

The original documents are located in Box 65, folder “Bicentennial - General (1)” of the John Marsh Files at the Gerald R. Ford Presidential Library.

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*crossed
Kane*

October 2, 1974

Dear Miss Kane:

Thank you very much for your letter of September 23, 1974 enclosing brochures on Boston's Liberty Plantree Program. The Boston 200 plans are most interesting and should add much to your great city's celebration of our nation's bicentennial.

I have forwarded a copy of your letter to Mrs. Anne Armstrong who is very active in the bicentennial plans. I am sure she will be happy to keep you abreast of progress of the Plantree Program.

Thank you for your invitation to visit Boston, and I would welcome the opportunity to be with you for the bicentennial celebration.

Sincerely,

**John O. Marsh, Jr.
Counsellor to the President**

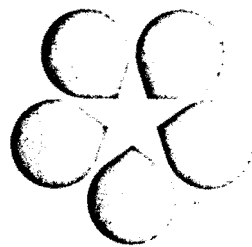
**Miss Katharine D. Kane
Director
Office of the Boston Bicentennial
One Beacon Street
Boston, Massachusetts 02108**

bcc: Anne Armstrong *[initials]*

JOM:sc



Boston 200~



Office of the
Boston Bicentennial

Kevin H. White
Mayor

Katharine D. Kane
Director

September 23, 1974

Honorable John O. Marsh
Counsellor to the President
The White House
Washington, D.C.


Dear Mr. Marsh:

Tex McCrary has asked me to send you the enclosed brochures on Boston's Liberty Plantree Program. He has told me of your long interest in the Liberty Tree, and we certainly are happy that the idea of the Plantree Program is spreading through the country. Do keep us informed on its progress. We would be happy to work with you on your plans for the President to plant a national Liberty Tree, and I'm sure that Mayor White would be glad to assist in this project.

I am also enclosing a brief description of the original Liberty Tree and some material describing overall Boston 200 plans. We look forward to welcoming you in Boston in 1975 and 1976.

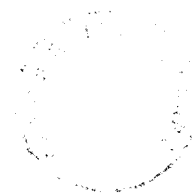
Thank you again for your interest.

Sincerely,


Katharine D. Kane
Director

KDK:mf
Enclosure

One Beacon Street
Boston, Massachusetts 02108
617/722-4100



October 31, 1974

TO: FILE

FROM: JOHN O. MARSH, JR.

Governor Mills Godwin of Virginia called me today to inquire about the possibility of President Ford making a public appearance sometime in 1976 in Virginia. He indicated this would be a part of the Virginia Bicentennial ceremonies, and he knew of two communities that were most interested in having the President appear. They are Williamsburg and Charlottesville.

The Williamsburg ceremonies would be tied in with Colonial Williamsburg and the Charlottesville ceremonies would be associated with the University of Virginia Founders Day celebration which will be held on 13 April, Thomas Jefferson's birthday.

I indicated to the Governor that the President was thinking about a Virginia appearance sometime after the first of the year, probably in Charlottesville. This would be in 1975 and I did not think that would preclude a later appearance in 1976 at Colonial Williamsburg. These are matters that should be placed on the long-range schedule for the President.

Other significant dates in Virginia history are 15 May and 12 June, these being the dates on which the Virginia House of Burgesses took significant action that pre-dates the Declaration of Independence.

JOM:kt

THE WHITE HOUSE
WASHINGTON

DEC 23 1974

December 20, 1974

MEMORANDUM FOR:

JOHN MARSH

FROM:

JOHN BORLING *JB*

SUBJECT:

Herman Kahn, Bicentennial Proposal

The attached information is for your perusal.

*2 - read
Ambrose
memo -
very good!
M*



December 9, 1974

Dear Herman:

Thanks very much for your recent letter. This reply is just a bit tardy as the always busy activity level has increased by an order of magnitude due to my imminent departure.

The Bicentennial memorandum was most interesting. Though the thrust is different from current perceptions, it will be studied. I am sending the material on to John Marsh, who will be assuming my Bicentennial responsibilities, and to John Warner.

I look forward to reading The Forgotten Americans and your papers do present a needed counterpoise to the gloomers and doomers.

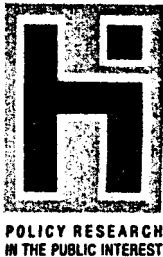
Thanks for your interest and thoughtfulness.

Sincerely,

Mrs. Tobin Armstrong
Counsellor to the President

Dr. Herman Kahn
Hudson Institute
Croton-On-Hudson, NY 10520





Hudson Institute

CROTON · ON · HUDSON, NEW YORK 10520

914-762-0700

TELEX 137343

NOV 8 1974

5 November 1974

Mrs. Anne L. Armstrong
Counsellor to the President
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Anne:

I am enclosing two copies of a memo Frank Armbruster wrote me several months ago following a conversation he and I had. I am also sending, under separate cover, a copy of his book, The Forgotten Americans, which will identify him to you. Frank, though basically a systems analyst and operations research person probably has as good a feel as anyone in the U.S. about how the "average person" thinks. His memo is impassioned, but I think it makes sense.

As I told you, we have not done any serious work on bicentennial expositions, but even so I feel we should do Frank two better...one near Dulles airport with the Department of Transportation (whom, I am told, would like to have some sort of permanent technological exposition) and another one in mid- or south west U.S., which could represent the future in much the way I have been suggesting). All this is in addition to the historical emphasis at Philadelphia. (All of the expositions could emphasize square values in different ways.)

I will also be sending you, by separate mail, two papers which indicate my own feelings about the future. You may wish to contrast these images with the almost hysterical gloom which is now the mode.

Best regards,

Herman Kahn
Founding Director

HK/es

Enclosure



TO: Herman Kahn

August 23, 1974

FROM: Frank Armbruster

RE: The Significance of a Bicentennial Exposition

The Bicentennial Exposition project has, in my judgment, received far too little attention and priority. That such a celebration on our two-hundredth birthday may not occur should be unthinkable, but that possibility distinctly exists. One cannot help but suspect that the importance and significance of this exposition to the country are being underestimated.

It is interesting to note that 100 years ago a similar mistake was made. The truncated Federal contribution to the exposition at Philadelphia was voted by Congress, by a very close margin, just five months before the May 1876 opening, and its critics, before and after its opening, were numerous. This exposition--initially funded and started, I believe, by Philadelphia, helpful state governments, stock shares sold to the public and other private interests--drew 10 million visitors when our population was only 40 million. It became the central theme of the whole centennial year and was the engine which energized projects like the first direct rail line between New York City and Philadelphia, etc. The extent of the exposition and its prodigious attendance overwhelmed everything else about the centennial year, and made all discussions of cultural events, etc., throughout the country fade drastically in significance.

One can perhaps excuse government leaders in Washington in those days for missing the import of the centennial exposition. The country had literally been torn apart in the sixties and the reconstruction period had been less than satisfactory to anybody. A popular president had died of an assassin's bullet in his brain. His vice president, Johnson, became president but had been led to believe, quite pointedly, that he should not run in 1868, and the new president, Grant, was in his second term. This was perhaps the most corrupt period in the Capital in our history. The vice president had been accepting gratuities in his last job as speaker of the House and so had other legislators. Frank admission of involvement in the Credit Mobilier scandal of the mid-sixties, discovered in 1872, was said to be "regarded by the public as far less reprehensible than any attempt at concealment." Government officials under Grant apparently had increased their corrupt practices and were under indictment for criminal acts. A Cabinet member resigned to escape impeachment, the president had saved his personal secretary from imprisonment and had had a relative involved in the gold scandal. Furthermore, the country was not yet halfway through a severe six-year depression.

The assassination, the first attempt to impeach a president (Johnson), the turmoil of the reconstruction period, the problems with the economy and the corruption and coverups in high places over the decade prior to 1875 may have convinced some that there was little to celebrate. Like Buchanan in 1860 (whose theme became "Let the South go in peace" because he thought the North incapable of the moral stamina needed to sustain a war to save the Union), 1875 official Washington may have suffered from a



misconception of the state of the morale of the nation and the devotion of the people to the country and the system. Luckily, willy-nilly, the exposition was built anyway and the people's unperceived energy and faith in the system massively demonstrated itself again in the centennial year, largely inspired and focused by--the exposition.

Today it may be less easy to understand how officials do not perceive the possible importance of the Bicentennial Exposition. We have been down this road before. The quibbling over land for the site, the questioning by some "intellectual elitists" of the way the centennial year should be celebrated (and even the fact that they are consulted on this issue) is perhaps more difficult to tolerate the second time around. Clearly, a two-hundredth birthday party which is likely to draw 50 million people (one quarter of our present population) should sweep aside all such quibbling.

The significance of a Bicentennial Exposition is clear; the country has much to have a birthday party about. Most Americans would agree with the following statements. We have the highest standard of living with the least sacrifice of freedom and human dignity of any great nation in the world. We have the best form of government, the best economic and social system ever devised for a great nation. We have given of our treasure and blood time and again since 1917 in wars to save nations around the world from oppression, with no gain in territory for ourselves. We have helped less fortunate nations economically on a scale never before dreamed of. We have made unmatched strides in science and technology--Americans have actually walked about on the moon.

The average man feels the significance of all this in his bones and wants someone to be unashamed to say this in a way which is obvious. That is why the exposition is significant, and it should be near Philadelphia where it all started. He wants to see, touch and walk through exhibits of the actual objects that represent these achievements over 200 years--a huge, real Saturn Five rocket complete with an Apollo spaceship on its nose (that will be visible from thirty miles away on a clear day), one of our largest attack aircraft carriers anchored in the Delaware or dredged Schuylkill River basin, supersonic aircraft, a 747 and DC 10 (most people have never been close to, let alone in, one), six-unit diesel electric locomotives, super-trains, the latest model cars and trucks, turbo generators on display lighting the exposition, laser industrial and communications systems, medical pavilions, museums, art galleries, etc., etc. (In 1876, besides the size and scope of the exhibition itself, new, heavy locomotives, the giant Corliss stationary engine, the multiple telegraph, etc., were big attractions.)

The average citizen wants to see many other people viewing exhibits, too--and he's basically right, because the overwhelming majority of people will want to. Even the most blasé can hardly remain unmoved in the presence of such an array of evidence of what this country has accomplished. Nobody, here or abroad, no media form, will be able to ignore this exposition, and the overwhelming majority of the population, the



average citizens--the bone and sinew of the nation--may have some support of their beliefs in the positive accomplishments of their country.

Side effects of the exposition, of course, could be innumerable. For example, it could be used as the motivating force to get the northeast transportation corridor, and even some other transportation problem areas, straightened out--by a firm deadline. It, and ancillary projects generated, could wipe out much of the disturbing unemployment among construction workers in the northeast and provide a job market for many unskilled and semiskilled of this area. The vast number of components needed for the exposition and its ancillary projects would have a similar effect on the job market elsewhere. Government subsidies for an exposition and things associated with it are far less likely to be disputed than many other such efforts. This is one area where people understand government efforts to help make jobs which do not fit into the normal economy.

One hopes that the chance of using the Bicentennial Exposition to focus attention on and reinforce our citizens' morale and faith in the country, and help the economy, will not continue to be underestimated. It is not too late to start now, but we cannot procrastinate too much longer; the Federal Government, State of Pennsylvania or City of Philadelphia, or some combination of state governments, or a group of private citizens will have to procure the land near Philadelphia soon.



2-7-75 - 3rd reg. 12:14

THE WHITE HOUSE
WASHINGTON

- ROKSTAT is setting

1.57

[Handwritten signature]



[Handwritten mark]

Bicentennial —

THE WHITE HOUSE

WASHINGTON

January 10, 1975

MEMO FOR: RUSS ROURKE

FROM: JACK MARSH *Jack*

The President would like a schedule of the dates of significant Bicentennial activities for this year.

For example:

Concord Bridge

Convening of the Second Continental Congress

Birthday of the U.S. Army, June 14

Call John Warner and tell him this is something the President would like as soon as possible.

*— out of country (Paris) until
Monday
Dick hubstat is
pulling together —*



*Crossed
Rourke*

January 13, 1975

MEMORANDUM TO: JACK MARSH
FROM: RUSS ROURKE

At your convenience, Dick Lukstat would like to discuss the following matters:

- 1) He would recommend that the Vice President conduct the swearing-in ceremony with Marge Lynch.
- 2) Wants to discuss the Mall parking situation... newspaper clippings attached.
- 3) He would like as much time as you can afford to discuss the Bicentennial program itself.

RAR:cb



*crossed
Colbert*

January 23, 1975

Dear Mr. Colbert:

This is in reply to your letter of January 13, 1975 to John O. Marsh, Jr., Counsellor to the President. Mr. Marsh appreciates your latest status report on the progress being made with the proposed Dulles International Industry and Foreign Trade Center.

If such a trade center becomes a reality, it should indeed make a meaningful contribution to the Northern Virginia area.

With best wishes for your project.

Sincerely,

Richard H. Lukstat
Special Assistant to the
Counsellor to the President

Mr. Robert L. Colbert
Colbert Land Sales
6320 Augusta Drive
Suite 904, Tower Bldg.
Springfield, Virginia 22150

bc: Jack Marsh

RHL/sjd



THE WHITE HOUSE
WASHINGTON

sent to Lukstat - 1/20/75
for DRAFT RESPONSE



Colbert Land Sales

JAN 15 1975

Colbert

Land Specialist

6320 Augusta Drive, Suite 904, Tower Bldg., Springfield, Virginia 22150

Telephone: 451-5585

January 14, 1975

Honorable John O. Marsh, Jr.
Counsellor to the President
The White House
Washington, D. C.

Re: Dulles International Industry and
Foreign Trade Center (DIIFTC)
(Approved Bicentennial Project)

Dear Mr. Marsh:

I am pleased to report to you that since our last correspondence in the fall, the DIIFTC has been approved by the American Revolution Bicentennial Administration (ARBA) as a Fairfax County Bicentennial Communities Project. The attached correspondence highlights our other efforts to date concerning this project. As you will see, the DIIFTC has now been endorsed by all appropriate county, state and federal agencies; and money has been appropriated for a final feasibility study and application for the Foreign Trade Zone (FTZ). We hope to have approval for the FTZ by December of this year.

Because of your valuable support in September, however, we feel you will be interested in knowing about the final obstacles that remain in the path of this project. Since the initial Bicentennial celebrations are only eighteen months away, time is becoming critical. We have requested appropriate zoning and sewerage support from Fairfax County and are currently awaiting their response. Although we currently have indications of serious financial interest in this project from the private sector, we cannot proceed until we have assurances of zoning and sewerage support from the county.

This is the only significant Bicentennial project of this magnitude in Northern Virginia. It continues to gain strong support from all elements of the Northern Virginia business community, who support our conviction that this project will create jobs and revenues that will significantly improve the economic conditions of Northern Virginia and provide longer lasting economic results that will be beneficial to the county, state and nation.

Honorable John O. Marsh, Jr.

-2-

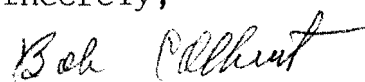
January 14, 1975

Once appropriate zoning, sewerage and financing have been obtained, then consideration will be given to the best manner in which to invite foreign industry and foreign governments to participate in our Bicentennial celebrations. We believe this project is consistent with the remarks made by President Ford in his address to the Nation that the Bicentennial years should provide an opportunity to "reaffirm our pride and purpose as Americans."

I will endeavor to keep you abreast of developments as they occur.

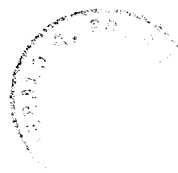
Kindest regards.

Sincerely,

A handwritten signature in cursive script that reads "Bob Colbert".

Robert L. Colbert

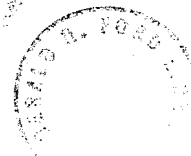
RLC/jpm
Encls.



THE DULLES INTERNATIONAL INDUSTRY AND FOREIGN TRADE CENTER

(A BICENTENNIAL PROJECT THAT MAKES SENSE TO BUSINESSMEN)

1. A permanent business-oriented Foreign Trade Zone and International Trade Center adjacent to Dulles International Airport.
2. A national focal point for America's bicentennial celebration.
3. An opportunity for foreign nations to participate in America's bicentennial.
4. A major bicentennial tourist attraction for the projected 50 million visitors to the nation's capital.
5. A favorable impact on Balance of Trade payments through sale or lease of bicentennial sites to foreign nations/industries.
6. Jobs for the U. S. construction industry.
7. Increased tax revenues for county, state and federal agencies.
8. An opportunity to demonstrate civic pride at local, state and federal levels.



Colbert Land Sales

Land Specialist

6320 Augusta Drive, Suite 904, Tower Bldg., Springfield, Virginia 22150

Telephone: 451-5585

DULLES INTERNATIONAL INDUSTRY AND FOREIGN TRADE CENTER (DIIFTC)

CURRENT STATUS AS OF JANUARY 3, 1975:

1. Foreign Trade Zone (FTZ). Fairfax County has approved a \$25,000 expenditure for a current FTZ feasibility study and an additional \$20,000 expenditure has been projected for a FTZ application. Approval of a Foreign Trade Zone at the DIIFTC is anticipated by December, 1975. Letters of Intent for FTZ tenants are currently being accepted by the Fairfax County Economic Development Authority.
2. Bicentennial Site. The United States American Revolution Bicentennial Administration (ARBA) has approved the DIIFTC as the site for a Fairfax County Bicentennial Communities Project. Following county approval of appropriate zoning and sewerage requirements, then, invitations to participate in the US Bicentennial celebration may be sent to prospective US and foreign exhibitors.
3. Zoning application. Zoning applications have been submitted to the county. Approval is expected by June, 1975.
4. Sewer capacity. Sewerage requirements are currently being negotiated with the county. The DIIFTC has 43 approved taps so that initial construction may be begun. A total of approximately 1,500 taps may ultimately be required if a full-blown bicentennial exposition is undertaken. Considerably fewer sewer taps would be required, however, if the site is developed only as a Foreign Trade Zone and industrial/trade center.
5. Site preparation. Initial site preparation costs (roads, curbs, grading, storm drainage, parking lots, overpass bridges, etc.) are estimated at \$8-10 million.
6. Construction. Preliminary negotiations with a national construction firm have been completed. They are prepared to accomplish and manage all construction requirements.
7. Financing and Developer. Efforts are currently underway to find a source of financing and a buyer/developer (or syndication of buyers) to purchase and manage the overall project.





C O P Y

AMERICAN REVOLUTION BICENTENNIAL ADMINISTRATION

736 JACKSON PLACE, N.W.

WASHINGTON, D.C. 20276

(202) 382-1776

December 19, 1974

Ms. Susan G. Melville
Bicentennial Coordinator
Office of Comprehensive Planning
Commonwealth of Virginia
Fairfax, Virginia 22030

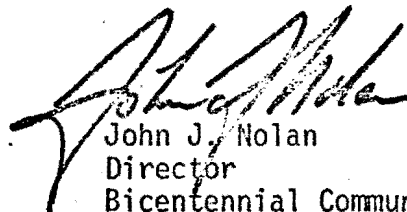
Dear Ms. Melville:

Thank you for your letter of December 1 concerning the Dulles International Industry and Trade Center.

We commend the County of Fairfax for approving \$25,000 for a feasibility study of this ambitious project, and welcome this as an additional activity to the already approved County's Bicentennial Community program.

I am enclosing a xerox copy of the pertinent text that will appear in the Revised Official Graphics Standards Manual when reprinted, as applies to use of the national symbol by ARBA designated Bicentennial Communities. A copy of the art work for the graphics is not now available.

Sincerely,

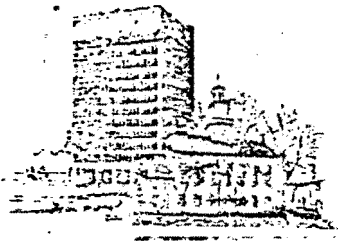


John J. Nolan
Director
Bicentennial Communities Division

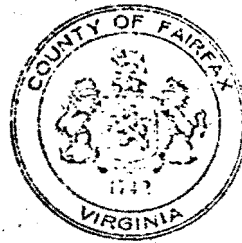
Enclosure
Text for revised Graphics Standards Manual

COPY





COMMONWEALTH OF VIRGINIA
COUNTY OF FAIRFAX
FAIRFAX, VIRGINIA 22030



December 1, 1974

Mr. John J. Nolan, Director
Bicentennial Communities Division
American Revolution Bicentennial Administration
736 Jackson Place, N.W.
Washington, D.C. 20276

Dear Mr. Nolan:

On November 18, 1974 Mr. Douglas Harman, Deputy County Executive, wrote to inform you that Fairfax County had supported the concept of the Dulles International Industry and Trade Center by approving a \$25,000 feasibility study to be conducted under the supervision of the Economic Development Authority.

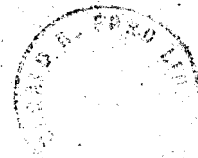
This complex would be a permanent exhibition of industrial and scientific products and would include displays and demonstrations of products not yet marketed. There would also be a festival area for family entertainment during the Bicentennial year 1976 and perhaps thereafter.

We would appreciate your acknowledgement of this combined Festival USA and Horizons '76 activity so that it could be added to the Fairfax County Bicentennial Communities list.

Sincerely,

Susan G. Melville

Susan G. Melville
Bicentennial Coordinator
Office of Comprehensive Planning



8309 Oakford Drive
Springfield, Virginia 22152
January 7, 1975

Mr. Robert W. Wilson
County Executive
County of Fairfax
Fairfax, Virginia

Re: Proposal of Robert L. Colbert to establish
the Dulles International Industry and
Foreign Trade Center (DIIFTC)

Dear Mr. Wilson:

In regard to the Board's motion of May 6, 1974 endorsing the above-referenced proposal, you advised Mr. Colbert in your letter of May 9, 1974 to seek the necessary endorsements required to further this proposal. This letter will bring you up to date on actions taken since that time.

On May 15, 1974 Fairfax County requested the American Revolution Bicentennial Administration (ARBA) to approve this proposal for addition to the County's Bicentennial Communities projects list. On July 11, 1974 Mr. Herb Harris, representing the Fairfax County Board of Supervisors, made a presentation to the Virginia Independence Bicentennial Commission (VIBC) requesting their endorsement of the DIIFTC project. On September 9, 1974 the VIBC approved the concept as endorsed by Fairfax County and forwarded the matter to the ARBA. Due to the protracted illness and untimely demise of Mr. John Orchard, the key ARBA official with whom we had been working for the past three years, further action on the proposal was delayed until recently. However, I am pleased to report that this project was approved by the ARBA for inclusion in the Fairfax County Bicentennial Communities projects list as of December 19, 1974.

In order to secure financing for this project, it is necessary to have the land actually zoned and sewerred, or (at least) to have a firm guarantee that appropriate zoning and sewer capacity will be forthcoming as required. Formal invitations to foreign nations to participate in the Bicentennial celebration cannot be extended until adequate zoning and sewerage are assured and, subsequently, appropriate financing obtained. Therefore, the following support from the County is required at this time:

1. Sewer capacity. From 675 to 1500 sewer taps (or approximately 232,000 to 500,000 gallons per day) may be required. This capacity could be provided by either enlarging the Upper Cub plant, or by allowing the developers to establish an on-site package sewer plant. Our engineers have checked with the County and have ascertained that the flow of water



January 7, 1975

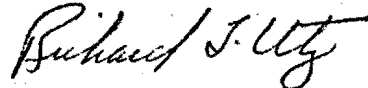
in Cub Run is adequate to accommodate the additional effluent. These figures are based on the sewerage requirements for approximately 50,000 visitors per day to the Bicentennial site. However, considerably less sewer capacity would be sufficient if the site is developed only as a Foreign Trade Zone and Industrial Trade Center.

2. Zoning. An application for appropriate zoning has been submitted to the County. Immediate favorable action by the Board is requested.

Due to the critical timing associated with this project request that immediate action be taken to obtain the necessary commitments on sewer and zoning. It is understood that all costs associated with this project will be borne by the developer.

For your convenience copies of pertinent correspondence relating to this proposal are attached.

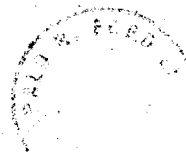
Sincerely,



Richard J. Utz
Chairman
Dulles International Industry
and Foreign Trade Center

RJU/jpm
Encls.

cc: Mrs. Jean Packard
Mrs. Martha Pennino
Mr. James Reid
Mr. Dave Edwards
Ms. Susan G. Melville



Colbert Land Sales

Land Specialist

6320 Augusta Drive, Suite 904, Tower Bldg., Springfield, Virginia 22150

Telephone: 451-5585

November 4, 1974

Tom
Bicent
file
m

Mr. John O. Marsh, Jr.
Counsellor to the President
The White House
Washington, D. C.

Dear Mr. Marsh:

I must apologize to you for my long delay in answering your letter of September 5 in regard to our proposed Dulles International Industry and Foreign Trade Center, to include a foreign trade zone. We were awaiting some positive results.

To bring you up to date, the Virginia Independence Bicentennial Commission has endorsed our project in concept, and referred their endorsement on to the American Revolution Bicentennial Administration for further study. We need the ARBA's full endorsement to add this project to Fairfax County's list of bicentennial projects. Unfortunately, the key man at ARBA, Mr. John Orchard, is still ill and hospitalized, and we must await his return before action can be taken on that aspect of our proposal.

In connection with the Foreign Trade Center, and foreign trade zone, there is to be a hearing at 3 P. M. on November 11 by the Fairfax County Board of Supervisors to hear a proposal by the Fairfax County Economic Development Authority for a feasibility study for the foreign trade zone. Of course, we feel this would be an important adjunct to our whole project, and we are hopeful of favorable action by the Board.

Your efforts to support our project are greatly appreciated, and we will keep you informed of our progress.

Jane joins me in sending you sincere good wishes.

Sincerely,

Robert L. Colbert
Robert L. Colbert

RLC/jpm



THE WHITE HOUSE
WASHINGTON



Jack -

The worst idea
I have ever heard!

This same guy
would probably like
to see a ferris
wheel and parachute
jump in Williamsburg.

R

Sand to Lukstadt

w/o RR memo. M

JAN 27 1975

THE WHITE HOUSE
WASHINGTON

January 25, 1975

MEMORANDUM FOR:

JACK MARSH

FROM:

RON NESSEN *AN*

Joe Laitin proposes in the attached memorandum a bicentennial project to brighten up the sidewalk in front of the White House by giving each of the 50 states a square on the sidewalk to decorate.

I have no particular view on this idea and so I send it on to you for appropriate handling.

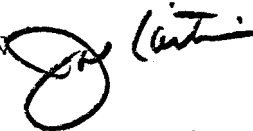
*Sent to Substat
1-28th*



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

January 24, 1975

MEMORANDUM FOR HON. RON NESSON

FROM: JOSEPH LAITIN 

To follow up on our conversation, it was my thought that the rather dull and uninspiring sidewalk in front of the White House be divided up into 50 equal squares and that the President invite the Governor of each State to submit a design most representative of his State to fill that particular square.

The project would be tied to the Bicentennial, entirely funded by the States or perhaps by private funds solicited by each of the States.

It could become a spectacular tourist attraction as well as providing a warm and colorful walkway in front of the White House.

The States, of course, would also supply the finished product, preferably of native materials. The design would naturally have to be approved by the Washington Fine Arts Commission and I would imagine the materials would also have to meet certain construction specifications.

The most appropriate occasion for launching such a project would be at a Presidential meeting with the Governors. But I imagine a Presidential statement would be just as effective and should receive enthusiastic reception from the States.

The sidewalk itself would become a "must" visit for all American visitors to Washington.



THE WHITE HOUSE

WASHINGTON

B

Cont

7wd

NW's

talk w/ Bucher

50m
talked w/
Phil
Bucher
2/10

Jack
Gen Norton
Naples

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0123

nav_{x-}

x 2424

THE WHITE HOUSE
WASHINGTON

D -

R/m

handled
2/10 -
in mty
11:30

① Bo Callaway

14 June

② Rustand

③ Connor ④ D/R



THE WHITE HOUSE
WASHINGTON

February 13, 1975

MEMORANDUM FOR: JACK MARSH
FROM: RUSS ROURKE

Lynette Lawson called to provide me with the basic information that is already contained in the attached materials. She expressed the hope that you could attend the entire program (luncheon plus film screening ... or at least the luncheon).

*Attend Part
work out w/
Chamber*



FEB 11 1975

THE WHITE HOUSE
WASHINGTON

February 10, 1975

M

MR. MARSH:

These are the people being
considered for the luncheon
on February 18 for the
U.S. Capitol Historical
Society's planned Sound and
Light production.

Nancy M. Howe



THE WHITE HOUSE
WASHINGTON

Mr. Marsh --

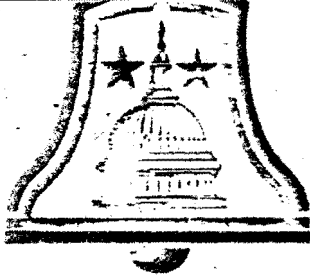
Chamber of Commerce

That's the day you are addressing
the ~~Jaycees~~ at the Statler Hilton
(Timmons' deal).

donna







OUR CAPITOL: FREEDOM SPEAKS

United States Capitol Historical Society

200 Maryland Avenue N.E., Washington, D.C. 20515, 202-543-8919

Suggested Guest List for White House Luncheon -

Mr. Walter Annenberg
Llinfoot Road
Wynnewood, Pennsylvania 19096

Mr. Robert O. Andrews
Chairman
Atlantic Richfield
515 S. Flower Street
Los Angeles, California 90051

Mrs. Vincent R. Astor
778 Park Avenue
New York, New York 10021

Mr. George R. Brown
3363 Inwood Drive
Houston, Texas 77019

Mr. Frank T. Cary
President
International Business Machines Corp.
Armonk, New York 10504

Mr. A.W. Clausen,
President
Bank of America
P.O. Box 37000
San Francisco, California 94137

Mr. Justine Dart
Chairman and President
Dart Industries, Inc.
8480 Beverly Blvd.
Los Angeles, California 90048

Mr. Richard M. DeVos
President
Amway Corporation
7575 East Fulton Road
Ada, Michigan 49301

Mr. B. Robert Dorsey
Chairman of the Board
Gulf Oil Corporation
P.O. Box 1166
Pittsburgh, Pennsylvania 15230

Mr. Henry Ford II
Grosse Pointe Farms, Michigan 48236

Mr. Harold S. Geneen
President
ITT Headquarters
320 Park Avenue
New York, New York 10022

Mrs. Bernard F. Gimbel
Upper King Street
Greenwich, Connecticut 06830

Mr. Maurice F. Greenville
Chairman of the Board
TEXACO Inc.
135 E. 42nd Street
New York, New York 10017

National Advisory Board

Co-Chairpersons: William M. Batten, Douglas Fairbanks, Jr., Betty Ford



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Ernest A. Hayes, Senator Daniel K. Inouye, Austin Kiplinger, Goddard Lieberson

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Pittsburgh, Pennsylvania 15219

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Deere and Company
John Deere Road
Moline, Illinois 61265

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EXXON Corporation
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New York, New York 10020

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Chairman of the Board
General Electric Company
3135 Easton Turnpike
Fairfield, Connecticut 06431

Mr. Robert Kirby
Westinghouse Electric Corporation
Westinghouse Building, Gateway Center
Pittsburgh, Pennsylvania 15222

Mr. Ray A. Kroc
McDonald Corporation
McDonald Plaza
Oak Brook, Illinois 60521

Mr. Ross Perot
1300 EDS Center
Exchange Park
Dallas, Texas 75235

Mr. J.O. Logan
President
Universal Oil Products
World Headquarters, Ten UOP Plaza
Algonquin and Mt. Prospects Roads
Des Plaines, Illinois 60016

Mr. John Willard Marriott, Jr.
5214 Parkway Drive
Chevy Chase, Maryland 20015

Mr. Howard Morgens
Chairman
Procter and Gamble Fund
301 E. Sixth Street
Cincinnati, Ohio 45201

Mrs. J.C. Penney
888 Park Avenue, #10B
New York, New York 10021

Mr. John D. Rockefeller
1 Beekman Place
New York, New York 10022

Mr. David Rockefeller
30 Rockefeller Plaza
New York, New York 10020

Mr. Lawrence Rockefeller
834 5th Avenue
New York, New York 10021

Mr. Chaunsey Schmidt
President
First National Bank of Chicago
One First National Plaza
Chicago, Illinois 60670

Mr. H. Robert Sharbaugh
Sun Oil Company
240 Radnor-Chester Road
St. Davids, Pennsylvania 19087

Mr. W. Clement Stone
5050 Broadway
Evanston, Illinois

Mr. Edgar B. Speer
United States Steele
600 Grant Street
Pittsburgh, Pennsylvania 15230

Mrs. Arthur Hayes Sulzberger
1115 Fifth Avenue
New York, New York 10028

Mr. and Mrs. DeWitt Wallace
Byram Lake Road
Mt. Kisco, New York 10549

Mr. Rawleigh Warner, Jr.
Chairman of the Board
Mobile Oil Corporation
150 E. 42nd Street
New York, New York 10017

Mr. Hays T. Watkins
Chairman of the Board
Chessie System
Post Office Box 6419
Cleveland, Ohio 44107



Mr. F. Perry Wilson
Union Carbide Corporation
270 Park Avenue
New York, New York 10017

Mr. William J. DeLancey, President
Republic Steele Corporation
Post Office Box 6778
Cleveland, Ohio 44101

President Ford

Vice President Rockefeller

Bob Hope



Mr. William M. Batten
J.C. Penney and Company
1156 15th Street, NW
Washington, D.C.

Mr. Berkley L. Davis
Vice President
General Electric Company
777 14th Street, NW, Suite 700
Washington, D.C. 20005

Mr. Felix DeWeldon
Decon Rock, Harrison Avenue
Newport, Rhode Island 02840

Mr. Douglas Fairbanks, Jr.
255 Emerald Lane
Palm Beach, Florida 33480

Mrs. Betty Ford
The White House
Washington, D.C. 20500

Mr. Ernest A. Hayes
Post Office Box 150
Mount Pleasant, Iowa 52641

The Honorable
Daniel K. Inouye
4424 Russell Senate Office Building
Washington, D.C. 20510

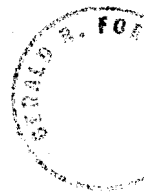
Mr. Austin Kiplinger
The Kiplinger Foundation, Inc.
1729 H Street, NW
Washington, D.C. 20006

Mr. Goddard Lieberman
Sr. Vice President, CBS
51 West 52nd Street
New York, New York 10019

Mrs. Clare Boothe Luce
4559 Kahala Avenue
Honolulu, Hawaii 96816

Miss Jane Marilley
Courtesy Associates
1629 K Street, NW
Washington, D.C. 20006

The Honorable
George Romney
1830 East Valley Road
Bloomfield Hills, Michigan 48013



* out of the country

* * on National Security Council

UNITED STATES CAPITOL HISTORICAL SOCIETY EXECUTIVE COMMITTEE

The Honorable Fred Schwengel
200 Maryland Avenue, NE
Washington, D.C. 20515

Dr. Melvin M. Payne, President
National Geographic Society
17th and M Streets, NW
Washington, D.C. 20036

Dr. Walter Rundell, Jr.
Chairman, Dept. of History
University of Maryland
College Park, Maryland 20742

Mr. Victor M. Birely
Lang and Company
Union Trust Building, Suite 931
740 15th Street, NW
Washington, D.C. 20036

Mr. Arthur B. Hanson
888 17th Street, NW
Washington, D.C. 20006

The Honorable
J.J. Pickle
231 Cannon House Office Building
Washington, D.C. 20515

Mr.s Adlai Stevenson, III
2415 Foxhall Road, NW
Washington, D.C. 20007

Mr. George White
The Architect of the Capitol
SB 15, Capitol Building
Washington, D.C. 20515

Mr. Oliver B. Patton
U.S. Capitol Historical Society
200 Maryland Avenue, NE
Washington, D.C. 20515

Ms. Lynette Lawson
U.S. Capitol Historical Society
200 Maryland Avenue, NE
Washington, D.C. 20515

Mr. Douglas Lawson
U.S. Capitol Historical Society
200 Maryland Avenue, NE
Washington, D.C. 20515

Mr. Walker A. Williams
U.S. Capitol Historical Society
200 Maryland Avenue, NE
Washington, D.C. 20515

* out of the country



February 14, 1975

MEMORANDUM TO: JACK MARSH
FROM: RUSS ROURKE

FYI - am advised that, prior to the assumption of the bicentennial responsibilities, a great deal of the bicentennial work was handled for Anne Armstrong by a "bicentennial section" of the Domestic Council. Were you aware of that, and, if so, would you favor its revitalization whether or not Dick Lukstat departs the area.

RAR:cb



THE WHITE HOUSE

WASHINGTON

February 14, 1975

M

MEMORANDUM TO: JACK MARSH

FROM: RUSS ROURKE

R

FYI - am advised that, prior to your assumption of the bicentennial responsibilities, a great deal of the ~~bicentennial~~ work was handled for Anne Armstrong by a "bicentennial section" of the Domestic Council. Were you aware of that, and, if so, would you favor its revitalization whether or not Dick Lukstat departs the area.



bicentennial

March 13, 1975

MEMORANDUM FOR: BOB HARTMANN

FROM: JACK MARSH

Sunday, March 23, marks the 200th anniversary of the famous Patrick Henry Liberty or Death Speech. Ceremonies are planned at St. John's Church in Richmond, where Henry made his speech.

The President thought it might be helpful to bring this to your attention for special reference in some public statements he will be making between now and March 23 -- perhaps the speech in South Bend.

cc: Vice President

Cannon
Connor
Goldwin
Lukstat
Marra
Nessen
Rumsfeld
Theis



March 31, 1975

Dear Mr. Lenahan:

Many thanks for your thoughtfulness in sending me one of the first copies of Fortune's April Bicentennial issue.

I found the articles to be most interesting and quite informative. I have taken the liberty of forwarding the issue to Dr. Ted Marre, who handles Bicentennial matters for me, for his information. I have asked that he respond to you directly with any comments he may have.

Again, thanks for your consideration.

Sincerely,

Signed - John O. Marsh, Jr.

John O. Marsh, Jr.
Counsellor to the President

Mr. Edward Patrick Lenahan
Publisher, Fortune Magazine
Time & Life Building
Rockefeller Center
New York, New York 10020

dl



THE WHITE HOUSE

WASHINGTON

March 27, 1975

MEMORANDUM FOR: THE PRESIDENT

FROM: JACK MARSH

For this meeting, I suggest the following talking points:

1. Stress importance of the Bicentennial event.
2. Point out we are moving into the Bicentennial year and have a Nationwide responsibility.
3. THE BICENTENNIAL YEAR CAUSES A SPECIAL SITUATION IN PHILADELPHIA AND WASHINGTON.
4. AVOID USE OF WORD COMMITMENT AND SPECIFIC SUMS, BUT URGE SPECIAL CONSIDERATION AND PRIORITY IN PROCESSING BICENTENNIAL APPLICATIONS FOR PHILADELPHIA AND WASHINGTON TO EXPEDITE SAME.
5. EMPHASIZE THAT SUCH PROJECTS MUST STILL MEET THE FOLLOWING THREE CRITERIA:
 1. Funds will come from existing categorical programs.
 2. Applications must be technically sound.
 3. Funding decisions will be made within current appropriation levels.



April 16, 1975

*Crossed
Koenig
(backup)*

Dear Mr. Koenig:

Thank you for your recent letter concerning
the Bicentennial.

I have referred your letter to Dr. Ted Marra,
who handles Bicentennial matters for me here
at the White House, asking that he contact you
directly. I am sure you can expect to hear from
Dr. Marra in the very near future.

Many thanks for your expression of interest in
this very important event in our Country's history.

Sincerely,

John O. Marsh, Jr.
Counsellor to the President

Mr. John L. Koenig
Elkridge Estates
6023 Hunt Ridge Road
Baltimore, Maryland 21210

dl



was

[5/75?]

Detached

he wrote out as
a report

Natty Hoffman

'Here for the People Service'

who said it
where

where

Old North

sent to by Pres.

RAA called this - will check
and call back



THE PRESIDENT'S SCHEDULE

Thursday - May 1, 1975

5:00 Mr. Donald Rumsfeld and Mr. William Walker.
The Oval Office.

5:30 Mr. Donald Rumsfeld - The Oval Office.

* 7:30 Dinner Honoring His Excellency Hedi Nour. (BLACK TIE)
The State Floor.

THE WHITE HOUSE
WASHINGTON

TO: Russ

FROM: PAUL THEIS

The Hamilton quote as
used by The President
is on page 2



see p. 2

Administration of Gerald R. Ford

PRESIDENTIAL DOCUMENTS

Week Ending Saturday, August 10, 1974

SWEARING IN OF THE PRESIDENT

Oath of Office Taken by the President at a Ceremony in the East Room at the White House. August 9, 1974

I, Gerald R. Ford, do solemnly swear that I will faithfully execute the Office of President of the United States, and will to the best of my ability, preserve, protect and defend the Constitution of the United States, so help me God.

NOTE: In a ceremony in the East Room at the White House, Warren E. Burger, Chief Justice of the United States, administered the oath of office to President Ford at noon on Friday, August 9, 1974. The ceremony was broadcast live on radio and television.

SWEARING IN OF THE PRESIDENT

The President's Remarks Following His Swearing In as the 38th President of the United States. August 9, 1974

Mr. Chief Justice, my dear friends, my fellow Americans:

The oath that I have taken is the same oath that was taken by George Washington and by every President under the Constitution. I assume the Presidency under extraordinary circumstances—circumstances before experienced by Americans. This is a heavy burden, and it weighs on our minds and hurts our hearts.

Therefore, I feel it is my first compact with my countrymen. Not a chat, not a campaign speech—just a promise. And I intend it to be the first of many.

I am acutely aware that you have chosen me by your ballots, and so I ask you to continue your prayers. And I hope that such prayers will be answered.

If you have not chosen me by secret promises. I have not been elected to the Presidency or the Vice Presidency. I have no political form. I am indebted to no man, and only as I begin this very difficult job.



the
ash-
chief in

, Mich., on
the University
the U.S. Marine

of the
I
hand the
others.
aria, Va., and is mar-
They have four children:
Martha.

I have not sought this enormous responsibility, but I will not shirk it. Those who nominated and confirmed me as Vice President were my friends and are my friends. They were of both parties, elected by all the people and acting under the Constitution in their name. It is only fitting then that I should pledge to them and to you that I will be the President of all the people.

Thomas Jefferson said the people are the only sure reliance for the preservation of our liberty. And down the years, Abraham Lincoln renewed this American article of faith asking, "Is there any better way or equal hope in the world?"

I intend, on Monday next, to request of the Speaker of the House of Representatives and the President pro tempore of the Senate the privilege of appearing before the Congress to share with my former colleagues and with you, the American people, my views on the priority business of the Nation and to solicit your views and their views. And may I say to the Speaker and the others, if I could meet with you right after these remarks, I would appreciate it.

Even though this is late in an election year, there is no way we can go forward except together and no way anybody can win except by serving the people's urgent needs. We cannot stand still or slip backwards. We must go forward now together.

To the peoples and the governments of all friendly nations, and I hope that could encompass the whole world, I pledge an uninterrupted and sincere search for peace. America will remain strong and united, but its strength will remain dedicated to the safety and sanity of the entire family of man, as well as to our own precious freedom.

I believe that truth is the glue that holds government together, not only our Government, but civilization itself. That bond, though strained, is unbroken at home and abroad.

In all my public and private acts as your President, I expect to follow my instincts of openness and candor with full confidence that honesty is always the best policy in the end.

My fellow Americans, our long national nightmare is over.

Our Constitution works; our great Republic is a Government of laws and not of men. Here the people rule. But there is a higher power, by whatever name we honor Him, who ordains not only righteousness but love, not only justice but mercy.

As we bind up the internal wounds of Watergate, more painful and more poisonous than those of foreign wars, let us restore the golden rule to our political process, and let brotherly love purge our hearts of suspicion and of hate.

In the beginning, I asked you to pray for me. Before closing, I ask again your prayers, for Richard Nixon and for his family. May our former President, who brought peace to millions, find it for himself. May God bless and comfort his wonderful wife and daughters, whose love and loyalty will forever be a shining legacy to all who bear the lonely burdens of the White House.

I can only guess at those burdens, although I have witnessed at close hand the tragedies that befell three Presidents and the lesser trials of others.

[5/75?]

THE WHITE HOUSE
WASHINGTON

Did Cheney:

w/Hse

Reception

Harvard Union

Sep ??

THE WHITE HOUSE
WASHINGTON

R-

P/stat + send
to CONOR's, advise
MAKER & Rustand re
TP's 2, 3, 4, 5, 6, 8 & 9.



[May 1975?]

A theme is needed for the President. I would make the theme REASON and weave it through all his Bicentennial speeches. But those speeches should emphasize 1, 2 and 3 above.

Regarding a schedule, I would not do more than two per month.



THE WHITE HOUSE

WASHINGTON

May 1, 1975

Jack --

Ted Marrs suggested you might want to be present at the ceremony of the purchase of the "First Bicentennial Series E Bond", 12:50 p.m. on the President's schedule. (Ted is in Valley Forge, Pa. today).

Russ *R*



THE PRESIDENT'S SCHEDULE

Thursday - May 1, 1975

7:40 General Brent Scowcroft - The Oval Office.

8:00 Mr. Robert T. Hartmann - The Oval Office.

8:30 Mr. Donald Rumsfeld - The Oval Office.

9:00 Mr. John O. Marsh, Jr. - The Oval Office.

9:15 Mr. Ron Nessen, Mr. Max L. Friedersdorf, Mr. Robert T. Hartmann, Mr. John O. Marsh, Jr., and Mr. Donald Rumsfeld - The Oval Office.

9:45 Secretary Henry A. Kissinger - The Oval Office.

* 10:30 His Excellency Hedi Nouira, Prime Minister of Tunisia.
(60 min.) (Secretary Henry A. Kissinger). - The Oval Office.

12:10 Depart South Grounds via Motorcade en route
Department of Commerce.

* 12:15 Swearing In of Rogers C.B. Morton as Secretary
of Commerce.

12:50 Return to the White House.

* 12:50 Purchase of First Bicentennial Series E Bond from
(10 min.) Secretary William E. Simon - (Mr. Michael Farrell).
The Oval Office.

* 1:00 Presentation of the President's Trophy to the Handicapped
(10 min.) American of the Year, North Dakota State Senator Elton W. Ringsak. (Dr. Theodore C. Marrs and Mr. Roger D. Semerad) - The Oval Office.

* 1:50 Swearing-In of New Members of the National Consumer
(10 min.) Advisory Council - The Rose Garden.

2:00 Vice President Nelson A. Rockefeller - The Oval Office.

2:30 Vice President Nelson A. Rockefeller, Mr. James Lynn
(15 min.) and Mr. James Cannon. - The Oval Office



APR 30 1975

THE WHITE HOUSE
WASHINGTON

TO:

J. Marsh

FROM:

MIKE FARRELL

SUBJECT:

S.Y.J.



THE WHITE HOUSE

WASHINGTON

MEETING TO PURCHASE FIRST
BICENTENNIAL SERIES E SAVINGS BOND
FROM SECRETARY SIMON

Thursday, May 1, 1975
12:45 p.m. (5 minutes)
The Oval Office

From: Mike Farrell

I. PURPOSE

For you to purchase the first new Bicentennial Series E Savings Bond commemorating the Nation's 200th anniversary.

II. BACKGROUND, PARTICIPANTS & PRESS PLAN

A. Background: Your purchase of the first bond commemorating the Bicentennial will give leadership and emphasis to the Savings Bonds Campaign. Similar first-day purchase ceremonies are being planned throughout the Nation wherein Governors and other officials are purchasing bonds. The May 1 date is the anniversary of the Savings Bond volunteer program. On that day in 1941 President Roosevelt purchased the first E Bond from Secretary Morgenthau. Secretary Simon will present you with the bond inscribed to Elizabeth B. Ford along with a small Minuteman statue, the symbol of the bond.

B. Participants: See attached.

C. Press Plan: Press photo.

III. TALKING POINTS

See attached.



B. Participants:

Secretary of the Treasury Simon

Secretary of Agriculture Butz, Chairman of
Interdepartmental Savings Bonds
Committee

Francine Neff, Treasurer of the United States
and National Director for U.S. Savings
Bonds Division

W. Jarvis Moody, Chairman of the Savings Bonds
Committee of the American Bankers
Association

Clifford Sommer, Volunteer Chairman for
Savings Bonds Bicentennial Activities
and a past president of the American
Bankers Association

H. J. Hintgen, Commissioner of the Public Debt

Marjorie Lynch, Deputy Administrator, American
Revolution Bicentennial Administration

Jesse Adams, Deputy National Director, U. S.
Savings Bonds Division

Morris Semiatin, Savings Bonds photographer



bi-centennial

May 1, 1975

MEMORANDUM FOR: TED MARRS
FROM: RUSS ROURKE

Ted, the attached was just received from Jack Calkins.

If it is inconvenient for you to personally receive the messages referred to in the attached on Sunday, please designate someone to act in your stead. The designated person must necessarily coordinate with Marietta Bourjaily re the Sunday morning activity.




APR 30 1975

THE WHITE HOUSE
WASHINGTON

April 30, 1975

MEMORANDUM TO: RUSS ROURKE

FROM: JACK CALKINS 

The attached letter is self-explanatory except for the further history that the President cannot meet the relay riders on Sunday morning because his brother will be in town and he wants to take him to church as well as play some golf. This regret has been relayed to Bourjaily's wife, Marietta, who thereupon asked me to be sure that someone from the White House was on hand to receive the messages which the relay riders will be bringing with them and which are addressed to the President. Though this is not an official ARBA event, it is a commendable effort, and Bob Hartmann believed that your shop should be made aware of it and asked to designate someone to receive the messages in the name of the President.

Any further information can be had from Marietta Bourjaily at 948-8728 and she, of course, should also be told who has been designated to receive the messages.

cc: RTH





The New Spirit of '76 Foundation

Executive Office
World Center Building
918 16th Street, N.W.
Suite 603
Washington, D.C. 20006
Telephone (202) USA 1776
Executive Committee
Dwight Fuller Spear
Founder
Monte Bourjaily, Jr.
Vice President
Managing Director
Maj. Gen. John J. Hayes,
USA (Ret.)
Treasurer
Donald R. Brenner
Secretary
General Counsel

February 4, 1975

President Gerald R. Ford
The White House
Washington, D.C. 20500



Dear Mr. President:

Because of your support as a member of our National Advisory Board prior to your elevation to the Vice Presidency and your interest in seeing our nation's Bicentennial popularly observed, I am writing to tell you about the "Wake Up America" Relay Ride. This is a youth involvement action program dramatizing to all America the fact that the 200th Anniversary of the Revolution is upon us.

To commemorate the 200th anniversary of Paul Revere's Midnight Ride, some 400 4-H Club members, teenagers all, will ride in relay from Minuteman Park in Massachusetts to Washington, beginning on April 19. Each youngster will demonstrate that young people do care about our country by riding a three-mile leg of this Relay.

The New Spirit of '76 Foundation is sponsoring this project and has secured the approval of the US Department of Agriculture and the cooperation of the Bicentennial Office of the US Department of the Interior for carrying it out. In addition each of the seven states through which the Relay will pass has given the project approval as an official 4-H Club activity. The project has been "Recognized" as an official Bicentennial activity by Maryland and has been endorsed not only by New Jersey, New York and Connecticut but also by many members of Congress from all seven states. Our friend Gil Gude has agreed to serve as "honorary chairman" for the project.

Along the route there will be a host of ceremonies at historic sites. The climax of the Ride will come on Sunday, May 4, 1975 (this year) when some 50 horses, representing 4-H horse clubs along the route, will ride the final leg, escorted by mounted U.S. Park Police, down the C&O Canal. During the portion of this last leg from the end of the Canal to the Ellipse, the 4-H riders will be joined by troops of patriots from many places along the earlier route of the Relay, these troops dressed in authentic Revolutionary War cavalry uniforms and by horse-drawn carriages, making a spectacular equine exhibit to capture the attention of the media to publicize the Bicentennial.

It is our intention to bring not only the 50 riders to Washington with their horses for the final leg of the Relay but also to assemble the other 350 to 375

President Gerald R. Ford
January 4, 1975

Page 2

participants in Washington on the Ellipse to see the ride end. I imagine that many proud parents and friends, along with the adult supporters in colonial uniforms or in carriages, will also be at the Ellipse.

After this ceremony we intend to return to the polo field next to the Lincoln Memorial for a picnic and an afternoon of horse exhibits including a "junior" All-Star polo game and an exhibit by the mounted U.S. Park Police and perhaps other events.

Thus we are combining in one project the basic concepts of the Bicentennial -- a Relay Ride to commemorate our heritage combined with a commitment to America's future horizons as expressed by her teenagers' participation, followed by a festival of equine events.

These 400-plus 4-H riders will be contributing their time, their efforts and their skill to the observance of the Bicentennial. It is our wish that they be recognized for this.

It would be a fitting climax and end to the Relay Ride, nor would anything thrill them more, than for you, Mr. President, to receive these young Americans on the Ellipse south of the White House, so they can tell you personally that America's young people care about America and are concerned to see that the Bicentennial, and what it stands for, are nationally appreciated. The ride is scheduled to end on the Ellipse at 11:00 AM or shortly thereafter, on Sunday, May 4, 1975.

Please accept this invitation to take time from your busy schedule to accept this message that these youngsters bring and to make a few remarks to them to thank them for their effort to wake up America to the opportunity vouchsafed us by the imminence of the Bicentennial to reunify our country in its observance.

Sincerely,

Monte Bourjaily Jr., Managing Director
The New Spirit of '76 Foundation & for
the "Wake Up America" Relay Ride



MAY 5 1975

OFFICE OF THE VICE PRESIDENT
WASHINGTONINFORMATIONMemo No. 330-75
May 3, 1975

MEMORANDUM FOR: Counsellor John O. Marsh, Jr.
FROM: Jon Howe
SUBJECT: Crozet

The Military Office Historical Society has found the following information concerning a possible link between Crozet, Virginia and the East Crozet Basin in the Indian Ocean.

- The East Crozet Basin was discovered during the expeditions of Nicholas Marion Dufresne in 1772. The islands of the Basin were claimed for France and named for Dufresne's first officer, Francois Crozet.
- Crozet, Virginia was formerly known as Wayland but subsequently named in 1876 for Benoit Claude Crozet. He was born in France around 1789 and came to the US in 1816. He served as an Army Engineer and taught at West Point, authoring the first book in the US on descriptive geometry. Crozet subsequently was President of VMI and Principal of Richmond Academy.
- We were unable to discover any link between Francois Crozet and Benoit Crozet but it is possible that they may have been related.
- Matthew Fontaine Maury lived in the period 1806-1873.

E-1108 REV. 9-74

POST OFFICE BOX 939
CHURCH STREET STATION
NEW YORK, N. Y., U. S. A. 10008

CITIVIEWS



FIRST NATIONAL CITY CORPORATION
388 PARK AVENUE, NEW YORK 10022

BLUE EAGLES AND DÉJÀ VU



Remarks by
Walter B. Wriston
Chairman
Citicorp
before

The Society of American Business Writers
Washington, D.C.

May 5, 1975

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As we approach the bicentennial of our republic, it is useful to remember that our founding fathers faced hard times--much harder than those which are with us today. They, too, had to make some tough choices. Thomas Jefferson expressed the problem in a nutshell: "We are not to expect to be translated from despotism to liberty in a featherbed."

The great principles of our government laid down by our founding fathers embody a vast distrust of centralized governmental power, and an unswerving dedication to the proposition that government rests on the consent of the governed. No sector of our society has been more vigilant than the press in keeping that proposition always before us. Nevertheless, whenever we create the conditions which cause our system to appear to falter, whether through inflation or



corruption, people who would destroy our liberty press forward with plans the founders rejected--old plans dressed in a new vocabulary. A good many years ago, John Randolph foresaw the danger and put it this way: "The people of this country, if ever they lose their liberties, will do it by sacrificing some great principle of government to temporary passion."

Today, passions abound in the land; as the heat rises our memory of fundamentals seems to fade. We forget that the traditional optimism of the American people is an absolute essential to a democracy. We hear a rising chorus of attack upon the unique American economic system, though it has produced both the highest standard of living and the largest measure of personal liberty in the history of mankind.

People who should know better begin to waffle about human freedom and in the moment of passion that John Randolph feared even suggest that some form of dictatorship may not be so bad after all. In the 1930s Senator David Reed from Pennsylvania voiced it bluntly: "If this country ever needed a Mussolini, it needs one now." The admiration in the United States for the way Mussolini made the trains run on time was widespread. The New York Times in May of 1933 reported that the atmosphere in Washington was "strangely reminiscent of Rome in the first weeks after the march of the Blackshirts, of Moscow at the beginning of the Five-Year Plan...The new capital...presupposes just such a highly centralized, all inclusive government as is now in the



making." In the 1930s it began to look more and more as if we would sacrifice some great principle and lose our liberty.

The resident philosopher in Washington in those days was Rexford Guy Tugwell. Like his current counterparts, Tugwell expressed contempt for the consumer's ability to choose, and wanted large state-controlled corporations along fascist lines. It was all very simple and logical. He put it this way: "When industry is government and government is industry, the dual conflict deepest in our modern institutions will be abated." This old idea has now been revived with a new name: We now call them "benchmark" corporations. By 1984, George Orwell tells us the concept will be set to music in a telescreen jingle that goes: "Under the spreading chestnut tree, I sold you and you sold me..."

The first major step that this nation took toward merging government and industry, and toward the total abandonment of the free market system, was the enactment of the legislation that created the National Recovery Administration. The NRA with its famous Blue Eagle symbol soon began grinding out hundreds of "codes" repealing economic freedom and arbitrarily fixing wages, prices and hours.

In the temporary passion of that moment, many businessmen welcomed the idea of controls and were openly pleased with the idea of an escape from competition. "Codes" in the 1930s were the equivalent of the current euphemism "guidelines." These "codes" ultimately affected some 22 million workers. Like all schemes which require people to behave in a way



they would not act of their own free will, force eventually has to be used against the populace. Since the NRA codes required citizens to make decisions which were contrary to their own economic interests, penalties for noncompliance had to be severe. Tailors were arrested, indicted, convicted and sentenced because their prices for pressing a pair of pants were a nickel below the relevant NRA code. Farmers were fined for planting wheat that they themselves ate on their own farms. Barbers who charged less than the code rate for a shave and a haircut were subject to fines of up to \$500. Even the village handyman was prosecuted, since he did not fit in under the multiple wage-and-hour scale set up by the codes.

The complexity of the codes soon antagonized labor as well as management. The average factory worker who had been earning \$25 a week was cut back to \$18.60 under NRA codes. As a result, strikes became a way of life and auto workers, frustrated by red tape, began calling the NRA the National Run Around. When the textile code authority cut production in the mills in 1934, another great strike began in the South. Before the strike ended, the National Guard had been called out in seven states and scores of textile workers were killed and wounded. A few months later, NRA Administrator General Hughie Johnson resigned under a storm of criticism-- or, as he phrased it himself, "a hail of dead cats."

As was the case with the rights of minorities in the 1950s and 60s, or with Watergate in the 70s, a few had



the courage to challenge the power of the state. A fairly small company, The Schechter Poultry Company, refused to observe NRA standards of "fitness" governing the slaughtering of chickens. When the case reached the Supreme Court, the NRA was unanimously declared unconstitutional. The Court wrote: "Such a delegation of powers is unknown to our law and it is utterly inconsistent with the constitutional prerogatives and duties of Congress." After the decision was read, Justice Brandeis told one of FDR's legal aides: "I want you to go back and tell the President that we're not going to let the government centralize everything." That was a call to return to fundamental American principles.

That time around we were rescued from the temporary passion of the moment by the Supreme Court. For such actions, the justices were reviled as the Nine Old Men. Fortunately, they were old enough to remember the tyrannies of the past, and struck down the attack on individual freedom even though it was wrapped in a package labeled "progress." As if in direct reference to John Randolph, the Court said: "Extraordinary conditions do not create or enlarge constitutional power."

Today, just as we are beginning to win the battle against inflation and recession, the classic attacks on individual freedom are being launched with new vigor. In place of the NRA and Mussolini's Blackshirts of another era, we have new groups with new names selling the same worn-out concept of government planning as "progress."



The current effort to peddle the theories of Tugwell is being quarterbacked by an organization called the Initiative Committee for National Economic Planning. Its members, businessmen, academicians and labor leaders are all well-intentioned people who should know better. Their program, if adopted, could bring about the step-by-step destruction of the free market system, and, as a consequence, all personal liberty. The opening statement of the Initiative Committee expresses the usual doubt about whether our tried and tested system provides "the best hope for combining economic well-being and personal liberty."

Like central planners in the past, the new breed speaks euphemistically of "plenary power" and obtaining a "mandate." They suggest that a "five-year plan" would be "voluntary" but add that it might require a "legislative spur." They imply that they would not set specific goals for General Motors, General Electric, General Foods, or any other individual firm but would "try to induce" the relevant industries to do their bidding. The New York Times, an ardent advocate of central planning in 1975 as in 1933 (except of course for the media) has fully endorsed the idea of government planning as "a means to help private industry to make its own planning decisions...without government coercion." There is no case of government planning not implemented in the end by coercion.

If the proponents of central planning came right out



and said they wanted to create an economic police state, their cause would never get off the ground. So, they resort to "doublespeak," as Mario Pei so aptly called it, the usual camouflage for the ultimate use of force against the individual. Ludwig von Mises summed it up when he wrote: "All this talk: the state should do this or that ultimately means: the police should force consumers to behave otherwise than they would behave spontaneously. In such proposals as: let us raise farm prices, let us raise wage rates, let us lower profits...the us ultimately refers to the police. Yet, the authors of these projects protest that they are planning for freedom and industrial democracy."

Perhaps the oldest lesson of history is that an assault on one aspect of freedom is an attack on the whole, as the framers of the Constitution were well aware. To think that the bell that tolls for economic freedom, does not toll for academic freedom or for freedom of the press is a delusion, and a dangerous one. The vigilance of the press which helped smoke out some of the misdeeds of Watergate should be equally focused on the economic non sequiturs coming from some of Washington's prominent citizens.

Attacks on the system that has produced our relative affluence as well as our freedom come in part from people seeking power, and in part from a failure to understand the American experience. Pulitzer Prize historian Daniel J. Boorstin put it this way: "There is an increasing tendency... to blame the United States for lacking many of the ills



which have characterized European history. Our lack of poverty is called materialism, our lack of political dogma is called aimlessness and confusion."


All current proposals for a managed economy rest on an underestimation of the intelligence of the American people. They assume that you and I are just not smart enough to decide how to spend the money we earn. The decision must be made for us by a wise government. Those wonderful people who brought us wage and price controls, which so severely disrupted our economy, now wish to extend the chaos on a permanent basis. The intellectual arrogance of those who would substitute their judgment for that of the American people is amazing.

As the incredible complexity of American life begins to dawn on the would-be government managers, as it did in fact ultimately dawn on the Administrator of the NRA, ever increasing pressure has to be applied to make a reluctant citizenry conform. The clash between governmental economic planning and personal liberty is inevitable because, in the end, governmental allocation of economic and intellectual resources requires--ultimately--the use of force. No agency, for example, could have regulated our railroads into bankruptcy as did the I.C.C. without such power. This power must be continuously increased to block opposition, to generate public acceptance and suppress doubts about the competence of the planner.



Last year's Economic Summit should have made it obvious to all the world that experts do not agree. No plan which covers a continent with the infinite variety of America and contains thousands of parts, can possibly be agreed upon by experts and certainly not by a majority of the people. Even if by some miracle we could get all the fiscalists and monetarists to concur, the ultimate decisions would be political much more than economic. It would be impossible to get a majority vote in the Congress on every item in the economy which would have to be allocated, priced and assigned priority. Since both political and economic agreement is a virtual impossibility, these decisions have to be delegated to the planner and thus can never represent the will of the majority. Such action by definition destroys the premise on which American democracy rests.

The First Amendment is one of the most sweeping definitions of freedom of the citizen against his government ever enacted anywhere in the world. As in the past, it must now be guarded jealously by all sectors of our society. What I am suggesting to you today is that you must examine with great care and skepticism the proposition that government regulation of goods and services is a legitimate function of government. It is predicated upon the dogma that consumers lack the intelligence to make choices, but that they are capable of sorting out a good idea from a bad one without government help. You should question the logic which leads some people



to conclude that a so-called truth-in-advertising law is good, but a truth-in-media law is bad. On a purely logical basis it is hard to sustain the argument that the public is unable intelligently to choose among competing dog foods without government help, but is competent to sort out the true meaning of a senator's speech.

The press, along with the rest of this country, generally has come to the conclusion that the performance of government at all levels leaves a great deal to be desired. Bureaucracy has never been synonymous with efficiency. There is a growing perception across the country that government regulation of goods and services has often tended to promote monopoly, raise the price levels and smother innovation. Professor Houthakker of Harvard made this point dramatically at the Economic Summit by listing 43 areas he thinks the government should deregulate.

Lest you think that you are exempt, more and more educators are beginning to perceive the hand of government within their own campuses, despite the long tradition of academic freedom. Academicians are learning the old lesson that if you take the king's shilling, you will do the king's bidding. We already have government very much in the broadcast field, although some people feel this has not been objected to as strongly by the print media as one might have hoped or wished. If you accept the proposition that government intervention in the dissemination of ideas is bad, which is one I strongly hold, you must then review in your own mind whether it makes



any sense to argue for governmental intervention in the individual's choices among goods and services. Whatever conclusion you come to on this proposition, you should not fool yourself that economics and politics live on separate islands; in the end our freedom is indivisible.

One of our least admired presidents was characterized as one who approached power with "muffled oars." Those of you who depend for your existence on the First Amendment should sensitize your ears to pick up the sound of "muffled oars" seeking to approach power through a planned economy. This suggestion is in accordance with sound liberal doctrine as expressed by Woodrow Wilson: "The history of liberty is a history of limitations of governmental power, not the increase of it."



MAY 10 1975

May 9, 1975

MEMORANDUM FOR: JIM KEOGH
FROM: MAX FRIEDERSDORF

Jim, I am advised that the Sammy Davis, Jr. request concerning a film on black history would pertain to bicentennial overseas use.

Will you please look into this possibility and let me have your recommendations and/or ideas as soon as possible.

Many thanks.

MLF:jg

bcc: Jack Marsh



May 9, 1975

Mr. David Packard
Madison Hotel
Washington D.C.

Dear Mr. Packard:

In Chairman Bentley's absence, descriptive material concerning this project has been sent to the seven members of the Business Council suggested by you, substituting the more readable brochure enclosed.

We delayed the mailing in order to have talks in the White House with Warren Rustand, Theodore Marrs, Jack Marsh and Jim Cannon. Mr. Marsh said that he plans to talk with you on the subject, and with Vice President Rockefeller.

Would it be possible to meet with you while you are in Washington, to answer questions prior to these discussions? Chairman Bentley will be in the office on Monday.

Sincerely yours,

Gault Davis
Fleet Director

Enclosure



MAY 9 1975

Mr. John D. Harper
Chairman
Aluminum Company of America
ALCOA Building, Room 1501
Pittsburgh, Pennsylvania 15219

Dear Mr. Harper:

David Packard has suggested that we send the enclosed descriptive material to seven members of the Business Council, in anticipation of meetings with President Ford and you. I am personally requesting a preliminary discussion with the President at the earliest opportunity.

After three years of research and preparation, and the expenditure of over a quarter of a million dollars in private sector funds, the project this material describes fills critical current needs.

The voices of our free enterprise advocates must be heard in a fresh and stimulating way, reviving our image of self-assurance in the eyes of our own citizenry and the world, creating employment, inspiring production, educating, entertaining, and demonstrating the unquenchable vigor and creativity of America.

The project has been designed for business, labor, academia and government to tell the full story of our country to all people.

We look forward to meeting with you.

Sincerely,

Helen Delich Bentley
Chairman



HDB:jls
Enclosure

Similar letters to: Edgar B. Speer, Frank T. Cary, J.K. Jamieson,
Reginald Jones, Irving Shapiro, and
Arthur Wood

MAY 14 1975

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May 12, 1975

Mr. John Burke, Jr.
Business Council
888 17th Street
Washington, D.C. 20006

Dear Mr. Burke:

Although I had alerted you to the possibility that we might be able to take advantage of the coincidental conference of the Business Council at the Homestead, we simply ran out of time.

We are proceeding with additional staff work around the President.

The seven members suggested by David Packard have received a letter from Helen Delich Bentley as per the attached, together with our booklet for condensed and convenient reference.

Sincerely,

Gault Davis
Fleet Director

Enclosures

cc: Jack Marsh
William Baroody

