ISSUING OFFICE ONLY

AIRLINE FORM

SERIAL NUMBER

015:4400:130:668

ENDORSEMENTS

ORIGIN

DESTINATION

TICKET DESIGNATOR/TOUR CODE

ISSUED IN EXCHANGE FOR

DATE AND PLACE OF ORIGINAL ISSUE

X/O: GOOD FOR PASSAGE BETWEEN POINTS OUTLINED

FARE BASIS

CARRIER

FLIGHT/CLASS

DATE

TIME

STATUS

ALION

FROM LOS ANGELES

F.

CO

58 F

31

OCT.

6PM

OK

FROM HOUSTON

A

HY

OPEN

TO CLEAR LAKE CITY

A

HY

330

A

NOV.

425

OK

TO HOUSTON

F

EA

SS4

A

NOV.

530

OK

TO WASHINGTON DULLES

BAGGAGE

CHECKED

UNCHECKED

PCB

UNCK

PCB

UNCK

PCB

UNCK

PCB

UNCK

PCB

UNCK

PCB

UNCK

PCB

UNCK

PCB

UNCK

FARE 480.57

TOTAL

CPN

TICKET NUMBER

CK

TAX 38.43

519.00

2 015 4400130668 4 □

FORM OF PAYMENT

GR B-2,470,612

GR B-2,470,616

A/C 447.00

IT IS UNLAWFUL TO PURCHASE OR RESALE THIS TICKET FROM ANY OTHER SOURCE THAN TRANS WORLD AIRLINES OR ITS AUTHORIZED TRAVEL AGENT

Standard Form No. 1173
5 GAO 2000
1173-103

REPORT OF CHANGE IN PASSENGER TRANSPORTATION SERVICE

INSTRUCTIONS.—This form is for use when the passenger transportation and/or accommodations received by a traveler are of a different character or a lesser value than those represented by the tickets issued in exchange for the related transportation request. The completed form together with any unused transportation or ticket coupons, if involved, should be mailed immediately by the traveler to his administrative office. (Note.—This report is not required when the changes in transportation service or accommodation were reflected by an endorsement on the transportation request before it was exchanged for tickets.)

USED BAIL COACH

USED PARLOR CAR

USED UPPER BERTH

USED AIR COACH

OTHER—SEE "REMARKS"

T/R NO B-2,470,612

CARRIER T/R ISSUED TO

Trans World Airlines

DATE ISSUED 10/26/72

TICKET FORMS AND NOS.

4400:130:668

TRAVELER'S SIGNATURE

TITLE Director

DATE 11/17/72

REMARKS:

Surface transportation used.

GPO : 1966 OF—216-303

AVIS

Avis Rent A Car System, Inc.
A Worldwide Service of ITT

P.O. Box 1824
Monterey, California 93940

November 3, 1972

~~Lt. Cdr. Hustin~~
~~1236 29th Street NW~~
~~Washington, D.C.~~

Ref: RA#25146707

Mr. Whitehead:

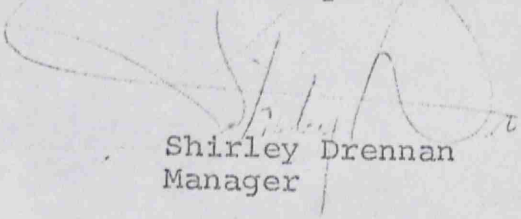
Dear ~~Lt. Cdr. Hustin~~:

Occasionally we make an error as we did in computing your rental agreement #25146707.

Enclosed is a copy of your rental agreement and a copy of the corrected computation showing the adjusted charges. Billing will follow through on your American Express Credit Club card.

We are sorry for this inconvenience and hope we can serve your car rental needs again in the future.

Sincerely,


Shirley Drennan
Manager

(408) 373-3327

SKD/ms

(1) 04-4A-20 AVIS RENT A CAR Monterey Peninsula Airport
PO Box 1824
Monterey, Calif. 93940
408-373-3327

Minimum charge 1 day plus mileage

25146707

| | | | | | |
|-------------------------------|--------------------------|--------------------------|----------------|------------------------------|-------------------------|
| (2) R/A NUMBER | (3) CHECK-OUT LOC | (4) CAR NUMBER | (5) OWNING LOC | (6) CHECK-IN LOCATION | AMOUNT DUE |
| | | 9272270134 | | 04132 | (56) |
| (7) VEHICLE DESCRIPTION | (8) LICENSE PLATE NUMBER | (9) RETURN LOCATION NAME | | | (10) RETURN TIME & DATE |
| (11) | | | | | 10-7 |
| (52) AUTHORIZATION NUMBER OUT | | | | (53) AUTHORIZATION NUMBER IN | |

042 644 236 4 600AX

VALID 07 72 THRU 05 73
70

LT COR T N MUSTIN

(12) AV CA CD IDI OR PA CM

(13) DRIVERS LICENSE NUMBER

(14) LOCAL CONTACT/ADDITIONAL INFORMATION

(15) REMARKS

CUSTOMER IS LIABLE FOR ALL PARKING AND TRAFFIC VIOLATIONS

(16) RENTAL WILL BE PAID BY

(54) CAR EXCHANGE RA NUMBER(S)

(55) CAR EXCHANGE CAR NUMBER(S)

(54A)

(55A)

BENEFICIARY (IF NONE STATED, PAY ESTATE OF INSURED)

RELATIONSHIP

(17) I HAVE READ THE TERMS AND CONDITIONS ON BOTH SIDES OF THIS RENTAL AGREEMENT AND AGREE THERETO.

X

IF THIS RENTAL IS TO BE CHARGED TO ANY CREDIT CLUB THE ABOVE SIGNATURE IS DEEMED TO HAVE BEEN MADE ON THE APPLICABLE CREDIT CLUB VOUCHER OR SALES SLIP.

(18) CORRECT BILLING NAME AND ADDRESS

6229 61852 000 2

CLAY T WHITEHEAD

SPECIAL DOCUMENT NUMBER

1969 10C

JUN 73

RENTAL SUBJECT TO ADDITIONAL FEE IF CAR NOT RETURNED TO DESIGNATED CITY.

WHILE ON THE ROAD { OBTAIN RECEIPTS FOR ALL REIMBURSABLE EXPENSES (GAS, etc.) AND PRESENT WITH THIS COPY AT CHECK IN.
REPORT ACCIDENTS IMMEDIATELY TO LOCAL POLICE AND CALL RENTING AVIS STATION COLLECT.
IF DELAYED IN RETURNING CAR PLEASE CALL RENTING AVIS STATION COLLECT.

F-19 (REV. 4/72)

AVIS RENT A CAR SYSTEM, INC. PAGE 2

THIS IS NOT YOUR BILL

PREPAYMENT/CUSTOMER'S MEMO

| | | |
|--|---------------------------|----------------|
| MILEAGE DETERMINED BY READING FACTORY INSTALLED ODOMETER | | (20) TIME USED |
| (21) MILES IN | (22) TIME IN | 23 25 OCT 31 |
| (23) MILES OUT | (24) TIME OUT | 12 00 OCT 31 |
| (25) MILES DRIVEN | (26) HOURS | 6 56 |
| (27) DAYS | (28) WEEKS | 6 4 |
| (29) | (30) | |
| (31) | ADJUSTMENTS | |
| (32) TOTAL LINES (25 THRU 31) | 132 00 | |
| (33) YES TA COM | (33A) | 7 26 10 |
| (34) TIME AND MILEAGE CHARGE | 105 60 | |
| (35) INTER-CITY FEE | (36) MISCELLANEOUS | |
| (37) GAS TO FILL (TAXABLE) | (38) PER DAY | \$ 8 |
| (39) SUB TOTAL | 113 60 | |
| (40) TAX OR SURCHARGE | 3 65 | |
| (41) GAS TO FILL (NON-TAXABLE) | (42) PER DAY | \$ 10 |
| (43) TOTAL CHARGE | 129 25 | |
| (44) LESS GAS ETC. | | |
| (45) NET CHARGE | | |
| (46) CASH CREDIT CLUB | (47) AMOUNT DUE (U.S. \$) | 129 25 |
| (47) CASH/REFUND RECEIVED | (48) REFUND FROM | |
| (48) OUT BY NUMBER | (49) IN BY NUMBER | |
| (51) INTERCITY SPOT | (50) CHECK-IN LOCATION | |
| (52) RENTAL AGREEMENT NO. | 25146707 | |

Lessor: **The Hertz Corporation**

LOS ANGELES, CALIF. APT.

PAGE 2

SHOW THIS NO. ON ALL CORRESPONDENCE

1101 **Rental Agreement No.**

12954609

LOS ANGELES INT'L APT.
P.O. BOX 92084
LOS ANGELES, CALIF. 90009-
PHONE: 646-2851

| | | | | | | | | | | |
|--|------------------|--|--|--|--|-------|--|--|--|--|
| TO BE PAID BY • IMPRINT OR PRINT ONLY | 6229 61852 000 2 | | | | | | | | | |
| | CLAY T WHITEHEAD | | | | | | | | | |
| | 1969 1DC | | | | | JUN73 | | | | |

| | | | | | | | | |
|-------------|-----|------|------|-----|-----|-----|------|-------|
| CREDIT CARD | HTZ | AMEX | CASH | DIN | ATC | OIL | BANK | OTHER |
|-------------|-----|------|------|-----|-----|-----|------|-------|

CREDIT APPROVAL NO. _____

DRIVER'S LICENSE NO. _____ STATE _____ EXPIRES _____

HOME ADDRESS _____

CAR TO BE CHECKED IN AT (CITY/STATE) _____ LOC. NO. _____ DATE DUE _____

CAR RENTED AT (CITY/STATE) _____ AREA & LOCATION NO. _____
LOS ANGELES AIRPORT 1101-15

I HAVE READ THE TERMS & CONDITIONS ON PAGE 1 (OTHER SIDE) AND PAGE 2 OF THIS RENTAL AGREEMENT AND AGREE THERETO:

☒ *Thank you for your business.*

LOCAL ADDRESS _____ PHONE NO. _____

FOR RENTALS WITHOUT GASOLINE ONLY:

| MINIMUM RENTAL | EXTRA DAYS @ | EXTRA HOURS @ | MILEAGE ALLOWED IF ANY | EXTRA MILES @ | OUT F | 1/4 | 1/2 | 3/4 | |
|----------------|--------------|---------------|------------------------|---------------|-------|------|-----|-----|-----|
| DAYS | \$ | \$ | | | GAS | IN F | 1/4 | 1/2 | 3/4 |

| | | | | |
|--|--|--|--|--|
| | | | | |
|--|--|--|--|--|

BASIC CHARGE ONE DAY PLUS MILEAGE

RENTAL AGREEMENT

No. **12954609**

LOS ANGELES, CALIF. AIRPORT

1101

| | |
|--------------------------------|-----------|
| CAR CHECKED IN AT (CITY/STATE) | AREA/LOC. |
|--------------------------------|-----------|

TIME IN _____

TIME OUT _____

| | |
|--|------|
| RATES | DAYS |
| INCLUDE <input type="checkbox"/> DO NOT INCLUDE <input type="checkbox"/> | HRS. |
| GASOLINE | WKS. |

MILEAGE IN _____

MILEAGE OUT _____

MILES DRIVEN _____ MILES @ _____

MILEAGE DETERMINED BY READING FACTORY-INSTALLED ODOMETER

DEPOSIT ☐ YES ☐ NO

VEHICLE NO. _____

CAR LIC. NO. _____ STATE _____

CAR MAKE _____ BODY STYLE _____

OWNING CITY/STATE _____

ACCEPTS CDW: ☒ COLLISION DAMAGE WAIVER (CDW) ☒ DECLINES CDW: ☒

CDW \$ 2.00 PER DAY

BY HIS INITIAL, Customer accepts or declines CDW at rate shown in adjoining column. (MAXIMUM FIVE (5) TIMES DAILY FEE FOR EACH FULL WEEK)

ACCEPTS PAI: ☒ PERSONAL ACCIDENT INSURANCE (PAI) ☒ DECLINES PAI: ☒

TAX 5% Reimbursement

PAI \$ _____ PER DAY

CASH REFUND GAS OIL REPAIRS \$ _____ DEPOSIT \$ _____

R/A COMPUTED BY (LAST NAME): _____

POSTED TO D/RB /

PAID BY (X) CASH CHECK DIRECT BILL CENT BILL GUARANTEE LOCAL REC.

NET DUE

NET DUE

CUSTOMER IS LIABLE FOR ALL PARKING & TRAFFIC VIOLATIONS.

DO NOT PAY FROM THIS COPY (FOR YOUR RECORD ONLY)

NOTE: CHARGES SUBJECT TO FINAL AUDIT

Mail all correspondence to: THE HERTZ CORPORATION, P.O. BOX 26141, OKLAHOMA CITY, OKLA. 73126

CUSTOMER'S MEMO COPY

Hertz

405 (10/71)

PAGE 2

| | | | | | |
|---|--|--------------------------------------|--|---|--|
| CARDHOLDER | | EXPIRES | | SEE REVERSE SIDE FOR EXPIRATION RECORD | |
| 6229 61852 000 2 | | 2/1/70 | | 4/2/72 | |
| CLAY T WHITEHEAD | | JUN 75 | | DINERS CLUB | |
| 1969 1DC | | 10 COLUMBUS CIRCLE | | NEW YORK, N.Y. 10019 | |
| ESTABLISHMENT | | 102 011 772 5 | | RECORD OF CHARGE | |
| AVIS RENT A CAR | | AMT FOR PURCHASE OF SERVICE OR MDSE. | | TAXES | |
| SAN FRANCISCO CA | | TIPS | | TOTAL | |
| CARDHOLDER'S SIGNATURE | | DATE | | CREDIT APPROVAL | |
| X | | 10-11 | | WRITE FIRMLY | |
| THE AMOUNT OF THE CHARGES RECORDED HEREON WERE INCURRED BY ME AND RECEIPT OF THE SERVICE OR MERCHANDISE IS HEREBY ACKNOWLEDGED BY ME. | | VALID | | WORLD WIDE | |
| 6035416 | | | | | |

FOR MADE IN U.S.A. PRINTED IN U.S.A.

CARDHOLDER'S RECEIPT

Judy

OFFICE OF TELECOMMUNICATIONS POLICY
EXECUTIVE OFFICE OF THE PRESIDENT
WASHINGTON, D.C. 20504
September 20, 1972

To: Tom
From: Chuck *J*
Subject: Visit to Naval Postgraduate School at Monterey, California

Memo is attached to refresh your memory. I confirmed with you before the Pacific trip your definite intent to accept the invitation to address students of the Naval Postgraduate School. Of all the senior service schools I have written, this is the one most anxious to have you visit them. I've even had a call from a student considering writing a Master's thesis on OTP and its interrelationships with government departments and agencies, especially DOD. I reiterate my strong belief that you should make this one, as I think you will find it stimulating, and it will certainly help to make OTP better known.

Possible Dates:

| | |
|----------------------|---|
| October 5th | (You will be in LA on the 6th to address the Southern California news organizations) |
| October 27th | (You will be in Yosemite National Park on the 28th to address the Yosemite Institute) |
| Sometime in November | (Not a good alternative in view of the election and the proposed trip to South America) |

I recommend October 27th, as it allows sufficient time for preparations. Please indicate your concurrence, and I will secure the date on the School schedule, work on speech ideas, and proceed with other necessary arrangements.

Atch.

cc: Mr. Smith
Mr. Lamb
Eva/Judy ✓
Miss Hall
Lcdr Chesbrough
Lcdr Mustin
Mr. McCarthy

April 17, 1972

Memo to: Tom

From: Chuck 

Subject: Invitation to the Naval Postgraduate School
at Monterey, California

Coordinated
with: Brian, Linda, and Judy

The Naval Postgraduate School is a 63-year-old, fully accredited graduate school (authorized to award doctorates) with a distinguished faculty numbering 300 (predominantly civilian). The student body, most of whom are studying for advanced degrees, numbers about 1650 officers including some from the Army and Air Force and some from foreign countries. It is the Navy's major source of advanced education for officers to obtain high level technical and engineering competence. It has been called the Navy's "MIT" at the graduate level. About 200 graduate students are studying in the fields of Engineering Electronics, Communications Engineering and Communications Management; your visit would be particularly relevant to these. I envision you making a short address to this group followed by questions and discussions in a seminar or symposium-type arrangement. All officers are full-time students, wear civilian clothes and are exempt from all military duties including formations and reviews. Tom Mustin earned his Master's there. Dick Hough is on the Board of Advisers (list attached).

Recommend you accept; perhaps for August in conjunction with another trip out West. This is the first invitation resulting from our plan to gain OTC exposure at top service schools. This is an excellent opportunity to reach a select and exceptional group of officers who have outstanding career potential and bright futures.

If you concur, request signature on attached letter.

cc: Mr. Lamb
Mrs. Smith
Mr. Smith
Mr. Joyce
Mr. Dean
Capt. Babcock

CJiggetts:lmc
CJiggetts Subject
CJiggetts Reading

BOARD OF ADVISORS. . .

The NPS Board of Advisors is a distinguished group of civilian educators, business and professional men. The Board visits the campus periodically to examine educational programs, recommend improvements and discuss plans and problems with the Superintendent. Present members are:

Dr. Ralph D. Bennett, Independent Consultant
Rear Admiral William A. Brockett, USN, Ret., President,
Webb Institute of Naval Architecture

Dr. Lawrence R. Hafstad (Board Chairman), Chairman,
Committee on Undersea Warfare of the National Research Council

Mr. Richard R. Hough, Vice President, American Telephone
and Telegraph Co.

Dr. Neil H. Jacoby, Dean, University of California (Los
Angeles) Graduate School of Business Administration

Dr. Donald R. Mallet, Vice President for Student Services,
Purdue University

Dr. George J. Maslach, Dean, College of Engineering,
University of California, Berkeley

Dr. Dean E. McHenry, Chancellor, University of California,
Santa Cruz

Dr. Robert W. Morse, Director of Research, Woods Hole
Oceanographic Institution

Dr. David S. Potter, Chief Engineer, Milwaukee Operations,
Delco Electronics, General Motors Corporation

Admiral James S. Russell, USN, Ret., Consultant, Boeing
Aircraft

Mr. Emmett G. Solomon, Chairman of the Board, Crocker-
Citizens National Bank

OFFICE OF TELECOMMUNICATIONS POLICY

EXECUTIVE OFFICE OF THE PRESIDENT

WASHINGTON, D.C. 20504

September 20, 1972

To: Tom

From: Chuck

Subject: Visit to Naval Postgraduate School at Monterey, California

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Atch.

cc: Mr. Smith
Mr. Lamb
Eva/Judy
Miss Hall
Lcdr Chesbrough
Lcdr Mustin
Mr. McCarthy

OK

LUNCH

Friday, the 27th of October

1200

Superintendent's Quarters

RADM and Mrs. Mason Freeman

Captain and Mrs. J. E. McQuary

Mrs. Robert A. Woods, President, OSWC (Gale)

Mrs. James E. Payton, 1st VP, OSWC (Carol)

Mr. Charles B. Kramer, NPS Foundation

Mr. Jack Westland, NPS Foundation

Mrs. John M. Herbst, Secretary, Navy League (Jane)

Mr. Gene Bray, President, Navy League

Mr. Clay T. Whitehead, Director of Telecommunications Policy,
Executive Office of the President

Total - 11

→ Garment

Lamb-Frontier Hotel L.V.

Curtis

616-543-8061