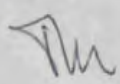


August 13, 1974

TO: Clay T. Whitehead

FROM: Tom Mustin 

SUBJECT: 1) President's Lunch with Commission on the
Organization of Government for the Conduct of
Foreign Policy
2) Elementary and Secondary Education Act of
1965 (Amendment/Extension)

Attached are one-pagers on each of the above.

With regard to the lunch with the Commission, it is Henry's belief that, in view of Kissinger's celebrated sensitivity to any second-guessing of his activities, and his peculiar position in the whole transition process, this would not be an opportune occasion to be conciliatory toward the Congress (e.g. by having the lunch on the Hill).

The Education Bill summary is woefully incomplete: had no chance to get a good feel for which Congressmen were responsible for what, who worked hardest, etc. Hope it's better than nothing.

Attachments

Lunch with Commission on the Organization of Government for the Conduct of Foreign Policy.

The Commission was created by the Foreign Relations Authorization Act of 1972 (co-sponsored by Senators Fulbright and Aiken); it has a very broad charter to submit recommendations and findings to provide a more effective system for formulating and implementing foreign policy. The FRA Act apparently stemmed from concern over Kissinger's conducting foreign policy out of the White House.

The Commission is comprised of 12 members (2 from Senate, 2 from House, 2 from Executive Branch, 6 from private life). It is chaired by Robert D. Murphy, formerly Ambassador to Belgium and Japan, Assistant Secretary of State for UN affairs, and Under Secretary of State for Political Affairs. The Commission General Counsel is former Senator Spong.

The Commission expires June 30, 1975, at which time it will issue a report. It has a staff of 23, and has undertaken a research program and solicited the views of every member of Congress.

Though the Commission was authorized in July of 1972, the four members to be appointed by the President were not named until March 1973. It began monthly meetings the following month, and has continued them up to the present.

Apart from Senator Mansfield's membership on the Commission, it is not known what particular interest he has shown.

Membership:

Ambassador Robert D. Murphy, Chairman
David M. Abshire
William J. Casey
Anne Armstrong
Senator Mansfield
Senator Pearson, Vice Chairman
Mrs. Charles W. Engelhard
Frank C. P. McGlinn
Representative Zablocki
Representative Frelinghusen
Dr. Stanley Wagner
Arend D. Lubbers

Extension/Amendment of Elementary and Secondary Education Act of 1965.

Background: The Nixon Administration sought in 1973 (with the Better Schools Act) to shift federal educational aid from categorical grants to revenue sharing; this Bill constitutes a rejection of that proposal. In late 1973 the Administration retreated, and attempted instead to provide for "consolidation" of the approximately 30 categories into five; this Bill consolidates 7 categories into two, thus providing for some consolidation, though not nearly as much as the Administration wanted (Weinberger said in October 1973 that he "hoped there would be a major consolidation Bill" by the end of the year). In February/March there was some acrimony (Weinberger press conference; Nixon letter to Senator Williams) about the "irresponsibility" of the Senate Bill, which would have provided for added categories and created a "bureaucratic nightmare"; the President said he would veto it.

Nixon said in March that the House Bill was a "step in the right direction toward more community and state control over their...schools", whereas the Senate would "move us precisely in the wrong direction" by complicating the federal funding process.

Interest Groups: Principal interest group concern (apart from busing) has been with the consolidation issue. The major groups (National Education Association, Council of Chief State School Officers, American Association of School Administrators, etc.) have supported consolidation; a number of smaller groups have opposed consolidation where it involves the elimination of a category specifically related to their interests (e.g. National Audio-Visual Association), subsuming them into block grants.

Educational groups applauded the Nixon proposal for "forward spending", but didn't like the amounts, which they claim fail to account for inflation. NEA president has said the federal government share of school funding should be increased from 8% to 33-1/3%.

Representative Griffiths: Extensive CQ items and a National Journal article made no mention of her participation, though there were a number of references to other individual Congressmen.

Other Members' Positions: The House Committee reported H.R. 69 in February by a vote of 31-4 -- the four were O'Hara and William Ford, Democrats of Michigan; and Republicans Huber (Michigan) and Landgrebe (Indiana). The two Republicans object to federal aid to education generally. Senate passed S. 1539, 81-5.

Signing Ceremony: Quick review did not indicate which members (or interest group representatives) played key roles warranting attendance or special notice.

Possible Comment: In providing much-needed federal assistance in the area of education, we must continually be wary of creating such a bureaucratic web that the taxpayers' dollars do not ultimately reach and benefit the student, and must also insure that the communities and states retain the primary responsibility for funding education -- and for deciding how those funds can best be spent.

August 13, 1974

MEMORANDUM TO

CLAY T. WHITEHEAD

FROM: Henry Goldberg *H.G.*

SUBJECT: Private Pension Reform Legislation (H.R. 2).

The basic information regarding private pension fund reform legislation is contained in the attached memorandum from O'Neill to the President. You should note the following additional facts.

Scope -- In 1973 approximately 35 million persons were covered under 40,000 private pension plans. This figure represents approximately half the industrial work force. Total assets amount to close to \$160 billion. By 1980 it is expected that 42.3 million workers will be covered, and total assets will amount to approximately \$250 billion. In a time of economic difficulty, it is important to note that the private pension system is in a position to influence the level of savings, the operation of capital markets, and the relative financial security of millions of consumers. The favorable tax treatment for private pension plans amounts to a tax loss of some \$4 billion annually. Compliance with the requirements of legislation has been estimated as costing employers anywhere between \$3 billion and \$7 billion additionally each year.

Sources of Support and Opposition -- Organized labor has made pension reform a major goal. In principle, this goal is supported by major business and business organizations, including the banking and insurance industries. The Senate legislation was sponsored by Senators Williams and Javits. Jurisdiction in the Congress is divided between the "labor" committees of the Senate and House, and the House Ways and Means and Senate Finance Committees, since the legislation affects both labor interests and the tax laws. A principal player on the House side is Representative Erlenborn. He and Representatives Quie, Ashbrook, Eshelman, and Hansen, supported the legislation but opposed the provision for mandatory insurance of pension benefits. Erlenborn also felt that the pension plans of state and local governments, as well as the Federal Government, ought to provide the same protection of employee benefits as

the legislation would provide for private pension plans. The Nixon Administration submitted its own reform proposals, and has been deeply involved in working with the Congress on the legislation. For example, OMB submitted a 111-page report to the House/Senate conferees last April.

Major Open Issue -- A major issue that remains unresolved regards the House bill's dual jurisdiction over administering the legislative requirements; i.e., the Labor and Treasury Departments jointly would administer comparable provisions relating to participation, vesting, and funding. The Administration and Erlenborn opposed dual jurisdiction as a "complex and costly" administrative burden, which would fall most heavily on small businessmen. It appears, however, that the House version will be adopted by the Congress.

Principles -- It is difficult to discern the type of principles regarding mobility and autonomy of the work force that we discussed. The legislation has strong "grass roots" support because there are a large number of defects in the present plans which have caused some participants to lose out on benefits even though they have participated in the plans for many, many years. Some participants lose benefits because the companies leave them, others lose benefits because they leave their companies before meeting the eligibility requirements of the plans. You should note that the average number of years of continuous service with one employer is 15.1 years for men and 9.4 years for women. Thus, the pension issue has special meaning for women workers, but I have not had time to analyze the pending legislation from this standpoint.

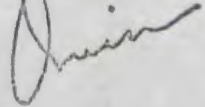
The only provision directly affecting the mobility principle is the "portability" provision in the Senate bill. It would involve creation of a national clearing house in the Labor Department for the transfer of pension rights; participation in it would be voluntary. However, this provision will, most likely, not survive the House/Senate conference. The vesting and funding provision, however, guarantees that eligible participants would not lose their benefits if they change jobs. In short, the role of these pension reforms in enhancing the mobility is not viewed to be important to individualism and productivity.

I believe the best imprint that Ford could put on this legislation is to recognize its limitations and refuse to raise the expectations of pension plan participants in the "reform" legislation. The legislation appears to be most beneficial for big business, big labor, and the self-employed. The greatest administrative burden and greatest expense is expected to fall upon small employers. The complexity and cost, both for small and medium-sized employers, may actually retard the expansion of pension plans and lead to reliance upon other employee benefits, such as profit sharing plans, higher wages and salaries, etc. Moreover, a great many workers would be left uncovered by the pension reforms. Finally, many of the provisions will not be effective immediately. This may cause a backlash once the bill has been enacted, but people are still not getting their pension rights after they have lost their jobs. The message to the President is "don't oversell this legislation;" the candor and realism of this position will be appreciated.

Attachment

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

MEMORANDUM FOR THE PRESIDENT

THRU: ROY D. ASH 
FROM: PAUL H. O'NEILL
SUBJECT: Private Pension Reform Legislation - "Employee Retirement Income Security Act, H.R. 2"

Background

An omnibus pension reform bill, H.R. 2, is expected to be filed in the House this week. The bill would (a) establish minimum standards for participating, vesting and funding in private pension plans, (b) establish more stringent fiduciary standards based upon a "prudent man rule" and a stiffer set of prohibited transactions, (c) increase the reporting and disclosure requirements, and (d) establish a new government corporation, the Pension Benefit Guaranty Corporation, which will provide mandatory insurance of pension benefits. The bill would correct many of the defects in the Nation's private pension system. However, the termination insurance program contains provisions which may leave the Pension Benefit Guaranty Corporation open to significant abuses.

Key Facts

The bill has broad support. The Senate passed its version by a vote of 93 to 0 and the House passed its version by 375 to 4. Early effective dates for Termination Insurance will make implementation difficult.

Current Position

The Administration has made numerous recommendations to the Conference, some of which have been accepted. No position has been taken on the final Conference bill. The affected agencies will probably recommend approval.

Recommendation

Although the bill contains a number of significant technical deficiencies, on balance it would deal with the major defects of the private pension system and should be approved.

THE WHITE HOUSE

WASHINGTON

August 14, 1974

To: Ambassador Rumsfeld

From: Eva Daughtrey

Nell Yates called to say the President has approved the meeting with the Transition Team for tomorrow (8/15) at 5:00 p. m. in the Oval Office.

I mentioned that you had called Jerry terHorst about the press and that we had advised the White House photographers.

Tom said Judy would notify the Transition Team of the meeting but wanted you to know in the event you need to let Mr. terHorst know of the change of time.

Tom take care of
18/1

The First "Week"

1. Assumption of office

Swearing-in
Initial statements
The former President

2. Transition organization

Short-term transition team, people and functions
Role of Vice Presidential staff

3. Cabinet and White House staff resignations

4. Congressional leadership meetings

5. Cabinet, NSC, and economic policy meetings

6. Meetings with key national and international leaders

7. Appointments process

8. Old White House staff

9. Vice Presidential search process

10. Address to the American people

11. Press policy

1. Assumption of Office

(Note: Notification will come from RMN, Haig, or Secretary of State)

A. Swearing-in:

(1) Where?

Joint session: too elaborate, may take too long to set up
Oval office: presumptuous, may take too long
Senate office in Capitol: Small and informal

(2) When?

Within hours: avoids speculation
A day or two later: can be bigger, more inclusive

(3) Press coverage:

TV pool camera
Film camera for record, still and movie (Signal)
Press pool still photographers (2)
Press pool (AP, UPI, plus two)

(4) Attendance (if quick and small)

Congressional leadership
Chief Justice
Ford family
Buchen
Hartmann?
Others?

(5) Schedule of events

The President pro tempore of the Senate and the Speaker preside
Remarks by Scott and Rhodes
The Chief Justice administers the oath
The President's remarks

B. Initial statements

- (1) Short paragraph for immediate release
- (2) Remarks at swearing-in
- (3) Other?

C. The former President

- (1) Should Ford encourage dignity, grace, etc., before the resignation?
- (2) Should Ford mention RMN at swearing-in?
- (3) What temporary arrangements should be made?
- (4) Should Ford encourage pension, staff, etc.?

2. Transition Organization

a. Short-term transition team, people, and functions

- Objectives:
- (1) Serve as interim staff for the President until permanent arrangements are made
 - (2) Establish liaison with essential individuals and institutions ASAP
 - (3) Give the President time to make decisions on staffing, personnel, and policy in an orderly way.

People needed

1. Team chief/coordinator

- (a) General coordination, scheduling, etc.
- (b) Housekeeping/administration
- (c) Staff secretary
- (d) Liaison with Nixon and old White House staff.

2. Policy and agency liaison

- (a) Agency liaison
- (b) Writing
- (c) Legal counsel for President
- (d) Substantive staff work

3. Press officer

- (a) Writing for press releases
- (b) Detail man for TV appearances, press conferences, etc.

4. Political liaison

5. Personnel chief

b. The role of the Vice Presidential staff

1. Should they continue on an interim basis scheduling, correspondence, etc.?
2. Which members should be transferred immediately to the West Wing?

3. Cabinet and White House Staff Resignations

A. How to elicit?

Ask for them: too blunt, recalls RMN in 1972

HAK, Weinberger, Haig by example: can we do it?

B. When to accept?

Immediately: leaves leadership gap; bad for morale

Later: keeps government going, preserves options

C. Other?

4. Congressional leadership meeting

A. When?

Immediately plus once or twice next week

B. Agenda?

- (1) Immediate plans
- (2) RMN
- (3) Other?

C. Separate meeting with Republicans

When?

Where?



5. Cabinet, NSC, and Economic Policy Meetings

A. When?

Cabinet, followed by NSC on Monday?

Economic policy (Troika plus Burns) on Tuesday?

B. Agenda

Who should prepare? Transition team.

Briefings? or informal?



6. Meetings with Key Leaders

A. When should they start?

Soon and paced over 2-3 weeks

B. Who?

- (1) Religious, business, labor, publishers, Governors, academics; other?
- (2) Ambassadors of Soviet Union, Britain, Canada, France, Japan, Brazil, Mexico; other?
- (3) Other?

C. Press?

- (1) Announce, but don't ballyhoo.
- (2) President is seeking views, conveying stability

7. Appointments Process
(Cabinet, other agency heads, sub-Cabinet, etc.)

A. Who should be in charge of recruitment?

(1) Key individual who knows people, excellence

(Scranton?)

(2) Inside White House or apart?

B. How fast should this move?

C. How visible?

8. Old White House Staff

- A. How long can they stay in place?
- B. Who if any should be kept?
- C. Special status and recognition of Haig.
- D. Office space and pay for "proper" period of time
- E. Domestic Council, NSC staffs.

9. Vice Presidential Search Process

A. Should someone be designated publicly?

Laird? Byrnes?

B. What should the President's role be?

C. What are the criteria?

- (1) GOP health and morale
- (2) Leadership ability (potential candidate?)
- (3) Image: age, intellect, experience, etc.

D. How soon should we aim to decide?

10. Address to the American People

A. When?

5-10 days after taking office?

B. What?

Tone?

Theme?

Topics?

C. Who should help?



11. Press Policy

A. The President personally?

- (1) Press conference? No.
- (2) Backgrounders? Maybe a few.
- (3) Statements

B. Tone

- (1) How much rhetoric? minimum appropriate
- (2) Convey tone through actions
- (3) Deliberate, confident; but humble, sober

C. Pace

Carefully spread and paced:

- "The President will ..."
- "The President is..."
- "The President has..."

8/7/74

Mr. Buchen said to call Tom and advise -----

"I am advised not to contact Secret Service until we
get a clearance from the VP and he doesn't want to do it now."

Wednesday, 8/7/74

Mr. Buchen/Eva

10:20

Governor Scranton called. There is no way he (408) 659-4969
he can be in Washington by 5:00 p.m. today. He
is taking United #834 which arrives Baltimore at
7:47 p.m.

He would like a car to pick him up and have the
driver given appropriate instructions.

Florence

Wednesday, 5/7/74

Mr. Nathan/Eva

10:20

Governor Seratun called. There is no way he (800) 689-4969
he can be in Washington by 5:00 p. m. today. He
is taking United #834 which arrives Baltimore at
7:47 p. m.

He would like a car to pick him up and have the
driver given appropriate instructions.

Florence

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driver given appropriate instructions.

Florence

Wednesday 8/7/74

5:20 Steve:

Please pick up Governor and Mrs. Scranton
at the Baltimore-Washington airport.

He is arriving at 7:47 p.m. on United 834.

Meet them at the baggage claim department.
Governor Scranton will be wearing light blue pants
and a blue coat -- chain around his neck with his
credit cards. Wife is wearing a spotty dress.

Take Governor Scranton to 5124 Rockwood Parkway
in Spring Valley -----

Take Mrs. Scranton to the Madison Hotel.

Wednesday 8/7/74

4:00 Steve:

Car should be out front of our building to pick up
Mr. Buchen.

Go and pick up Tom Whitehead.

Take them to:

5124 Rockwood Parkway
Spring Valley
(behind American University)

Em. 2-5033

11:25 Reservations at Madison Hotel (Mr. Czane)
for late arrival -- for Gov. & Mrs. Scranton

785-1000

Called Helen to give her the information;
she said someone would drive the luggage down
to Washington for them. (the driver will meet
them at the Baltimore airport with the luggage and
take back their vacation luggage.)

9:50 ?? Called Governor Scranton
from University Club
Mr. Buchen's Phone Credit Card
No. 150-7422 032A

(717) 961-7137

His secretary -- Helen -- said they were
vacationing at Carmel Valley, California;
or could be reached at the Lodge

(408) 659-4969

(408) 659-2207

5 p.m. 5124 Rockwood Parkway (White)
meeting Spring Valley (behind American U)

Em. 2-5033

(Number given to Dorothy Downton)

7:47 p.m. Steve Stringfellow picking up Governor and
Mrs. Scranton at the Baltimore airport
(United 834 -- coming from Chicago) and
Will take Governor Scranton to the above
address; then will take Mrs. Scranton to
the Madison Hotel.

533-0786

785-1000

The First "Week"

1. Inauguration of office
Swearing-in
Initial statements
The former President
2. Transition organization
Short-term transition team, people & functions
Role of Vice Presidential staff
3. Cabinet & White House staff resignations
4. Congressional leadership meetings
5. Cabinet, NSC, & economic policy meetings
6. Meetings with key national & international leaders
- ~~7. Personnel decision~~
7. Appointments process
8. ~~Removal of~~ old White House staff
9. Vice Presidential search process
10. Address to the American people.
11. Press policy

(Note: Notification will come from RMN, Harg, or Sec State.)

OFFICE OF TELECOMMUNICATIONS POLICY
WASHINGTON

→ 1. Assumption of Office ← centered

A. Swearing-in:

- (1) Where? ~~Joint session~~
Joint session: too elaborate, may take too long to set up
Oval office: presumptuous, may take too long.
Senate office in capitol: small & informal

(2) When?

Within hours: to avoid speculation
A day or two later: can be bigger, more inclusive

(3) Press coverage:

- ~~TV pool camera plus film camera~~
~~Still photographers, still & movie~~
(4) TV pool camera
Film camera for record (Signal)
Press pool still photographers (2)
~~Reporters~~
Press pool (AP, UPI, plus one two)

(4) Attendance (if quite small)

Congressional leadership
Chief Justice
Ford family
~~Buchen, Felt, Holmes, Sargent, Byrd, and (?)~~
Hartman?
Ochse?

(5) Schedule of events

The President pro Tempore ^{of the Senate} & the Speaker preside
Remarks by Scott & Rhodes
The Chief Justice administers the oath
The President's remarks

B. Initial statements ^{immediate}

- (1) Short paragraph for release
- (2) Remarks at swearing-in
- (3) Other?

C. The former President

- (1) Should Ford encourage dignity, grace, etc before the resignation?
- (2) Should Ford mention RMN at swearing-in?
- (3) What temporary arrangements should be made?
- (4) Should Ford encourage ~~long-term~~ pension, staff, etc.

OFFICE OF TELECOMMUNICATIONS POLICY
WASHINGTON

2. Transition organization

A. Short-term transition team, people & functions

∴ [as discussed w/ Eva]

B. Role of Vice Pres. staff

∴
∴
∴
∴

3. Cabinet & White House Staff Resignations

A. How to elicit?

Ask for them: too blunt, recalls RMN in 1972
HAK, Weinberger, Haig by example: can we do it?

B. When to accept?

Immediately: leaves leadership gap; bad for morale
Later: keeps gov't going, preserves options

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OFFICE OF TELECOMMUNICATIONS POLICY
WASHINGTON

4. Congressional leadership meeting

A. When?

~~At~~ Immediately plus once or twice next week.

B. Agenda?

- (1) Immediate plans
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~~C. Press announcement~~

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Soon & paced over 2-3 weeks

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- (3) Others?

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- (1) ~~to~~ Announce, but don't ballyhoo.
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(Cabinet, other agency heads, sub-Cabinet, etc.)

(1) Key individual who knows people, excellence
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B. How fast should this move?

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8. Old White House Staff

- A. How long can they stay in place?
- B. Who if any should be kept?
- C. Special status & recognition of King.
- D. Office space & pay for "proper" period of time.
- E. Domestic Council, NSC ~~staffs~~ staffs.

9. Vice Presidential Search Process

- A. Should someone be designated publicly?
Laird? Byrnes?
- B. What should the President's role be?
- C. What are the criteria? ~~GOP health & morale~~
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- D. How soon should we aim to decide?

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B. What?
Tone ?
Theme ?
Topics ?

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A. The President personally?

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- (1) How much rhetoric? ~~only~~ minimum appropriate
- (2) Convey tone through actions
- (3) Deliberate, confident; but humble, sober

C. Pace

Carefully spread & paced:

- "The President will..."
- "The President is..."
- "The President has..."

2. Transition Organization

a. Short-term transition team, people, and functions

- Objectives:
- (1) Serve as interim staff for the President until permanent arrangements are made
 - (2) Establish liaison with essential individuals and institutions ASAP
 - (3) Give the President time to make decisions on staffing, personnel, and policy in an orderly way.

People needed

1. Team chief/coordinator

- (a) General coordination, scheduling, etc.
- (b) Housekeeping/administration
- (c) Staff secretary
- (d) Liaison with Nixon and old White House staff.

2. Policy and agency liaison

- (a) Agency liaison
- (b) Writing
- (c) Legal counsel for President
- (d) Substantive staff work

3. Press officer

- (a) Writing for press releases
- (b) Detail man for TV appearances, press conferences, etc.

4. Political liaison

5. Personnel chief

b. The role of the Vice Presidential staff

1. Should they continue on an interim basis scheduling, correspondence, etc.?
2. Which members should be transferred immediately to the West Wing?

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 - (3) Give the President time to make decisions on staffing, personnel, and policy in an orderly way.

People needed

1. Team chief/coordinator

- (a) General coordination, scheduling, etc.
- (b) Housekeeping/administration
- (c) Staff secretary
- (d) Liaison with Nixon and old White House staff.

2. Policy and agency liaison

- (a) Agency liaison
- (b) Writing
- (c) Legal counsel for President
- (d) Substantive staff work

3. Press officer

- (a) Writing for press releases
- (b) Detail man for TV appearances, press conferences, etc.

4. Political liaison

5. Personnel chief

b. The role of the Vice Presidential staff

1. Should they continue on an interim basis scheduling, correspondence, etc.?
2. Which members should be transferred immediately to the West Wing?

2. Transition Organization

a. Short-term transition team, people, and functions

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Contact: Haig, Jones, Lawson

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no heading on paper

orig + 7

The transition team (~~5 principals, 10-12 assistants~~)

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~~Subordinates:~~

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Center
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OFFICE OF TELECOMMUNICATIONS POLICY
WASHINGTON

- Ford should ask RN if he wants to be at some in.
- Buzhardt re resign notif etc.
Griffin called GF to see if we know any more.
- Find
Call Berger.
- Get J. Moore to dictate to Eva.
[address; friend lifelong friendship]
- ~~Get list of Regulators.~~
- ~~Name of group?~~
- Research 1st wh ^{Q2 wh} LBJ; Truman
- Church on Sunday.
- Mil Dist? Lawson or move over.
- Estab review of WH/EOP/Cab admin structure.
Intl econ orgn too.
Someone on Tr Team to consider this?
- Chm Rep Gov. - who?

OFFICE OF TELECOMMUNICATIONS POLICY
WASHINGTON

— What about John Osborne int on Cabinet.
How to handle?

— How handle crit of Judie Cte?
Those who voted against him.
Cte handles VP choice.

— Writter &
reaction / decs.
assignments.

OFFICE OF TELECOMMUNICATIONS POLICY
WASHINGTON

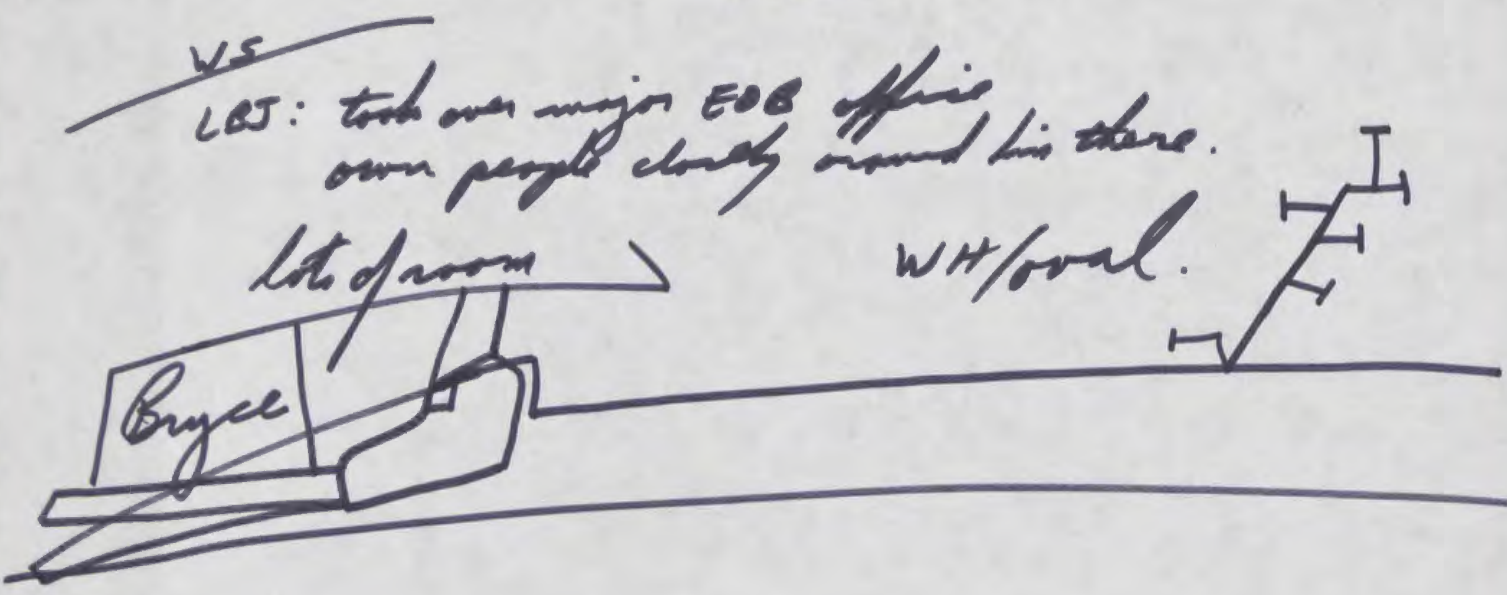
W.S.

LEJ: took over major EOB office
own people closely around him there.

lots of room

WH/oval.

Bryce



MEMORANDUM FOR THE VICE PRESIDENT

John Byrnes, Bryce Harlow, Bob Griffin, Bill Scranton, Bill Whyte, Tom Whitehead and myself have had lengthy discussions about your assumption of the Presidency and how the transition should be managed for the first few weeks. The following is a distillation of the most important items, the decisions, and the information we need from you.

I. The Oath

You become President as soon as the President's letter of resignation is received in the Office of the Secretary of State. We will establish procedures to receive that notification. It is, however, very important symbolically that you take the oath of office within a few hours after the President's resignation is effective. It should be televised. We recommend that the occasion not look too smoothly planned or too grandiose. It should not be in the White House complex.

There are two options for the location:

1. Your home
2. Your Senate Ceremonial Office in the Capitol Building

Recommendation: Senate Office, unless resignation becomes effective in the evening.

Your choice: _____

The former President cannot be slighted. He may want to be involved in your swearing-in ceremony. We see three options:

1. Invite him to participate
2. Have him attend only if he initiates the request
3. Try to avoid having him.

Recommendation: We counsel option #2 and suggest that you not invite him since there are other ways of displaying your graciousness toward him.

Your choice: _____

Who else do you want present? _____

II. Transition Organization

In addition to a trusted group of advisers, this group recommends strongly that you need a temporary operational group interposed between you and the old White House staff to enable you to exercise the powers of the Presidency. This transition staff would also provide liaison with key members of your Vice Presidential staff and with the old White House staff. They will also be needed to deal with the Cabinet, Governors, business, labor, etc.

Recommendation: That we move to assemble such a team immediately.

Approve _____

Disapprove _____

We recommend the following functions and candidates for this transition team, and need your judgments on both. However, there is a great deal of flexibility in tailoring jobs to fit the people.

*Russfeld
Clements
Rogers Morton
Carlucci*

Team Coordinator: We share your view that there should be no Chief of Staff, especially at the outset. However, there should be someone you are willing to trust implicitly and who can work cooperatively with all of the people who will be involved, but not someone who will be perceived or be eager to be Chief of Staff.

Frank Carlucci, Sep 1974

Recommendation: The group makes no recommendation since this should be your personal choice.

Your choice: _____

Liaison with Cabinet and Agencies:

Donald Russfeld

We recommend that this be someone in the Cabinet and also close to you personally.

Recommendation: Rogers Morton

Your choice: _____

Domestic Policy Matters: There inevitably will be a host of specific issues, legislation, budget decisions and the like that will need guidance, if not your decision. It would be wrong in our view to rely on Roy Ash for this. Rogers Morton could handle it but it may well be better to involve someone else like Cap Weinberger who, you will recall, was former Director of OMB.

Recommendation: Cap Weinberger assisted by Marina Whitman.

Your choice: _____

Press Officer: As I discussed with you last night, we recommend you bring in Jerry ter Horst.

Your choice: Jerry ter Horst

Political Liaison: Congress, Governors, business and labor groups, etc., will need to be contacted and will want a point of contact. John Marsh

Recommendation: The group recommends George Bush either take a leave of absence from the RNC or be given an office in a nonpaid status to coordinate this activity. We also suggest Arthur Fletcher, a well respected black Republican now working with Bush, be brought over full time.

Your choice: _____

Seranton
Personnel Chief: You will have to begin immediately reviewing resignations, considering new appointments already in process, and considering a recruitment process. The two best names we could come up with were Dan Parker, formerly President of Parker Pen, now Director of AID, and Lynwood Holton, formerly Governor of Virginia, and now Assistant Secretary of State for Congressional Liaison.

Recommendation: The group has no strong recommendation although the consensus is that Holton may well be better.

Your choice: _____

In addition to these specific names for specific positions, we are considering the following people for involvement in one way or another. We would like your judgment on them and any other suggestions you would like us to consider:

Don Rumsfeld
Bob Ingersoll
Jonathan Moore
Other _____

III. The Business of Government

For public confidence, to keep the executive branch administration intact, and to assure the smoothest, most rapid assumption of the Presidential mantle, you should have a series of meetings the first few days to assert your personal direction and control over the executive branch of the government. We will see to the agendas, briefings, etc., you may need, and you will have a chance to change schedules, formats, etc., as the time approaches. However, we believe we should begin to plan for the following schemes of meetings in the following approximate order:

Key White House Staff
Cabinet
Congressional Leadership
White House Staff generally
Sub-Cabinet

Recommendation: These be scheduled in the first few days in this approximate order.

Your choice: _____

For the same reasons you should meet with a number of key American and foreign individuals. Moreover, you will need their support, their good will, and their expression to their peers and to the press. Still others you will want to consult for advice.

Recommendation: That this group or one of our members such as Bryce Harlow be asked to prepare a list for your review at the earliest date.

Your choice: _____

IV. Old White House Staff

You must walk a delicate line between compassion and consideration for the former President's staff and the rapid assertion of your personal control over the executive branch. The old White House staff will submit their resignations, but they should be asked to stay on for a time to help with the transition. It will be clear that most of the political types will be expected to leave within a reasonable time. The two exceptions we recommend are Al Haig and Ron Ziegler. Al has done yeoman service for his country. You should meet with him personally as soon as possible and prevail upon him to help you and your transition team, thus completing the holding-together he has done for so long. He also will be needed for liaison with Mr. Nixon and his family. However, he should not be expected, asked, or be given the option of becoming your Chief of Staff.

Recommendation: You give special treatment status and recognition to Haig. Assure him of your need for his unique capability at this time and of your assistance and support for the future.

Ron Ziegler is totally discredited and must be moved aside immediately if he does not leave with Nixon. Moreover, you will need the White House Press facility before you need any of the other offices in the West Wing.

Recommendation: That someone be directed to work with Haig and your transition coordinator to see to it that this happens as nicely as possible but nonetheless decisively.

Your choice: _____

V. Office and Residence Considerations

You would not, of course, want to summarily evict the Nixons from their residence or the senior White House staff from their offices in the West Wing; yet, you will need your key staff around you.

~~Moreover, it would be disastrous in our view for you to continue to function through your present staff.~~

Recommendation: As did Lyndon Johnson after the Kennedy assassination, you should establish yourself, your transition team and a few close advisers in a set of offices in the Executive Office Building. There is ample space available. You should plan tentatively to continue these operational arrangements until Mr. Nixon leaves the residence and the Oval Office, probably not more than a week or so.

Your choice: _____

Similarly, you will want your transition team coordinator or a trusted adviser to work with the President's designated representative (presumably Haig) to assure that Mr. Nixon and his family receive the most gracious and considerate treatment possible in terms of living accommodations, transportation, and other services.

Recommendation: You designate someone to carry out this function, perhaps Bryce Harlow, because of his affection for Mr. Nixon.

Your choice: _____

VI. Vice Presidential Search Process

You will be under considerable pressure to move immediately, and you should, but this cannot deter you and your transition team from the business of government. Therefore, we recommend that you follow the same procedure that Mr. Nixon did in eliciting suggestions from the Congress, the Governors, etc., regarding candidates and that these letters be requested to be in the hands of one of your personal secretaries on a date certainly a week or so hence.

Your choice: _____

VII. Press

You will have your hands full coming to grips with the exercise of the Presidency; yet, the press and the people want to see you, to take your measure, and to feel that they know the man who is their President. This is particularly important in your case because you are the first President not elected by the American people.

Recommendation: You make short remarks at your swearing-in ceremony and then no further formal remarks to the American people for five to ten days.

Your choice: _____

Recommendation: That you have no press conferences until after your formal address.

Your choice: _____

Recommendation: That you chat informally with the press corps covering various visits, meetings, etc., that you attend church on Sunday, and that you "drop by" the press room on a few occasions to make some announcements but without any question and answer period.

Your choice: _____

Philip W. Buchen

Mr. Whitehead

August 9, 1974

MEMORANDUM FOR THE VICE PRESIDENT

Subject: Remarks after taking the oath

You will want to express some of your feelings and emotions and to let the American people feel they know their new President a little better. You can do this more effectively and more naturally by talking without prepared text.

However, there are several key points you should be sure to cover in order to begin to convey "Presidential" action and stature:

1. Recognize the uniqueness of taking office without having been elected in a national election. This carries a special obligation to meet with and listen to a wide variety of people throughout the country.
2. Mention some of the steps you will be taking to assure continuity of government: meeting with Cabinet and National Security Council; with Congressional leaders; with economic advisers. Also, you should solicit suggestions from all quarters of Vice Presidential nominees within a week's time.
3. Recognize that you are expected also to be your own man and a strong President. You will bring in competent men to help you assess the problems of government and to direct the transition to the new Administration.
4. Note again to America and the world the continuity of foreign policy.
5. Recognize the unique priority of the health of the domestic economy and the interconnectedness of our economy with the world economic situation. Energy and inflation are the two basic problems, both domestically and internationally.

Remember that any specifics you get into from now on cannot be walked away from.

Philip W. Buchen

PHIL: FYI, NOT FOR THE V.P.

Speech #1 (Hartmann)

Tone

1. preachy and florid
2. slightly simplistic and lacking in gracefulness of style
3. abrupt tone of break with former Administration, despite reference to Nixon
4. good in its lack of guile and expression of heartfelt emotions
5. too much congratulatory self-discription as "plain folks"

Substance

1. recognition of extraordinary and unique conditions of Presidency
2. sets tone and makes promise for more friendly chats
3. states clearly that he's not beholden to any man or any special group
4. promises immediate address to Congress
5. message to foreign governments
6. stresses candor and openness as a substantive policy

Speech #2 (Moore)

Tone

1. abstract and slightly intellectual
2. low on meaning and substance
3. style is obscure -- words strung together
4. sounds like only more of the same

Substance

1. stresses overriding need for conciliation
2. reassuring to the people who have felt left out by the former Administration
3. outlines a program and an agenda for action over the course of the next few months
4. says that foreign policy will remain unchanged; but domestic-- especially economic--is ripe for change
5. emphasis is on continuity

NOTE:

This is a five-minute statement to the people by the new President and it applies to either of both of the two modes which you outlined to me -- a television address or a statement on the occasion of his swearing-in, which I am assuming will be nationally televised as well. One way or another, it should be the same.....on the occasion of the swearing-in to a limited group, same statement on television.

I speak to you on this occasion with sadness, humility and resolve. I deeply respect President Nixon's decision to resign, made in the highest interests of the Republic. I pray for God's help and I ask for your help in putting the national travail behind us, so that we do not allow recent events to obscure either our great history and contemporary, enduring strength or to hinder us in addressing the challenges ahead with resoluteness and grace. Above all, this is a time requiring healing and generosity of spirit, and I pledge myself and this new Administration to rebuilding mutual understanding and respect across the land.

America is its people, all of its people. We in government who strive to provide leadership are the servants of the people and we are nurtured and guided by them. I believe in the whole of the Constitution with a lifelong, deeply held respect for the great institutions of the Constitutional system as mutually reinforcing participants. I do not believe that recent events have weakened this government's ability to deal with the Nation's domestic and foreign problems. I trust that all of us can honor a commitment to the society as a whole, against alienation and mistrust and the tendency to split into self-interested groupings competing with one another. America can sustain and fulfill its greatness by being above all a people who live respectfully together as a unified society.

We are traditionally a tolerant and positive country; there is no need and no future in negativity, in narrow partnership or ideology. This Administration will strive to be broad based in its representation and its outlook. The problems ahead require a strong consensus to be successfully resolved. We are a pluralistic society proud of its commitment to the will of the majority and its respect for diversity, individualism and minority views. We must sense in our continuing endeavors a mutual dedication, trust and confidence which embraces all of us. We are inspired by our history as a Nation to be open and fair.

I intend to establish a system of people and process which will manage the government efficiently and responsibly. Not only will I immediately call meetings of the Cabinet, the National Security Council, and the Council of Economic Advisors and with the leaders of Congress, but I also plan to meet shortly with officials of State and local governments and with representative groups of the American people -- with business, labor, civic and religious communities. I have designed and already have begun to initiate arrangements to oversee the transition from one Administration to another in a deliberate and orderly way. I am setting in motion a carefully constructed effort to assure the early identification and thorough addressing of critical issues we face as a Nation. I am working now to assure that the key positions in the Executive branch are staffed with people of the highest dedication, competence and character I can find.

(3)

The most important issues facing the nation are credible government, national security, and inflation. These items are necessarily the highest priorities on our national agenda, and will receive energetic and thoughtful attention in intensive work by the most expert talent we have in close dialog with the interested and affected American public. I believe in continuity, and support the general strategy we have been following in our international role and our security strength, and I wish to reassure our citizenry of a steady and nondisruptive course. We will not pursue change for change's sake.

I will have subsequent public statements addressing priorities and plans of this Administration in greater detail. For now, thank you, my fellow Americans, for your faithfulness and support.

2

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President
will be
addressing
the Nation
at 9 tonight

DOMESTIC COUNCIL COMMITTEE
ON THE RIGHT OF PRIVACY
WASHINGTON, D.C. 20504

Deena
Think about
Σ info
To raise later

Deena

- (1) 1. Involvement RMN
- (2) 2. Ten Team makeup & members each has
liaison to WH staff
" " VP staff
only betw 2 groups.
- (1) 3. Oath - where? size? who?
- (2) 4. Meetings dep on timing

Key WH in Cab Room
Cab away → break time to
WH in East room.
Then C.L.

① WH
6 Cab.
Congr Lead.
Sub Cab.
Key ind/groups.
NSC
- ~~5. What is feeling about arrangements~~
6. Eagles & crew; ~~Adm, etc~~, others?
- (5) 7. Hair
- (4) 8. Office arrangements
- (7) 9. RMN + family accommodations
- (7) 10. VP search process.
- (6) 11. 1st formal address in 5-10 days.
No press conf til after that
Drop bys, etc in between.

action & rhetoric

OFFICE OF THE VICE PRESIDENT
WASHINGTON~~John~~The oath

Not rec legally, but very important symbolically.
 Group rec ~~something before it~~ occasion
 not look planned too smoothly planned, not
 too grandiose. ~~Not in WH complex~~ Not in WH complex

1. Home

2. Senate Office in Capitol Bldg

D

~~think~~ Rec #2 unless resign comes in evening.

Your choice —

The former Pres cannot be slighted. He ~~to~~
 may want to be involved.

1 Do you want to invite him?

2 Have him only if he initiates a request?

3 Try to avoid having him?

~~from~~ Rec #2 unless you prefer #3

Avoid #1

Your choice —

OFFICE OF THE VICE PRESIDENT
WASHINGTONTom Ong~~Need to do more~~

In addn to this adv group, you need a temp group interposed betw you & old WH staff to ~~enable~~ ^{enable} help you to experience the pulse of the Presidency. Also to act as liaison w/ VP staff & old WH staff. Also to deal w Cab & Governors, business, etc.

→ Group rec such a team be assembled ~~immed~~ to begin to fm tomorrow.

We rec the following functions & candidates, but jobs can be tailored to fit the people too.

Coordinator

Someone you are willing to trust to coord activ of group for a few weeks.

Some not perceived as or eager to be CofS.

~~Your choice, but Vlad Harlow, Lind, could do~~
~~Both have problems, Cab officer too much Hq.~~

Rec: none

Your choice _____

MEMORANDUM

OFFICE OF THE VICE PRESIDENT
WASHINGTON

Liaison w/ Cabinet & agencies
Preferably someone in Cab and close to
you.

Rec Roy Manton

Dom Policy matters

Need someone to assess legial, policy
stunts by Exec Br. officials etc.

Rec Cap Weinberger

Asst Marina Whitman

OFFICE OF THE VICE PRESIDENT
WASHINGTONThe business of govt

For public confidence, to keep the executive in control, & to assure the smoothest, most rapid assumption of the Presidential mantle, you should have a series of meetings the first few days. We will see to the agendas, briefings & so on you may want for each & you will have a chance to change as the time approaches. In approx chron order:

Meet w/ Key WH staff in ~~your EOB office~~.

Cab Mtg in ~~VP conf room~~ (followed by about NSC mtg)

WH staff in ~~EOB office~~ generally

Congr Lead

~~Sub Cab~~ Stet

Rec: There be shed for first few days in this approx order

Your choice

Meeting w/ key ind: some for pub conf & reassurance, some for ^{to inform for} support, some to help.

Rec Someone prepare list for your review (Harlow?)

g

Your choice

OFFICE OF THE VICE PRESIDENT
WASHINGTONOld White House staff

You must walk delicate line betw
compassion & consideration v. ~~to~~
asserting personal control. The old
WH will submit w/ rising, & must should.
be asked to stay on a time to help transition.
The two exceptions we see are Haig & Ziegler.

Al has done yeoman work for his country.
& You should meet with him personally ASAP
& prevail upon him to help your team, thus
completing the holding-together he has done for
so long. He also will be needed for liaison
w/ RMN & family. However, he should not be expected
or asked ^{to become your chief of staff.} ~~to give the opinion to become your chief of staff.~~
Rec: You give special treatment, status, &
recog to Haig. Assure him of your unique
need for his unique capability & of your
assistance & support for the future.

Ziegler is totally discredited & must
be moved aside immediately. You should
~~bring in~~ You will need the WH ^{other} office facility
far before you need any of the ^{other} offices in the West
Wing. Rec: Ask Haig to work w/ your Int'l coord to
move Ron & others to suitable quarters.

OFFICE OF THE VICE PRESIDENT
WASHINGTON

Office of residence considerations
You cannot summarily evict the Nixon
or the senior WH staff in the West Wing.
~~Therefore, no need to~~ Yet you
will need your key staff around you.

Rec.

OFFICE OF TELECOMMUNICATIONS POLICY
WASHINGTON

Transition team candidates

Rose

Scalia

Moore

[gofar] - from OMB? Farin.

Ed Turner

Jerry the Horat

C Johnson Grayson { under WS
to reorg Exec Pol Machinery.

DOMESTIC COUNCIL COMMITTEE ON THE RIGHT OF PRIVACY
WASHINGTON, D.C. 20504

→ Jack Conroy ~ 40 w/ to Forest.
Dugout
w/ Ruckelshaus EPA
w/ Schweitzer
w/ Smoot

Ruckelshaus
Counsel.
Bypts man

CEP meeting. CEA?
Int'l
Sec State Dom
Sec Trans.

OFFICE OF TELECOMMUNICATIONS POLICY
WASHINGTON

Logistics

Calling in & selecting transition team
Office for PB w/ Signal line { 8th floor? }
CTW resignation story?

MEMORANDUM

OFFICE OF THE VICE PRESIDENT
WASHINGTON

~~Gruffen~~
Ch. J. in Amst. ^{wants} AF plane
White & Marshall in town

OFFICE OF TELECOMMUNICATIONS POLICY
WASHINGTON

~~PS~~

WH switchboard referrals; ^{one of} Signal.

~~Gopher Roger Paster~~

care

clear Adv Cte & Tn Tm.

Power for " "

✓ contact man w/ST

8/8?

Miss Leonard's office 2144

OFFICE OF TELECOMMUNICATIONS POLICY
WASHINGTON

To do
J Moore drafts → Eva [all address, lifelong friendship]
Sunday talk shows: Griffin, Goldwater, Rhodes.

Bill S. call other members
change concept Team Ch.
Real character

leave all names off.

or Land / Barker / Barlow.

Synopsis. 223-4771

II. Transition Organization

In addition to a trusted group of advisers, this group recommends strongly that you need a temporary operational group interposed between you and the old White House staff to enable you to exercise the powers of the Presidency. This transition staff would also provide liaison with key members of your Vice Presidential staff and with the old White House staff. They will also be needed to deal with the Cabinet, Governors, business, labor, etc.

Recommendation: That we move to assemble such a team immediately.

Approve _____

Disapprove _____

We recommend the following functions and candidates for this transition team, and need your judgments on both. However, there is a great deal of flexibility in tailoring jobs to fit the people.

Team Coordinator: We share your view that there should be someone you are willing to trust implicitly and who can work cooperatively with all of the people who will be involved, but not someone who will be perceived or be eager to be chief of staff.

Recommendation: The group makes no recommendation since this should be your personal choice.

Your choice: _____

Liaison with Cabinet and Agencies:

We recommend that this be someone in the Cabinet and also close to you personally.

Recommendation: Rogers Morton

Your choice: _____

Frank Charles Carlucci, III

(official at OMB)

born Scranton, Pa. October 18, 1930

Son of Frank Charles Jr. and Roxanne Bacon Carlucci

A. B. Princeton 1952

Post-graduate School of Business Adm. - Harvard 1956

Married Jean Phyllis Anthony July 10, 1975/4 1954

Children: Karen Frank

With Jantzen Company, Portland, Ore. 1955-56

Foreign Service Officer State Dept. 1956

Vice Consul, Economic Officer,

Johannesburg, South Africa 1957-59

Second Secretary, Political Officer

Kanshasa, Congo 1960-62

Officer in Charge, Congolese Political

Affairs 1962-64

Consul General Zanzibar 1964-65

Counselor for Political Affairs,

Rio de Janeiro, Brazil 1965-69

Assistant Director for ops, oeo,

Washington 1969-70

Director 1971; Associate Director,

OMB 1971---to present

Under Secretary of HEW

Served as Lt. J.G., USNR 1952-54

Recipient Superior Service Award

State Department 1962

Superior Honor Award

1966-69

Home: 3624 Brandywine St., N. W.

Washington, D. C. 20008

Office: 1200 19th St., N. W.

Washington, D. C. 20506

OFFICE OF TELECOMMUNICATIONS POLICY
WASHINGTON

Think about

1. Church on Sunday
- ~~2. All Rights~~
2. Even policy; Greenman

Thurs AMDOMESTIC COUNCIL COMMITTEE ON THE RIGHT OF PRIVACY
WASHINGTON, D.C. 205042, Woods w/RN 10 PMAgrees to Tim TimPress: to Horst late 6:00 26:30
Turner (to Horst doesn't know)Polit Liaison Back - no too polit
Great respect Timmons
high on FletcherPersonnel Parker - no
Holton - no
tough perceptivie shrewd guy.Agency LiaisonMorton OKTim Cord — no decn.
no great enthu for Harold.Carlson
March
Rumfeld
to Horst~~March?~~ (Ford)Chaffee
Rumfeld~~March?~~ Rumfeld

I will hold a Cabinet meeting Saturday morning at 10:00 a.m., followed by a meeting of the National Security Council. I will meet with heads of other government agencies as soon as my schedule permits.

Done 8/9
12:25

OFFICE OF TELECOMMUNICATIONS POLICY
WASHINGTON

- ~~WS to coord gov & mayors & county off.~~
- ~~WS — HAK doesn't want NSC mtg (?)~~
- ~~WS — Ollie & per photo (Dave Kitterley)~~

~~list of questions for PB at 5:30 mtg.~~

~~short talking papers~~

~~WH staff mtg (WS & CTW) w/ notes~~

~~Even mtg (B.S., help from WS & CTW.~~

~~Invite Haig to 5:30 mtg. (PB)~~

~~Review for Tn Tm.~~

~~Bio on Tn Tm. to Press Office.~~

~~B.S. — bright young man for g/f~~

~~Check memo for VP staff w/ Hartman~~

~~Byrnes NW Gate~~

~~Get way to Runspeld~~

~~Discuss TV show & guests w/ B. Griffin.~~

August 9, 1974

MEMORANDUM FOR THE HEADS OF DEPARTMENTS AND AGENCIES

Just as President Nixon kept up the business of government so long as he was President, I know each of you has worked diligently to carry out the responsibilities you hold and to help him in his. You must have a feeling of sorrow, as I do, but you should also take pride in the many constructive accomplishments made by the Nixon Administration.

Many of you will now want to pass your responsibilities on to others. But you have a direct loyalty to the American people through the office you hold, and I too need your help. I ask each of you to continue to carry on the mission of your agency and to give me the advice I need as I take on my new responsibilities.

I have asked some friends whose counsel I respect to help me with the transition. They will form a bridge for me to my Vice Presidential staff office and to the officials of the Executive Branch until a permanent organization is established. I ask your help and cooperation for them as well as myself.

President Nixon fought long and with all his might to serve the American people well, ending his Presidency with a selfless and courageous act. You can still serve him and the Nation by helping us to carry on the essential functions of the Presidency. I will meet with the senior officials of the White House immediately after I take the oath of office to discuss transition arrangements and responsibilities.

Gerald R. Ford

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Gerald R. Ford

FROM: VICE PRESIDENT

TO: ALL STAFF MEMBERS (TO BE INDIVIDUALLY ADDRESSED BY ROBOT/PE)

~~I address this personal message to every single member of my staff on the occasion of the transition now taking place.~~

On a number of occasions in the past I ^{have} told ^{you} the staff that I was only the "front man", ^{in our efforts.} Behind the scenes, ^{each of you worked,} a loyal staff labored, ^{& often all} sometimes day and night, ^{weekends as well as weekdays,} to facilitate ^{our joint} my mission. Some ~~of you~~ have been with me longer than others, But ^{all of} you have combined to perfect a singular level of excellence.

~~How do I thank you for your devotion and labors? I want each and every person, regardless of the level of their job, to know~~
It ^{as I prepare to assume} ~~the~~ new responsibilities ^{of the Presidency, I want you to know} how grateful I am ^{how grateful I am} for your past labors. ^{I have considered our staff as a family and} ~~Our staff has been close to one another, much as a family, and hope~~ I want all members of our family to understand the depth of my appreciation & affection. ^{→ (2)}

I have asked some old friends to come in and help us during this difficult period in which I am assuming much more complex responsibilities. ^{which we all hoped would not come.} I hope you will ~~it would be deeply appreciated if you would~~ render all possible cooperation

to these people who will be here temporarily to facilitate the transition, ^{as well as to those of Mr. Nixon's staff for whom this time is even} I wish to reassure you on this occasion that my affection and esteem

remain unchanged. ⁽²⁾ Although I am moving to another office, ^{you are my} family. Our relationship will continue, ^{I will remain mindful of your}

⁽¹⁾ You have contributed indispensably to our successful operation of the Office of the Vice President ^{to my ability to assume my} new responsibilities. ^{With} Again, I reassure you of my heartfelt thanks.

Gerald R. Ford

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Again, I reassure you of my heartfelt thanks,

Gerald R. Ford

*The White House
Office of the Press Secretary*

The White House announced today that the
~~The White House announced today that~~ President ~~Ford~~ has asked a

group of prominent citizens and government officials to assist him in bringing about an orderly transition in government. The President named [five] individuals

to ^this transition team and ^{has} requested their advice on the best ways to build an effective White House organization. The transition staff will provide liaison with members of Mr. Ford's Vice Presidential staff ~~and the~~ existing White House staff, ^{& the Cabinet & heads of agencies? The President} He also named J. F. "Jerry" ter Horst, Washington Bureau Chief of the Detroit News to be his interim press secretary.

After taking the oath of office
~~Following his swearing in ceremony~~ in the East Room of the White

House, the President met briefly with Congressional leaders to discuss ^{transition} his plans ~~to address a joint session of the Congress on Monday evening.~~

He then met with key members of existing White House ^{staff} and asked them to remain on the job during this important and difficult period during the change in administrations.

→ The President will receive a briefing later this afternoon from his economic advisers and plans to meet tomorrow morning with members of the Cabinet. ~~Early next week, Mr. Ford~~ ^{he will} ~~plans to begin a series of~~ ^{meet with} meetings with Governors, business, labor, ~~and~~ other important leaders from throughout the nation, ^{& members of the diplomatic corps.}

The President will address a joint session of the Congress on Monday evening. During the rest of the week

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TO: ALL STAFF MEMBERS (TO BE INDIVIDUALLY ADDRESSED
BY ROBOTYPE)

On a number of occasions in the past, I have told you that I was only the "front man" in our efforts. Behind the scenes, each of you worked, sometimes day and night, and often all weekend, to facilitate our joint ~~mission~~ ^{efforts}. Some have been with me longer than others, but all of you have combined ^{in a short time to perform at} ~~to perfect~~ a singular level of excellence.

As I assume the new responsibilities of the Presidency, I want you to know how mindful I am of your past labors -- and how grateful and indebted I am to you. You have contributed indispensably to ~~our~~ ^{the} successful operation of the Office of the Vice President and to my ability to assume my new responsibilities. Our staff has been close to one another, much as a family, and I hope all of you understand the depth of my appreciation and affection. Although I am moving to another office, my ~~affection~~ ^{loyalty} and esteem ^{for you} remain unchanged.

I have asked some old friends to come in and help us during this difficult period, which we all hoped would not come. I hope you will render all possible cooperation to ~~those~~ ^{those} people who will be here ~~temporarily~~ to facilitate the transition, as well as to those of Mr. Nixon's staff for whom this time is even more difficult than for ^{it is} us.

With heartfelt thanks,

Gerald R. Ford

The White House
Office of the Press Secretary

The White House announced today that the President has asked a group of prominent citizens and government officials to assist him in bringing about an orderly transition in government. The President named five individuals

↓
to this transition team and has requested their advice on the best ways to build an effective White House organization. The transition staff will provide liaison with members of Mr. Ford's Vice Presidential staff, the existing White House staff, and the Cabinet and heads of agencies.

The President also named J. F. "Jerry" ter Horst, Washington Bureau Chief of the Detroit News, to be his interim press secretary.

After taking the oath of office in the East Room of the White House, the President met briefly with Congressional leaders to discuss his transition plans. He then met with key members of ^{the} existing White House staff and asked them to remain on the job during this important and difficult period during the change in administrations. The President will receive a briefing later this afternoon from his economic advisers and plans to meet tomorrow morning with members of the Cabinet.

The President will address a joint session of the Congress on Monday evening. During the rest of the week he will meet with Governors, business, labor, other important leaders from throughout the nation and members of the diplomatic corps.

OFFICE OF TELECOMMUNICATIONS POLICY
WASHINGTON

Memorandum for the White House Staff
From: The Vice President

I know this has been a difficult & confusing time for each of you. You must have feelings of sorrow, as I do, but you more than any in our Nation's capital should be proud — ~~proud~~ — proud of the President you served and of your help in making it possible for him to weigh the heroic decision he made for his country.

Many of you will want to go on to other pursuits now that your service to him has ended. I understand & respect that, ~~But I now carry~~ ~~the responsibilities of the office you~~ But I also need your help. I ~~am~~ ask ~~asking~~ each of you to stay on ~~for~~

OFFICE OF TELECOMMUNICATIONS POLICY
WASHINGTON

which long enough to assure
a steady & informed transition ~~of~~ of
the Presidency.

I have asked some friends whose
~~own~~ counsel I request to come in to
help ^{me} with ~~this~~ the transition. This
~~transition team with~~ group will
form a bridge for me to my Vice Presidential
staff office & to ~~the~~ the officials of the
executive branch. ~~They will~~ I ask
your help & cooperation for them as
well as myself. ~~The machinery of~~
~~govt must go on, & the country~~

Your President fought long &
with all his might to serve the American
people well. ~~to preserve the integrity~~
~~to carry on the traditions of the~~
~~to carry on the or to maintain the~~
~~Constitutional to pass on a united~~

OFFICE OF TELECOMMUNICATIONS POLICY
WASHINGTON

You can still help him & the American people by helping ^{us} to ~~maintain the~~ ~~Presidency~~ carry on the office of the Presidency. I will meet with the senior officials of the White House immediately after I take the oath of office to discuss ~~the~~ transition arrangements & responsibilities.

As we go forward, I want each of you to know ~~how~~ of my appreciation for the assistance you have given me & my staff as Vice President.

MEMORANDUM FOR THE WHITE HOUSE STAFF

FROM: The Vice President

I know this has been a difficult and confusing time for each of you.

You must have feelings of sorrow, as I do, but you ^{also} ~~more than any in our~~
~~Nation's capital~~ should be proud -- proud of the President you served and
of your ~~help in making it possible for him to weigh the heroic decision he has~~
~~made for his country.~~ ^{efforts for him and to help the country.}

Many of you will want to go on to other pursuits now that your service
to him has ended. I understand and respect that, but I also need your help.
I ask each of you to stay on long enough to assure a steady and informed
transition of the Presidency.

I have asked some friends whose counsel I respect to ~~come in to~~ help
me with the transition. ^{They} ~~This~~ will form a bridge for me to my

Vice Presidential staff office and to the officials of the executive branch ^{until a permanent organization is established}
I ask your help and cooperation for them as well as myself.

^{Nixon}
~~Your~~ President ^{thought} long and with all his might to serve the
American people well, ^{serve} You can still ^{help} him and the ^{Nation} ~~American people~~
by helping us to carry on the ^{essential functions of the} ~~office of the~~ Presidency. I will meet with
the senior officials of the White House immediately after I take the oath
of office to discuss transition arrangements and responsibilities.

As we go forward, I want ^{also} each of you to know of my appreciation
for the assistance you have me and my staff as Vice President.

the secret then to be and ending his Presidency with a soft and courageous act.

OFFICE OF TELECOMMUNICATIONS POLICY
WASHINGTON

Find out
Chm Report gov ?
Research Truman/LBJ transition.

OFFICE OF THE VICE PRESIDENT
WASHINGTON, D.C.

Winfield
Dunn, Tenn.

Chairman
Republican
Gov.

Conference

4/14/1900

LWS to lead VP staff/delegates to _____
" " be contact w/ Lawson
Announcement of LWS? ^{PB to clear} ~~Greengarden~~
~~Secret Sec.~~

shed process. ^{del prop → LWS → Tr/Tm staff mtgs → shed.}

{ Keeping track of TT reaction to mtgs, commitments etc.
a "Steve Bull"; report to Rumsfeld

2660 motor pool.

~~395-2000 special maintenance operators~~

Mid Duty officer.

Roger Porter.

849-3088

(White House staff, + Advisors Group)

- ① Describe duties of Transition Team + relations to VP staff.
- ② Ask for suggestions on personnel, staff structure + organization.
- ③ Ask for suggestions on special priority items to do immediately.
- ④ Request recommendations on address to joint ~~state~~ session of Congress.
- ⑤ Announce Sunday meeting of Advisory Group ~~to~~ only for suggestions on VP ~~can~~ selection.

THE WHITE HOUSE

WASHINGTON

VP process

In Tm "not to do" w/ sch VP.

W.S. "pers"

~~not~~ not names in boxes
main structure

D.R. coord

J.M. general

also Carroll.

R.M. cab + agency train

reorg press & pub affair structure

leave of absence

not "acting" but only on lv.

Role of cab is Tm fm

RN practice of not
consulting w/ cab as whole.

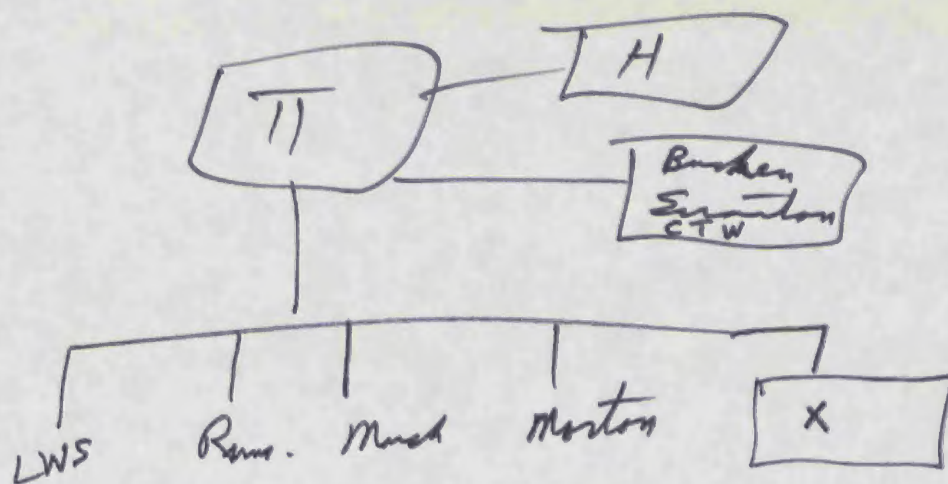
ltos to foreign countries

joint session: short

~~at Rm~~ Press Sec w/ NSC attendance

Jaworski staying on.

OFFICE OF TELECOMMUNICATIONS POLICY
WASHINGTON



OFFICE OF TELECOMMUNICATIONS POLICY
WASHINGTON

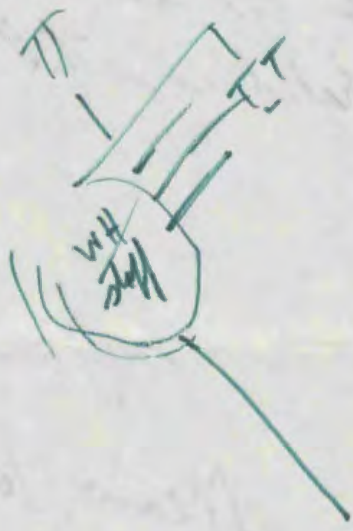
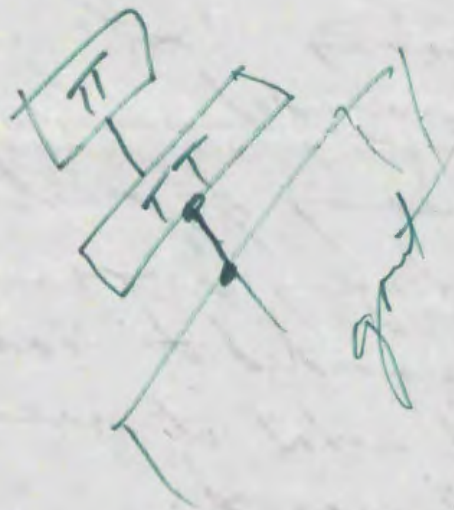
MH TT

~~We to~~
~~The word "great" had~~
~~lost its meaning. Last~~
~~night you reminded~~

The meaning of greatness
has been slipping away. Last
night you reminded the Nation
& the world what it means
that it is still around.

T—

Memo Reade Dept of Agriculture.



done 8/9 4:15

OFFICE OF TELECOMMUNICATIONS POLICY
WASHINGTON

~~Question for 5:30 mtg~~
~~Talking pts for Cab mtg~~
~~GW/EWS re action.~~
~~Pray for WHS~~

OFFICE OF TELECOMMUNICATIONS POLICY
WASHINGTON

Friday

6/9

9:45 see off RN
10:00 review remarks
11:45 ~ 12:25 drop by press room w/tn H.
~ 12:30 Corp lobs Cab Rm
12:00 Oath Room
~ 1:00 Key WH staff Cab Rm
2:00 econ mtg (WS to attend)
drop-in Dept Corps
5:00 Dick Lawson black box
5:30. Tin Tin. + White House group
+ Hartman Siedman. Cab Rm

Sunday

VP process mtg (not on shed)

245

DOMESTIC COUNCIL COMMITTEE ON THE RIGHT OF PRIVACY
WASHINGTON, D.C. 20504

FE 3-3667

Serious 2335

opul for WH in cont as def.
 appt of Ten Ten want change opns.
 Modif

See - in - 2nd
 Copy held - Cal Rm
 In WH staff - Rose Rm.

News TT told WH staff
 Press stmt.

August 10, 1974

MEMORANDUM:

To: Clay T. Whitehead
From: Henry Goldberg

A. Assumption that existing staff organization should be changed: Reasons --

1. Style and work habits would lend themselves to working in a more informal organization of White House. Indeed, the President would probably be comfortable with a kitchen-cabinet-type group of friends, such as the Advisory Group now working with the transition team. If so, White House organization should be molded to be as comfortable as Ford would be with this type of arrangement. In short, old staff organization isolated the President and Ford is a man who will not and should not be isolated from friends and advisors.
2. Despite the "nonelected" status of Ford, there is an implicit mandate in his Presidency, given the circumstances of Nixon's resignation. The mandate is clearly one for change in domestic policy and in White House staffing. No White House staff -- even staff organization -- has been as much in issue or controversial as Nixon's staff. The implicit mandate, therefore, calls for clear signals that staff organization will be changed; a series of actions to put the Ford personal stamp on the White House staff should not be delayed beyond the first week of the Presidency. Staffing and organization of staff is one area in which a "more of the same" approach will not go down well with the public.
3. The White House staff has been enormously strained; with most of its creative energies going to the impeachment defense. It is especially weak in the personnel area and in liaison with the departments and agencies -- two of the most crucial areas for Ford. Haig's a hero, but still too closely identified with the old.

B. How

1. The original transition team purpose is sound and should be implemented. Its operational philosophy is one of interposing, in the quickest and least disruptive way possible, a layer of Ford policy-makers between the existing staff and the President. The essential feature is that it allows the mechanics of the staff work to proceed without a ripple, at the outset, and yet creates the aura and substance of a new direction.

2. There are many variations of the transition team organizational structure, but the interposition layer would be structured according to the functions of team coordinator, liaison with Cabinet and agencies, political liaison and personnel.
 - (a) team coordinator -- would receive all input on chief of staff functions from Haig [and provide liaison with OMB] [expand]
 - (b) liaison with Cabinet and agencies -- essentially Cole and the Domestic Council staff would report to this team-member, but he would also be conduit from Cabinet, sub-Cabinet and agencies [expand].
 - (c) political liaison - Timmons and the "political" staff would report to him. He would also serve as a point of contact with Governors, business, labor and other interest groups. [expand]
 - (d) Personnel - the Wimer/Jones personnel operation would be controlled from this point, but the main personnel work will be new. Transition team will channel all suggestions to him and these will constitute a better source than the present White House personnel staff. [expand]
 - (e) miscellaneous -
 - (i) Seidman, acting as the fifth transition team member, will provide liaison with the present Vice President's staff and perform all scheduling and administrative functions by directing the work of the present White House administrative apparatus.
 - (ii) Kissinger drawing upon DOS and NSC, will deal directly with President on foreign policy matters.
 - (iii) Hartmann, as counsellor, will continue to perform his duties directly for the President.
3. There are also many variations for channelling the work product of the transition team to the President. The following are suggested options: [expand]
4. We anticipate that the work of the transition team will be completed in mid-October.