The original documents are located in Box 67, folder "White House - Memoranda to Staff" of the Philip Buchen Files at the Gerald R. Ford Presidential Library.

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August 24, 1974

To: William E. Timmons

From: Phil Buchen

Thank you very much for this suggestion.

However, I have been in fairly frequent contact with Bryce over the past two weeks and expect to see him again on Sunday (8/25).

PWBuchen;ed



WASHINGTON August 23, 1974

MEMORANDUM FOR:

PHIL BUCHEN

FROM:

WILLIAM E. TIMMONS

SUBJECT:

Honorable Bryce Harlow

I suspect you know Bryce personally and by reputation. He's a close friend of the President - and most of all recent Presidents of both parties. He knows more about Washington, Congress and the White House than we'll probably ever know.

I think it would be most beneficial if you could call Harlow and have coffee or lunch with him soon. Not only is his good advice worthwhile but he can do things outside government that we may not be able to do.



August 24, 1974

To: William E. Timmons

From: Phil Buchen

Thank you very much for this suggestion.

However, I have been in fairly frequent contact with Bryce over the past two weeks and expect to see him again on Sunday (8/25).

PWBuchen:ed



August 24, 1974

To: Jack Marsh

From: Phil Buchen

Attached is a letter from Eugene B. Mihaly on amnesty.



WASHINGTON

Transmit to Jack marsh

August 21, 1974

Mr. Philip A. Buchen Counselor to the President The White House Washington, D.C.

Dear Mr. Buchen:

I enclose a plan for conditional amnesty developed by this group. The plan, you will note, strives to give both administrative structure and a political-ethical base to the approach enunciated by the President on August 19.

I hope you will find the plan useful in your work on the amnesty question in the coming weeks.

Sincerely,

~

Eugene B. Mihaly

EBM:dl enclosure

Chairman



AN Mihaly

AIRMEN ckus omperts

nchin an Haller sup arlzweig gelman

Cavanaugh

8/24/74

To: Bill Baroody

From: Phil Buchen



WASHINGTON

August 15, 1974

MEMORANDUM FOR: PHIL BUCHEN FROM: BILL BAROODY, JR.

Chairman Ray Garrett of the Securities and Exchange Commission called about Phil Loomis. As you know, Loomis has been reappointed as an SEC Commissioner, was a classmate of President Ford's at Yale, and I believe is a close friend.

Garrett is raising the question whether the President would entertain any thought of participation in Loomis' swearing-in ceremony. Tentative plans call for the swearing-in for next week.

Any possibility?

YES

NO

MAYBE X but not likely, 25 we discussed 8/23 F.W.B.

Eor Eva 8 /00/74 THE WHITE HOUSE Loomis (SEC) sweering. Baroody's Sec Loraine Check with Worren Rustand + call-

8/20 Dent to

THE WHITE HOUSE WASHINGTON

13222411

Eva: Please ask Warren Rustand how he thinks I should regroud to this.

P.

108

THE WHITE HOUSE WASHINGTON August 22, 1974

MEMORANDUM FOR:

FROM:

ANDRE' LE TENDRE

PHILIP W. BUCHEN TWB

SUBJECT:

Board of Directors of the Legal Services Corporation

I strongly recommend John W. Cummiskey as a most qualified appointee for the above board. I have known him since we were in law school together and his interest and knowledge in this subject is very high.

Also, through the Honorable Rogers Morton and William Casselman, II, I have learned that William W. Becker is well qualified.



Miller, Johnson, Snell & Cummiskey 465 Old Kent Building Grand Rapids, Michigan August 13,1974

Philip W. Buchen, Esquire Office of the President The White House Washington, D.C.

Dear Phil:

I am enclosing a copy of a memorandum concerning transitional problems in setting up the National Legal Services Corporation for your information.

While I fully realize the immense problems facing you in establishing a new administration, I do hope you will take the time to read this memo and perhaps upgrade the appointment of the Board of Directors of the Legal Services Corporation on your list. In the alternative, a request from your office to Bert Gallegos, Acting Director of OEO, to continue funding on at least a six months basis (preferably one year) would be highly important.

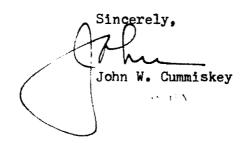
T am, and have been since its inception (and prior thereto) deeply interested in Legal Services. My resume was sent to Jerry together with a letter (Mildred Leonard probably can find it). I am sending you an additional copy.

It goes without saying that I would be most interested in being on the Board and frankly would like nothing better than to be Chairman. I can bring to that position over 25 years experience in Legal Aid.I also would have bipartisan support in the Senate (Bob Griffin and Walter Mondale etc.).

Regardless of any decision Jerry and you make concerning my request for consideration as Chairman of the Board, I would like to offer my services in assisting you in the selection of the Board membership. I am well acquainted with people who are eminently qualified to sit on the Board.

Because of the time delay after the first meeting of the Board, I do have a sense of urgency in the early selection of the Board and Senatorial approval.

Let me know if I can be of service to Jerry and you in dealing with the new Legal Services Corporation or in anything else where you think I can help.





WASHINGTON

August 21, 1974

MEMORANDUM FOR:

FROM:

Phil Buchen

You will probably have a hand in the selection of the Board of Directors for the new Legal Services Corporation. Should that be the case, you may wish to consider Bill Becker for such an appointment.

Becker practices law in D.C. with his father, Ralph. He has been active in a number of community activities and handles much of the legal work for the Kennedy Center. Becker was active in legal services following his graduation (cum laude) from the Harvard Law School. I know from first hand experience in negotiating some of the Kennedy Center claims that Bill is a most effective lawyer, and someone who would be a real asset to the Corporation. He is no relation to another crack lawyer with the same surname who practices law with a certain former southern Congressman.

August 27, 1974

To: Dudley Chapman From: Phil Buchen

Letters re honorary memberships for the President.



August 31, 1974

To: Bob

From: Phil

You had earlier said you wanted to raise a point concerning a policy of updating security investigations. Here is a memorandum concerning present practices and their origin.

I would be pleased to have your comments before moving on this.

Attachment



August 30, 1974

MEMORANDUM FOR:

Bill Timmons

FROM:

Phil Buchen

SUBJECT:

Proposed response by President to Chairman Rodino's letter of August 14.

As a suggested followup to your letter to Chairman Rodino dated August 20, 1974, I attach proposed draft of a letter for the President to sign.

Attachment

PWBuchen:ed

Dear Mr. Chairman:

Thank you for your thoughtful letter of August 14. I am heartened by your pledge to work seriously at cooperation and conciliation in striking a constructive balance between protection of personal privacy and the responsibility of the Congress and the Executive branch to protect the national security.

Consistent with my remarks to the Congress on August 12, I am taking every opportunity to urge that the officers of the Executive branch be open and positive in their relations and communications with the Congress in a manner that is consistent with our joint interest in national security and the public's interest in knowing about the decision-making processes of their government. Accordingly, I am sending copies of our correspondence to the Attorney General asking him to consider carefully your assessment of past relationships between the Justice Department and the Committee on the Judiciary.

You know of my respect for the work of the Committee as it endeavors to legislate in the complex but important field of individual rights and privacy. Be assured of my continuing commitment to progress in this area.

Best personal regards,

President

August 20, 1974

Dear Mr. Chairman:

This will acknowledge and thank you for your August 14 letter to the President. I would like to assure you that it will be called to his attention without delay.

As you know, during his Vice Presidency, he addressed himself to the matter of the individual rights of Americans in the area of privacy. I am certain your offer of assistance will mean a great deal to him as he follows through on his commitment to pursue tough laws to prevent the illegal invasion of privacy in both Government and private activities.

With best regards,

Sincerely,

15/ Bill

William E. Timmons Assistant to the President

The kongrable Peter W. Kodino, Jr. Chairman Committee on the Judiciary House of Representatives Washington, D. C. 20315

bcc: w/incoming to Philip Buchen for further ACTION and reply as appropriate.

WET: EP: VO: ckb

1110 110

NINETY-THIRD CONGRESS

PETER W. RODINO, JR. (N.J.) CHAIRMAN ANOLD D. DONOHUE, MASS. JACK BROOKS, TEX. ROBERT W. KASTENMEIER, WIS. DON EDWARDS, CALIF. WILLIAM L. HUNGATE, MO. JOHN CONYERS, JR., MICH. JOSHUA EILBERG, PA JEROME R. WALDIE, CALIF. WALTER FLOWERS, ALA. JAMES R. MANN, S.C. PAUL S. SARBANES, MD. JOHN F. SEIBERLING. OHIO GEORGE E. DANIELSON, CALIF. ROBERT F. DRINAN, MASS. CHARLES B. RANGEL, N.Y. BARBARA JORDAN, TEX. RAY THORNTON, ARK. ELIZABETH HOLTZMAN, N.Y. WAYNE OWENS, UTAH EDWARD MEZVINEKY, IOWA

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Congress of the United States Committee on the Judiciary

House of Representatives Mashington, D.C. 20515

GENERAL COUNSEL JEROME M. ZEIFMAN ASSOCIATE GENERAL COUNSEL: GARNER J. CLINE COUNSEL: HERBERT FUCHS HERBERT E. HOFFMAN WILLIAM P. SHATTUCK H. CHRISTOPHER NOLDE ALAN A. PARKER JAMES F. FALCO MAURICE A. BARBOZA FRANKLIN G. POLK THOMAS E. MOONEY MICHAEL W. BLOMMER ALEXANDER B. COOK

CONSTANTINE J. GEKAS

ALAN F. COFFEY

August 14, 1974

The Honorable Gerald R. Ford President of the United States The White House Washington, D.C.

Dear Mr. President:

I would like to express my personal congratulations on your very fine remarks before the Joint Session of Congress last Monday evening. I want to take special note of your remarks regarding the individual rights of Americans in the area of privacy.

We are all aware of the importance of moral leadership in the delicate and difficult efforts to strike a meaningful balance between the constitutionally protected privacy of individuals and the responsibility of the executive and legislative branches of government to protect personal and national security.

I am impressed and inspired by your pledge.

A great number of the subjects which fall under the general heading of individual rights and privacy are of course within the jurisdiction of the House Committee on the Judiciary. We have been at work for some months, in some cases years, endeavoring to legislate many facets of the subject of privacy. In our efforts, we have found a reluctance at times on the part of the Department of Justice to confer and compromise in some areas relating to criminal justice information systems and other areas of individual privacy. We have experienced past reluctance on the part of the F. B. I. to share information, even on a confidential basis, with our oversight subcommittee.

Let me respond to your remarks with my pledge to seriously work at cooperation and conciliation of the



5-14

differing points of view in this immensely complicated but important sphere. We ask no more in return.

With kindest personal regards, I remain

1 Singerely yours,

PETER W. RODINO, JR. CHAIRMAN

PWR:pm

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September 3, 1974

To: Warren Rustand From: Phil Buchen

Attached is a copy of letter from Dave Kendall re my appearance (in place of the President) at the dedication of the Vandenberg Room in Ann Arbor on October 16.

Please advise.



MEMORANDUM

THE WHITE HOUSE

WASHINGTON

October 7, 1974

MEMORANDUM FOR:	DONALD RUMSFELD
FROM:	PHILIP W. BUCHEN P.W.B
SUBJECT:	Attached memo regarding NSC reorganization

I have acknowledged receipt of this memo and invite your attention and response.

WASHINGTON

October 8, 1974

Dear Mr. Newhall:

Thank you very much for your letter of September fifth to Governor Scranton enclosing a memo prepared by Mr. Stanley Sienkiewicz. As you have perhaps learned, the Governor is not at the White House on a permanent basis and in order that this memo may be given prompt attention, I am forwarding it to the appropriate office for immediate consideration.

Sincerely yours,

Philip W. Buchen Counsel to the President

Mr. David Newhall III Administrative Assistant to The Honorable Richard S. Schweiker United States Senate Washington, D. C. 20510



HARRISON A. WILLIAMS, NJ, CHAIRMAN

JENNINGS RANDOLPH, W. VA. CLAIBORNE PELL, R.I. EDWARD M. KENNEDY, MASS. GAYLORD NELBON, WIS. WALTER F. MONDALE, MINN. THOMAS F. EAGLETON, MO. ALAN CRANSTON, CALIF. HAROLD E. HUGHER, KOWA WILLIAM D. HATHAWAY, MAINE JACOB K. JAVITS, N.Y. PETER H. DOMINICK, COLO. RICHARD S. SCHWEIKER, PA. ROBERT TAFT, JR., CHIO J. GLENN BEALL, JR., MD. ROBERT T. STAFFORD, VT.

MARIO T. NOTO, STAFF DIRECTOR ROBERT E. NAGLE, GENERAL COUNSEL

United States Senate

COMMITTEE ON LABOR AND PUBLIC WELFARE WASHINGTON, D.C. 20510

September 5, 1974

Honorable William Scranton The White House Washington, D.C.

Dear Governor Scranton:

Stanley Sienkiewicz, a former member of our staff and currently working on the Program Analysis and Evaluation staff in the office of the Assistant Secretary of Defense, had asked a couple of weeks ago if I might bring to your attention the enclosed memo he has authored regarding reorganization of the National Security Council.

Since your second coming to Washington he has again asked that I forward it for your review as you consider personnel structure.

Sincerely,

David Newhall III Administrative Assistant to Richard S. Schweiker, U.S.S.

DN:jlp



A MORE EFFECTIVE ALTERNATIVE TO THE PRESENT NATIONAL SECURITY COUNCIL STAFF ORGANIZATION

The National Security Council (NSC) Staff supports the Assistant to the President for National Security Affairs, and manages the interagency analysis of national security issues (e.g., SALT, MBFR) to be addressed by the Verification Panel, National Security Council, and the President.

The current organization creates serious problems (a) as a result of the supra-Cabinet status of the Assistant to the President for National Security Affairs, and (b) as a result of the fact that the current Assistant to the President, wears a second hat as Secretary of State.

A. The Problem

• The position of Assistant to the President for National Security Affairs has emerged, since the Kennedy Administration, as a Cabinet-level, if not supra Cabinet-level position in national security decision-making. This has steadily diminished the role, and access to the President, of the traditional, Cabinet-level, national security advisors, with the exception created by the current situation, in which Dr. Kissinger is both a Cabinet member and the Assistant to the President. As the Assistant to the President has become a more powerful actor in US foreign policy decision-making, he has both generated and been reenforced by a steady and substantial growth in the National Security Council Staff.

The growth in both power and stature of this office has also created significant friction with the Congress from time to time, since it is not an office whose occupant is accountable to the Congress, as Cabinet officers are.

• The two-hat arrangement, in which the current Secretary of State is also the Assistant to the President for National Security Affairs, creates further problems, since Dr. Kissinger is both the chief diplomat of the United States, and in effect the 'manager' of the national security system, (not to mention his role as head of a major Cabinet Department) conflicts among his duties and the many demands upon him inevitably arise.

-- Time-urgent national security issues for senior US Government review are frequently held up by demands upon the Secretary of State to fulfill urgent diplomatic duties /e.g., the Middle East and Cyprus/. The result is that instead of National Security Council or Verification Panel meetings attended by the Deputy Secretary of State (or even an Under Secretary) in Dr. Kissinger's absence, meetings are postponed until he is able to devote his time and attention to preparing for them or being personally present to chair them.



-- Interagency analyses are directed by the NSC staff toward the concerns of the Secretary of State and/or the State Department staff. This frequently precludes a balanced and comprehensive presentation of national security issues for consideration by the Verification Panel National Security Council, or the President. It also exacerbates bureaucratic resistance to the requests of the NSC staff, because they are viewed not as impartial managers of analysis on national security issues, but rather as representatives of a competing bureaucracy.

-- Finally, the support provide to Dr. Kissinger by the NSC staff is redundant with that provided to him by senior-level State Department staff and advisors.

B. A Possible Solution

Consideration should be given to reorganization of the NSC system along lines conducive to a broader (i.e., Cabinet-oriented) decision-making process:

• Abolish the Office of Assistant to the President for National Security Affairs. The Secretary of State could, of course, remain the first among equals in the Cabinet, the President's principal advisor on national security affairs should the President so desire and the Chairman of the Verification Panel. The necessary functions could be fulfilled by means of other arrangements.

-- One alternative arrangement would have the President rely more on the several appropriate Cabinet Officers (and when necessary their appropriate subordinates for day-to-day advice and information on national security issues, putting him more closely in touch with the workings of the relevant Departments.

-- Another alternative could utilize one or more White House Counselors purely as advisors, with no authority to speak to operating Departments for the President.

-- A third alternative could utilize the reduced and downgraded NSC staff discussed below, for some immediate support.

• Substantially reduce the National Security Council Staff; to be headed by a staff director, clearly well below Cabinet status, and responsible to all of the senior officials involved in national security affairs, to perform the following functions:

-- To manage the interagency analysis of national security issues for the VP and NSC principals so that (a) the issues appropriate for VP, NSC and/or Presidential consideration are addressed, (b) the analysis is thorough and comprehensive, and (c) the ideas presented span the legitimate range of views in the government.



-- To prepare and disseminate agendas and interagency-prepared briefing materials to all the principals prior to NSC and VP meetings. The agendas should be responsive to the desires of the President and to desires of his Cabinet principals.

-- To present, or arrange to have presented a concise discussion of the issues at the beginning of meetings, in order that focused discussion and well-informed Presidential consideration be facilitated.

-- If desired, to provide some limited and immediate support to the President and his White House advisors, for which it might not be deemed necessary to call upon Cabinet Officers or their Agencies.

Reorganization along such lines, would reemphasize the role of the Cabinet in national security decision-making, and if competently staffed, would eliminate serious bureaucratic obstacles to a consistently highquality analytical effort in national security affairs. It should permit a major reduction in the size of the National Security Council Staff itself. And lastly, it would remove an important Congressional concern about senior, but inaccessible, White House officials managing the national security affairs of the United States.



MEMORANDUM

THE WHITE HOUSE

WASHINGTON

April 23, 1975

MEMORANDUM FOR:

THE WHITE HOUSE STAFF

FROM:

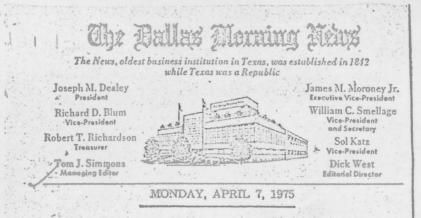
SUBJECT:

JERRY WARREN The Dallas Morning News Editorial (Attached)

The attached editorial from <u>The Dallas Morning News</u> may be of interest to you.

Attachment

F. FOR



Gloom and Hope

A REPORT reflecting both gloom and optimism was brought to a Southern Methodist University audience the other day by Federal Energy Administrator Frank G. Zarb.

Disheartening was Zarb's warning that this nation's vulnerability to another oil embargo is increasing. The danger arises from our desperate need for a cohesive national energy program.

"Today the threat is more sub-"tie," Zarb said. "But whether we choose to call it a crisis, or a problem, or a dilemma, it is no less dangerous and no less persistent. It has simply taken a differgent form."

An -encouraging note was his assessment of "hopeful responses from Congress" in recent weeks resulting from President Ford's energy proposals. At least, he says, the proposals have overcome the inertia that has been blocking the adevelopment of a national energy apolicy.

222 Call it what you will—inertia, tpolitics or inaction by a large number of people who believe mothing needs to be done about energy. The fact remains that Congress up to now has performed in an incredibly irresponsible manner in dealing with the seprious and damaging energy problem.

b) Even in the optimistic turn
i) Which Zarb detects, there are dangers. While Congress may be ovi) Lercoming its inertia on energy
i) imatters, the course it chooses for
i) the nation to pursue is perilously
uncertain.

The Ford administration prefers a course, rightfully we believe, that would reject calls for gasoline rationing, allotments and other controls that would interfere with a free market. It chooses one that would allow energy SII prices to reflect their true value to the economy.

Only in an uncontrolled market can we expect the industry to raise the billions of dollars of investment capital for the massive job it must do if we are to become energy self-sufficient again and free of the threat of future embargo.

No forward step to greater energy supplies can begin in a congressional climate of punishment to the industry that has to do the job. It won't begin under federal control that freezes domestic oil at half the price of foreign oil and natural gas at way below replacement cost.

Congress may be overcoming its inertia. But the liberal majority that has killed the depletion allowance is leaning toward even more punishment to the industry. It proposes breaking up the integrated companies, a windfall profits tax to drain away investment capital, a restriction on drilling in Atlantic and other promising waters, a. continuation of price freezes on U.S.-produced oil and gas and—most threatening of all a government-operated oil and gas company.

This country, says Zarb, faces the most crucial aspect of the energy crisis in keeping the government from advancing deeper into the marketplace. Such a course, we believe, would increase our dependence on foreign oil and expose the nation further to future oil embargoes.

Thus the prospects for the U.S. becoming energy independent within the next decade are gloomy. We can only trust that the lawmakers will come to realize the gravity of our present dependence on foreign oil and take necessary steps to set our course right. Therein lies the hope.



WASHINGTON

April 15, 1975

MEMORANDUM TO THE WHITE HOUSE STAFF

FROM: WILLIAM J. BAROODY, JR.

SUBJECT: SAN DIEGO WHITE HOUSE CONFERENCE ON DOMESTIC AND ECONOMIC AFFAIRS

The White House Office of Public Liaison has been holding a series of all-day conferences around the country on domestic and economic affairs. These meetings are co-sponsored by local organizations who invite the attendees to the conference. We have had three such conferences so far this year, all of which were attended by the President.

To acquaint you with the actual proceedings of one of these conferences, our most recent meeting in San Diego will be shown in its entirety this Thursday and Friday on Channel 6. A schedule of speakers and interviews is attached.

I hope this will be useful to you. If you have any questions concerning these conferences or suggestions on how we can improve them, please give my office a call.

THURSDAY, APRIL 17, 1975

9:30 A.M.

TAPE ONE

Interview with William J. Baroody, Jr., Assistant to the President and Program Moderator

Introductory remarks by R.R. Richardson, San Diego Imperial Counties Labor Council

Introductory remarks by Mayor Pete Wilson

Opening remarks by Mr. Baroody

<u>Hispanic Affairs</u> - Fernando E.C. DeBaca, Special Assistant to the President

The Transportation Situation - John W. Barnum, Deputy Secretary, Department of Transportation

TAPE TWO

The Transportation Situation (continued)

Local interview with Mr. Barnum

The Housing Situation - H.R. Crawford, Assistant Secretary of H.U.D.

11:30

10:30

TAPE THREE

The Housing Situation (continued)

Local interview with Mr. Crawford

Budget and Military - James T. Lynn, Director Office of Management and Budget and Robert F. Ellsworth, Assistant Secretary of Defense

2:30 P.M.

Budget and Military (continued)

Follow-up interview with Mr. Lynn

THURSDAY, APRIL 17, 1975 (CONTINUED)

TAPE FIVE

Luncheon interview with Mr. Frank Zarb, Administrator, Federal Energy Administration

Follow-up interview with Mr. Ellsworth

Interview with Michael Raoul-Duval, Associate Director, The Domestic Council

Interview with C. Langhorne Washburn, Assistant Secretary of Commerce for Tourism

Discussion of transportation situation with Mr. Mark Sanstrom

TAPE SIX

Interview with representative of the California Labor Federation, AFL-CIO, which was a cosponsoring organization

The State of the Economy - L. William Seidman, Assistant to the President for Economic Affairs

Follow-up interview with Mr. Seidman

The Economy and Tourism - C. Langhorne Washburn, Assistant Secretary of Commerce for Tourism

Q&A with Mr. Seidman and Mr. Washburn

FRIDAY, APRIL 18, 1975

9:30 A.M.

TAPE SEVEN

Q&A with Mr. Seidman and Mr. Washburn (continued)

Follow-up interview with Mr. DeBaca



4:30

FRIDAY, APRIL 18, 1975 (CONTINUED)

Energy and the Environment (continued)

Interview with Marguita White, Assistant Press Secretary to the President

TAPE NINE

11:30

The President



WASHINGTON

March 1, 1976

MEMORANDUM FOR: ALL WHITE HOUSE /OEOB STAFF FROM: MICHAEL J. FARRELL MICHAEL J. FARRELL March 29, 1976 SUBJECT: BLOOD DRIVE - Monday, March 29, 1976 TIME: 10:00 a.m. - 3:45 p.m. PIACE: Room 308 OEOB

All White House and OEOB Staff are invited to participate in our Blood Bank Program. Its success concerns all of us, as it not only benefits others, but through this program many of our staff have been aided. Hopefully we will continue to be able to have a blood supply available for any emergency.

The Blood Donor Bank is scheduled for Monday March 29, 1976, Room 308 OEOB. The hours will be from 10 a.m. to 3:45 p.m. Donors will be scheduled at 15 minute intervals. Each donation takes approximately 45 minutes from registration to completion.

We would very much appreciate your completing and returning the bottom portion of this memorandum to Mrs. Dora R. Tennant, Room 100 East Wing, at your earliest convenience. You will then be contacted and provided with an appointment. If additional information is needed, please call Mrs. Tennant on extension 2200.

Please help us produce a strong response for this very worthwhile program.

Thank you.

MEMORANDUM FOR:

DORA R. TENNAMI, Room 100 East Wing

FROM:

Ext.

I wish to participate in the Blood Bank Program and I have checked the time period that would be convenient for me.

10:00	-	11:00	a.m.	l:00		2:00 p.m.
				2:15	-	3:00 p.m.
11:15	-	12:00	noon	3:15	-	3:45 p.m.

