

chron

April 18, 1969

MEMORANDUM FOR: MR. JAMES KEOGH

The President has reviewed your memorandum of April 16th concerning the drafts of a new introduction to Six Crises. After some consideration he has decided to leave the decision up to you. He went on to say that all three papers have many good points ... and that he would like for you to edit and approve the final draft.

ALEXANDER P. BUTTERFIELD

chron

April 18, 1969

MEMORANDUM FOR: MR. EHRLICHMAN

I am attaching to this memorandum a single paragraph on the Peace Corps extracted from Philip W. Quigg's recent Foreign Affairs article on Micronesia.

After reading the contents of the paragraph on April 17th the President addressed the following comments to you:

"John -- I want our new Peace Corps Director to investigate this situation carefully and recommend corrective action. (Quigg is a liberal; if he is saying things like this, things must really be in terrible shape!)"

ALEXANDER P. BUTTERFIELD

Attachment

April 18, 1969

MEMORANDUM FOR: MR. HALDEMAN

On Pat Buchanan's April 11th memorandum to the President concerning Cardinal-Elect Cooke's offer to be of assistance to the Administration, and the proposal that Pat Buchanan serve as the go-between, you attached a note reminding the President that Peter Flanigan already had been assigned the additional duty as "White House Catholic contact".

The President's response to your reminder appears below:

"Bob -- No harm in both serving as go-between. Since Buchanan has started, let's allow him to continue on the subjects which he covered in this memo. Pat is highly sophisticated in the foreign policy area, and could handle Cooke who also is."

ALEXANDER P. BUTTERFIELD

Chron

April 18, 1969

MEMORANDUM FOR:

THE SECRETARY OF HEALTH,
EDUCATION AND WELFARE

The President would like to have your comments concerning the attached paper entitled A Short History of A "Family Security System". It was prepared recently by Dr. Martin Anderson of this staff.

Please reply in memorandum form by April 24th.

Thank you.

Alexander P. Butterfield
Deputy Assistant to the President

Attachment

Identical memoranda sent to: Hon. George P. Shultz,
Secretary of Labor
Dr. Paul McCracken, Chairman
Council of Economic Advisers
Dr. Daniel P. Moynihan

April 18, 1969

MEMORANDUM FOR: THE PRESIDENT

As you requested, the composition by Martin Anderson entitled A Short History of A "Family Security System" is returned herewith to your "FYI Reading File". Comments on the paper from Shultz, Finch, McCracken and Moynihan are due on Thursday, April 24th.

ALEXANDER P. BUTTERFIELD

The Normal Routing of Presidential Messages

1. Original draft prepared by innovator -- usually one of the departments, but idea and draft could well originate in one of the agencies or within the Executive Office of the President.
 - The department or agency writing the original draft should work with the Congress during this initial writing stage ... so that Congressional attitudes are built into the message.
 - The department secretary or the agency head, or the White House staff member (whichever is the case) should put a cover memo on the completed draft stating briefly what the Hill reactions were ... and any other information which might be of interest to the White House staff who will next review the paper.
2. Draft sent to the White House ... properly to the Staff Secretary (Ken Cole) where it will be distributed -- with the action copy normally going to Dr. Arthur Burns.
 - White House staff members message message and return copies to Staff Secretary.
 - Staff Secretary sends staff-coordinated message to White House writers (Jim Keogh).
 - Smooth copy returned from the writers to the Staff Secretary.
3. Smooth copy returned to the draft originator so that he (and his department or agency) can see and comment on the changes made by the White House staff. Simultaneously a smooth copy is given to Bryce Harlow's office so that it can be taken to the Hill and discussed with key Congressmen.
4. Copies are returned to the White House Staff Secretary who is responsible for making final changes and submitting with an appropriate cover memorandum to the President.
5. Assuming the President approves the message with very minor changes, those changes are sent or telephoned to the originator, and the message is taken back to the Hill by Bryce Harlow along with draft statements which (praise and) support what the President has said.
 - This is the "minimum 24-hour " period which the Hill must have in order to properly align Congressional support, make supporting speeches, etc.

6. At approximately the same time that Bryce Harlow takes the message back to the Hill, the Press Secretary should be given a copy to study. However, it should not be made public by official announcement until after the 24-hour period during which members of Congress are preparing their supporting statements.

Note:

Timing in these final phases is extremely important, especially during the period in which the message is given to the Congress and the press. Great care must be taken if maximum press benefit and Congressional support are to be achieved.

Chen

April 18, 1969

MEMORANDUM FOR: MR. EHRLICHMAN

Subject: Note from the President (Action Item)

An item in Al Toner's April 16th "Staff and Department Brief" mentions the Model Cities program and HUD's anxiety to see us arrive at an Administration position prior to April 28th ... on which date its budget hearings start in the House.

When the President read this he said that he thought we had already developed a position. If the President's assumption is correct, he would like to know what more is needed.

ALEXANDER P. BUTTERFIELD

April 18, 1969

MEMORANDUM FOR: MR. EHRLICHMAN

Subject: Note from the President

On April 15th Bryce Harlow and Ken BeLieu recommended to the President that he place a phone call to freshman Republican Senator Bob Dole congratulating him on his fine maiden address to the Senate and commending him on his enthusiastic fight to gain attention to the problems of the handicapped.

The President made the phone call, and I pass all of this background on to you only because he later addressed the following comment to you concerning Dole:

"John -- I think this business of focusing on the problems of the handicapped and what the Administration plans to do in support of handicapped persons is a good one to emphasize. Dole has some excellent ideas."

ALEXANDER P. BUTTERFIELD

Chron

April 18, 1969

MEMORANDUM FOR: MR. HERB KLEIN

Subject: Phone Call Recommendation to the President

The President has decided not to place a telephone call to Mr. Eugene C. Pulliam, Publisher of the Phoenix Republic Gazette. He thinks a short letter would be more appropriate, and asks that you prepare it for his signature -- something along the lines of, "Dear Gene, Many thanks for your recent enthusiastic endorsement ... etc."

ALEXANDER P. BUTTERFIELD

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

April 18, 1969

MEMORANDUM FOR: MR. CHAPIN

Subject: Action Report on Staff-Recommended Presidential Phone Calls

The following staff-recommended phone calls were reviewed by the President on April 18th.

<u>STAFF MEMBER</u>	<u>REC CALL TO</u>	<u>DATE.</u>	<u>ACTION TAKEN</u>
(1) Rose Mary Woods	Frank Rackley	April 15	Call made.
(2) Rose Mary Woods	Clint Wheeler	April 15	Call made.
(3) Dr. Tkach	Sen. Margaret Smith	April 17	Call made.
(4) B. Harlow	Sen. Belmon	April 17	Call made, <u>but</u> Bellmon away until April 22.
(5) B. Harlow	Sen. Pearson	April 17	None. Better solution follows in memo from Alex.

Please notify those concerned as to action taken.

ALEXANDER P. BUTTERFIELD

Chron

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

April 18, 1969

MEMORANDUM FOR: MR. CHAPIN

Subject: Action Report on Staff-Recommended
Presidential Phone Calls

<u>STAFF MEMBER</u>	<u>REC CALL TO</u>	<u>DATE.</u>	<u>ACTION TAKEN</u>	<u>DATE</u>
(1) D. Chapin	Bishop Marcinkus' mother	Apr 14	"Unnecessary"	Apr 17
(2) H. Klein	E. C. Pulliam	Apr 15	"Ltr btr" (Memo on this sent to Kl)	Apr 17
(3) B. Harlow	Sen. Packwood	Apr 15	Call made	Apr 17
B. Harlow	Sen. Dole	Apr 15	Call made	Apr 17

ALEXANDER P. BUTTERFIELD

chron

April 17, 1969

MEMORANDUM FOR: MR. JOHN BROWN

Mr. John Bacon of the Arms Control and Disarmament Agency staff called me today to inquire about the possibility of obtaining an autographed photo of the President for his Director, Mr. Gerard C. Smith. He intimated that an earlier request had been made through someone (unknown to me) here at the White House, but that to-date no photograph had been received. He would appreciate our doing whatever we can to get the item on its way.

Many thanks.

ALEXANDER P. BUTTERFIELD

cc: Miss Woods

Chron

April 17, 1969

MEMORANDUM FOR: MR. JOHN WHITAKER

Subject: Phone Call Recommendation to the President

On April 15 you sent a memorandum to the President recommending that he call Secretary George Shultz to compliment him on the fine manner in which he (Shultz) worked out the railroad settlement.

This note is to inform you that the President made the call ... but on the previous Sunday, April 13th.

ALEXANDER P. BUTTERFIELD

cc: Mr. Chapin

Chiron

April 17, 1969

MEMORANDUM FOR: Mr. Herbert Stein
Member, Council of Economic Advisers

As you will note by the President's handwritten comment on your April 16th memorandum on "Economics of the Investment Credit", he appreciated your thorough study and thought the analysis was very good, indeed.

(Incidentally, so did I, for it helped immeasurably in my preparation of the "Memorandum for the President's File" which either Bob Haldeman or I must complete after each scheduled Presidential appointment.)

Alexander P. Butterfield
Deputy Assistant to the President

Chron

April 17, 1969

PLEASE TREAT AS CONFIDENTIAL

MEMORANDUM FOR: DR. KISSINGER

I have extracted for Mr. Haldeman's files your cover memorandum to the President concerning Ernest Victor Siracusa, Deputy Chief of Mission at our embassy in Lima, Peru.

For your information the President directed Mr. Peter Flanigan to find an appropriate ambassadorial post for Mr. Siracusa.

ALEXANDER P. BUTTERFIELD

PLEASE TREAT AS CONFIDENTIAL

chron

April 17, 1969

MEMORANDUM FOR:

DR. BURNS
MR. EHRLICHMAN
MR. HALDEMAN
MR. HARLOW
MR. KEOGH
MR. C. WILKINSON

Subject: Programming Additional Time on Television

Any ideas which you might have in response to the President's request as stated in the last line of the attached memorandum should be given to Mr. Herb Klein, Director of Communications for the Executive Branch.

Thank you.

ALEXANDER P. BUTTERFIELD

Attachment

April 17, 1969

MEMORANDUM FOR: DR. MOYNIHAN

With regard to your memorandum for the President of April 16 concerning James Reston's column on the "first hundred days", and your speaking to both Wicker and Reston beforehand, the President said, "Good job!" But he added the cautionary comment that you should not expect these columns to continue to be positive and good.

ALEXANDER P. BUTTERFIELD

chron

April 17, 1969

MEMORANDUM FOR: MR. HERB KLEIN

It is my understanding that on April 16 former Governor Peabody directed a request to the White House (by what means and to whom I am not at all sure) that we call NASA's Mr. Scheer, at extension 35302, and suggest that Colonel Frank Borman speak at a scheduled YMCA fund-raising affair here in Washington, D. C.

In that White House policy on this sort of request falls into your bailiwick I am referring the matter to you.

ALEXANDER P. BUTTERFIELD

cc: Mr. C. Wilkinson

Chron

April 17, 1969

PLEASE TREAT AS CONFIDENTIAL

MEMORANDUM FOR: MR. PETER FLANIGAN

I am attaching to this memorandum a short biographic sketch on Ernest Victor Siracusa, presently the Deputy Chief of Mission at our embassy in Lima, Peru.

Siracusa, a personal friend of the President, is considered the strong man of our Peruvian mission. Some people believe he has been carrying Ambassador Jones, particularly with regard to the IPC case. He is not only an efficient administrator, but a very competent, experienced and pragmatic diplomat as well ... and the President wants him appointed to an ambassadorial post in any country which you believe to be ~~most~~ appropriate.

ALEXANDER P. BUTTERFIELD

Attachment

cc: Mr. Haldeman

PLEASE TREAT AS CONFIDENTIAL

April 16, 1969

MEMORANDUM FOR: DR. MOYNIHAN

Your memorandum concerning the stroke suffered by Dean Franklin Ford earlier today was just brought to the President's attention. He was sorry indeed to hear that news.

With regard to the Dean's continued determination to keep the ROTC on Harvard's campus in the face of so much opposition, the President commented that Ford must be a really "gutsy, decent man".

The President would very much appreciate your passing on to Dean Ford his best wishes and warm regards.

Thank you.

ALEXANDER P. BUTTERFIELD

cc: Dr. Kissinger

Chron

April 16, 1969

MEMORANDUM FOR: MR. HALDEMAN

Subject: Status of Memoranda for the President's File

Through April 15, 1969, President Nixon had participated in 485 scheduled events, i.e. meetings, discussions, receptions, dinners, visits to departments and agencies, etc. Of that number 191 were public events covered by the press, and in most cases by WHCA as well. This leaves a balance of 294 meetings or discussions which were private, and thus programmed to be recorded by means of a "Memorandum for the President's File."

For your information my log indicates that as of the close of business on April 15th, 88 such meetings/discussions were "question mark" items (due to various reasons, most frequently the fact that no member of our White House staff participated), 98 were outstanding, and 108 were completed and on file. If we have hope of some day getting the 88 "question mark" items into our file -- and therefore want to throw them in with the 98 outstanding memos -- we have completed and on file 36 percent of the total memoranda due. However, if we really do not expect to find writers for the "mysterious 88" -- and thus are content to leave them in a separate category -- we have completed 52 percent of the total due.

In addition to recapping these statistics the attached sheet lists the names of staff members and others who have contributed to the file ... along with the number written and owed by each.

ALEXANDER P. BUTTERFIELD

Attachment

*Cops furnished Ken Cole
Steve Bull*

chron

April 16, 1969

MEMORANDUM FOR: DR. KISSINGER

Subject: Comment by the President (Information Only)

There was an item in the President's daily news summary which referred to a Washington Daily News article of April 14th, written by Don Tate. The news summary paragraph read as follows:

"Unilateral withdrawal of some U.S. troops... would be the strongest evidence yet that Hanoi is winning its psychological war with the United States. But others -- a minority in Saigon -- feel that such a withdrawal might make clear U.S. intentions. On the surface, the Administration's course thus far would seem too shifty to chart. . . . But despite all the verbal jockeying and the firm talk, there is an almost fatalistic acceptance among the most severe critics that Washington has been running a transparently thin bluff: it wants out and psychologically shrewd Hanoi knows it."

With reference to the portions of the news item which are underlined, the President said that he believes this to be the heart of the matter.

ALEXANDER P. BUTTERFIELD

Chen

April 16, 1969

MEMORANDUM FOR: MR. EHRLICHMAN

Subject: Note from the President

The President read an item in his morning news summary which referred to the appeals several governors are making that their "flooded" states be designated disaster areas. He then addressed the following comment to you:

"John -- I think we should be a little more lenient in the proclaiming of disaster areas. Please discuss this with Abe Lincoln. It seems to me that the expenditure of funds for such purposes would be relatively cheap and nonrecurring ... while at the same time quite dramatic and politically effective."

ALEXANDER P. BUTTERFIELD

chron

April 16, 1969

MEMORANDUM FOR: MR. EHRLICHMAN

Subject: Notes from the President (Action Items)

Please note on the attached draft the President's request that you (1) help organize some assistance for Linwood Holton's campaign, and (2) get a report on the situation in New Jersey.

ALEXANDER P. BUTTERFIELD

Attachment

cc: Mr. John Sears

April 15, 1969

PLEASE TREAT AS CONFIDENTIAL

MEMORANDUM FOR RECORD

On April 8th Bob Haldeman suggested to me that I take on the added responsibility of ensuring better organization, and increased and more smoothly coordinated activity, relating to the Administration's Safeguard campaign. He (Bob) followed up this suggestion with an April 9th memorandum addressed to me. An information copy went to Ken Cole but to my knowledge not to Ken BeLieu or Bryce Harlow.

On Thursday, April 10th, I intimated to Ken BeLieu that I would be working a number of hours each day to stimulate and coordinate those actions which he had already initiated ... and any future actions which he felt should be implemented. I told him that while he concentrated on individual Senators, I would take on the responsibility for preparing briefs and/or formal presentations of Safeguard campaign status reports for the President. On Friday, April 11th, I drew up a format (attached) for presenting periodic Safeguard reports to the President and showed this plan to Ken BeLieu. Whereas he seemed to approve of the several ideas, he did not appear overwhelmingly enthusiastic about my sudden part in the over-all program. Nevertheless throughout the day I persisted ... asking Ken for a list of "target Senators" by name so that I could prepare formats for separate status reports on each. By Saturday morning, unsuccessful in my attempts to get what I thought was the minimum essential information to put together the briefing for the coming Monday afternoon "ABM report" to the President, I went to Bob Haldeman and suggested that we leave well enough alone, i. e. that I be pulled off the project at least until after Ken BeLieu and Bryce Harlow had given their Monday afternoon progress report. Bob agreed to this plan and added that I could anticipate being put back on the project on Tuesday morning.

Although I did not attend the ABM presentation (yesterday), I understand that it went fairly well. I have not as yet been reassigned to a part in the Safeguard campaign and until such time as I am, I plan not to interfere in any way with Ken BeLieu's program.

ALEXANDER P. BUTTERFIELD

PLEASE TREAT AS CONFIDENTIAL

chron

April 15, 1969

PERSONAL

MEMORANDUM FOR:

THE SECRETARY OF HEALTH,
EDUCATION AND WELFARE

In the news summary prepared for the President on April 14th, there was an item subtitled Hunger which read as follows:

Senator Talmadge said that two Federal agencies are at apparent odds over hunger, and are working diligently ... at cross purposes. "The Department of Agriculture is doing everything it can to fight hunger while the Department of Health, Education and Welfare is fostering it by cutting off school funds." Senator Talmadge went on to say that HEW has cut off funds to schools in 38 school districts in the state of Georgia alone, and that some of these funds were used to supplement school lunch programs.

The President would like for you to respond appropriately to Senator Talmadge.

Alexander P. Butterfield
Deputy Assistant to the President

PERSONAL

Chron

April 15, 1969

MEMORANDUM FOR: THE STAFF SECRETARY

In the President's daily news summary there was a short item on a Mrs. Richard F. Keyer, Sr. whose son was killed in Vietnam. According to the news story, Mrs. Keyer recently sent a letter to President Nixon saying, "Personally, I have no sympathy whatever for American deserters." She was prompted to write to the President because of a letter she received from the American Deserters Committee in Stockholm, Sweden ... a form letter directed to the relatives of all known American war dead, asking their support in ending the Vietnam conflict.

The President would like to know right away whether or not we have sent a reply to Mrs. Keyer. If so, please furnish a copy to Mr. Haldeman's office.

Thank you.

ALEXANDER P. BUTTERFIELD

Chron

April 15, 1969

MEMORANDUM FOR: DR. KISSINGER

Subject: Note from the President (Action Item)

The President's Sunday news summary mentioned a recent statement by British Foreign Secretary Stewart commending the recent decision to go ahead with a modified anti-missile Safeguard System. According to the news item Stewart referred to U. S. deployment of the ABM as the "wisest and most efficient way" of maintaining a Free World nuclear deterrent against the Communists. He went on to say that it is "a good idea for the American government to do whatever it can to maintain the credibility of its nuclear deterrent" ... that until an arms reduction agreement is reached, we of the Free World must clearly insure that our defense net is efficient.

Referring to these public statements by Stewart as "a dividend from the NATO exercise", the President asked that you prepare for his signature a short note of thanks to the Foreign Secretary.

ALEXANDER P. BUTTERFIELD

Chron

April 14, 1969

MEMORANDUM FOR:

THE SECRETARY OF HEALTH,
EDUCATION AND WELFARE

Subject: Note from the President (Action Item)

The President noted in his daily news summary that Sunday's New York Times carried a front page story by Robert Semple saying the Westinghouse-Ohio University study on Headstart had concluded that "poor children who participated in (the programs) were not appreciably better off than equally disadvantaged children who did not." The article goes on to say that because the program in its present form is not worth the cost of its support, it ought to be radically revised.

With reference to this article and the reported conclusions of the Westinghouse-Ohio University study, the President would like a brief report, in memorandum form, as to the reactions of you and your department. (You may want to have one of your staff members get in touch with Pat Moynihan, of whom the President has made the same request.)

Alexander P. Butterfield
Deputy Assistant to the President

cc: Dr. Moynihan

Chron

April 14, 1969

MEMORANDUM FOR: DR. MOYNIHAN

Subject: Note from the President (Action Item)

The President noted in his daily news summary that Sunday's New York Times carried a front page story by Robert Semple saying the Westinghouse-Ohio University study on Headstart had concluded that "poor children who participated in (the programs) were not appreciably better off than equally disadvantaged children who did not." The article goes on to say that because the program in its present form is not worth the cost of its support, it ought to be radically revised.

With reference to this article and the reported conclusions of the Westinghouse-Ohio University study, the President would like a brief report, in memorandum form, as to the reactions of you and your staff. (You may want to have one of your people get in touch with Secretary Finch, of whom the President has made the same request.)

ALEXANDER P. BUTTERFIELD

chron

April 14, 1969

MEMORANDUM FOR: DR. KISSINGER

Subject: Today's ABM Review for the President (4:00 p. m.)

It is not planned that you give any portion of the formal briefing scheduled for this afternoon. However, Ken BeLieu, the responsible staff member, is counting heavily on your attendance so that any questions the President might have which fall into your area can be answered.

I am attaching a memorandum which Ken wrote and delivered to the President over the weekend. It will give you a feel for the current status of the Safeguard campaign ... and for the subject matter which BeLieu and Klein will cover during the presentation.

ALEXANDER P. BUTTERFIELD

Attachment

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

April 14, 1969

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MEMORANDUM FOR: MR. JUANICH

Elmer:

I assume that all of our red-checked "completed action papers" which bear the President's handwritten requests, directives, and queries, are placed in a Very Confidential file ... one to which only members of our immediate office have access. Am I right on this? If not, please take whatever action is necessary to set up a system which is in accord with my assumption.

da
ALEXANDER P. BUTTERFIELD

April 14th

*A-
Correct.*

El

Mr Matthews of (Central Files, LOR)

MEMORANDUM

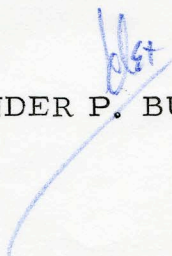
THE WHITE HOUSE

WASHINGTON

April 14, 1969

MEMORANDUM FOR: MR. JUANICH
MR. STEPHENS

It is important that we make a special effort to ensure that carbon copies of memoranda originating in your office are not dispatched to my office until the original has been sent. There have been occasions in the past when a memorandum has been prepared and purposely held by Mr. Haldeman pending further developments. At times the "further developments" have resulted in significant changes to the original memorandum or eliminated altogether the need or desirability of sending it. In these cases, a loose carbon copy received here might well generate some action which could get us into hot water.


ALEXANDER P. BUTTERFIELD

April 14, 1969

MEMORANDUM FOR: MR. EHRLICHMAN

After reading Arthur Burns' memorandum of March 24th concerning "legislation underway", the President directed the following questions to you:

"John -- What plans are underway for establishing a computer job bank? Can't we find a way to ask for legislation on it?"

ALEXANDER P. BUTTERFIELD

cc: Dr. Arthur Burns

April 14, 1969

MEMORANDUM FOR: MR. EHRLICHMAN

Subject: Note from the President (Action Item)

Recently the Baltimore Sun had an article about a folk singer named Tony Dolan who (so the story goes) "requires that his dates read National Review." A conservative folk singer of sorts, he is apparently making money hand over fist.

The President would like for you to check him out and, if advisable, invite him to one of our White House functions. ("He will balance some of the 'libs' we will have to have.")

ALEXANDER P. BUTTERFIELD

Chron

Determined to be an
Administrative Marking
Not National Security Information
By MS NARA Date 3/8/2016

April 14, 1969

PERSONAL/CONFIDENTIAL

MEMORANDUM FOR: MR. EHRLICHMAN

Subject: Notes from the President (Action Items)

The President is anxious to see evidence of the many "agency reorganization plans for streamlining the government" which were to follow passage of the Reorganization Act.

As a separate matter, he would like for you to tell him when the Presidential message on disposition of federal property to create industrial jobs in poverty areas (endorsed by the Vice President in February) will be ready.

ALEXANDER P. BUTTERFIELD

PERSONAL/CONFIDENTIAL

chron

April 14, 1969

MEMORANDUM FOR: THE STAFF SECRETARY

Please have your staff prepare for the President's signature a reply to the attached letter of April 3rd from Tex McCrary. It should be written along the following lines: "Dear Tex -- Your letter brought back many memories ... and moved me greatly. I only hope that I can be worthy of your generous comments ... etc."

Thank you.

ALEXANDER P. BUTTERFIELD

Attachment

chron

April 12, 1969

MEMORANDUM FOR: MR. KEOGH

Having read carefully the attached letter from then President Eisenhower to Tex McCrary (dated January 23, 1956), the President asked why we can't do better than we do on our political speeches and letters. He would like the Eisenhower letter shown to Ray Price, and serious thought given to some slight embellishments to our day-to-day writing.

ALEXANDER P. BUTTERFIELD

cc: Mr. Ray Price
Mr. Noble Melencamp

Chun

April 10, 1969

MEMORANDUM FOR: MR. BRYCE HARLOW
MR. HERB KLEIN

The President noted a piece in his morning news summary which referred to former astronaut John Glenn's opposition to the anti-missile Safeguard System because "nobody can tell us if the doggone thing will positively work".

With reference to Glenn's "rationale", the President wonders if he knew in advance that America's first manned space shot would "positively work". He went on to suggest that it would be a good idea to line up a few people like Glenn (i.e. astronauts and others of that general type) who could speak out in favor of the system.

ALEXANDER P. BUTTERFIELD

cc: Mr. BeLieu
Mr. Keogh

chun

April 12, 1969

MEMORANDUM FOR: THE PRESIDENT'S FILE

Subject: Meeting in the Roosevelt Room with Henry Kissinger,
Approximately 40 Academicians and the NSC Staff
(12:50-1:05 p. m.)

The President entered the Roosevelt Room from his oval office and greeted the 40-some visiting academicians and the NSC staff members who had been assembled there by Henry Kissinger. As the group sat down, the President -- standing before it, speaking informally yet clearly, and at appropriate moments forcefully -- made the following general comments:

- I am especially pleased to be welcoming you here today because this meeting grew out of ideas and discussions we had well before January 20th. And to allay your fears, let me assure you at the outset that our plan is not to try to gain your support for Administration policies or for preconceived ways of dealing with contingencies; neither is it to use you as a sounding board for our proposals. The objective of this and similar future meetings is to get from you new approaches and new perspectives. We have high hopes that your keen minds can be brought to bear on national and international problems, and that by trading and testing your thoughts and opinions with those of our own NSC staff you can help us come up with decisions which are thoroughly developed and closely reviewed ... and thus sound. It is in that spirit and for that purpose that we have invited you here.
- And so these sessions will be working sessions, but I am sure Henry has briefed you already on that aspect.
- Now, let me just briefly run over some of the thoughts I have on these matters. I could be wrong, of course, but here is the way I see things at present.

- Our government has not come out with a new set of foreign policy initiatives for some 5-6 years. Conditions throughout the world demand that we do this now.
- We must take a look at all things in the broad perspective. We cannot allow ourselves to become totally preoccupied with the Vietnam war ... as important as the solution to that war is. I don't mean to say that we should not look at our immediate problems, for indeed we should; but we must, as well, look beyond them. For example, in my view it would be catastrophic to look only at the immediate Vietnam war situation and propose the simple solution that we "withdraw without delay". We've got to look downstream several years and make judgments as to how present day decisions will affect our nation and its security in the world of tomorrow. We've got to keep in mind the importance of preserving our position in the world, a position without which we could not have done all that we did in the past toward preserving our national security. Look for instance how a position of strength (nuclear strategy) helped us win the 1962 confrontation with Russia over the deployment of Soviet missiles in Cuba.
- We have many problems in the world today -- racial problems, housing problems, poverty and hunger problems, etc. But the one which looms over all others is that of East versus West ... i.e. Communism versus the Free World. As all of you know the past five year period has seen the gap between our conventional military strengths widen in favor of the Soviets, while the strategic nuclear advantage held by the United States has diminished considerably. Now then, as we approach parity it becomes all the more important for us to remember that credibility in diplomacy is the key ... and that we cannot have that credibility if we are only second best.

- I am anxious for you to get together with our NSC staff members. It is an excellent staff, and I am very proud of it. I think you will be surprised to see how many different views are held on the various issues by this group. Normally decision makers are given only two options by their staff members -- a recommended course of action and an alternate plan -- but Henry's memoranda to me always lay out four or five options. (Laughter)
- Just as a sort of humorous item, I thought I might tell you something that happened at our NATO Ministers' Reception the other night (at least I thought it was humorous). The point was made by someone that many of the world's best-known statesmen are "look-alikes". For instance someone said that Anthony Eden looked much like Dean Acheson. I suppose because both were known to be tall men, each with a mustache. Then Henri Spaak said that he was always told that he talked like Charles Boyer and looked like Winston Churchill ... but that he would have much preferred to look like Charles Boyer and to be able to talk like Winston Churchill. (Laughter) Of course my look-alike has always been Andrei Gromyko and I have often thought if we could only change places perhaps most of the world's problems would be solved overnight.
- Well, that is all I'm going to say at this time. I'll turn you over to Henry now but don't let him keep you indoors and working on such a beautiful day. You should get out and wander around the city and make a special effort if you can to see our beautiful cherry trees.

The President left the Roosevelt Room and returned to his office.

ALEXANDER P. BUTTERFIELD

Chen

April 12, 1969

MEMORANDUM FOR: MR. HARLOW

Subject: Notes from the President

In his April 12th digest of recent news items, the President focused on the following paragraph concerning the "Safeguard System" issue:

"The absence of any White House rebuke for Senators Mathias and Cook when they made their maiden Senate speeches against ABM has given rise to 'suggestions of possible White House compromise on the issue.' One such compromise being discussed by opponents is approval of deployment by moratorium on construction funds declared by the President while he seeks an arms control agreement with the USSR."

With regard to the suggestion that the White House might possibly compromise on the issue, the President said, "No chance!" He then addressed this comment to you:

"Bryce -- this news item sounds to me as if our handling of the matter is too soft. Why doesn't someone from our shop counteract this?"

ALEXANDER P. BUTTERFIELD

cc: Mr. BeLieu

Chm

April 12, 1969

PLEASE TREAT AS PERSONAL/CONFIDENTIAL

MEMORANDUM FOR: DR. KISSINGER

Subject: Comment from the President (Info Only)

The President read in his Saturday morning news summary that Senator Muskie is busily making public statements to the effect that the \$6.6 billion the Administration wants to spend on the "Safeguard System" would buy a great deal more national security if used to fight hunger and poverty both at home and abroad. The news item goes on to quote the Maine Senator as saying, "The illusion of national security offered by the ABM offers no sanctuary against hunger, poverty and ignorance. Hunger and poverty are more dangerous than Communism."

With reference to these reported Muskie statements, the President commented: "Unbelievable nonsense from a national 'leader'!"

ALEXANDER P. BUTTERFIELD

cc: Mr. Harlow
Mr. BeLieu

PLEASE TREAT AS PERSONAL/CONFIDENTIAL

Please Treat as CONFIDENTIAL

April 12, 1969

MEMORANDUM FOR: MR. FLANIGAN

The President read the following item in his Saturday morning News Summary:

"Secretary Rogers has promised Clare Booth Luce the UNESCO job with rank of Ambassador. 'White House spokesmen, unaware of Rogers' action, offered it to Louise Gore.' The Problem is compounded by the reluctance of the current delegate -- Katie Louchheim -- to give up the post. Gore supporters feel part of the problem could be resolved if Sen. Gore was chosen as director of Congresswoman Dwyer's proposed Office on Women's Rights and Responsibilities."

With reference to this piece of information, the President would like for you to "take care of Louise Gore on some assignment."

Thank you.

ALEXANDER P. BUTTERFIELD

cc: Mr. Flemming

Please Treat as CONFIDENTIAL

Chrom

April 12, 1969

MEMORANDUM FOR: MR. BUCHANAN

The President would like to see a copy of the book, "Eisenhower: American Hero".

ALEXANDER P. BUTTERFIELD

cc: Mr. Keogh

chron

April 12, 1969

MEMORANDUM FOR: MR. HERB KLEIN

The President continues to see and hear the opposition's TV propaganda on various issues -- most recently an ABC film report on the Administration's cuts in the Job Corps program with no mention whatever of the reasons for the decision ... or even of the fact that there might be some reasons. He asks that you (and all information addressees) give serious thought to ways and means by which we might be able to insist on equal time.

ALEXANDER P. BUTTERFIELD

cc: Dr. Burns
Mr. Ehrlichman
Mr. Haldeman
Mr. Harlow
Mr. C. Wilkinson
Mr. Keogh

April 12, 1969

MEMORANDUM FOR: DR. MOYNIHAN

Gerald Griffin had a column in the March 31st Baltimore Sun concerning Federal Programs. Yesterday the President read a brief account of the article and agreed completely with what was said. He wants you to see to it that the full column is circulated to all members of the Urban Affairs Council.

Thank you.

ALEXANDER P. BUTTERFIELD

cc: Mr. Keogh
Mr. Ehrlichman

Chrom

April 12, 1969

MEMORANDUM FOR: DR. KISSINGER

Subject: Notes from the President (Action Item)

The following item concerning "U. S. Power" appeared in the President's April 10th News Summary:

"The U. S. has lost 'the desire and ability' to be the dominant power in the world, Brittain's Institute for Strategic Studies said. In the past year Russia has become the 'full equal' of the United States in military and political terms and is likely to overtake America in Inter Continental Ballistic Missiles by mid-1969. It said, however, that with its great stock of submarines and planes the United States will nevertheless retain a lead in total number of nuclear weapons. The Survey predicted the possibility of a less active American role in the world in the 1970s -- maybe the smallest U. S. international role since before World War II. 'It was largely accidental that the end of the American desire and ability to be the Universal and dominant power should coincide with the end of eight years of Democrat rule,' the survey said. This course is not due to a choice of Americans of 'isolation for its own sake, but because their recent experience at home and abroad, had exhausted their confident sense of purpose and ability.' "

With reference to the content of this paragraph, the President addressed these comments to you:

- "Henry -- (1) Very important and accurate.
(2) We need to get this broadly circulated. "

cc: Mr. Keogh
Mr. Klein

ALEXANDER P. BUTTERFIELD

Chen

April 11, 1969

MEMORANDUM FOR: THE PRESIDENT'S FILE

Subject: Meeting in the President's Office with Mr. Lee White,
Chairman of the Federal Power Commission (4:55-5:40 p. m.)

Mr. Lee White's 4:15 appointment was the last official business item on the President's schedule, but as a result of an accumulation of small delays throughout the day it began some 40 minutes late.

The President came forward to shake hands with Mr. White then returned to his desk while Mr. White sat next to the desk -- to the President's right. There ensued quite a long period -- perhaps 25 minutes -- of what I would call slightly strained conversation, yet the transition from topic to topic seemed natural and smooth. Perhaps the strain was only evident for 5-10 minutes while the super-cool and loquacious Lee White established the fact that he was going to sit there and be casual, and under no circumstances blurt out hurriedly his message concerning the tenure rights of the FPC Chairman.

(Personal note: I had known Lee White during some of the period he served as Counsel to President Johnson and just prior to this meeting had sat in the Cabinet room talking to him in a most informal and friendly manner about the purpose of this visit and the crux of the statement he wished to deliver. Thus, I feel fairly certain that my presence was not inhibiting him ... but of course it might have been. And I got the distinct impression that the President believed that this was the case, and would have felt better had I not been sitting there like a useless bump-on-a-log.)

Certain of the preliminary, though unrelated, points Lee White made are listed below:

- As bad as things are in the Middle East, and as hot as the issues are, it is that hatred for the other nation which ties together each country's people. All of us need a purpose or a cause. It is essential to high morale.

- The space program is tremendously expensive, and frankly I was against our directing so much money to space exploration which might otherwise have gone to what I considered to be more worthwhile domestic projects. But the Apollo mission which took Borman and his crew around the far side of the moon was really spectacular, and I suppose I have to admit that it was worth the expense.
- To my way of thinking the supersonic transport program has dragged on long enough. The costs are exorbitant. It seems that we'd be better off if we would divert these research and development funds to domestic programs and when the French SST has been thoroughly tested buy some of them from France. In fact that plan might go far toward strengthening our alliance with that country, an action which you've so admirably begun, Mr. President.

Several other subjects were discussed briefly, then the President mentioned the Federal Power Commission. This brought Mr. White to the primary purpose of his visit. He very eloquently told the President how strongly he felt that chairmen of commissions such as his, who are protected by statute from having to submit resignations at the change of an Administration, should voluntarily offer to resign and thus allow the new President to select for those posts men of his own choosing. He went on to say that because of his views he of course would act accordingly ... but would like very much to stay on at least through the middle of June in order to wrap up some unfinished business. The President told Lee how much he appreciated that view, and that he thought it commendable indeed that he took the time to come by to express the view personally ... and in such a courteous and straightforward manner.

Before Lee White left the President's office he urged the President to take some time in the near future to meet with the members of each of the Regulatory Boards. He said he thought such action would be interesting to the President and at the same time would pay dividends insofar as stimulating the motivation and performance of Board members.

As Lee White walked to the door to leave the President asked what his plans were ... and whether or not he would be staying in Washington. Mr. White replied that he had had a number of fairly lucrative offers in New York and elsewhere, but that he had so much enjoyed being in government it would be difficult for him to leave the Washington area.

He said also that over the past eight years his family had become attached to the area. He shook the President's hand and departed.

ALEXANDER P. BUTTERFIELD

Chen

April 11, 1969

MEMORANDUM FOR: MR. HALDEMAN

Subject: Note from the President

Frank Jorgensen called Rose Mary on or about April 3rd to express his concern over what seems to be a lack of preparation for the Congressional races which are coming up soon. He went on to say that he is ready, willing and able to assist in any way whatever.

On the memorandum which Rose Mary sent to the President on this, he (the President) wrote the following note to you:

"Bob -- How about getting Jorgensen to work on key Congressional races?"

ALEXANDER P. BUTTERFIELD

cc: Mr. John Sears

Chen

April 10, 1969

MEMORANDUM FOR RECORD

Subject: First Meeting of The President's Advisory Council on
Executive Organization, April 10, 1969

The President's Advisory Council on Executive Organization held its first meeting today in the Executive Office Building from 10:00 a. m. until 4:00 p. m. Of the five members (Roy Ash, Fred Kappel, George Baker, John Connally and Dick Paget) only Dean George Baker was unable to attend. The day's activities are listed below:

- (1) Roy Ash gave the members a thorough background concerning the need for the Advisory Council.
- (2) Members were given copies of the Nixon Task Force Report on Reorganization of the Executive Branch of the Government. The report was reviewed and discussed.
- (3) There was long discussion on what the Council should take on as its priority objectives.
- (4) Lunch at White House Staff Mess was hosted by Mr. Butterfield.
- (5) Members reconvened and met with Mr. Peter Flanigan re prospective candidates for the Council's full-time liaison with the President. It was agreed that the nominee would be selected from among their peers.
- (6) The Council met with Assistant Budget Director Sam Hughes and Director of the Office of Executive Management Dwight Ink to determine BoB's view of priority objectives ... and to understand the degree to which Mr. Ink's staff could support the Advisory Council.

From my casual conversations with the Council members prior to and after their meeting -- and during the lunch hour -- I gained these impressions:

- (1) The members believe their first order of business is to select a highly qualified man, of a stature equal to their own, to serve as the full-time White House staff liaison between their Council and the President.
- (2) They believe their second order of business is to put priorities on their objectives -- and they feel that they cannot do this without at least some indication from the President, personally, as to what he sees as the most pressing organizational problems confronting the Executive branch today.
- (3) There was some very slight disappointment on the part of the members that priorities had not been placed on objectives prior to this first meeting.

ALEXANDER P. BUTTERFIELD

Chou

Determined to be an
Administrative Marking
Not National Security Information
By J45 NARA Date 3/12/2016

April 10, 1969

CONFIDENTIAL

MEMORANDUM FOR: DR. KISSINGER

I am attaching to this note some information which William Pawley asked Rose Mary Woods to pass on to the President on March 25th ... along with a comment which the President addressed to you.

ALEXANDER P. BUTTERFIELD

Attachment

CONFIDENTIAL

Chiron

April 10, 1969

MEMORANDUM FOR: MR. EHRLICHMAN

I am attaching to this note a copy of Clark Edwards' April 2nd letter to the President. Please note thereon the question which the President has directed to you . . . and his request for a report.

ALEXANDER P. BUTTERFIELD

Attachment

Chron

April 10, 1969

PLEASE TREAT AS VERY CONFIDENTIAL

MEMORANDUM FOR: MR. PETER FLANIGAN
DR. HENRY KISSINGER

The President has focused his attention on Adolph W. Schmidt (of T. Mellon and Sons, Mellon Square, Pittsburgh, Pennsylvania), having just read a personal letter from Schmidt dated March 24th. He (the President) says that he definitely wants Schmidt appointed as an ambassador. He suggests Canada as being the most appropriate post, adding that we should not send a career man to that country.

ALEXANDER P. BUTTERFIELD

cc: Mr. Haldeman

PLEASE TREAT AS VERY CONFIDENTIAL

Chris

April 10, 1969

PLEASE TREAT AS CONFIDENTIAL

MEMORANDUM FOR: MR. EHRLICHMAN

In a March 9th letter to Rose Mary Woods, George MacKinnon said that Bob Short's resignation from the Democratic National Committee was over his refusal to go along with HHH's handling of a cool \$2 million which came into the DNC's coffers late in the campaign. Allegedly, Humphrey wants it transferred from the committee to his personal campaign chest. Such action would leave the party with a large number of unpaid bills and low funds while Humphrey would have ample cash with which to support his '72 campaign. It is MacKinnon's understanding that Teddy Kennedy, in addition to Short, opposes the Humphrey diversion plan.

With reference to this Confidential information, the President passes on the following comment to you:

"John -- Let's hope Humphrey succeeds."

ALEXANDER P. BUTTERFIELD

PLEASE TREAT AS CONFIDENTIAL

chron

April 10, 1969

PLEASE TREAT AS CONFIDENTIAL

MEMORANDUM FOR: MR. PETER FLANIGAN

In reading some of the typical criticisms of the Administration in his morning news summary, the President focused on an item which highlighted our "delays in making appointments". The short piece went on to say that if RN had acted earlier to remove Clifford Alexander (for instance), he could have avoided that particular problem.

In total agreement, the President asks that you check very carefully to be certain that we do not have any others in that category who should be moved on. He would like a brief report from you to assure him that the slate is clean.

Thank you.

ALEXANDER P. BUTTERFIELD

cc: Mr. Flemming

PLEASE TREAT AS CONFIDENTIAL

Chen

April 10, 1969

MEMORANDUM FOR: Dr. Paul W. McCracken
Chairman, Council of Economic Advisers

In his daily news summary the President read a short paragraph which credited the American Broadcasting Company with the following statement:

"The Administration may propose stiffer taxes on conglomerates and foundations and elimination of the tax benefits of 'hobby farming'. The Democrats, led by Ted Kennedy, will come up with their own proposals ... i.e. first, they will demand broad tax reform in exchange for their votes to extend the surcharge ... and secondly, they will call for repeal of the 7-1/2 percent investment credit."

The President would appreciate a short memorandum from you as to what our position should be.

Alexander P. Butterfield
Deputy Assistant to the President

chron

April 10, 1969

MEMORANDUM FOR: MR. HARLOW

As you know, current reading indicates clearly that there is a ripple of restlessness running through the Congress. For instance, Senator Saxbe has voiced his impatience with our "foot-dragging on the war", and is alleged to have said that he will speak up soon even if it means "flying in the face of the Administration". Similarly, Congressman Ogden Reid is saying that if the Administration can't end the war, "it will be open season on Nixon".

In view of these and other incidents, the President would like for you to get together with Henry Kissinger and help line up a group to which Henry can give a good backgrounder (no later than early next week) ... on both the war in Vietnam and the President's position with regard to the anti-missile Safeguard System. Your group should consist of some 8-10 persons. It should definitely include Scott plus someone who is for us 100 percent. The other half-dozen or so should be people who are "on the fence", like Saxbe and Reid.

ALEXANDER P. BUTTERFIELD

cc: Dr. Kissinger
Mr. BeLieu
Mr. Timmons

chron

April 10, 1969

MEMORANDUM FOR: DR. BURNS
MR. EHRLICHMAN

Subject: Note from the President

The President read in one of his recent news summaries that the computer job bank in Baltimore jumped the number of ghetto placements from 20 to 50 percent. The article went on to say that Secretary Shultz believes strongly in the value of the "job bank" operation, for it is virtually pouring the unemployed into offices, factories, and service trades. (Moreover, from what I understand, the computer job bank system will be spread to seven cities on or about July 1, and to some thirty more during 1970.)

The President believes it very important that we get out soon a positive announcement on our national bank ... "as fulfillment of our campaign pledge".

ALEXANDER P. BUTTERFIELD

cc: Dr. Moynihan

chron

April 10, 1969

MEMORANDUM FOR: MR. HERB KLEIN

The President continues to read in his daily news summary of the field days which our "Safeguard System" opponents are having on television. He has the impression that the networks have about ten feet of anti-ABM film to every one foot of film supporting his position. With reference to his estimate of the film footage ratio, he would like for you to delve into this one and give him the facts, and if the ratio is at all lopsided in favor of the opposition he would like a report on what we are doing about it.

Additionally, he would like for you to insist on getting equal time ... and on getting some really good men to appear and speak out in our behalf.

ALEXANDER P. BUTTERFIELD

cc: Mr. BeLieu
Mr. Keogh
Mr. Whitaker
Mr. C. Wilkinson

chron

April 10, 1969

MEMORANDUM FOR: DR. KISSINGER

The President is aware of some restlessness in the ranks, and would like for you to give a good backgrounder (no later than early next week) on the Vietnam war and the Safeguard System to a group of some 8-10 persons to be rounded up by Bryce Harlow. It is now planned that Hugh Scott will be among those in your small audience ... plus at least one person who is for us 100 percent. The remaining 6 or 7 will be people like Senator Saxbe (R-Ohio), Congressman Ogden Reid (R-New York) and others who recently have been voicing their impatience with the Administration.

ALEXANDER P. BUTTERFIELD

cc: Mr. Bryce Harlow

Mr. Belieu
Mr. Simon

Chen

April 10, 1969

PLEASE TREAT AS CONFIDENTIAL

MEMORANDUM FOR:

THE SECRETARY OF HEALTH,
EDUCATION AND WELFARE

It has come to the President's attention that HEW's recent approval of two grants (totaling \$149,965) for support of educational services in Hawaii was announced by the office of Senator Daniel K. Inouye and not by Senator Fong's office.

He would appreciate your looking into this and informing him right away as to "how this happened". (He has asked Bryce Harlow to call Fong and express regret.)

Alexander P. Butterfield
Deputy Assistant to the President

cc: Mr. Bryce Harlow

PLEASE TREAT AS CONFIDENTIAL

chron

April 10, 1969

MEMORANDUM FOR: MR. BRYCE HARLOW

It has come to the President's attention that HEW's recent approval of two grants (totaling \$149,965) for support of educational services in Hawaii was announced by the office of Senator Daniel K. Inouye and not by Senator Fong's office.

The President is interested in knowing what happened on this one and has asked Bob Finch to investigate and let him know right away. Meanwhile, he would appreciate your calling Senator Fong and expressing our regret.

ALEXANDER P. BUTTERFIELD

cc: Mr. BeLieu

chron

April 10, 1969

MEMORANDUM FOR: MR. EHRLICHMAN

Subject: Note from the President

The President has read accounts of the almost overwhelming popularity of the University of Minnesota's concert band on tour in the USSR. Evidently they are playing encore after encore to wildly enthusiastic and jam-packed audiences. He would like to have them play at a White House dinner -- "if such a plan would fit in".

ALEXANDER P. BUTTERFIELD

Chen

April 10, 1969

PLEASE TREAT AS CONFIDENTIAL

MEMORANDUM FOR: MR. HARLOW

In his morning news summary the President read the following paragraph:

"Senator Mathias has said that he and some of his Congressional colleagues are becoming impatient about their lack of communication with the Nixon Administration. Because of this, Mathias has held up his approval of Thomas Flannery to become U. S. Attorney for the District of Columbia."

With reference to this item, the President addressed the following comment to you:

"Bryce -- Let's go ahead without his clearance."

ALEXANDER P. BUTTERFIELD

cc: Mr. Ehrlichman
Mr. Flanigan
Mr. Flemming

PLEASE TREAT AS CONFIDENTIAL

Chen

April 10, 1969

MEMORANDUM FOR: MR. EHRLICHMAN

Please note the President's written comment on the attached memorandum.

ALEXANDER P. BUTTERFIELD

Attachment

April 9, 1969

MEMORANDUM FOR: MR. ROY ASH

I have just heard from the Budget Bureau that the previously scheduled hearings for April 15th before Ribicoff's Executive Reorganization Committee have been cancelled... not postponed, but cancelled. Evidently the Senator is going to hold off until he learns something about the new Advisory Council's objectives and modus operandi.

Alexander P. Butterfield
Deputy Assistant to the President

chron

April 9, 1969

MEMORANDUM FOR: DR. HENRY KISSINGER

After a meeting last night with Ken BeLieu (who, as you know, has been given full-time responsibility for coordinating our aggregate efforts to win Congressional approval of the President's modified Safeguard System decision), Ken Cole and I came to the same conclusion: We need a position paper immediately -- something clear, concise, and put in such a way as to be readily comprehensible to the average American citizen who, at this point, is undoubtedly confused. The paper will require coordination at the highest level at DoD and State -- yet must, if at all possible, be back in our hands no later than 3:00 p.m. Thursday, April 10th. I realize only too well that this is a tall order but we must have this agreed-upon position before we can proceed with our public speaking and news dissemination activities. We will, of course, be working meanwhile on coordinating those efforts and programs which are already underway.

I will very much appreciate your cooperation on this matter. I am sure you realize as well as anyone the importance of our emerging victorious on this controversial issue.

ALEXANDER P. BUTTERFIELD

ch

April 9, 1969

MEMORANDUM FOR: DR. KISSINGER

In addition to the position paper which I asked for by memorandum earlier this morning our forces will need a Safeguard System brochure -- not a thick packet of verbatim statements to the Congress, lengthy copies of past speeches, and technically-worded fact sheets haphazardly put together and stuffed into a large manila envelope, but instead, a single very brief brochure so clearly and cleverly worded as to virtually convince its readers of the soundness of the President's recent decision.

I have in mind a cover or title sheet -- in color -- which shows the President at his March 14th press conference facing the nation squarely and announcing to its citizens the one decision which a President could make, given the alternatives and the full facts of the matter relative to the Soviet threat. Material beyond the cover should be presented in a logical order, i.e. in accordance with the chronology of the average man's thoughts and queries concerning the Safeguard System issue.

In my own personal opinion, this is to say that Page 1 should bear the title (in all caps): WHAT IS THE SAFEGUARD SYSTEM (OR ABM)?. Under this title I envisage a short explanation in layman terms as to precisely what the system is and how it works. I would guess that no more than a half-three quarters of a page should be devoted to this.

The second title should probably read: WHAT HAS THE PRESIDENT SAID WITH REGARD TO THE SAFEGUARD SYSTEM?. Under this title should appear a very clearly written condensed version of the President's announcement ... and an explanation of his "Modified Version". Perhaps it should begin something like this: On March 14th the President announced to the nation that after long and very careful consideration of all information available he deemed it prudent -- indeed essential in order to insure the safety and security of the nation -- to go ahead with the implementation of ~~at least~~ a modified anti-missile Safeguard System ... etc.

Next should come the title: WHY HAS THE PRESIDENT TAKEN THIS POSITION?. Our answer to this question should be prefaced with the fact that the Central Intelligence Agency, the National Security Agency, the Defense Intelligence Agency, and the quite extensive intelligence staffs of the Army, Navy and Air Force all indicated⁴ beyond any doubt that there ~~was~~^{is} in progress an increased buildup of offensive weapons within the Soviet Union, and that ... etc.

I would guess that we should insert next a very condensed version of the principal points made in the SECRETARY OF DEFENSE'S STATEMENT BEFORE THE SENATE COMMITTEE ON ARMED SERVICES, the DEPUTY SECRETARY OF DEFENSE'S STATEMENT BEFORE THE SENATE COMMITTEE ON ARMED SERVICES ... and perhaps one or two other statements by key Administration officials.

Finally, I would suggest a section entitled THE ADMINISTRATION'S ANSWERS TO ALL QUESTIONS ASKED TO-DATE ... and under this heading the simple as well as technical questions which have been posed, each followed by a full and straightforward answer.

Throughout the entire brochure we should emphasize the extreme importance of three very significant facts of life: (1) that the assurance of the preservation of our democracy, our freedoms, etc. depends almost entirely on our ability to negotiate with other nations and groups of nations from a position of undisputed strength -- both militarily and industrially; (2) that the assurance of our ability to pursue remedial domestic programs -- i.e. things which will contribute to better housing, employment opportunities, reduced crime rates, less racial strife, etc. -- depends ultimately on the nation's security against hostile outside forces; and (3) that the international Communist movement and its leaders -- especially those in Communist China and the Soviet Union -- are dedicated to the eventual overthrow of our democratic government and thus pose a very real threat to America's security.

Completion of a brochure along these general guidelines, by Thursday evening or Friday noon at the latest, will assist us immeasurably in our current campaign.

ALEXANDER P. BUTTERFIELD

Chow

April 9, 1969

MEMORANDUM FOR: MR. HARLOW

In an effort to obtain at least something for the record concerning those Presidential meetings and/or discussions which we missed inadvertently during our less-than-organized first sixty days, I would appreciate your dictating or jotting down a few appropriate words on the events listed on the attached sheet ... all of which (according to the President's schedule) you attended.

Henceforth a concerted effort will be made to see that each Presidential meeting or conference is covered by a staff member charged specifically with responsibility for writing the required memorandum and turning it in to the Staff Secretary prior to the end of business on the succeeding workday. Those persons so charged (you and eight others ... with Paul McCracken voluntarily covering meetings of the Troika and Quadriad) were notified of this responsibility -- and the President's desire that it be assumed -- on January 25th. I will add an additional attachment stating again the general guidelines for the preparation of these memoranda.

ALEXANDER P. BUTTERFIELD

Attachments

chron

April 9, 1969

MEMORANDUM FOR: MR. LARRY HIGBY

As I am sure you know already, the President's Advisory Council on Executive Organization will convene for the first time tomorrow (April 10) from 10:00 a.m. until about 4:00 p.m. Of the five Council members only four will be able to attend. They are: Mr. Roy Ash, Chairman; Governor John Connally, member; Mr. Fred Kappel, member; and Mr. Richard Paget, member. I would appreciate your taking whatever action is necessary to arrange for the following facilities and conveniences:

- (a) Adequate office space, or conference room. (I understand that Room 134 in EOB has been set aside.)
- (b) At least one stenographer with one other on standby. (Pre-briefed as to members' names and general purpose of their meeting.)
- (c) Office supplies as you deem appropriate for one-day meeting.
- (d) Coffee (Possibly a short typewritten note left in the meeting room to explain where coffee is served nearby and/or how coffee can be sent for. Brief the secretary.)
- (e) Lunch. (I have taken care of this with WH Staff Mess.)
- (f) Security pass (or whatever is necessary for this group. Security section should understand thoroughly that they are members of the President's Advisory Council and that they will be meeting here for at least 3-4 days each month -- possibly more frequently -- and should have access to both EOB and White House. Perhaps a short typewritten memo to Mr. Ash would be in order ... i.e. something to explain clearly whatever security system is to apply to his group.)
- (g) Transportation. (I have arrival and departure schedules for each member and have already made transportation arrangements through the Armed Forces Aide's office.)

- (h) WH phone directory and/or list of names -- titles --
extension numbers of key staff personnel ... to include
Bob Mayo, Dwight Ink, Dr. Arthur Burns, you and me.

I have prepared five folders -- one for each Advisory Council member -- each of which contains bits and pieces of relatively minor information pertinent to the Council's formation, i.e. official press release, newspaper account, etc. Any notices which you might want to pass on to the members on security passes or whatever ... or your list of names of key people ... could be inserted in these folders.

Many thanks.

ALEXANDER P. BUTTERFIELD

cc: Mr. Ken Cole

Chasen

April 8, 1969

MEMORANDUM FOR: DR. HENRY KISSINGER

Subject: Note from the President (Action item)

In a column last week James Kilpatrick referred to the U. S. Navy as "the poorest great fleet in the world." He went on to say that in a country which loves its Navy, recent reports "by the Armed Services Committees" should have produced a wave of public wrath and indignation; but instead, they evoked nothing more than a mild ho-hum. According to Kilpatrick, the "grim truth" is that 58% of the U. S. naval combatant ships are more than 20 years old. They are "rusty, poorly wired, under-powered, patched-up and worn out." He says that meanwhile the Soviets have more than 1,575 ships in operation ... a mere 71 of which are more than 15 years old. "They have a new class of destroyers, a new class of cruisers and a host of new naval weapons systems."

The President was interested in these allegations and asked that you give him a report by April 15 on the strength and effectiveness of our naval power as compared with that of the Soviets.

ALEXANDER P. BUTTERFIELD