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DOCUMENT NUMBER	DOCUMENT TYPE	SUBJECT/TITLE OR CORRESPONDENTS	DATE	RESTRICTION
1	Memo	Stephen Bull to Brig. Gen. James D. Huges, et al., re: General Procedures to be Followed when the President Plays Golf. 2 pp.	9/22/1971	A
2	Memo	SAIC Towns to SAIC Taylor re: Intelligence Information Concerning Visit of President Tito..., 3 pp.	10/7/1971	A

COLLECTION TITLE WHCF: SMOF: Alexander Butterfield	BOX NUMBER 5
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FOLDER TITLE
1971 WH Correspondence To/From Others Part 2: July-Dec. 1971

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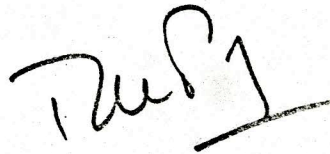
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July 3, 1971

MEMORANDUM FOR: THE PRESIDENT
FROM: RAY PRICE
SUBJECT: Letter to Cosmonaut's Daughter

Attached is the draft you asked for of a letter you could write by hand. I've tried to keep it short. In case you want to expand into anything about the flight itself, also attached is a draft statement I did Wednesday morning which was not used.

I tied it to the newspaper picture in order to provide a reason for singling out Maria, since the other cosmonauts also left children (Volkov a 13-year-old son; Patsayev a son 14 and a daughter 9).



Attachments

Price

June 30, 1971

DRAFT STATEMENT ON COSMONAUT DEATHS

NOT USED

The deaths of the three Soviet cosmonauts aboard Soyuz 11 is a deeply moving human tragedy. It reminds us once again that as man probes the mysteries of space, brave men risk their lives in the effort -- and the risks are real.

From earliest history, man has been able to move forward because there have been pioneers with the courage to take such risks. Despite its tragic ending, the Soyuz-Salute mission was one of great achievement. Even in death, these Soviet cosmonauts take their place in a proud tradition of human bravery that knows no national boundaries.

The families of Cosmonauts Dobrovolsky, Volkov and Patsayev have my deepest sympathy, and that of the American people.

###

Price

July 3, 1971

Draft Letter to Cosmonaut's Daughter

Dear Maria,

When I saw a picture in the newspaper of you at your father's funeral, I knew that a brave man had left behind a brave daughter -- and also one who loved him very much.

Like your father, I also have two daughters, and their hearts go out to you as do Mrs. Nixon's and mine. For you, for your mother and for your sister Natasha, this must be a terribly sad and difficult time. But I know your father would want you to face his loss with a strength and courage to match his own.

So continue to be brave, Maria, and as Natasha grows older help her to understand how very proud of him you both should be.

Sincerely,

WASHINGTON, D. C., FRIDAY, JULY 2, 1971-

DEPRESSURIZATION CITED

Space Deaths Laid to Mishap

MOSCOW (UPI)—The three Soviet cosmonauts died from embolisms caused when sudden depressurization of their Soyuz 11 spacecraft caused air bubbles to form in their blood, non-Soviet Communist sources said tonight.

The three men were descending to what appeared a

Three Eulogized at Rites in Red Square. Page A-10

perfect landing from a record 24 days in space when communication with the Soyuz was cut off as they applied their retro rockets to descend through earth's atmosphere. They were found dead in their seats.

The Communist sources quoted Soviet scientists as saying the government commission appointed to investigate the cause of the mysterious deaths came to the conclusion after performing autopsies.

The sources said scientists conjectured that depressurization occurred during the separation of the service module from the descent module. The descent module landed perfectly via parachute in the broad plains of Soviet Asia.

The disclosure came soon after the state funeral at which Communist Party Chief Leonid I. Brezhnev and an American astronaut helped bury in the Kremlin Wall the ashes of the three.

Guns of mourning sounded as the urns holding the ashes of Georgy Dobrovolsky, Vladislav Volkov and Viktor Pat-sayev were sealed in the wall.

Brezhnev, the party man who has supervised the Soviet space program from the first manned Sputnik a decade ago, made no attempt to stem his tears.

He, Premier Alexei N. Kosygin and President Nikolai V. Podgorny helped bear the urns on their shoulders in slow, precise procession from Lenin's tomb to the heavy brick wall.



—Associated Press
 Maria Dobrovolsky, 12-year-old daughter of one of the three dead Soyuz 11 crew members, is comforted by Soviet cosmonaut Valentina Tereshkova while attending funeral services in Moscow's Red Square today.

MEMORANDUM

Determined to be an
Administrative Marking
Not National Security Information
By J43 NARA Date 5/16/2016

THE WHITE HOUSE

WASHINGTON

July 3, 1971

CONFIDENTIAL

MEMORANDUM FOR:

LEONARD GARMENT

FROM:

JON M. HUNTSMAN *JMH*

SUBJECT:

John Ford

The President read with interest your memorandum of June 30, 1971 on John Ford and a proposal to have an evening or dinner at the White House honoring Mr. Ford and the American film industry.

The President felt your proposal was an excellent idea and requested that you follow up on the project to be held during January or February of 1972. It was further suggested that such an event might also include Jack Warner.

Please report your plans concerning this event to be scheduled during January or February 1972 approximately 60 days before the event to the office of the staff secretary.

Thank you.

cc: H. R. Haldeman
✓ Alexander P. Butterfield

THE WHITE HOUSE

WASHINGTON

July 9, 1971

MEMORANDUM FOR: H. R. HALDEMAN

FROM: CHUCK COLSON *WC*

SUBJECT: "THE NIXON STYLE" - A REPORT

The following action has been taken in connection with the 6,000-word analysis of the "Nixon Style" by Bill Safire, which you transmitted to me on June 25, 1971:

1. A three-page talking paper has been prepared, entitled "The Nixon Style" which is presently being distributed to Administration people and key spokesmen on Capital Hill;
2. A 13-page speech insert has been drafted, and is being circulated for Cabinet level use;
3. Coordination has been established between my staff, Safire and Van Shumway. Safire is shortening his original analysis to approximately 3,000 words and re-working it into a by-lined article.
4. I have copied Safire's original analysis and sent it to Shumway with the suggestion that it might be of use to Dick Wilson for the Look article.
5. I have also alerted Shumway that Safire is preparing a by-lined article and that he will be expected to place it for us.

Copies of items (1) and (2) are attached to this memo. I will send you a copy of item (3) as soon as it is completed by Safire.

TALKING PAPER -- The Nixon Style

The Nixon style is uniquely equipped for contemporary American society - it is a blend of low-key statesmanship with efficient, deliberate problem-solving determination. It seeks to solve today's problems in a way that does not create new and larger problems for tomorrow. The President is a trouble-shooter but not an exhibitionist - he's the leader of the free world, but not its boss - he prefers "let's work together" to "follow me".

The Nixon style may be characterized most effectively in the context of his method of operation - the way he does things. A number of elements in his style are identifiable:

1. A preference for persuasion over coercion. This is best shown in the desegregation of Southern schools. Setting up biracial committees to deal with the problem, while showing a sympathy for the pains of change, the Nixon approach succeeded in achieving real desegregation results with a minimum of bitterness.

2. A restrained use of federal power. The President chooses to exercise a restrained use of federal power which must not be confused with a halfhearted one. In his housing policy for example, it is in the Nixon style to vigorously enforce the law against racial discrimination, yet stopping short of using federal funds to affirmatively force local integration schemes. Too much federal power can be as counterproductive as not enough. Self-restraint is a strong cornerstone of the Nixon character.

3. The unexpected bold stroke. When the situation calls for it, the Nixon style never hesitates to move forward decisively and swiftly. Every now and then the Nixon style calls for a "big one" -- upsetting the status quo, throwing the opposition into disarray, and making a strong decision for a new initiative. The action in Cambodia was a necessary gamble which required bold and immediate action - the President made a decision and followed through in a powerfully efficient way. The gamble paid off in sharply reduced casualties and a more rapid American disengagement from the Vietnam War. This element of the Nixon style has shown itself in many other areas as well. The introduction of bold new legislative measures such as revenue sharing and the family assistance plan are examples.

4. Complexity in decision, simplicity in explanation. In the extrication from the war, in race relations, in balancing concern over inflation with concern over excessive unemployment, the Nixon style never shies away from the complex realities of the situation in favor of simple answers. His is a style which engages the complex problems of the day, while never failing to take into account its future ramifications. Complexity in decision making, however, is not accompanied by complexity in explanation. It is in the Nixon style to communicate decisions and programs as simply and clearly as possible - "to get people off welfare rolls onto payrolls", "fighting inflation is everybody's business". It is the technique of FDR and Thomas Jefferson.

5. Indentification with the "heartland" qualities. This is a style that rates character over brilliance; pragmatism over liberalism or conservatism; wisdom of the people over the instincts of a bureaucracy. The Nixon style unabashedly leans toward the square, the unpretentious, the honest.

6. The national interest over the special. The term special interest is pejorative in America but the nation is made up of them - hardhats, farmers, blacks, even consumers. The style of some Presidents has been to build a coalition of special interest groups - the New Deal is an example. One of the basic elements in the Nixon style is its emphasis on the national rather than the special interest. It appeals to special interests only insofar as it stimulates concern for the national interest. He often exhorts - "The national interest is in your own long-range best interest." This approach is a refreshing departure from the course of the last forty years.

7. A preoccupation with managerial efficiency. The monumental dullness of government reorganization will always be associated with the Nixon style. Efficiency is imperative when operating in the context of limited time and resources - ignorance of good management practices is ignorance of the problems sought to be solved. It is not in his style to repeat the errors of previous administrations which hastened to solve great problems but failed because of administrative chaos.

8. A long view of our role in the world. The tendency to turn inward as a result of war weariness, poses a considerable threat today. It is in the Nixon style to seek a full-generation of peace but not by surrendering America's stabilizing role in international affairs. While he stresses better relations with mainland China, and the need for fruitful results from the SALT Talks, the President denounces those who seek to reduce America to a state of inert neo-isolationism.

9. A co-optation, frustrating to the opposition. The Nixon style recognizes the opposition for more than simply political challenge - he recognizes them as a useful source of ideas and information. One of the frustrating things the opposition finds is that the President seems to co-opt their causes by launching bold new programs of his own to meet the needs of society. Environmentalists, welfare reformers, consumer advocates, and the rest find themselves faulting the President, not for not dealing with particular problems, but instead for "not doing enough". Looking at this characteristic positively, one could say that the Nixon style is responsive to the issues of the day, irrespective of who raises them.

10. Steady as you go. Lastly, and probably most fundamental, is the recognition that the Nixon pace is a steady one. It steers a firm but steady course through inflation, the Middle East conflict, the SALT Talks, school desegregation and the like. Unhurried, unruffled, unflappable, undramatic, it does not, as the President has said himself, "set the world on fire." More than anything else in today's turbulent, uncertain world, the stability of Nixon's style is a most reassuring attribute. He has lowered his voice and ours as well. He has defused the explosive potential of our society and he has met the great challenge of ending the Vietnam War honorably. He has done all this steadily, firmly and undramatically.

The Nixon style is different than any of his predecessors - he is more Adams than Washington, more Cleveland than McKinley, more FDR than Eisenhower. His heroes are Jackson, Lincoln, Cleveland, Theodore Roosevelt, Wilson and FDR. That in itself tells us something about the man, Nixon, -- all of these men were highly controversial Presidents, yet made a great deal of difference in their time.

SPEECH INSERT -- The Nixon Style

I have often been asked by people I meet - what kind of a person is President Nixon? What kind of a leader is he? What is he like? - what is his style? To their credit, the American people have always had a keen interest in learning everything they can about the President of the United States. They take great delight in finding out about the man's background, his family, his hobbies, and all the rest. The personal side of the President is everybit as interesting - and important - as his professional side, and most of us feel disposed to learn as much as we can about each. After all he is our President, isn't he?

Feeling as I do that it would be a sad day indeed for America if her people ever lost interest in the President, I have decided to attempt in the next few minutes to describe what I percieve to be a comprehensive answer to the questions people ask. I'd like if I may to discuss the style of the President of the United States - that is, the Nixon style.

Lest you get the feeling that you are about to be subjected to a publicist's barrage of partisan adulation, I should like to preface my remarks by stating what I believe a man's style to be and why I feel, especially in the case of the President of the United States,

it is worth discussing. First it should be made absolutely clear that style is not substance - that the way in which a President or anyone else goes about doing things can never be a substitute for, nor a justification of the things that he actually does. In plain English, I guess what I'm really saying is, that an individual's manner and style is never a measure of his worth - it serves only as a means to better understanding the person himself. One of our greatest Presidents , Abraham Lincoln had a style which some say was neither smooth nor impressive - that he would not have come across too well on TV. The response to such an observation underscores my point - form is never a measure of substance.

As for why I think the Nixon style is worth discussing, I will simply say that it is a way in which one can better understand the man and his actions. Surely everyone of us at some-time in our lives has been puzzled by the approach to a particular problem by someone we know. This is certainly true of Presidents of the United States. I'm convinced that much of what the President does and the manner in which he does it can best be understood if one understands his style of doing things. Obviously this is only one key to understanding the man holding

the highest office in the nation - but it's an important one. Hence I have decided to discuss the Nixon style because it should contribute to a better understanding of the man and perhaps his Administration. It's a difficult and imprecise subject to talk about so I'll be as direct and succinct as I can.

President Nixon, in his recent address to midwestern television and newspaper men in Kansas City, Missouri, admitted that he was often asked what his favorite monument or building was in Washington. Although he confided that the Lincoln Memorial at night was among his top favorites, the President directed his attention to the National Archives Building. That is the structure which houses our most valued national possessions - the Declaration of Independence and the U.S Constitution. Of the Archives Building he said, "the great marble columns give you the feeling of the past and what the nation stands for, Sometimes when I see those pillars I think of seeing them on the Acropolis in Athens in Greece . . . and in the Forum in Rome. . . . I think of what happened to Greece and to Rome, and you see what is left -- only pillars." The President was referring of course to the pre-eminent positions of world leadership enjoyed by the Greek and Roman Empires in the past, and their subsequent fall. He warned of the possibility of the

same fate befalling the United States, yet re-assured his audience that he believed that we as a nation had the vitality to prevent a repetition of this historical pattern.

In effect what the President did was to translate a seemingly inconsequential question into a philosophical analysis of the dangers inherent in America's position of world leadership. I believe it indicates a very important characteristic of the President's style and that is, his insistence at taking the long view of things particularly as they relate to the future of the United States. Perhaps this is the most urgently needed quality in our national leader at this problem-plagued point in our history. The Nixon style is in my view uniquely equipped for contemporary American society - it would never permit a surrender of our national purpose in the face of the short-run problems confronting us today. While many of us may be prepared to throw in the towel on America's future, President Nixon is not.

The Nixon style is a blend of low-key statesmanship coupled with an efficient problem-solving determination. He often frustrates his critics by the slow but steady way he approaches existing problems. Some argue that he fails to appreciate the seriousness of the situation - I would argue quite differently. To me, the Nixon style proceeds the way it does because it considers the long view

of things - not just the immediate situation. In Vietnam for instance, the President could have pleased many people by simply pulling up stakes and withdrawing all our forces immediately upon taking office. If South Vietnam had fallen, it would have been his predecessor's fault: if it had survived, the President would have been credited with successfully bringing the conflict to an end. Instead of proceeding according to the dictates of the immediate situation, it is in the Nixon style to solve the problem with a view to its impact on the future. He wanted to end the War in a way that would bring about lasting peace in this century. He is proceeding to do so.

Let me now attempt to characterize the various elements which I believe make up the Nixon style. Some are clearly identifiable while others are not. First there is his preference for persuasion over coercion.

It is very easy for a man possessed of the powers of the Presidency of the United States to become coercive and abrupt in implementing his policies. With all the resources of the federal government at his disposal, the President can, if he wishes, bring great force to bear on lesser governments, private businesses and individual citizens. Past Presidents have

exercised the coercive powers of their Office with gusto, whenever they felt the urge to do so. The Nixon style rejects this technique, favoring instead the persuasive approach to problem solving.

The best example I can think of here is the desegregation of Southern schools. The President had every legal weapon he needed to effect unconditional Southern integration and could have used them with great force. However he recognized the pains of change that were involved and chose instead to persuade rather than to force. He set up biracial committees to deal with the problem and the results are well known. The ^{now} South has the most racially integrated schools in America. A minimum of bitterness was generated in the process.

The Nixon style next is characterized by its restrained use of power. Not to be confused with a halfhearted approach, the style of the President has been to use federal power wherever necessary without over using it. In the integration of housing for instance, it was his style to promise vigorous enforcement of federal laws against racial discrimination, but not to go beyond that to force economic integration as well. An application of too much power, be it personal or federal, is anathema to the Nixon style. Too much can be as counterproductive as not enough.

Before you get the impression that the President does everything in a methodical, routine manner, I should point out here that there is another side to his style - a side you might choose to call the unexpected bold stroke. When the situation calls for it, the President never hesitates to move forward decisively and swiftly. Every now and then his style calls for a "big one" - upsetting the status quo, throwing the opposition into disarray, and making a strong decision for a new initiative. The action in Cambodia was a necessary gamble which required bold and immediate action - the President made the tough decision to move and followed through in a powerfully efficient way. The gamble paid off in sharply reduced casualties and a more rapid disengagement from the Vietnam War. This element of the Nixon style has shown itself in other areas as well. The introduction of bold new legislative programs such as revenue sharing and the family assistance plan are examples.

Another element in the Nixon style is its complexity in decision-making and simplicity in explanation. The President is an intellectual - although I doubt he would appreciate being tagged with such a description - who never shies away from the complexities of a given problem. In the extrication of our forces from

the Vietnam War, in race relations, in balancing inflation off against unemployment, the Nixon style never once chose the seemingly simple approach to the problem. The President knows that an incomplete solution today means a bigger problem tomorrow, and thus he engages with great skill, the complex rather than the simple side of things.

Some people find this hard to believe - they say the President is a politician and responds to problems according to his political instincts. I for one would ask those who feel that way whether the President's approaches to our Vietnam disengagement, and to curbing the rampant fires of inflation are politically inspired? He could have withdrawn all 540,000 troops in Vietnam the day he took office, and allowed the economy to continue on its previous inflationary course, blaming his predecessors for the consequences. He didn't in spite of the political costs to himself. That doesn't sound like political opportunism to me.

Perhaps the greatest credit in his contempt for seeking the popular, simple solution to things, is the fact that the President is able to communicate so effectively in simple terms. It is in his style to inform the public about programs and policies as simply and clearly as possible, even though the situation is far

more complex. "To get people off welfare rolls and onto payrolls"-
"fighting inflation is everybody's business" are examples of his
simplicity of communication.

It is possible that the most evident of the elements of the
Nixon style is something that I have not yet touched upon -
but which seems appropriate at this point in my remarks -
and that is, its identification with the "heartland" qualities of
America. The President's roots can be traced back to the
Midwest and apparently so can his strong personal beliefs and
values. The heartland qualities of his style rate character over
brilliance; pragmatism over liberalism or conservatism; and
the wisdom of the people over bureaucratic instinct. The
President often refers to his grandmother from Indiana and to
the people in America's heartland in discussing the virtues of
our country. The heartland style is simple - strongly religious
in outlook, heavily dependent on the strength of family ties, and
grounded in honesty.

Also important is his strong sense of patriotism and concern
for the national interest. In America the term interest or special
interest carries with it a selfish, or narrow connotation. However,
whatever are our views on the subject, we must appreciate the
fact-of-life of special interest groups as part of our national

life - hardhats, farmers, blacks, even consumers. One of the basic elements of the Nixon style is its emphasis on the national rather than the special interest. The style of some previous Presidents has been to build a base of political power by building a coalition of special interests groups. The New Deal is a good example. The theory was, if one could appeal to enough special interests he could be elected to and then sustained in office as a result.

This is not the Nixon style of doing things. The President has never attempted to advance himself politically through the collectivization of special interest groups. He prefers to win the support of these groups by limiting his appeal to their sense of the national interest. He often exhorts, as he did in bringing the steel industry bargaining parties together recently, that "The national interest is in your own long-range best interest." The President believes that this is the best way to gain their support and to achieve national goals.

I notice several looks in the audience which seem to be asking - when is our speaker going to get to the end of his remarks so I can get up and stretch my legs. Well in answer to all those who are presently entertaining such thoughts - I'm

almost through. Before I finish however I believe there is one last observation I should make about the President and his style which I believe is very important to understand.

It deals with his ^{treatment of} political opponents.

The Nixon style recognizes the opposition for being more than simply a political challenge at election time. Rather it recognizes them as a useful source of ideas and information. One of the frustrating things the opposition finds about President Nixon is that he always seems to be one step ahead of them in launching governmental programs which deal with the problems of the day. In a nutshell the Nixon style is noted for anticipation and boldness.

Environmentalists, welfare reformists, consumer advocates, and all the rest, find themselves faulting the President, not for not dealing with a particular problem, but instead for "not doing enough". There have been no instances to my knowledge where the President has been faulted for not taking action in a particular trouble-spot of society. Looking at this trait from a positive point of view, one could say that the Nixon style is responsive to the issues of the day no matter who raises them. That in my opinion is a very high compliment.

It could be said that the Nixon style is undramatic, without flare and oftentimes boring. It can never be said, however, that it is unresponsive, inefficient, or unimaginative. The President might not have movie-star style or appeal, but he does reflect an intense sense of honesty, sensitivity, and stability. These in the view of most people are the qualities which a President should have. Too often in the past we have selected political candidates for public office on the basis of superficial outward qualities bearing no relationship to their qualification or credentials for the office. Too often we have suffered as a result.

I hope my remarks this evening regarding the Nixon style have reassured you that such is not the case with our present President. Some have said that President Nixon lacks style - I say simply that he has a different style from any of his predecessors - that he is a man of great substance. He is more Adams than Washington, more Cleveland than McKinley, more FDR than Eisenhower.

The President has often indicated that his favorite heroes are Jackson, Lincoln, Cleveland, Theodore Roosevelt, Wilson

and FDR. That in itself should tell us something about the man, Nixon --- all of these men were highly controversial Presidents, yet made a great deal of difference in their time.

Thank you

THE WHITE HOUSE
WASHINGTON

~~CONFIDENTIAL~~


June 25, 1971

Determined to be an
Administrative Marking
Not National Security Information
By 343 NARA Date 3/16/2016

MEMORANDUM FOR:

CHUCK COLSON

FROM:

H. R. HALDEMAN 

SUBJECT:

"The Nixon Style"

Attached is an analysis of "The Nixon Style" by Bill Safire. As you can see, he admits it's a little long and wants to make modifications based on comments from the appropriate staff members.

Please take charge of this project and work with Safire to find the right forum as well as making any necessary changes in the paper itself.

Let's get something going on this as soon as possible and give me a report by July 15.

Attachment

Due
July 15, 1971

cc: Bill Safire

UNITED STATES OF AMERICA
GENERAL SERVICES ADMINISTRATION

Region 9



DATE: July 12, 1971

REPLY TO
ATTN OF: Buildings Manager, GSA

SUBJECT: Paper shredder

• Mr. Larry Higby

May I submit the attached brochure and information regarding the paper shredder we were discussing recently.

This model comes in a walnut finished, portable cabinet, 34" high, 16" wide and 14" deep. It will shred paper in 3/64" in size at the rate of four sheets of 8" x 11" per feed. This model is compact enough to fit in along side of the Xerox machine.

The cost of the unit is \$419.00 plus freight charges delivered from San Francisco. Delivery time is five days after receipt of our order.

Your guidance in this matter will be appreciated. Thank you.

Ernest Garbarino
ERNEST A. GARBARINO

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destroys daily all this information which might get to the wrong people:

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- Estimates
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The only 2-WAY electric wastebasket.
The only automatic reverse. Can't jam.



The DESTROYIT 2-WAY Electric Wastebasket. So easy to operate.

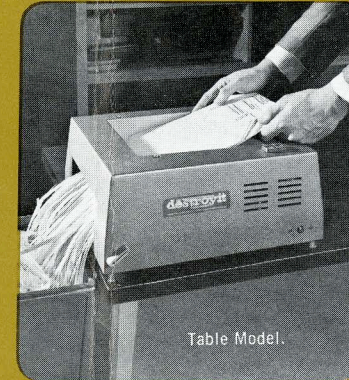


Table Model.



First Door opened, showing removable bin.



Second Door opened for bulk shredding.

Important information cannot leave your organization if you have a DESTROYIT[®]

Losses can be enormous when private information gets into the wrong hands. The handy, handsome DESTROYIT Electric Wastebasket is essential office equipment, not only for the officers and executives of a company, but wherever records of importance become obsolete and must be thrown away. (See listing above).

What the DESTROYIT Electric Wastebasket does is to make available, within reach, the continued and immediate destruction of essential papers meant for waste, which might otherwise "hang around", possibly long enough to "backfire". Daily destruction of waste paper in the DESTROYIT is efficient, careful office practice, preventing losses and troubles that occur when you least expect them.

There are four DESTROYIT cabinet models, differing only in the width of the shreds and the quantity of paper that the

machine will take at one time. A table model (identical machine without cabinet) is available for \$50.00 less. Model 6MM destroys up to 22 sheets of 16 lb. bond paper at once, while Model 1MM will make the thinnest shreds of any shredder available, especially important to some organizations with highly secretive or confidential material.

DESTROYIT is the only two-way office paper shredder with a second outside door for quantity shredding. In one hour, Model 6MM will destroy over 250 lbs. of paper or card stock, otherwise the main door has its own removable waste-bin enclosed in a unit attractively designed for the modern office.

UNIQUE FEATURE: DESTROYIT is the only paper shredder with an AUTOMATIC REVERSE SYSTEM. If you try to put too much paper in it, the machine will automatically return it. Can't jam!

For EXTRA strength the cutting mechanism and motor operate on ball bearings. An ALL METAL (no plastic) housing protects the entire mechanism.

GUARANTEED FOR 1 YEAR

Clips and staples need not be removed because they cannot damage the cutters or cutter shaft, which are made of core-to-surface-hardened steel. And there are pushbutton controls for "on", "off" and "reverse".

The DESTROYIT Electric Wastebasket is utterly simple—anyone can operate it. Riding on casters, it is easily moved to favorable working spots in the office or plant. Each model comes with a protective plastic cover.

ELECTRIC WASTEBASKET MODELS FOR ALL OFFICE NEEDS

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 122 TENTH STREET
 SAN FRANCISCO, CALIF. 94103
 TELEPHONE 626-6036

SPECIFICATIONS ON 4 MODELS

Model	Actual Width of Shred	Size of Shred Widths	*Quantities of Paper Shredded based on 16 lb. 8 1/2"x11" stock
No. 1 mm	—	3/64"	4 sheets
No. 2 mm	—	3/32"	10 sheets
No. 4 mm	—	3/16"	16 sheets
No. 6 mm	—	1/4"	22 sheets

PRICES INCLUDE FURNITURE-TYPE CABINET WITH CASTERS AND REMOVABLE SHRED BIN. Table DESTROYIT (same models without cabinet) \$50.00 less.

Dimensions: Height: 34 1/2". Width: 16". Depth: 14 3/4".
 Weight:
 Net Weight: 47 lbs. (Uncrated).
 Gross Weight: 63 lbs. (Crated).
 Motor: 1/3 H.P. 60 Cycle, 110 volt. 1 phase, A.C. Reversing type plus circuit breaker. Cable for connection to electrical outlet.
 Throat Opening: 8 4/5" (Takes sheets many times its width in one feeding).
 Drive system has 3 v-belts for quiet operation. Ball bearings in all moving parts.

Dust-proof gear box protects drive mechanism.
 All models visually alike, only the internal shredding units are different.

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

July 12, 1971

MEMORANDUM TO: Mr. Jon M. Huntsman

FROM: Wilbur H. Jenkins *W.H.J.*

SUBJECT: Per Diem Expenses

In reply to your Memorandum of July 8, 1971, the following information is furnished:

1. A break-down of personnel who were reimbursed for Travel Expenses during the Fiscal Year 1971.
 - A. Commissioned Personnel authorized for actual Travel Expenses Not to Exceed \$40.00 Per Day - See Attachment A.
 - B. Commissioned Personnel authorized for \$25.00 Per Day - See Attachment B.
 - C. Non-Commissioned Personnel (including Staff, Secretarial and Operating Units) authorized for \$25.00 Per Day - See Attachment C.

With regard to the \$15.00 Per Day living expenses, Mr. John R. Brown established the policies regarding payment of Travel Per Diem to White House personnel December 24, 1970, in which the maximum allowable living expenses was established at \$15.00 Per Day. A copy of this policy is attached. See Attachment D.

The authority for administratively determining such Per Diem allowances is contained in the Government Travel Regulations, Section 6.2. Copy is attached. See Attachment E.

If I can be of any further assistance in this matter, please call me.

Attachments

Commissioned Personnel Authorized \$40.00 per day.

Alexander P. Butterfield

Dwight L. Chapin

John D. Ehrlichman

Robert H. Finch

Peter M. Flanigan

Leonard Garment

H.R. Haldeman

Henry A. Kissinger

Herbert G. Klein

Clark MacGregor

Donald Rumsfeld

John C. Whitaker

~~Charles B. Wilkinson~~

Rose Mary Woods

Ronald Ziegler

Commissioned Personnel Authorized \$25.00 per diem.

Neal Ball	Richard A. Moore
Desmond J. Barker	Jonathan C. Rose
George T. Bell	Raymond K. Price
Kenneth E. Be Lio	William L. Safire
Patrick J. Buchanan	John A. Scali
Gerard P. Burke	Robert L. Schulz
Henry C. Cashen II	Gerald L. Warren
Charles W. Colson	William E. Timmons
Richard K. Cook	
Paul W. Costello	
Eugene S. Cowen	
John S. Davies	
John Wesley Dean III	
Harry S. Dent	
Max L. Friedersdorf	
William L. Gifford	
Mark J. Goode	
Jon H. Huntsman	
Jerome H. Jaffe	
Roger E. Johnson	
Daniel T. Kingsley	
Virginia H. Knauer	
Tom C. Korologos	
Frederic V. Malek	

Non-
 Non-Commissioned & Secretarial Personnel Authorized \$25.00 per diem.

Marjorie Acker
 Penelope Adams
 Robert Anderson
 John Andrews
 Richard Andrews
 Ollie Atkins
 Katherine Bachman
 Ronald Baukol
 Robert Bleakley
 Sarah Brinkerhoff
 E. Virginia Brown
 Shirley Brown
 Shelly Buchanan
 Mary Burns
 Stephen Bull
 Mildred Campbell
 Jack F. Caulfield
 Richard Cheney
 John E. Clarke
 Beverly Cole
 George Crawford
 Sally Cutting
 Billy Dale
 Terry Decker
 Christina Diver
 Jeffry Donfeld
 Martha Doss
 Robert Duffy
 Timothy Elbourne
 Edwin Fauver
 Mary Alice Fenton
 Betty Fraser
 Margaret Foote
 Loie Gaunt
 Ronald Geisler
 Constance Gerrard
 Carmel Giancola
 Ann Grier
 Carol Harford
 Lucia Harris
 Ruth Henry
 Clarence Henley
 Lawrence Higby
 Barbara Higgins
 Mary Hoffer
 Lee Huebner
 Issac Hunter
 Wilbur H. Jenkins
 Doris Jones
 Ruth Judd

Beverly Kaye
 Bruce Kehrli
 Kenneth Khachigian
 Gwen B. King
 Richard Klass
 Robert Knudson
 Barbara Kradler
 Ruth Krell
 Lauralene Lentz
 Mary Lindsey
 Gerald Lutz
 James Loken
 Robert Manning
 Arthur Marshall
 William H. Marumoto
 Mary Matheus
 William Matthews
 Vincent Matthews
 Audrey McIntosh
 Patricia McKee
 Kathryn McKeown
 Clifford Miller
 Marguerite Mondlock
 John Nidecker
 Judith O'Neil
 T. Warren Parker
 Herbert Porter
 Carol Reavis
 William Rhatican
 Rita M. Rhodes
 Jack Richardson
 Karen Rietz
 Julie Robinson
 James Rogers
 George Rowekamp
~~Alfred M. Scott~~
 Coral Schmid
 Edward Shrader
 Reta Shay
~~DeVan Shumway~~
 Mary Sidley
 Raymond Siller
 Bernice Simonik
 Deborah H. Sloan
 Alvin Snyder
 Joan Stamper
 Constance Stuart
 Gordon Strachan
~~Diane Tankos~~
 Joseph E. Taylor

Non-Commissioned & Secretarial Personnel Authorized \$25.00 per diem, cont.

Elaine Thomas
Bruce Whelihan
Margita White
Helen White
Elaine Williams
Stephanie Wilson
Leonard Wood
Jean T. Woodward
Gary Wright
Nellie Yates
Sarah Young
Ruby Youngs
Ray M. Zook
Diane Sawyer

THE WHITE HOUSE

WASHINGTON

December 24, 1970

POLICIES REGARDING PAYMENT OF TRAVEL PER DIEM TO
WHITE HOUSE OFFICE PERSONNEL

THE NORMAL PROCEDURES

Authorized Staff Personnel (See Attachment A) will receive Actual Expenses Not To Exceed \$40 Per Diem. The Hotel bill and such other Chits as are available covering expenses will be attached to the Travel Voucher. All other Personnel will receive \$25 Per Diem which will cover all expenses incurred, including Hotel charges. Where no Hotel charge is incurred, the Per Diem rate will be \$15 Per Day (See Attachment B).

The above will be applicable with the exception of Presidential trips where the Hotel room cost would absorb all or most of the Statutory Maximum Per Diem allowance (\$25 Per Diem). In those cases the following will apply:

1. Actual subsistence allowance will be allowed where the Traveler has no alternative but to incur Hotel costs which would absorb all or practically all of the Statutory Maximum Per Diem allowance (\$25 Per Diem). The maximum amount per Calendar day authorized will be an amount equal to the cost of a Hotel room plus \$15 Living Expenses. In claiming actual subsistence expenses the

Traveler will itemize expenses for which reimbursement is claimed on a daily basis for Lodging, Meals, and all other items. See Attachment C. for format for claiming actual expenses.

2. In those instances where the Hotel room costs incurred would absorb all or practically all of the actual subsistence allowance (\$40 Per Day), the Traveler will file a Travel Voucher claiming Hotel room cost only. The Living Expenses (Per Diem) will be paid from The President's Travel Account. The Living Expenses daily rate will be administratively determined for each trip falling in this category.

3. In all instances where the Hotel room costs exceeds \$40 Per Day, the bill will be paid from The President's Travel Account with Per Diem being paid from the Other Travel Account.

An administrative decision will be made based on the Hotel room costs as to which of the above procedures will be followed for filing Travel Vouchers.

JRB
JOHN R. BROWN III

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

December 11, 1969

ATTACHMENT B.

MEMORANDUM FOR ALL WHITE HOUSE STAFF

This is to inform you that effective this date the maximum per diem authorized for members of the White House staff has been increased to \$25.00. This will cover all expenses incurred including hotel charges. If a hotel charge is not being incurred or is being paid by another source, the maximum per diem authorized is \$15.00.

Any questions concerning the change in per diem policy should be directed to this office.

Thank you.

CARSON M. HOWELL
Administrative Officer

ATTACHMENT C.

THE WHITE HOUSE

WASHINGTON

Date: _____

ACTUAL EXPENSE ACCOUNT

For: _____

Trip: _____ Dates: _____

Expenses Incurred:

Hotel Room _____ days @ \$ _____ = \$ _____

Breakfast _____ days @ \$ _____ = \$ _____

Lunch _____ days @ \$ _____ = \$ _____

Dinner _____ days @ \$ _____ = \$ _____

Valet \$ _____

Tips \$ _____

Miscellaneous \$ _____

TOTAL \$ _____

Section 6. SUBSISTENCE EXPENSES

6.1. *Per diem allowance.*—The per diem in lieu of subsistence expenses includes all charges for meals, lodging, personal use of room during daytime, baths, all fees and tips to waiters, porters, baggage-men, bellboys, hotel maids, dining room stewards and others on vessels, hotel servants in foreign countries, telegrams and telephone calls reserving hotel accommodations, laundry, cleaning and pressing of clothing, fans and fires in rooms, and transportation between places of lodging or business and places where meals are taken except as otherwise provided in section 3.1c. The term "lodging" does not include accommodations on airplanes, trains, or steamers, and these expenses are not subsistence expenses. (See sec. 6.7.)

6.2. *Rates of per diem.*—*a.* The per diem allowances provided in these regulations represent the maximum allowable. It is the responsibility of each department and agency to authorize only such per diem allowances as are justified by the circumstances affecting the travel. To this end, care should be exercised to

prevent the fixing of per diem rates in excess of those required to meet the necessary authorized subsistence expenses.

For travel of less than 24 hours when a night's lodging is not required, the per diem rate should be adjusted downward to reflect the fact that the traveler does not incur costs for lodging and is entitled only to an allowance for subsistence expenses other than for lodging. (As an example, a per diem rate of \$8 could be established by an agency when no lodging is involved. In that case an employee who was in travel status from 9:00 a.m. to 11:00 p.m. of the same day would be entitled to payment for three quarters at that rate—because he was in travel status for two and a fraction 6-hour periods. The rate per quarter would be \$2 and the employee would be entitled to receive \$6.) Rates for travel which does not involve lodging should be established by the authorizing agencies on the basis of the circumstances surrounding the travel. (See also sec. 6.11.)

b. A per diem allowance, in lieu of actual subsistence expenses, for travel on official business may be authorized or

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

July 19, 1971

MEMORANDUM FOR: Jon Huntsman

SUBJECT: Growth of the White House Office Staff and Expenses Relative to Federal Government Employment, 1934-1971

As the statistical tables attached at Tab 1 and Tab 2 indicate, since the early years of Franklin Roosevelt's first administration the number of individuals working at the White House has increased only very slightly in proportion to total Federal civilian employment. This increase has fallen well behind the growth of Congressional employee rolls and lagged even further relative to total Federal civilian employment during the same period (Tab 3).

Federal civilian employment in 1934 amounted to 24.5% of the 1970 total. The 1934 staff level at the White House was 30.7% of 1970 strength, and the 1934 Congressional staff level was 39.9% of current manpower. Personnel costs for the White House did not exceed \$1 million per year until 1945 and remained under \$3 million until 1964. For 1934, these costs represented eight thousandths of one percent of the total Federal budget. After falling to one thousandth of one percent in 1943-1945, White House Office personnel expenses rose to 3.3 thousandths in 1951 and then declined, with some fluctuation, to the 1970 level of 2.3 thousandths of one percent (Tab 2, column 17).

One of the more significant facts emerging from this review is that the average GS salary grade for White House Office employees (derived by dividing total salary costs by the number of personnel on board) has dropped from GS-7/Step 7 in 1968 to GS-7/Step 1 in 1970. This is especially noteworthy in view of the appreciably higher average grade levels prevailing in a number of the organizations included within the Executive Office of the President.

The major increases in the White House Office staff are associated with the general phenomena which have caused upsurges in government employment overall -- World War II, the new programs which burgeoned

immediately afterward, the Korean War and more recently, Vietnam. White House, Congressional and government employment generally have grown in a steady manner, but the White House staff in 1970 bears nearly the same relationship to the Congressional staffs that it did in 1965 and in 1934 (between 1.5 and 2 percent) and has dropped in relation to total government civilian employment in 1934 from a ratio of 1/4234 to a ratio of 1/5451 in 1970.

The variations in growth pattern between the White House, the Legislative Branch and total government are attributable to readily identifiable factors: new programs initiated in one area or another: alternative methods of organizing the White House workload (the Staff Secretary system begun by President Eisenhower and prevailing today in modified form is characterized by well-defined and clear lines of authority. It does, however, require more personnel than a less formal or less structured system).

Expansion in total government civilian employment has been predictable as policy decisions of mounting complexity are reflected in legislation and in the concomitant responsibilities assigned to the various Federal agencies. Since 1934, coordination activity of members of the President's office staff has expanded immeasurably as those responsibilities have proliferated. In all fairness, the fact that the personnel demands imposed by this activity have been restrained to the current level -- well below proportionate increases in total Federal civilian employment -- is a tribute to the personal integrity of the Chief Executives and to the capacity for long hours of hard work demonstrated by their associates.

The information reproduced in the attachments at Tabs 1, 2 and 3 has been obtained from annual Federal Budgets, the U. S. Government Operations Manual, Congressional Directories and the Historical Statistics series compiled by the Bureau of the Census, together with other data published by the Government Printing Office.

Noble Melencamp

Attachments

COMPARISON OF WHITE HOUSE OFFICE EMPLOYMENT TO TOTAL FEDERAL GOVERNMENT EMPLOYMENT

1934 -- 1971

1	2		3	4		5	6		7	8	9*	10	11
As of June 30	White House Rolls		Full-Time	Special Projects		Details	Rolls		Total	White House and Special Projects WAE's	Total Full-Time White House and Details	Total Federal Employees	White House % of Total Fed. Emp.
	Details	Full-Time		Total	Details		Full-Time	Details					
1934	120	45	165	-	-	-	-	-	-	165	698,649	.0236	
1935	127	45	172	-	-	-	-	-	-	172	780,582	.0220	
1936	115	45	160	-	-	-	-	-	-	160	867,432	.0184	
1937	112	45	157	-	-	-	-	-	-	157	895,993	.0175	
1938	119	45	164	-	-	-	-	-	-	164	882,226	.0185	
1939	112	45	157	-	-	-	-	-	-	157	953,891	.0164	
1940	114	63	177	-	-	-	-	-	-	177	1,042,420	.0169	
1941	117	62	179	-	-	-	-	-	-	179	1,437,682	.0124	
1942	137	47	184	-	-	-	-	-	-	184	2,296,384	.0080	
1943	148	46	194	-	-	-	-	-	-	194	3,299,414	.0058	
1944	145	47	192	-	-	-	-	-	-	192	3,332,356	.0057	
1945	167	48	215	-	-	-	-	-	-	215	3,816,310	.0056	
1946	162	51	213	-	-	-	-	-	-	213	2,696,529	.0079	
1947	27	190	217	-	-	-	-	-	12	217	2,111,001	.0103	
1948	23	245	268	-	-	-	-	-	1	268	2,071,009	.0129	
1949	26	220	246	-	-	-	-	-	5	246	2,102,109	.0117	

* Does not include WAE's in Column #8

COMPARISON OF WHITE HOUSE OFFICE EMPLOYMENT TO TOTAL FEDERAL GOVERNMENT EMPLOYMENT

1934 -- 1971

1	2	3	4	5	6	7	8	9 *	10	11
As of June 30	White House Rolls			Special Projects Rolls			White House and Special Projects WAE's	Total Full-Time White House and Detail	Total Federal Employees	White House % of Total Fed. Emp.
	Details	Full-Time	Total	Details	Full-Time	Total				
1950	25	223	248	-	-	-	43	248	1,960,708	.0126
1951	40	257	297	-	-	-	5	297	2,482,666	.0120
1952	31	252	283	-	-	-	5	283	2,600,612	.0109
1953	28	262	290	-	-	-	2	290	2,558,416	.0113
1954	23	250	273	-	-	-	4	273	2,407,676	.0113
1955	28	272	300	-	-	-	7	300	2,397,309	.0125
1956	41	273	314	-	78	78	23	392	2,398,736	.0163
1957	59	271	330	-	93	93	22	423	2,417,565	.0175
1958	48	272	320	3	80	83	36	403	2,382,491	.0169
1959	29	275	304	2	79	81	47	385	2,382,807	.0162
1960	29	275	304	4	80	84	87	388	2,398,704	.0162
1961	112	270	382	22	72	94	72	476	2,435,804	.0195
1962	91	253	344	32	56	88	132	432	2,514,197	.0172
1963	88	249	337	23	69	92	48	429	2,527,967	.0170
1964	104	236	340	21	70	91	43	431	2,500,492	.0172
1965	131	235	366	23	59	82	39	448	2,527,915	.0177

* Does not include WAE's in Column #8

1. Year	2. Salaries & Expenses	3. Special Projects	4. Total	5. Authorized Permanent Positions S&E	6. Permanent Positions SP	7. WH Salary Costs	8. Average GS Grade	9. Average GS Salary	10. Employees on Detail from other Agencies	11. Detail Salary Costs	12. Total Personnel Combined Costs 7 plus 10
1933	165,199	N/A	165,199	34	N/A	105,918	N/A	3,115	N/A	N/A	105,918
1934	156,526	N/A	156,526	37	N/A	122,984	N/A	3,323	120	398,760	521,744
1935	180,245	N/A	180,245	37	N/A	125,884	N/A	3,402	127	432,054	557,938
1936	184,298	N/A	184,298	37	N/A	125,884	N/A	3,402	115	391,230	517,114
1937	188,529	N/A	188,529	37	N/A	125,982	N/A	3,404	112	381,248	507,230
1938	202,921	N/A	202,921	37	N/A	135,460	N/A	3,661	119	435,659	571,119
1939	196,764	N/A	196,764	37	N/A	135,460	N/A	3,661	112	435,659	571,119
1940	207,565	N/A	207,565	55	N/A	222,900	N/A	4,052	114	461,928	684,828
1941	253,409	N/A	253,409	55	N/A	223,360	N/A	4,061	117	475,137	698,497
1942	242,503	N/A	242,503	41	N/A	164,448	N/A	4,010	137	549,370	713,818
1943	257,462	N/A	257,462	40	N/A	180,782	N/A	4,519	148	668,812	849,549
1944	288,054	N/A	288,054	48	N/A	225,789	N/A	4,703	145	681,935	907,724
1945	289,763	N/A	289,763	49	N/A	235,643	N/A	4,809	167	803,103	1,033,746
1946	306,512	N/A	306,512	52	N/A	250,996	N/A	4,826	162	781,812	1,032,808
1947	840,051	N/A	840,051	191	N/A	699,132	N/A	3,660	27	98,820	797,952
1948	952,500	N/A	952,500	245	N/A	986,236	N/A	4,025	23	92,575	1,078,811
1949	969,612	N/A	969,612	241	N/A	1,123,843	N/A	4,663	26	121,238	1,245,081
1950	1,335,295	N/A	1,335,295	238	N/A	1,185,660	N/A	4,981	25	124,525	1,310,185
1951	1,437,092	N/A	1,437,092	254	N/A	1,367,294	7.4	4,657	40	186,280	1,553,574
1952	1,645,496	N/A	1,645,496	261	N/A	1,446,264	7.4	5,097	31	158,007	1,604,271
1953	1,710,466	N/A	1,710,466	279	N/A	1,525,290	8.1	5,341	28	149,548	1,674,838
1954	1,629,992	N/A	1,629,992	246	N/A	1,435,479	7.4	4,905	23	112,815	1,548,294
1955	1,806,656	N/A	1,806,656	260	N/A	1,640,038	7.1	5,105	28	142,940	1,782,978
1956	1,869,321	865,989	2,735,310	271	98	1,649,934	6.9	5,331	41	218,571	1,868,505
1957	1,875,555	1,344,403	3,219,958	268	113	1,672,258	6.9	5,167	59	304,853	1,977,111
1958	1,958,000	1,320,000	3,278,000	270	114	1,748,437	6.8	5,257	48	252,336	2,000,737
1959	2,253,000	1,269,000	3,522,000	275	120	1,878,940	6.8	5,863	29	170,027	2,048,967
1960	2,222,000	1,213,000	3,435,000	268	120	2,024,000	7.1	5,880	29	170,520	2,194,520
1961	2,478,000	1,241,000	3,719,000	270	115	2,221,000	7.4	6,446	112	721,952	2,942,952
1962	2,449,000	1,405,000	3,854,000	273	150	2,127,000	7.4	6,405	91	582,855	2,709,855
1963	2,534,000	1,092,000	3,626,000	270	105	2,174,000	7.4	6,477	88	569,976	2,743,376
1964	2,717,000	1,222,000	3,939,000	270	105	2,293,000	7.6	7,157	104	744,328	3,037,328
1965	2,841,000	1,090,000	3,931,000	250	N/A	2,386,000	7.4	7,424	131	972,544	3,358,544
1966	2,797,000	806,000	3,603,000	255	N/A	2,312,000	7.4	7,698	167	1,285,566	3,597,566
1967	2,815,000	742,000	3,557,000	250	N/A	2,411,000	7.6	8,108	179	1,451,332	3,862,332
1968	2,795,000	842,000	3,637,000	250	N/A	2,472,000	7.7	8,108	171	1,386,468	3,858,468
1969	3,136,000	1,365,000	4,499,000	250	N/A	2,719,000	7.7	8,810	176	1,550,560	4,269,560
1970	3,831,000	2,500,000	6,331,000	250	N/A	3,136,000	7.0	9,055	256	2,318,080	5,454,080
1971											

12. Increase or Decrease from Previous Year.	13. Total Employees Federal Govt.	14. Total Federal Budget	15. Difference in Total Federal Budget each Year	16. Salary Costs Special Projects	17. Per Cent of White House Salary Costs of Total of Federal Budget
N/A	N/A	4,598,000,000	(61,000,000)		.00002
N/A	698,649	6,645,000,000	2,047,000,000		.00001
36,194	780,582	6,497,000,000	(148,000,000)		.00001
(40,824)	867,432	8,422,000,000	2,000,000,000		.00001
(9,884)	895,993	7,733,000,000	(689,000,000)		.00001
63,889	882,226	6,765,000,000	(968,000,000)		.00002
N/A	953,891	8,841,000,000	2,076,000,000		.00001
113,709	1,042,420	9,589,000,000	784,000,000		.00002
13,669	1,437,682	13,980,000,000	4,391,000,000		.00001
15,321	2,296,384	34,500,000,000	20,520,000,000		.00004
135,776	3,299,414	78,909,000,000	44,409,000,000		.00002
58,130	3,332,356	93,956,000,000	15,047,000,000		.00002
131,022	3,816,310	95,184,000,000	1,228,000,000		.00002
(5,938)	2,696,529	61,738,000,000	(33,446,000,000)		.00004
(234,856)	2,111,001	36,931,000,000	(24,807,000,000)		.00018
280,859	2,071,009	36,493,000,000	(438,000,000)		.00027
166,270	2,102,109	40,570,000,000	4,077,000,000		.00027
65,104	1,960,708	43,147,000,000	2,577,000,000		.00027
243,389	2,482,666	45,797,000,000	2,650,000,000		.00029
50,697	2,600,612	67,962,000,000	22,165,000,000		.00021
70,567	2,558,416	76,769,000,000	8,807,000,000		.00019
(126,544)	2,407,676	70,890,000,000	(5,879,000,000)		.00020
234,684	2,397,309	68,509,000,000	(2,381,000,000)		.00023
85,527	2,398,736	70,460,000,000	1,951,000,000	647,348	.00023
108,606	2,417,565	76,741,000,000	6,281,000,000	851,224	.00021
23,626	2,382,491	82,575,000,000	5,834,000,000	863,749	.00021
48,230	2,382,807	92,104,000,000	9,529,000,000	838,289	.00020
135,553	2,398,704	92,223,000,000	119,000,000	907,000	.00021
748,432	2,435,804	97,759,000,000	5,572,000,000	858,000	.00022
(233,097)	2,514,197	106,813,000,000	9,118,000,000	926,000	.00019
33,788	2,527,967	111,311,000,000	4,498,000,000	719,000	.00019
293,952	2,500,492	118,584,000,000	7,273,000,000	860,000	.00019
321,216	2,527,915	118,430,000,000	(154,000,000)	N/A	.00020
239,022	2,759,017	134,654,000,000	16,222,000,000	N/A	.00017
264,766	3,002,461	158,254,000,000	23,602,000,000	N/A	.00015
(3,854)	3,055,212	178,833,000,000	20,579,000,000	N/A	.00013
411,092	3,076,414	184,548,000,000	5,715,000,000	N/A	.00014
1,184,520	2,921,916	196,588,000,000	12,040,000,000	N/A	.00015
	2,852,106	212,755,000,000 Est	16,167,000,000 Est		

3

YEAR	White House Employees	Congressional Employees	White House as percentage of Congressional
1934	165	11,667	1.4
1935	172	12,970	
1936	160	14,976	
1937	157	15,609	
1938	164	15,609	
1939	157	15,802	
1940	177	17,099	1.0
1941	179	18,712	
1942	184	21,657	
1943	194	22,903	
1944	192	25,314	
1945	215	26,959	.8
1946	213	27,946	
1947	217	25,669	
1948	268	23,551	
1949	246	23,382	
1950	248	22,896	1.0
1951	297	22,835	
1952	283	22,517	
1953	290	22,312	
1954	273	21,972	
1955	300	21,711	1.3
1956	392	22,115	
1957	423	22,340	
1958	396	22,347	
1959	385	22,853	
1960	388	22,886	1.7

Year	White House Employees	Congressional Employees	White House as percentage of Congressional
1961	476	23,621	
1962	432	23,974	
1963	429	24,523	
1964	431	25,041	
1965	448	25,947	1.7
1966	475	26,908	
1967	497	28,178	
1968	456	28,675	
1969	546	29,577	
1970	536	29,193	1.8
1971 [May 31, 1971]	575	N.A.	