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11/14/74

THE WHITE HOUSE
WASHINGTON

THE ATTACHED WAS DEXED
TO AF 1 11/14/74

FYI

*I didn't have time
to do this in full detail
but Cabinet was alerted.
We should follow-up
while I'm away.*

THE WHITE HOUSE
WASHINGTON

Date _____

TO:

D

FROM:

JERRY H. JONES

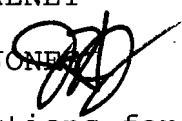
*File - but
keep handy
in case I
need it -*

THE WHITE HOUSE

WASHINGTON

November 14, 1974

MEMORANDUM FOR: DICK CHENEY

FROM: JERRY JONES 

SUBJECT: Instructions for the
President to give to the
Cabinet Officers tomorrow.

The Domestic Council and OMB were unable to get together on a joint recommendation as to what new instructions, if any, the President should give to the Cabinet tomorrow. The Domestic Council submitted the paper at Tab A and OMB submitted the paper at Tab B.

I believe the ideas in each can be joined into a single statement by the President. This statement would not be to give specific new assignments but would outline the process the President intends to use to put his management stamp on the Executive Branch. To do this he would make three points:

1) That I will be meeting with specific Cabinet officers between now and the first of January on the major legislative initiatives I am considering for the State of the Union message.

a) I intend to put my stamp on next years legislative program through these consultations with you.

b) I am counting on each of you to carry out the studies you are now working on which will become the basis for next year's legislative initiatives.

c) I am pleased at the way the first two sessions with Cap Weinberger on the Health and Welfare programs have gone.

d) For the Domestic area Ken Cole will be scheduling further meetings of this type over the next two months (see Domestic Council talking paper for the list of examples).

2) In addition, I intend to have meetings at Camp David during December with each Cabinet officer and major Agency heads to review the fiscal year 1975 management objectives you each have set for your departments.

a) I want to be thoroughly familiar with what you feel your major accomplishments should be this fiscal year.

b) I may want to change the emphasis that you are presently placing on your objectives or in some cases I may want to change the objectives altogether.

Roy Ash will be in touch with you to schedule these sessions.

3) Sometime in the Spring of next year I intend to have further objective review meetings. These sessions will cover your objectives for fiscal year 1976. The purpose of the spring meetings, of course, will be to ensure that your objectives for 1976:

a) Reflect the legislative initiatives taken in the State of the Union message.

b) Fit with my sense of what the Executive Branch should accomplish in fiscal year 1976.

These meetings will be scheduled at the appropriate time.

Each of these steps involve the management process of government. I am anxious that you manage your departments and this consultation process should give you my guidance as to how I expect you to fulfill your responsibilities.

This week I had two meetings which were the first of a series I will be having with each of you in connection with my review of domestic policy as it relates to next year's legislative program.

The purpose of these meetings is to discuss policy directions on the domestic scene.

I am looking forward to putting my stamp on next year's legislative program. This will be launched in my State of the Union Message which will be sometime during the week of January 20. I also plan to submit additional legislative messages to the Congress spelling out the details of my legislative program during the remainder of January and through the end of February.

I am counting on help from each of you to carry out the studies you are working on this fall and into next year on our legislative program. Just as my meetings this week with Cap Weinberger have started the process of putting the Ford imprint on next year's programs on health and welfare, I am counting on you as individuals to work on your own important areas.

For instance:

- Jim Lynn will be working on better coordination of Federal planning assistance;
- Claude Brinegar will be covering surface transportation;
- Rog Morton has the all important Project Independence;
- Pete Brennan is developing a program on the hard core unemployed;
- Bill Saxbe is considering a series of proposals on fighting crime;
- Earl Butz will be following up on the World Food Conference; and
- Fred Dent is working with Pete Brennan and Cap Weinberger on our world of work and education study.

THE WHITE HOUSE

WASHINGTON

November 14, 1974

MEMORANDUM FOR:

THE PRESIDENT

FROM:

ROY L. ASH

SUBJECT:

Department and Agency Account-
ability System

One policy of your Administration has been to decentralize authority and responsibility to Cabinet Officers and Agency Heads and to make each department and agency fully accountable for getting results. A means to carry out this policy exists as you acknowledged in your note to Departments and Agencies on September 12 (TAB A) which noted their objectives and your intent to hold them accountable for attaining them.

I suggest that you use these important tasks as a basis for working with and managing the Departments and Agencies and also as a kind of accountability system. This would give you a continual and comprehensive way to track all the important tasks being worked on across government and a means to hold Cabinet Officers and Agency Heads fully accountable for the results they are trying to achieve.

A first step in using the existing management system would be to initiate discussions with Cabinet Officers and Agency Heads about where they are trying to go and how well they are doing in getting there. This would emphasize your personal management of the broad range of activities carried out by the Executive Branch, demonstrate your direct operating relationship to Cabinet Officers and Agency Heads and highlight decentralization of authority and responsibility.

RECOMMENDATION

- ° That you tell the Cabinet you will be working closely with them and the Agency Heads on the important matters they intend to accomplish this year and holding them accountable for the completion of the work they have to do.

- ° That you also tell the Cabinet you are planning two Saturday sessions soon after your trip to discuss their Presidential objectives and their progress in achieving them.

In the event that you accept the above recommendation I have suggested talking points for your use at the Cabinet meeting at TAB B. Two options as to the format for the Saturday meetings are at TAB C. For whichever format is chosen, I will work with Don Rumsfeld on the details and will organize from our existing work the briefing material beforehand to cover:

1. The main issues of each department for Presidential discussion,
2. The key questions regarding those issues that we suggest should be pursued,
3. The pitfalls,
4. Alternative conclusions or positions that could be considered.

APPROVE: (Format Option I) _____

(Format Option II) _____

DISAPPROVE: _____

THE WHITE HOUSE

WASHINGTON

SEP 12 1974

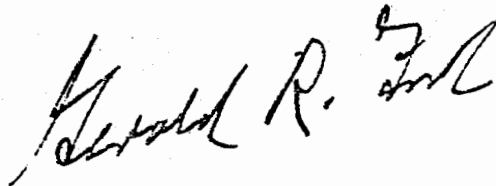
Dear Bill:

As one of my first undertakings in the Presidency, I have reviewed your accomplishments for the past year and the objectives you have set for the current fiscal year.

I commend you on your 1974 results and strongly endorse your new plans. The objectives you have set for your agency are both challenging and important, and I am looking forward to meeting with you soon to further discuss them and to meet with you and your key staff periodically to review your progress.

As you know, I am looking to you to assume the maximum degree of responsibility in operating your agency. I am pleased in this regard that we have a common understanding of the course you will follow and am confident that your important efforts will deliver the public service that the American people deserve.

With warmest personal regards,

A handwritten signature in dark ink, reading "Gerald R. Ford". The signature is written in a cursive style, with the first name "Gerald" and the last name "Ford" clearly legible, and "R." in the middle.

The Honorable William Simon
Secretary of the Treasury
Washington, D. C. 20220

SUGGESTED TALKING POINTS

- A. One policy I want to emphasize in my Administration is that I am looking to each of you to assume full responsibility for your departments. I want to assign as much of government operations as possible to the individual departments and have as small a White House staff as possible.
- B. At the same time, if this degree of delegation is to work, I want you to be fully accountable for achievement of the work you have to do.
- C. There are a number of ways we can assure good communication and accountability. One, of course, is that I want to work with you directly on many matters. Another way is as we are doing on my recent economic message. The 45 specific tasks we have to accomplish together are clearly identified, target dates for completion set, and each is specifically assigned to one of you to accomplish. I'm following your results closely.
- D. In addition to the times we will be working together on daily crises, or even on special programs like the economic one, I also want to make sure we have a continual and comprehensive way to track -- across government -- all of the important tasks we are engaged in. I surely don't want to get into detail or take your work into my office but I do need some general way to know the important things going on, who's doing them and how well we're doing.
- E. We have a good starting place. Just after I became President, I wrote a note to each of you acknowledging your statements of the Presidential objectives for your Departments -- the important matters you intend to accomplish this fiscal year.
- F. I would like to use these statements or objectives as basis for working with you on the important matters of your department and also as a kind of accountability system, such as we're doing on my economic message. To that end, I am planning two Saturday sessions as soon as I return from my trip to go over the 1975 Presidential objectives with you and to discuss in depth your progress and further plans for achieving them.
- G. As a part of our review together of the 1975 Presidential objectives, we can also consider whether we have the

correct objectives in front of us. Our discussions would also consider ways in which some of your goals might be included in the State of the Union message.

- H. I have asked Roy Ash and Don Rumsfeld to help me in organizing the two Saturday sessions, and they will be in touch with each of you and appropriate Agency Heads with further details. In the meantime, I hope you will review your 1975 Presidential objectives with your own staffs in preparation for our meetings.

FORMAT FOR REVIEW OF PRESIDENTIAL OBJECTIVES

Option I. Review Presidential Objectives with Cabinet Members Only

Each Cabinet Officer would present his Presidential objectives and a brief report on progress toward attainment.

Participants would include Secretaries Brennan, Brinegar, Butz, Dent, Kissinger, Lynn, Morton, Saxbe, Schlesinger, Simon, Weinberger.

Attached at TAB 1 is a representative set of objectives from one department that would be covered.

Option II. Review Presidential Objectives with major Agency Heads in addition to Cabinet Members.

Each Cabinet Officer and Agency Head would present his objectives and a brief report on progress toward attainment.

Participants in addition to the Cabinet Officers, would include the heads of ACTION, AEC, CIA, CSC, EPA, FEA, GSA, NASA, NSF, SBA and VA.

Attached at TAB 2 is an example of one Agency's objectives that would be covered.

TAB 1

FY 1975 Presidential Level Objectives

- Involve Indian people in strengthening Tribal Government by increasing direct tribal grants and contracts, consistent with the wishes of Indian Tribes, by \$27 million to \$155 million in FY 75.
- Ensure that at least one-fourth (50) of the Bureau schools will operate under the management system chosen by those served by the schools, by the end of FY 75.
- Complete necessary guidelines, regulations and procedures for full implementation of the Indian Financing Act by October 1, 1974.
- Develop a programmatic definition of Indian Self-Determination and provide for its application in all federal agencies by March 1, 1975.
- Develop and implement a fossil fuel research and development program that will assure that the Nation's fossil fuel resources can be economically developed at acceptable social and environmental costs.
- Secure passage and implement the Surface Mining Reclamation Legislation.
- Improve the capability of the federal government to assess potential shortages of minerals and materials.
- Offer OCS lease sales in FY 1975 as scheduled to meet the Presidential 10 million acre leasing target for CY 1975.
- Develop a leasing and development strategy for the coal resources on public lands.
- Support passage and then implement an acceptable Land Use Planning Assistance Act.
- Develop policy and analytical approach for balancing water needs with resource availability among competing water uses.
- Take all necessary governmental actions to expedite the construction of the Alaska Oil Pipeline and assure compliance with permit stipulations.

- Develop environmental assessments and impact statements for the Arctic gas pipeline systems for the Alaska North Slope with the Federal Power Commission by July 1975.
- Implement the Bicentennial Program on schedule, including National Park Service construction and other approved Bicentennial activities.

TAB 2

THE PRESIDENT'S SCHEDULE

NOT ISSUEDFriday - November 15, 1974

8:30 Mr. Richard B. Cheney - The Oval Office.

9:00 Tailors for Fitting - The Oval Office.

9:15 Mr. Robert T. Hartmann - The Oval Office.
(15 min.)

9:30 Mr. Ron Nessen, Mr. Robert T. Hartmann, Mr. Richard B.
(15 min.) Cheney, and Mr. William E. Timmons.

The Oval Office.

10:00 Legislative Message Review - The Cabinet Room.
(60 min.)

11:00 Cabinet Meeting - The Cabinet Room.
(60 min.)

12:00 Secretary James Schlesinger and Secretary Henry A. Kissinger.
(60 min.)

The Oval Office.

1:00 LUNCH.

1:55 View Portraits in the Cabinet Room. (Mr. Clement Conger).
(5 min.)

2:00 Mr. Irving Kristol - The Oval Office.
(30 min.)

3:00 Economic Overview. (Mr. Roy Ash and Mr. Alan Greenspan).
(60 min.) The Oval Office.

4:00 Fiscal 1976 Budget Review - The Cabinet Room.
(60 min.)

5:30 Haircut.

6:00 Mr. Donald Rumsfeld - The Oval Office.

To be a leader - needs a view of the world - must articulate it to people.
each nation
If not put in context
then - it looks ad hoc = no leader - ship

Rumsfeld

1. No philosophic framework

- US position & concept of world
- Secrets
Eur
Developing Countries

{

 - Diplomatic
 - Militarily
- Govt how it relates to
 - Citizens - Role of citizen
 - State Govts -
- Govt place in social issues
 - Poor
 - Education
 - Health
 - Crime
 - Drugs

}

 - Taxes
 - Working environment
- Govt place in the economy
 - Energy
 - Employment
 - Housing
 - Food

{

 - Taxes
- Other
 - Environment

State of Union proposals must be set out in overall philosophic context.

Key Questions

2 Options

What kind
of Answers
do we
need?

1. MBO in '75

- Cal & Agency Heads

2. Spend WE of 7th

- Turn WE into -
into exercise
-

Now
tomorrow

+ HAK

+ Burch

+ OR

+ Marsh

+ PA

+

+ M Laird

+ Harlow?

+ Cole?

+ Robson?

+ Hartmann

+ Richardson?

+ Griffin?

+ Byrnes?

+ A. Burns

+

Format

- Position

Papers

- Discussion
leaders

- No preparation

Participants - Options

- Outside

- Inside

- Mixture

Purpose

- Skull session

- Decision Session

- STU session -

- A series of
Statements

- A free Agenda
eg. Participates

decide what
should be
discussed -

Agenda Options

- A series of Questions
with back up reading

- SDU is Opening Run in '76 Campaign
- What issues do we want to run on -

Purpose

Frame Philosophy

Concept of Pres. Dev. Philosophy
for last 2 yrs.

- Peace -
- Economy -
- Energy -

What are
people
most
concerned
about

Question -

- What is US Role in World -

What are we trying to do?

Why

- Diplomatically
- Militarily

- Trade
- Food
- Technology
- Immigration
- Freedom
- Peace -

How are people
themselves
affected -

Big Issues

- Peace
- Security
- Prosperity -
- Jobs
- Rising
Income
- Freedom of
Choice

- What is role of US Govt
in US -

- Vs State & local
- Options for direction & Why

What Are
the Problems
we should be
addressing.

- vs Citizen on
- Social Issue
- Economy
- Energy -

How do we
relate to
Citizens -

Relationship

- City to State
- State to State
- Fed to State
- Fed to Cit -

- What is citizen's responsibility
to State, Selves, Others -

- What is a leader ~~supposed~~ supposed to do.
- How is he best seen?

on

- Social Issues
- Economy

THE WHITE HOUSE

WASHINGTON

November 18, 1974

MEMORANDUM FOR: JERRY JONES

FROM: DICK CHENEY



Jerry, we want to pull together early this week a proposal for the President to spend two days at Camp David sometime between his return from Japan and his departure for Vail. Each of those days would be divided up for him to meet with Cabinet Secretaries and Agency heads about the operations of their departments.

Attached are previous memos to provide the basis for those sessions. But we need to get up a hard, specific set of proposals for format and substance for each of the sessions so that we can telex it to Don with the President to get it approved while they're on the trip.

If you have any questions on it, give me a call.

Attachment

THE WHITE HOUSE
WASHINGTON

11/14/74

TO: DICK CHENEY

FROM: JERRY JONES

The attached material is additional background in conjunction with the Ash and Cole memoranda on assignments for the Cabinet.

Cole, Scowcroft and Marsh concur with memo. No comments were received from Hartmann.

5

Staff

THE WHITE HOUSE
WASHINGTON

October 11, 1974

MEMORANDUM FOR: THE PRESIDENT

FROM: ROY L. ASH

You have acknowledged the agencies 1975 Presidential objectives and have indicated you will be following progress toward achieving them. (See TAB A for typical letter dated Sept. 12, 1974 to Departments and Agencies).

As the next step of Presidential leadership, I suggest a program by which you visibly assume another of your Chief Executive responsibilities; that of managing the broad-ranging activities of the Executive Branch. The program described below allows you to demonstrate your direct operating relationship with your Cabinet, the decentralization of authority and responsibility directly to the Cabinet, and your personal leadership in important government activities.

BACKGROUND

Obviously, no President can or should manage the detail of agency operations (except as special issues of Presidential importance arise). Instead, he manages by providing policy direction, by "coming into agreement" on agency goals and objectives, and by systematically following progress toward achieving them. Only with these broad processes in place can authority and responsibility be effectively decentralized to the agency heads.

A key function of OMB has been to coordinate for the President the necessary staff work by which he can fulfill his responsibilities to oversee the work of the Executive Departments and Agencies.

We have done this by working with the agencies and other White House staff to ensure that agency priorities are consistent with your own objectives.

RECOMMENDATION

1. You hold an early weekend meeting (possibly Camp David) of the Cabinet and key agency heads. Each of them (20) take 30 minutes to discuss his 1975 Presidential objectives, followed by Cabinet discussion for 15 minutes. Total: 15 hours for two days. (Alternatively, you may prefer a full round of individual meetings with the Department and Agency heads, for 1-2 hours each, over a period of two weeks).
2. You establish a format of meeting, thereafter, with the Cabinet and agency heads periodically (some quarterly, some semi-annually, depending on the importance of their activities) to assess together their departmental objectives and accomplishments. This would be in addition to the ad hoc meetings you will be having with each as issues arise. Total: 50-80 one hour meetings per year, 1 1/2 per week.

For whichever format chosen, I can organize from our existing work the briefing material beforehand to cover:

1. The main issues of each agency for Presidential discussion
2. The key questions regarding those which we suggest be pursued
3. The pitfalls
4. Alternative conclusions or positions that could be considered

THE WHITE HOUSE

WASHINGTON

SFP 12 1974

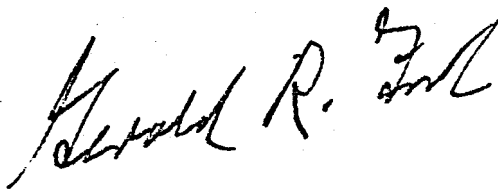
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I commend you on your 1974 results and strongly endorse your new plans. The objectives you have set for your agency are both challenging and important, and I am looking forward to meeting with you soon to further discuss them and to meet with you and your key staff periodically to review your progress.

As you know, I am looking to you to assume the maximum degree of responsibility in operating your agency. I am pleased in this regard that we have a common understanding of the course you will follow and am confident that your important efforts will deliver the public service that the American people deserve.

With warmest personal regards,

A handwritten signature in dark ink, reading "Gerald R. Ford". The signature is written in a cursive, flowing style with a large, stylized "G" and "F".


The Honorable William Simon
Secretary of the Treasury
Washington, D. C. 20220

THE WHITE HOUSE

WASHINGTON

November 14, 1974

MEMORANDUM FOR: DICK CHENEY

FROM: JERRY JONES 

SUBJECT: Instructions for the President to give to the Cabinet Officers tomorrow.

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 - c) I am pleased at the way the first two sessions with Cap Weinberger on the Health and Welfare programs have gone.
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2) In addition, I intend to have meetings at Camp David during December with each Cabinet officer and major Agency heads to review the fiscal year 1975 management objectives you each have set for your departments.

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THE WHITE HOUSE

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November 14, 1974

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THE PRESIDENT

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**Department and Agency Account-
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- (Format Option II)

DISAPPROVE:

THE WHITE HOUSE
WASHINGTON

SFP 12 1974

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With warmest personal regards,

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- Involve Indian people in strengthening Tribal Government by increasing direct tribal grants and contracts, consistent with the wishes of Indian Tribes, by \$27 million to \$155 million in FY 75.
- Ensure that at least one-fourth (50) of the Bureau schools will operate under the management system chosen by those served by the schools, by the end of FY 75.
- Complete necessary guidelines, regulations and procedures for full implementation of the Indian Financing Act by October 1, 1974.
- Develop a programmatic definition of Indian Self-Determination and provide for its application in all federal agencies by March 1, 1975.
- Develop and implement a fossil fuel research and development program that will assure that the Nation's fossil fuel resources can be economically developed at acceptable social and environmental costs.
- Secure passage and implement the Surface Mining Reclamation Legislation.
- Improve the capability of the federal government to assess potential shortages of minerals and materials.
- Offer OCS lease sales in FY 1975 as scheduled to meet the Presidential 10 million acre leasing target for CY 1975.
- Develop a leasing and development strategy for the coal resources on public lands.
- Support passage and then implement an acceptable Land Use Planning Assistance Act.
- Develop policy and analytical approach for balancing water needs with resource availability among competing water uses.
- Take all necessary governmental actions to expedite the construction of the Alaska Oil Pipeline and assure compliance with permit stipulations.

- Develop environmental assessments and impact statements for the Arctic gas pipeline systems for the Alaska North Slope with the Federal Power Commission by July 1975.
- Implement the Bicentennial Program on schedule, including National Park Service construction and other approved Bicentennial activities.

TAB 2

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

FY 1975 Presidential Level Objectives

- Develop space shuttle within current schedule and cost estimates.
- Undertake major cooperative efforts involving manned space flight through a joint docking mission with the USSR, and joint development of the spacelab with the European Space Research Organization (ESRO).
- Explore the planet Mars for evidence of life and conduct comparative studies of the Jupiter and Saturn systems.
- Study the nature of the universe through observation of high energy processes.
- Develop and utilize the unique advantages of satellites to locate, map, measure, and predict earth resources and the earth's meteorological, environmental, and physical characteristics and for remote area communication experiments.
- Develop technology vital for improving the nation's aircraft by focusing on: (1) reduction in energy requirements and improved performance of civil and military aircraft, and (2) quiet powered lift propulsion for short haul and short take-off and landing aircraft, and (3) technology for quieting current transport aircraft.
- Develop a Tracking and Data Relay Satellite System (TDRSS).
- Complete comprehensive review of NASA facilities and people. Reduce total in-house workforce (Civil Service and support contractor) by an additional 2,000 while increasing minority and female participation at all levels.