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Environment - Council on Environmental Quality (CEQ) [1991]

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WHITE HOUSE STAFFING MEMORANDUM

DATE: 7/18/91 ACTION/CONCURRENCE/COMMENT DUE BY: 7/19/91 COBSUBJECT: FACT SHEET AND PRESS RELEASE ON THE PRESIDENT'S COMMISSION ON ENVIRONMENTAL QUALITY

	ACTION FYI			ACTION FYI	
VICE PRESIDENT	☐	☒	MCCLURE	☒	☐
SUNUNU	☐	☒	PETERSMEYER	☐	☐
SCOWCROFT	☒	☐	PORTER	☒	☐
DARMAN	☒	☐	ROGICH	☐	☐
BRADY	☐	☒	SMITH	☐	☐
BROMLEY	☒	☐	UNTERMAYER	☒	☐
CARD	☒	☐	DELAND	☐	☒
DEMAREST	☒	☐	BOSKIN	☒	☐
FITZWATER	☒	☐	CLERK	☒	☐
GRAY	☒	☐		☐	☐
HOLIDAY	☒	☐		☐	☐

REMARKS:

Please forward your comments directly to Mike Deland, Rm. 156, x5080, no later than COB, FRIDAY, JULY 19, with a copy to this office. Thank you.

RESPONSE:

*Mike Deland
Congratulations!
Aman*

PHILLIP D. BRADY
Assistant to the President
and Staff Secretary
Ext. 2702

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THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release

July 23, 1991

THE PRESIDENT'S COMMISSION ON ENVIRONMENTAL QUALITY

FACT SHEET

President Bush today announced the members of the President's Commission on Environmental Quality at a White House meeting.

THE VISION

The Commission originated in the President's commitment to develop "an entirely new way of thinking" to mesh environmental quality, economic growth and quality of life goals. The Commission will be in the vanguard of this movement by uniting private sector organizations to promote effective and cost-efficient environmental initiatives. The actions and programs that stem from these partnerships will operate beyond existing legislative and regulatory efforts to improve the environment.

For the last 20 years, regulatory and legislative actions have helped focus national attention on the importance of the environment. The President intends to complement these efforts by focusing on ways in which the creativity and efficiency of market forces can be harnessed to voluntarily improve the environment through private sector initiatives.

ORGANIZATION

The 25-member panel of environmental, business, academic and foundation leaders is committed to creating solutions to the nation's environmental problems. The full Commission will meet regularly and report its progress to the President. The Chairman of the White House Council on Environmental Quality will serve as Commission Chairman, and a Director will manage the Commission's activities. Special task forces will examine particular issues and promote model programs for addressing these areas. The Commission will operate for two years, unless extended.

GUIDING PRINCIPLES

The Commission's guiding principles represent an innovative environmental agenda. They are:

- * **Harnessing the power of the marketplace** -- its vitality, flexibility, and efficiency;
- * **Empowering people to act voluntarily** by increasing the flow of useful information to all segments of society;

- * **Empowering people to act voluntarily** by increasing the flow of useful information to all segments of society;
- * **Promoting pollution prevention**, which reflects a synergy of environmental and economic goals rather than spending resources to clean up pollution after the fact;
- * **Managing for environmental quality**, which involves a holistic approach to the environment, making the best use of resources, and making environmental quality an important part of the "bottom-line;"
- * **Fostering cooperative partnerships** across divergent groups and interests.

ENVIRONMENTAL QUALITY AGENDA

Over the last 20 years, the nation has made notable progress in addressing many of our environmental problems. However, the costs of the traditional regulatory regime are steep and many issues do not lend themselves to regulatory solutions. Four areas have been identified for the Commission's consideration which reflect the new environmental agenda and offer opportunities for measurable benefits. They are:

- * **Pollution Prevention and Environmental Quality Management:** Pollution prevention and environmental quality management approaches embody efficiency in resource and energy use. Sound management practices result from the incorporation of environmental thinking into day-to-day decision making. Changing the focus from "end of pipe" control to preventing pollution in the first place is one of the most promising methods to dealing with a range of environmental problems. As a result, these strategies usually combine the economic arguments of cost savings, efficiency and competition with the public demand for protection of the environment and of public health and safety.
- * **Natural Resource Management:** Pursuing an ecosystem perspective in conservation frequently requires establishing cooperative management plans and public-private partnerships that transcend traditional land and water management practices and boundaries. Innovative alliances are demonstrating the benefits of environmental partnerships, bringing together public agencies, resource managers, corporate partners, community leaders, and volunteers.
- * **International Cooperation.** The promotion of environmentally sensitive business development and technology cooperation offers opportunities to improve conditions not only at home but also abroad. Linkages in environmental quality across international boundaries have become increasingly apparent with the emergence of global

environmental issues. International cooperation is vital to our future if we are to reduce threats from global pollution, foster sustainable development, and improve international relations.

*** Education and Communication.** Through public outreach, the Commission can help people translate their concerns into positive environmental action. Ultimately, beyond the studies, debates and institutional actions, individual Americans remain the driving force in making the environment count. Citizens, consumers, employees, managers and policymakers can be reached through the news media, trade associations, marketing channels and especially through education -- where our schools train tomorrow's stewards of our earth.

PROGRAM IMPLEMENTATION

The work of the Commission will be accomplished through meeting the following goals:

Establish a Leadership Network of individuals who will assist the President in promoting a sound environment and strong economy by devoting time and resources to the promotion of voluntary action and education programs;

Identify Successful Models of what the private sector can accomplish on a cooperative voluntary basis, using its own resources and creative abilities;

Stimulate Further Action through information programs that increase public demand and support for these efforts, as well as the creation of a technical assistance infrastructure; and

Improve through Feedback, emphasizing an evaluation of the effectiveness of actions that foster the best use of resources in meeting environmental challenges.

Broad-based leadership, model programs, public support, and information exchange will spur large and small businesses, communities, and nonprofit organizations to adapt the Commission's initiatives to their own needs and circumstances as they work toward enhancing America's ecological and economic health. Members of the Commission are committed to an action orientation on environmental quality issues during the lifetime of the Commission.

For Further Information: Contact Patricia Kearney, Director, President's Commission on Environmental Quality, 722 Jackson Place, Washington, DC 20503.

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THE WHITE HOUSE
Office of the Press Secretary

For Immediate Release

July 23, 1991

The President today appointed the following individuals to be members of the President's Commission on Environmental Quality (PCEQ). Michael R. Deland will serve as chairman and William D. Ruckelshaus will serve as vice chairman.

They are:

Edwin L. Artzt, Chairman of the Board and Chief Executive for Proctor & Gamble Company in Cincinnati, OH.

Dr. Marguerite Ross Barnett, President of the University of Houston in Houston, TX.

Riley P. Bechtel, President, Chief Executive Officer and a Director of the Bechtel Group, Inc., in San Francisco, CA.

Dean L. Buntrock, Chairman and Chief Executive Officer of Waste Management, Inc. in Oak Brook, IL.

Richard A. Clarke, Chairman and Chief Executive Officer of Pacific Gas and Electric Company in San Francisco, CA.

Derrick Crandall, President of the American Recreation Coalition in Washington, DC.

Michael R. Deland, Chairman of the Council on Environmental Quality, Executive Office of the President, in Washington, DC.

Kenneth T. Derr, Chairman and Chief Executive Officer of Chevron Corporation in San Francisco, CA.

Robert Fri, President of Resources for the Future in Washington, DC.

Kathryn S. Fuller, President of the World Wildlife Fund and The Conservation Foundation in Washington, DC.

John A. Georges, Chairman and Chief Executive Officer for International Paper Company in Purchase, NY.

Dr. Paul Edward Gray, Chairman of the Corporation for the Massachusetts Institute of Technology in Cambridge, MA.

-more-

Gilbert M. Grosvenor, President and Chairman of the National Geographic Society in Washington, DC.

Allen F. Jacobsen, Chairman and Chief Executive Officer of Minnesota Mining & Manufacturing Company (3M) in St. Paul, MN.

Fred Krupp, Executive Director of the Environmental Defense Fund in New York, NY.

Kenneth L. Lay, Chairman and Chief Executive Officer of Enron Corporation in Houston, TX.

Richard P. Mayer, Chairman and Chief Executive Officer of Kraft General Foods North America in Glenview, IL.

N. J. Nicholas, Jr., President and Co-Chief Executive Officer of Time Warner Inc. in New York, NY.

Patrick F. Noonan, President of the Conservation Fund in Arlington, VA.

Harold A. Poling, Chairman and Chief Executive Officer of the Ford Motor Company in Dearborn, MI.

Frank P. Popoff, President and Chief Executive Officer of The Dow Chemical Company in Midland, MI.

William D. Ruckelshaus, Chairman and Chief Executive Officer of Browning-Ferris Industries, Inc. in Houston, TX.

Adele Simmons, President of the John D. and Catherine T. MacArthur Foundation in Chicago, IL.

Dr. P. Roy Vagelos, Chairman, President and Chief Executive Officer of Merck & Co., Inc. in Rahway, NJ.

and John F. Welch, Jr., Chairman and Chief Executive Officer of the General Electric Company in Fairfield, CT.

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THE WHITE HOUSE
WASHINGTON

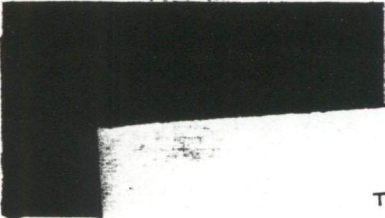
02/27/91



TO: DR. ALLAN BROMLEY

FROM: PHILLIP D. BRADY
Assistant to the President and
Staff Secretary

The attached has been forwarded
to the President



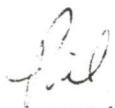
THE WHITE HOUSE
WASHINGTON

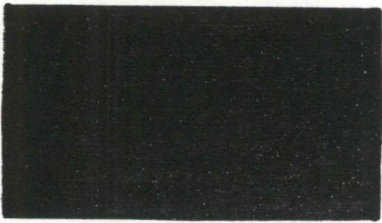
February 26, 1991

MR. PRESIDENT:

Mike Deland thought you
might find his attached
interview of interest
regarding the revitali-
zation of CEQ.

Thank you.


Phillip D. Brady



FEBRUARY 4, 1991

CHEMICAL & ENGINEERING

NEWS

722

COUNCIL ON
ENVIRONMENTAL
QUALITY

***** 5-DIGIT 02174 *****

Quality

Chairman Deland talks about
rebuilding agency's clout within
the Administration
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President's Environmental Adviser, Michael Deland, Aims for Strong Role

On Aug. 1, 1989, President Bush named Michael R. Deland to be chairman of the Council on Environmental Quality. The environmental community was elated. The self-professed environmental President had named an environmental advocate to head an agency that was dormant during the Reagan years.

After Deland's appointment, CEQ appeared to be a likely candidate for resuscitation. But appearances may be deceptive.

CEQ was formed in 1970 at the height of environmental fervor in this country. Then President Nixon used the three-member council effectively to ward off his potential Democratic opponent, Edmund Muskie of Maine, "Mr. Environment" in the Senate. Savvy politician Russell Train, the first CEQ chairman, became a close Nixon counselor and a vigorous White House spokesman for the environment. It was hoped that the well-liked Deland would play a role similar to Train's.

From 1983 until 1989, Deland was a courageous, outspoken New England regional Environmental Protection Agency administrator. Conservationists recognized his ardor and efforts: In the spring of 1989 the National Wildlife Federation honored him with its Special Achievement Award for his leadership in cleaning up Boston Harbor and for protecting robust fishing areas from offshore drilling.

Prior to his stint as EPA regional administrator, Deland was counsel at Environmental Research & Technology (ERT), headquartered in Concord, Mass. During this private-sector period he wrote a monthly column in C&EN's sister publication, Environmental Science & Technology. Before going to ERT, Deland served as chief of EPA's Legal Review Section and its Enforcement Branch in the New England regional office.

Given this background, it was hoped that Deland would carry his forceful style to the halls of the White House and be the Administration's effective voice on matters ecological. Today environmentalists perceive otherwise. Fearing that he came too late to the Administration, after all the juicy ecological issues had been divvied up, they see no visible sign of the



Old Deland. Is their perception correct?

In this interview with C&EN senior editor Lois R. Ember, Deland argues that, in this instance, perception is not reality.

What do you perceive to be CEQ's mission?

First and foremost it is to serve as the President's in-house environmental and, increasingly, energy adviser. Second, it's to be the arbitrator, conciliator, honest broker among the various departments and agencies as they inevitably differ. CEQ is the one called in to try to resolve these differences before having to elevate them to the President for his decision. And, also, its mission is to serve increasingly as a coordinator

on interagency matters. For example, I have recently been appointed by the President as the new cochairman of the follow-on to the NAPAP [acid rain research] program; this group will try to evaluate how the new Clean Air Act is working from an economic, as well as environmental, standpoint. It will serve as the forerunner, or an example, as to how we can continue to coordinate interagency research.

At the Environmental Protection Agency, you were an active, outspoken regional administrator. How do you perceive your role as the head of CEQ? In the same way?

No, it's quite a different role. The role of a regional administrator is to first be a regulator, an enforcer of existing laws. My role here is to be an adviser to the President. Bill Reilly [EPA Administrator] is the regulator and has an army under his command to do that. EPA, as you know, is an entity 15,000 or so strong. When I arrived on scene a year and a half ago there were literally just nine folks at CEQ. We now are back up to 25 and on the way to 40, which is an indication of the President's commitment not only to CEQ but to the environment in general.

The point is CEQ is a very small group of an advisory nature within the White House complex. Our one primary regulatory role is the third function of CEQ, and that is to be the guardian of NEPA, the National Environmental Policy Act, which was the Magna Carta statute that created CEQ and set up the environmental impact statement process.

So basically you see yourself as an in-house adviser? That's right. The name over the door is the Council on Environmental Quality and so clearly I have an advocacy role, but it is an advocacy role more within the Administration than without. I make my feelings known and argue a case internally rather than on the front pages of C&EN or the *New York Times* or anywhere else. That's not to say that I don't deal with it. I do, but in a way that represents Administration policy.

Did you come to CEQ with the understanding you would play the role of the influential broker on environmental issues?

It was, yes, in very general terms. The primary understanding was that the President was committed to resuscitating CEQ, to building it back to what it had been in its early days under Russell Train. Then, its two main functions were, first, the advisory role and, second, the conciliator, broker role.

Do you feel that you have been an influential broker? I think we are becoming increasingly influential. When you are rebuilding an entity that has been dormant it takes a bit of time—more time than I had anticipated. You need to earn respect both internally and externally. People in the White House decision-making process had not looked to CEQ over the previous eight years because it really hadn't been adequately staffed to be a player. And so we were not turned to initially, not out of deliberate neglect, but simply because it took a while for people to recognize that there was an entity that was back in business that could be helpful.

You feel that recognition is there now?

I think it is, yes. I meet regularly with the President. He, for example, somehow, just the day before yesterday, found 15 minutes in the middle of the day to talk about environmental issues. And I attend Cabinet meetings and all of the meetings of the Domestic Policy Council and the Economic Policy Council, and the National Security Council when appropriate.

Did you and the President discuss the environmental implications of the Persian Gulf War?

No, it was just a general environmental discussion that had been scheduled. Under the circumstances, one would have anticipated that it might well have been scrubbed from the schedule, but it wasn't. I think that is an indication of his interest in the environment.

The discussion focused on a wide range of domestic environmental and energy issues in very general terms. I was writing a piece for the *Times-Mirror* magazines—*Field & Stream*, *Saltwater Fisherman*, *Yachting*—and I wanted to discuss it with him before putting it to bed.

Are you, then, satisfied with the representations made to you when you accepted the position, and the follow-through you have been given?

I am, yes.

There have been no disappointments?

Well, one would always like to move farther and faster, but clearly I have received, as has the institution of CEQ, the staunch backing of the President. I could not be any happier on that score.

What were your plans for CEQ when you first became chairman? Have some of these been fulfilled?

The first was a mechanical one, namely to rebuild a group, to give it the expertise to participate across the environmental spectrum. So we staffed up with people with strength in environmental economics and international issues.

We have a lead role for the U.S. in preparing the national report for the 1992 United Nations conference on environment and development in Brazil. We also, for that conference, have the responsibility on behalf of the U.S. government for outreach to the nongovernmental organization constituencies. We are also active in the ongoing international deliberations on global climate change.

So the first was a process role. As to substantive issues, the one that I am now devoting more attention to than almost any other is that of pollution prevention. That is, pollution prevention broadly defined, not in a rather narrow regulatory sense, but in a broad sense encompassing energy efficiency, recycling, and a whole host of comparable measures.

It's my feeling that the highly prescriptive command-and-control structure that we have had over the past 20 years has served us well. We have made substantial improvements in environmental quality in this country during a period when our economy grew by 75%.

But CEQ is now trying to play a catalyst role in changing the mindset with which we view our environment. That is, shifting our focus away from the discharge end of the pipe and the spending of millions and billions to clean up a mess after the fact, toward looking at the internal production processes themselves and seeing how they might be modified to prevent pollution in the first place.

What precisely is CEQ doing on this issue?

A number of things. Specifically we are in the process of setting up a Presidential commission on environmental quality that will enlist the counsel of 24 people (plus myself) from various industrial sectors, from the environmental community, from academia, and from other constituencies. The aim is to take some of the issues that are high on the President's environmental agenda and see if, by bringing together a high-level group such as this, we can help speed their implementation.

The agenda would include pollution prevention and many other issues?

The toughest job I have on a daily basis is trying to stick to my set of priorities rather than being governed by somebody else's



Yes. But it is my intent that pollution prevention would be very high on the priority list. This is not just an advisory body, but will be project oriented, results oriented, and pollution prevention will be one of the first priorities.

When is this group to convene?

The President signed the executive order creating it in December, and we are in the process of screening names now. Unfortunately, because it is a Presidential commission, there is a rather laborious background check, and this will be the determining factor on how fast we can get up and running. I'm hopeful that we can have our first meeting in late spring.

You've spoken about resuscitating CEQ, and you mentioned pollution prevention, and energy policy as issues that you wanted on CEQ's agenda. Were there other issues that you wanted to take up when you first came to CEQ but which somehow got sidetracked?

The toughest job that I have on a daily basis is trying to stick to my set of priorities rather than being governed by somebody else's. It is very difficult to avoid the fire-fight of the day, and there are certainly many of those. But in my judgment, I serve the President best if I try, in so far as I can, to be a long-range thinker and focus on the larger issues and let others become embroiled in daily disputes. Now that said, there are some that are clearly of the magnitude that we need to be into them, and we are.

What are your other specific priorities?

Clearly the whole issue of global climate change is one that's of significant interest and potential impact. And I'm spending a substantial portion of my personal time on that.

By way of example, I made a decision when I first came down here not to get embroiled in the day-to-day

negotiations on the Clean Air Act. My feeling was that there were many other competent people from C. Boyden Gray [Presidential counsel] to Roger B. Porter [Presidential adviser on domestic policy] to various others within the Administration working on the issue so there wasn't a need for me to get immersed.

Has your not getting involved in the daily Clean Air Act deliberations colored in a negative way the perception about your role, your effectiveness, within the Administration?

It was the issue of the moment. It was one that was highly publicized. So sure there would have been some short-term advantage to being right in the middle of it. I certainly maintained an active interest, was kept up to speed the whole time, and weighed in behind the scenes. So I'm comfortable with that role and am particularly comfortable with the way the Clean Air Act turned out.

Unfortunately when reading about CEQ one is left with the impression that you and CEQ are nonplayers. Can you offer, by citing examples, some counterbalance to that impression?

I think we are playing an instrumental role in the development of the energy policy. But that said, my role is that of the internal adviser to the President. And I have a responsibility to make my views known—and I do—but once a decision is made, to close ranks and help to get on with the implementation of the decision, if that is needed, or get on to the next one. I am not in a position to outline my views as opposed to anybody else's within the Administration on a particular issue. And I realize that, sure, I pay a price for that with the environmental community. But my role, as I view it, is first and foremost to serve the President of the U.S.

If you are an effective insider, where are your fingerprints on the issues? They don't seem to be visible to the environmental community.

Well, if that's the case, that's fine. Sure I am asking some people to take me and my contributions on faith. I come here with a strong record, I like to think, in the environmental community and I haven't changed my views. But, I'm not the kind of person to be either leaking or in any other fashion disseminating information around town that would be of benefit to Mike Deland.

In broad terms can you cite specific examples of CEQ's effectiveness?

I could cite a number. Probably one that was as contentious as any was the whole issue over the central valley water projects in California. That is one in which CEQ played an instrumental role. The Interior Department, for the first time in its existence, recognized that it ought to be doing environmental impact statements on issues of that magnitude.

The moratorium on drilling in the outer continental shelf off the coasts of California and Florida, and in the Georges Bank [east of Massachusetts], is another example of a major decision made by the President in which we were instrumentally involved.

CEQ put together an accomplishments report for the President, and in my judgment it is a very commendable record that needs no apology. I think it is as solid an environmental record as any President has ever had. There are more accomplishments in the past two years, the first two years of the Bush Administration, than we have ever seen. We have played a part in helping that happen.

Admittedly, we have done a less than artful job in disseminating that record. There are many that just don't recognize the full range of it, and there are others that just don't want to recognize it for obvious reasons. But as long as the accomplishments of the Administration continue, I am comfortable and I could really care less whether my fingerprints are perceived outside.

So CEQ had a strong hand in the President's decision to put a moratorium on offshore drilling?

Sure, we've been immersed in virtually everything involved in that. We have seen dramatic changes. For example, you now have the Department of Defense, thanks largely to Secretary Richard Cheney and his deputy Don Atwood, but with encouragement from us and others, setting a new environmental ethic.

The Department of Defense has routinely consulted with us on the environmental implications of the Middle East operation. That is something that wouldn't have happened, or hasn't happened in previous history to my knowledge. So that is a vivid demonstration of the degree to which environmental interests have permeated other departments—Department of Agriculture, Department of the Interior, the same way. It's the first time a Department of Agriculture's farm bill has a substantial environmental component to it.

The national energy policy has been under development for quite a long time. Why hasn't it been released yet and what role did CEQ play in its development?

There is no real deadline. Congress has asked for a report by April 1, but there is no statutory deadline. The expectation is that we will have something out before then.

There have been obvious distractions, namely what's going on in the Middle East right now, which have slowed it down. Remember that the President is the one who will make the final call and his time of late has been otherwise concerned.

In the issues you say you are interested in and are taking a hand in developing, do you feel you have the clout to carry them out? I ask this question because of the history of CEQ. Soon after taking office you had to withdraw your nomination for deputy general counsel.

That name was withdrawn at my initiative. What transpired was a reflection of my naiveté in making that selection. He is a first-rate person who would have served well, and is continuing to do an excellent job where he is. I had not realized that he had been very outspoken in opposition to Adm. James Watkins at his confirma-

tion hearings. We, in our in-house role here, need people who are loyal team players.

If the man was so competent, could he not have worked effectively at CEQ? Or was it for political reasons that his name was removed?

It was for pragmatic reasons. By making those comments, he had alienated a number of people within the Department of Energy, and we need to work closely with the Department of Energy. I felt that I didn't have the luxury, the time luxury, to break down those barriers. I think they would have been in time, but we needed somebody who was enthusiastically endorsed by all with whom we deal.

Were you asked to withdraw the nomination?

No, I was not. It really was not a nomination, not one that went to the Senate or the White House or anywhere else. I was not asked to make that move by anybody, I did it on my own.

Another indication of a lack of clout, at least from those viewing you and CEQ from the outside, is the wetlands issue. When you took office, you told some people that you wanted to make wetlands your issue. Now it is being handled by Presidential domestic policy adviser Roger Porter.

It is an issue I feel strongly about. We are very actively involved in the [Administration's] wetlands task force. I'll be comfortable if, indeed, we do find a solution to how to achieve the goal of no-net-loss-of-wetlands, which won't come easily. It is of virtually no interest to me whether Roger Porter or Mike Deland is the chairman of the wetlands task force as long as the result is one that makes sense. We have a staff person at CEQ who, I think it is fair to say, is the person who is contributing the key technical input to that task force. That's what counts.



CEQ put together an accomplishments report for the President, and in my judgment it is a very commendable record that needs no apology

There are other examples indicating a lack of clout. One is global warming, an issue you showed an interest in early on, and one which would be a prime issue for CEQ, yet the lead on it has been taken by the President's science adviser, D. Allan Bromley.

Allan Bromley is the appropriate person to be chairman. It's largely a scientific issue. He's the President's science adviser. He is chairman of the global change task force, I'm the vice chairman.

But you could make the same arguments for CEQ taking the lead on global warming.

CEQ doesn't have a stable of scientists. We have policy makers. And my role in the task force is to make contributions in the policy arena, which I am doing. I'm quite comfortable with Bromley as the chairman and me as the vice chairman.

In previous Administrations CEQ had a strong scientific staff. Is that not so today?

That is not so now. When I took over there were no scientists. In fact, there were very few people of any particular expertise. We have built back an economic capability. We have not yet built back a scientific capability. It is something that is clearly high on my list to do. But I felt it more important to do the economics first, which we have now done.

We work closely enough with Allan Bromley and his people, so I don't feel that we are not serving the President well by not having had a scientist at CEQ for the past few months. I'm looking for scientists.

Last October or November the White House Domestic Policy Council set up an assistant secretary level task force on environmental policy. It's supposed to serve a coordinating function, which is one of the prime examples you gave me as the mission for CEQ within the federal domain. You are not the chairman of this task force, merely one of 17 members. Would you comment on this?

This is a midlevel group, composed of representatives from various agencies. My staff director David Stroots sits on it.

Why the need for this other group when clearly CEQ serves a coordinating function? Why duplicate that effort with another White House group?

It's a group that I wouldn't say is duplicating CEQ's efforts. It's complementing what we are doing. One can never overcommunicate. Many of the problems that any institution has, whether it be an administration, or a company, or a magazine, [stem from] a lack of communication.

So the fact that we have got another group on which we are represented at a high level, one that is working on issues across the environmental spectrum is nothing but positive.

For example, look at the agenda. The issue that they are discussing now is reauthorization of the Resource Conservation & Recovery Act. Though I have an interest in it, RCRA reauthorization is better left to EPA and to other groups that have a more direct interest. I and

CEQ can't get involved in every environmental issue that exists.

But the perception is that CEQ's agenda, its mission is being taken away from it.

Sure that's the perception, but it's misconstrued. I don't have time to get involved in the details of RCRA deliberation.

But the organization of this new group, when CEQ is in place to serve a coordinating function, leaves the perception that CEQ is not going to be given relevant responsibilities in this Administration.

I realize that perception becomes reality in this town, but that is not the reality. The issues that we are handling are ones that don't necessarily overlap with that group. What I am trying to point out with the RCRA analogy is that it is an issue that is not on my list of priorities.

So you feel that you have the clout to carry out your set of priorities?

Yes I do.

Do you have sufficient access to the President? Do you have his ear on important environmental issues?
I do, yes. I feel that I have all the access I need to have.

Could you talk about your relationship with White House chief of staff John Sununu? As EPA regional administrator you made decisions that crossed him when he was governor of New Hampshire. I wonder if that has hampered your relationship with him?

I wouldn't say that it has hampered it. It's perhaps helped it in that I knew him and he knew me. But once again, the differences that we had, and we did have some, were in my judgment blown way out of proportion. I didn't have more differences with John Sununu

**We have built
back an economic
capability. We have
not yet built back a
scientific capability.
It is something that
is clearly high on
my list to do**



as governor of New Hampshire than I had with the governors of Maine, Connecticut, Rhode Island, or Massachusetts. But Sununu being outspoken, made those differences with him more clearly known.

But you are now working with Sununu and not the other governors.

He is the kind of person with whom you may differ on an issue and state where you stand, and that's that. He is not known to hold grudges. When I came down here, the talk was that my coming down here was because John Sununu wanted to get me out of New England. Well that was just a lot of hogwash.

How would you describe your relationship with him now?

I would say it is a very forthright relationship. Sure we have had our differences. We have a good working relationship. We don't agree on every issue, but nobody would expect that.

Has he overridden any recommendation you have felt strongly about?

No, none that are of real import. The issues that I have felt strongly about have come out in a way in which I have been comfortable.

Do you have the strongest voice on the environment in this Administration?

No. There is a combined voice—Bill Reilly has a voice, clearly. I have a voice. We are the two with titles that give us that responsibility. There are others that weigh in on an issue-by-issue basis. But I don't think there is any one environmental voice, just as there is no one Defense Department or national security voice.

How do you feel about CEQ becoming a de facto one-person council? Has this helped or hampered CEQ's work?

I think it has helped it. It was a decision made by the President based on a recommendation in the report "Blueprint for the Environment." The authors of that report felt that way for a number of reasons, one being economic. Simply to have two other high-priced characters on the council was not a good use of resources when you could hire more folks who really do the work day in and day out. Traditionally the council has operated in a strange way, especially if the chairman was to be the President's environmental adviser. That is, it was always a bit inconsistent for the chairman to meet with the President, come to an agreement with him, and then have to go back to the council and put that agreement to a vote. So a three-person council was unwieldy in that respect.

There was reluctance on the part of the Senate to appropriate for fiscal 1991 all the funds that the President had requested for CEQ—a doubling of funding. CEQ ended up with something between the fiscal 1990 funds and what the President had asked for. The language in the appropriations reports stated grave concerns about the lackluster role of CEQ in this Ad-

ministration. Do you feel that you can overcome these apprehensions? And how do you plan to do that?

I'm confident that we can. In retrospect I did not spend enough time on the Hill with the particular committee members. And that is not a mistake that I will make again. I think that we simply did not take the time, or have the time, to adequately educate, inform the committee members, and in particularly the chairman, as to what we are doing. I'm going to see that that is not the case this year.

Since you didn't get the increased funding, will the loss of those funds be particularly damaging?

It clearly doesn't help. We would be in a much better position if we had the funds. I would be a liar to say that I wasn't disappointed by the decision of that particular committee, but we will make do with what we have.

How significant is that loss to CEQ?

I don't want to minimize it, it is significant when you are talking about a very small entity. It is a substantial percentage loss. But, that said, we will work through it, and we'll get our job done.

Will that mean that you won't be hiring scientific staff?

It means that we won't have the depth that I would have wanted.

Sen. Barbara Mikulski (D.-Md.), who chairs CEQ's appropriations subcommittee, was upset about CEQ's failure during the Reagan years to publish its annual reports. These reports used to be collector's items, people really used them.

Wait until you see this year's annual report, which is coming out in April. I think you will see evidence of a very new and very different CEQ. And if you look at last year's, it was a major step back in the right direction. It's a document I am proud of.

Is the April report's focus going to be on long-range, anticipatory problems?

It's going to be looking ahead much more. But there are several major differences. Last year's annual report was by design a retrospective look at the past 20 years. This year's report will be focused on a fairly narrow set of issues, but dealing with them in some depth.

One major distinction is that last year's report by necessity had to be written largely by outside contractors. This year's is written entirely by CEQ staff—and this may be the first time since the late 1970s that a report has been produced entirely by staff.

When you accepted the position of CEQ chairman, you decided not to run for governor of Massachusetts. Do you have future political plans?

Look at my desk! I deal day to day. No I haven't thought that far ahead. Right now I'm enjoying what I am doing. I was delighted to see that Bill Weld won in Massachusetts, and I would hope that he'd be the governor for a substantial while. □