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MEMORANDUM

PRESIDENTIAL CLEMENCY BOARD  
THE WHITE HOUSE

WASHINGTON

October 16, 1974

MEMORANDUM FOR: DR. THEODORE MARRS

FROM: LAWRENCE BASKIR, General Counsel  
Presidential Clemency Board

RE: Status Report on Presidential  
Clemency Board (16Oct74)

Bob Horn told me you wished a status report on the Clemency Board. With a few important exceptions, I think we have had a minimum of difficulty so far.

I understand from Senator Goodell that he asked the President for only a few assurances. First, that the Board would be independent; second, that he be able to hire a General Counsel and other key personnel with high qualifications at levels comparable to equivalent positions in other executive agencies; and finally, that he be provided the funds and staff necessary to do the job quickly and well.

So far, as you know, the General Counsel and Deputy positions have not been approved at the GS-18 and GS-16 levels the Senator feels are required. Obviously, this will require White House action.

Second, we have received a draft Executive Order and letter from OMB proposing to place the Board under the administrative aegis of the Department of Justice. The Board, of course, cannot function independently under this management.

Present Staff

To date we have 18 attorneys and 11 administrative personnel working at the Board. Attachment A identifies their originating agencies.



Compliance with Federal Advisory Committee Act

Robert Horn has been formally designated the federal employee to monitor the activities of the Clemency Board pursuant to Section 10(e) of the Act. We have sent the appropriate notices of upcoming Clemency Board meetings to the Federal Register. We have been working with Chet Warner of OMB to insure full compliance with the Act, and do not anticipate any difficulties.

Projected Personnel Needs

Personnel needs are dependent upon the number of applications for clemency received by the Board, and the projected life of the Board. During the period of the Clemency Board's jurisdiction there were approximately 200,000 less than honorable discharges from the military services and an unspecified number of civilian cases (between 8700 and 13,000) of civilian offenses within the Board's jurisdiction under the Proclamation. The caseload depends, of course, on how many actually apply.

Our present starting size is projected at approximately six supervisory people and twenty staff attorneys. This staffing level is adequate to handle those who have so far applied to the Clemency Board, and will be sufficient if the rate of application continues at the present levels. We will probably not know what the workload will be until close to the January 31, 1975 deadline.

With these factors in mind, we are staffing up to the twenty attorney level, and will monitor the backlog closely, adding or dropping attorneys as appropriate. Assuming a twenty-attorney staff with six supervisors, we estimate that we will need four clerical and sixteen secretarial positions, bringing our initial staffing level to forty-six.

After the Board has been in existence for six months, further arrangements may have to be made for the Board's existence, staffing and funding.

Of the senior staff people, only the Executive Secretary position is formally filled at present. Although I have begun work, I have not been sworn in as of today. The Deputy Chief Counsel and the remaining positions have not been filled.



Office Space

We seem to have adequate space for our presently projected needs. Offices have been provided in both the Old and New Executive Office Buildings.

Clemency Board's Activities to Date

In its 3 working meetings, the Board has developed a decision-making process for handling cases, and has spelled out mitigating and aggravating circumstances which it will use in the consideration of cases. In doing so, it has looked at the files of the 84 men released from prison on furlough. The results are spelled out in the attached press release. All decisions have been by unanimous concensus.

The staff has developed and mailed information packets including application forms to the men who refused furlough as well as those who accepted it. Detailed summaries are being prepared from Bureau of Prison files on the men currently on furlough. These summaries will be ready for the next Board meeting (October 23, 1974), although the Board has decided that it will take no formal action on individual cases until the application forms have been returned. We have asked the Bureau of Prisons to extend the initial thirty day furloughs for an additional thirty days and we have received oral assurances that this has been done. This should give the Board sufficient time to process these cases.

We have received an initial allocation of \$85,000, which is apparently to be used only for salaries and expenses of the Board members. If this sum does not include monies for secretarial overtime, staff travel, and similar expenses, either additional funds must be appropriated or another federal agency designated to pay them.

Attachments

*Lawrence M. Barkin*



THE WHITE HOUSE  
WASHINGTON

PRESIDENTIAL CLEMENCY BOARD  
PRESS RELEASE  
October 10, 1974

In its deliberations of October 7 and 8, the Clemency Board reached the following conclusions on how it will proceed:

1. Assuming that an applicant for clemency, or one who writes in for information, has committed no offense except one related to the clemency program, the Board will retain in strictest confidence any information which he provides to it. The Board will not make its applicant case files available to any other agency of government.
2. The Board stands ready to provide information to any individual who believes that he may be eligible for any part of the clemency program, whether or not his eligibility is under the jurisdiction of the Board itself.
3. The Board will encourage applicants within its jurisdiction to obtain the help of legal counsel, while making it clear to each applicant that he may bring his case to the Board for consideration without counsel, or with a non-legal representative, if he so chooses. Moreover, if any national legal organizations will establish a clearinghouse of volunteer attorneys around the country who will stand ready to provide legal counsel on the clemency program to applicants, the Board will go out of its way to refer to that clearinghouse any applicant who has no counsel.
4. To apply to the Board, an individual needs only to supply the information necessary for the retrieval of his case file from other departments. A representative of the applicant may file his signed application to the Board. An individual does not have to identify his current location. The Board will maintain its own file of evidence considered relevant to its deliberations, which file will be available for examination by the applicant or his counsel.
5. An applicant may submit evidence in order to correct inaccurate, incomplete, or misleading information in the Board's file.



6. Applicants will be encouraged to submit evidence suggesting that mitigating factors apply to their case, and to submit letters from other people on their behalf.
7. It is contemplated that personal appearances by applicants before the Board will not be necessary.

The Board directed that applicants be notified that possible mitigating factors to be considered by the Board are:

1. Lack of sufficient education or ability to understand obligations under the law.
2. Personal hardship, either at the time of offense or now.
3. Acute mental or physical illness.
4. Employment of service to the public since conviction or military discharge.
5. Service-connected disability, wounds in combat or decorations for valor in combat.
6. Tours of service in the war zone.
7. Harrassment or inequitable treatment in the service.
8. Denial of conscientious objector status on procedural, technical or improper grounds.
9. Period of imprisonment for the same offense.
10. Personal statement regarding the reasons for the offense.
11. Any other information the applicant may wish to submit.



The Board engaged in a colloquy with the General Counsel of the Department of Defense, and emerged with the impression that the military part of the clemency program is being handled procedurally in a manner which maintains the full rights and dignity of the returning deserter.

The Board considered at length the cases of the eighty-six (86) individuals furloughed from federal prison. The Board has determined that to ensure fair treatment of all cases it must generate the policy and the process that will be applied to all cases before it can decide the cases of those who were in prison before the Proclamation. In addition, the Board had directed that all applicants be informed of the factors which will be considered in mitigation, encouraged to seek counsel or other assistance, and invited to submit whatever additional evidence they wish the Board to consider. No individual decisions will be made by the Board until applicants have had a reasonable period of time in which to add to the record.

Anyone who thinks he may be eligible for any part of the clemency program and has questions or problems should write to Presidential Clemency Board, The White House, Washington, D.C. Information given to the Clemency Board related to eligibility for any part of the clemency program will be kept absolutely confidential.

\* \* \* \* \*

The Presidential Clemency Board is pleased to announce the appointment ~~as~~ Chief Counsel of Lawrence M. Baskir, who has for the past five years been Chief Counsel and Staff Director of the Subcommittee on Constitutional Rights of the Senate Judiciary Committee, chaired by Senator Sam Ervin.

A summary of Mr. Baskir's background is attached.



*na*

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Memo	Bob Horn to Dr. David C. Hoops re Names of New Employees to be added to the Access List as of Tuesday, October 15, 1974. 2 pgs	N.D. (10/15/74)	C

FILE LOCATION

John Marsh Files, Box 1, "Amnesty-Clemency Program Status Reports,  
10/74-1/75"

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Office of the Chief of Staff  
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Department of the Army

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Public Affairs Office  
Office of Secretary of Defense

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US Army

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US Army ~~XXXXXXXXXXXXXXXXXXXX~~  
Legal Services  
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Leonard H. Dancheck (MAJ)  
US Army Legal Service Agency  
Government Appellate Division  
US Army

Ralph B. Alexis, III (CPT)  
Fort McNair Chief Judge Advocate  
US Army



THE WHITE HOUSE

WASHINGTON

October 17, 1974

FOR: Dr. Ted Marrs  
FROM: Charles J. Mott *C.J.M.*  
SUBJECT: Presidential Clemency Board

As per your request, the following status report is submitted:

Space Accommodations

The Presidential Clemency Board meets in Room 459 of the Old EOB. The PCB staff occupies six rooms in the Old EOB (Rooms 358, 360, 360-1/2, 458, 459 and 460) and a wing on the fourth floor of the New EOB which will accommodate nineteen attorneys, ten clerical people, and a conference area. It is my opinion that this is entirely adequate.

Personnel

Eleven (11) Administrative  
Nineteen (19) Attorneys

The intent of the Presidential Executive Order was that all staff members are to be detailed to the PCB from other Government agencies. However, the chairman has told me that he has received permission to select and hire his key staff members. This is understandable, but prior to making commitments to these individuals, the appropriate funding spaces must be located and assurances taken that the selected people meet all Selective Service requirements. This is a matter of concern since the chairman has made such a commitment to his selected chief counsel and announced his choice publicly, prior to funding and Selective Service requirements being met. In addition, a clarification of the agreement is needed regarding the number and pay grades of these key staff people.



## Funding

In accordance with the Executive Order, the activities of the PCB members will be funded by the Unexpected Presidential Personnel Needs Funds, and it is intended that all staff and other expenses be funded by detailing agencies of the Government. Accordingly, we have requested and received an initial allocation from these funds of \$85,000. In addition, we have requested an additional \$30,000 for other unexpected expenses to be incurred by the PCB. The chief counsel for OMB has recently indicated doubt that this \$30,000 will be approved.

It is my understanding that the PCB members have indicated individually that they wish to be paid for all the time spent on PCB activities beyond called official meetings. This could cause a serious depletion to the available \$85,000 which may result in not having sufficient funds for the remainder of fiscal year 1975. Therefore, I have suggested to the Executive Secretary, Bob Horn, that this matter be placed on the agenda of the next called PCB meeting.

Based on the above serious concerns, it may be necessary to either find additional funding for fiscal year 1975, or go before Congress with an appropriation request. It should also be understood that fiscal year 1976 must include necessary funding arrangements for the PCB.

## Additional Arrangements

I have suggested to the chairman that the PCB consider requesting the consultation of the following four knowledgeable amnesty experts during their deliberations: Wil Ebel, Mark Gravel, Frank Bartimo and Richard Hagen.

I have requested through Dave Hoopes that GSA absorb the cost of painting and carpeting the office space in the New EOB. GSA was also requested to make available a detailed administrative person on a permanent basis to the PCB. The response was that they (GSA) would make such a person available for one month only.

I continue to assist Bob Horn, Executive Secretary, from time to time with advice and suggestions regarding staffing and logistical matters.



Concerns

It is my continued belief that we should be concerned about the seriousness of the funding problems.

It is also my personal belief that we should remain concerned about the maturity and responsible guidance given to the PCB members by the staff.

The Federal Advisory Committee Act procedures must be followed and adhered to throughout the entire PCB proceedings.



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**The Federal Advisory Committee Act procedures must be followed and adhered to throughout the entire PCB proceedings.**



[encl. 10/25/74]

DOD - Workload

As of 0800 Hrs. 25 Oct '74

Inquires as to eligibility - 4,069

The DOD Joint Alternate Service Board at Ft. Ben Harrison had processed a total of 1,481 (plus 28 that were in proc) Averaging 30-40 per day

These 1,481 had received Undesireable Discharges and had agreed to Alternate Service. The Alternate Service was sentenced as follows:

Alternate Service

1-5 Months	-----	5	individuals
6-12 "	-----	175	"
13-18 "	-----	114	"
19-24 "	-----	1187	"
		<u>1481</u>	
	Total----		1481

Of these ~~xxxxx~~ 1,481;

- 826 --- Had ~~xxxxxxxx~~ enrolled with Selective Serv
- 29 --- Assigned to Alt. Serv jobs
- 655 --- Not yet reported to SS

Individuals are told to report to their respective State Director of SS.

Justice

A total of 75 have ~~xx~~ agreed to Alternate Service

These 75 have been referred to the State SS Director







NATIONAL HEADQUARTERS  
**SELECTIVE SERVICE SYSTEM**

1724 F STREET NW.  
WASHINGTON, D. C. 20435

OFFICE OF THE DIRECTOR

File under  
Planning  
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ADDRESS REPLY TO  
THE DIRECTOR OF SELECTIVE SERVICE

November 18, 1974

MEMORANDUM FOR THE HONORABLE JOHN O. MARSH

FROM: BYRON V. PEPITONE, DIRECTOR OF SELECTIVE SERVICE

SUBJECT: Status Report on Reconciliation Work Program

The purpose of this memorandum is to provide a status report after 60 days following the President's announcement of a Reconciliation Program on September 16, 1974, and as a result of a probable erroneous impression created as to the status of the program in the Washington Star-News article of Wednesday, November 13.

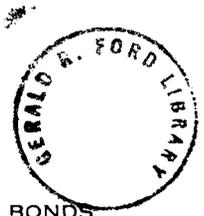
BACKGROUND INFORMATION

Preceding the announcement of September 16, we estimated that we had a capacity to employ approximately 2,000 people, the nature and type of the jobs in question to be similar to those used in the alternate service program for conscientious objectors.

The first referrals to the Selective Service System from the Department of Defense -- individuals charged with desertion -- began arriving at Selective Service offices on September 25, 1974. The initial number of referrals was greater than anticipated, since there were approximately 512 "deserters" in confinement in Department of Defense stockades who were immediately processed under the President's reconciliation program. After the initial referrals, a relatively steady flow of deserters began reporting, until now 1224 deserters have enrolled with Selective Service. Ninety-four individuals categorized as evaders have availed themselves of the President's program and have been referred to Selective Service for employment by the Department of Justice.

EVENTS BETWEEN SEPTEMBER 16 AND THE PRESENT

In accordance with Executive Order 11804, regulations were published establishing guidelines under which reconciliation service would be administered. These regulations appeared in the Federal Register on September 26, 1974.



Memorandum for Mr. Marsh  
Page Two  
November 18, 1974

National veterans' organizations have taken strong stands, and continue to do so, in opposition to the program, foremost being the Veterans of Foreign Wars, the American Legion and the Disabled American Veterans. An indication of the degree to which the veterans' organizations stress their opposition is contained in the attached article.

The American Civil Liberties Union (ACLU) and the Central Committee for Conscientious Objectors (CCCO), as well as other counseling activities, have adopted the attitude that individuals eligible to participate in the program should do so with extreme caution; in the case of the CCCO, they have flatly recommended against participation.

Between September 16 and this date, employment in general in the United States and available jobs present a picture more bleak than at the time the program was announced.

#### PRESENT SITUATION

Considering the foregoing, and notwithstanding the content of the article in the Star-News, I find the reconciliation work program to be progressing satisfactorily at this time. Although the task of finding suitable employment is difficult and our ability to accommodate the desires of the individuals and the precepts of the program sometimes cause misinterpretations to appear in the press, the task is not impossible. The impression created in the Star-News article that the program is more lenient than intended is not factual. Individuals are working, and they are working in the fashion intended when the original program was conceived. To the maximum extent possible, the individuals are finding their own jobs with our help. All jobs are in accordance with the regulations.

Federal agency cooperation -- HEW, Interior, Agriculture, Civil Service Commission -- is good. Exception must be taken insofar as the Veterans' Administration is concerned, wherein there is no cooperation as a result of the violent opposition of some Members of Congress and the veterans' organizations. The widespread strong opposition of the veterans' organizations impedes our progress and makes our task more difficult. The news coverage, slanted toward sensationalism, is at best poor. The ability of reporters to single



Memorandum for Mr. Marsh  
Page Three  
November 18, 1974

out isolated instances and generalize therefrom, and predict failures to the program, is not uncommon, but does create false impressions. The willingness of some Federal agencies to comment about the program in detail, when such detail they do not have, is not of assistance.

There follows some updated statistics on the program:

Returnees who have been processed by DoD and DoJ  
in order to avail themselves of the program:

Deserters	1878
Evaders	94

Those who are enrolled with Selective Service  
for reconciliation service work:

Deserters	1224
Evaders	94

Enrolees at work	177
------------------	-----

Enrolees not participating	56
----------------------------	----

Enrolees not cooperative (Likely to be non-participants)	71
---	----

Enrolees referred to work	414
---------------------------	-----

Enrolees still seeking their own positions (within the first 20 days of reporting)	477
---	-----

Enrolees over 30 days not yet employed	157
--	-----

Jobs available across the United States (414 individuals already on referral reduce the available positions to 1331)	1745
--	------



Army Times

Nov. 20, 1974

4

# Federal Jobs for Deserters, Evaders Draws Protests

By **COURT GIFFORD**

Times Staff Writer

Robert E. Hampton.

At the request of President

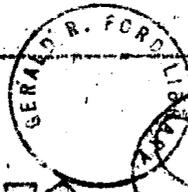
service examination.

SPRY said most of those hired

"reliable, trustworthy, of good

conduct and unswerving loyalty.

# Washington Star-1



122nd Year. No. 317

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The Evening Star Newspaper Co.

WASHINGTON, D. C., WEDNESDAY, NOV



—Star-News Photographer Rosemary Martuff

One of the few — Robert Reddicks is working.

## For Deserters, Jobs Are Hard to Find

By Bruce Howard  
Star-News Staff Writer

ONE OF THE MORE fortunate  
deserters is Robert L. Reddicks

“WITH 6 PERCENT unem-  
ployment and thousands of veter-

# THE CHRISTIAN SCIENCE MONITOR

BOSTON, FRIDAY, NOVEMBER 15, 1974

## Amnesty plan: few takers after 2 months

By Guy Halverson  
Staff correspondent of  
The Christian Science Monitor

Pentagon smooths way, may extend deadline;  
Justice to cut pending draft-evader cases



NATIONAL HEADQUARTERS  
**SELECTIVE SERVICE SYSTEM**

1724 F STREET NW.  
 WASHINGTON, D. C. 20435

OFFICE OF THE DIRECTOR



ADDRESS REPLY TO  
 THE DIRECTOR OF SELECTIVE SERVICE

*For ref  
 with  
 M*

JAN 24 1975

January 23, 1975

MEMORANDUM FOR THE HONORABLE JOHN O. MARSH

SUBJECT: Status Report on Reconciliation Work Program

The purpose of this memorandum is to provide a status report for the second 60 days of the President's program for return of Vietnam era veterans and to update my memorandum of November 18, 1974, which covered the first 60 days of the program.

Background Information

The number of deserters processed daily at Fort Benjamin Harrison, Indiana, and referred to the Selective Service System remained constant until the last 15 days when a significant daily increase occurred. The Department of Justice referrals of evaders has remained constant. The Clemency Board has recently furnished the names of the first 10 persons who have been granted conditional pardons and referred for enrollment in the Reconciliation Service Program.

Our statistics reveal that the evaders referred by the Department of Justice enroll in the program almost immediately. Six of the first group of ten referred by the Clemency Board have not enrolled as of this date. The four who have reported are all assigned to approved jobs. In the case of the military returnees referred by the Department of Defense, approximately 20 percent of those released on or before December 1, 1974 have not enrolled in the program. Military returnees are instructed to enroll within 15 days following their discharge.

Present Situation

The Selective Service System mission of finding approvable jobs for all of the enrollees who desire to participate continues to be our highest priority activity. This task has become even more difficult since my first memorandum because of the worsening economic conditions in most parts of the nation.



The Honorable John O. Marsh  
Page Two  
January 23, 1975

The performance of the returnees on their alternate service jobs has resulted in favorable initial reports from many of the employers of the more than 550 enrollees who have commenced work. I am pleased to report that these enrollees are working in more than 50 different types of non-profit activities.

Federal agency cooperation has continued to be good; however, budgetary restrictions and other factors such as personnel ceilings and increased unemployment have prevented these agencies from providing jobs for enrollees in the program. In the past week, Mr. John R. McGuire, Chief of the Forest Service, Department of Agriculture, advised by letter that the Forest Service would not be able to participate in the program due to the number of applications that were on hand as a result of spiraling unemployment.

#### The Immediate Future

Following President Ford's signing into law the Emergency Jobs and Unemployment Assistance Act of 1974, I discussed with Dr. Marrs my intention to enter into discussions with the Department of Labor to determine the part the Selective Service System could take in placing enrollees on jobs under that program.

Our reception by officials of the Department of Labor has been excellent, and with their assistance members of a special task force made up of Selective Service personnel are undergoing training to prepare them for work in the field. The task force members will assist the State Directors of Selective Service in the placement of enrollees on jobs which become available under the Emergency Jobs Act.

Notwithstanding the scarcity of available jobs for enrollees, I feel the reconciliation work program is progressing satisfactorily and I expect our new efforts will be productive. In spite of the increased difficulty in finding job openings, I am convinced that we can place all of the enrollees we presently anticipate receiving if they are sincerely interested in participating.

Following are current statistics on the program as of January 22, 1975.



The Honorable John O. Marsh  
Page Three  
January 23, 1975

Individuals who have been processed by DoD, DoJ and the Clemency Board, assigned a period of reconciliation service, and referred to Selective Service for placement:

Deserters from DoD	3,420
Evaders from DoJ	263
Persons from Clemency Board	<u>10</u>
TOTAL	3,692

Number processed who have enrolled with Selective Service for reconciliation service work:

Deserters from DoD	2,280
Evaders from DoJ	223
Persons from Clemency Board	<u>4</u>
TOTAL	2,507

Enrollees at work or referred to specific job 1,113

At work	568
Referred to work	565

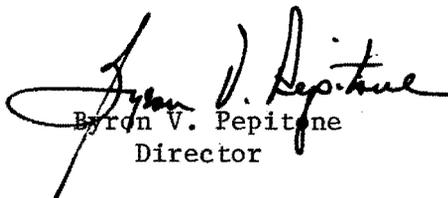
Enrollees presently seeking their own jobs (within the first 30 days of reporting) 635

Enrollees who have declined to participate (will be terminated from the program) 144

Enrollees not cooperative (will be terminated from the program) 189

Enrollees in program over 30 days - not yet employed 424

Enrollees deceased after enrollment 2

  
Byron V. Pepitone  
Director





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

APR 25 1975

APR 25 1975

MEMORANDUM FOR MR. JACK MARSH

Subject: Status of Clemency Board Operation

This is in response to your memorandum of April 12. My management staff has been working closely with the CB staff to support a major expansion of resources to get at the backlog of cases. Following are highlights of key aspects of the expansion along with the principal problems which remain.

Space. The problem of finding sufficient space on short notice to handle several hundred people has been largely overcome. The Clemency Board staff is now housed in the Old and New EOB, 1206 New Hampshire Avenue and reserved space is available at 1325 K Street for training activities. In early May, the remaining required space will become available at 2033 M Street. GSA has done a good job in this area.

Personnel. On March 27, I sent a memo to 23 agencies with individually tailored requests for detailees. The total request, including 90 already on board as of that time, was 458. As of April 23, the Clemency Board has on board 325. The agencies have been somewhat slow in responding, which has concerned Senator Goodell and us. We have put daily pressure on the agencies to produce the detailees and now estimate that the Clemency Board will have almost all the requested total by May 1.

Senator Goodell intends to request a second tap on the agencies. His preliminary estimates, based on current processing procedures, point toward a total staff of more than 700. One factor which has impacted heavily on the agencies is the insistence of the CB that the professional detailees be lawyers. In the belief that other occupants can handle the type of work involved, we have questioned the need for only attorneys, but the Clemency Board has not changed its view in this regard.

Caseload Status. The current caseload stands at approximately 19,073. The Board has completed action on 511 cases of which 180 have been forwarded to the President and 212 are now ready



for action by the Board. Thus approximately 18,350 cases are awaiting staff preparation and Board review. An important factor to note here is that staff preparation of cases for Board action must be largely completed by August 1 to allow the Board time to complete consideration of cases by September 15.

Board Expansion. Parallel to the process of staff expansion is that of Board expansion. I understand from Bill Walker that he is very near agreement with the CB on 9 added Board members.

The Case Process Problem. The potential escalation of personnel requirements by the Clemency Board is based on their case handling process. In their design, it takes one attorney one work day to complete one case. In addition, it takes another attorney one-third of a day to perform "quality control" of the case attorney's work. Increased staffing also generates other resource demands for space, supplies and equipment.

Calculations on a base of 458 staff and 18 Board members has produced budget demands of \$789,000 for the period April 1 - September 15, which we are straining to cover, principally by placing heavy burdens on the President's unanticipated Personnel Needs Account. We are also asking GSA to absorb a major portion related to rent, services, supplies and equipment. Pushing the staff beyond the 458 level will exacerbate the funding problem. We are not including the salary costs of the detailees, which their parent agencies are being required to absorb.

My staff has raised serious questions about the need for a process which requires one and one-third attorneys to handle every case. This appears to be an inordinate amount of time and talent to expend on a paper review of clemency applications having such basic similarities.

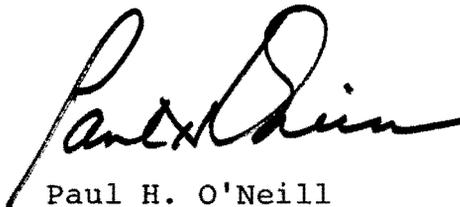
It is my view, that when Charlie has 458 people on board, the processing will pick up because cases with similar issues will be identified and the same level of detailed review will not be required. I have discussed these problems with Charlie and he has agreed for the time being not to press for more staff; at least until he has the original staff request of 458 on board and fully employed.

In view of the great pressure we have had to exert to obtain 458 agency detailees, I have serious reservations about the feasibility of going back to the agencies for another 300 detailees, most of whom must be lawyers by the Clemency Board's specifications. Beyond that, there are serious management questions of absorbing,



training, and integrating 700 people into an efficient organization in a very short time.

I will keep you informed.



Paul H. O'Neill  
Deputy Director

cc: James Lynn  
Dick Cheney



THE WHITE HOUSE  
WASHINGTON

R -

Read

carefully



April 21, 1975

MEMORANDUM FOR: PAUL O'NEILL

FROM: JACK MARSH

Where do we stand on the Clemency Board? Do you feel this is on track now?

Thanks.

JOM/dl



THE WHITE HOUSE

WASHINGTON

March 28, 1975

100-73-154

M

MEMORANDUM

FOR: PAUL O'NEILL  
BILL WALKER  
JACK MARSH —

FROM: DON RUMSFELD

I hope the three of you will meet and get these open questions concerning the Clemency Program solved. There seemed to be three or four different people discussing it.

As I understand it, Paul O'Neill is in charge of working with the Clemency Board to see that the work gets done in a way that we don't have to go up for legislation. Paul, please work with Jack Marsh and Bill Walker and Jerry Jones on it.

cc: Jerry Jones



MAR 29 1974

THE WHITE HOUSE

WASHINGTON

March 28, 1975

M

MEMORANDUM

FOR: PAUL O'NEILL  
BILL WALKER  
JACK MARSH —

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