

January 7, 1970

MEMORANDUM FOR: MR. HOPKINS

FROM: ALEXANDER P. BUTTERFIELD

Does GSA ATLANTA GA, as it appears in the lower left corner of the attached poster, mean our own General Services Administration? I would appreciate your checking on the publication of this poster. Who printed it? ... where and when?

Many thanks.

Attachment

January 7, 1970

MEMORANDUM FOR: MR. MELENCAMP

FROM: ALEXANDER P. BUTTERFIELD

RE: Names of Persons Supporting the
President's Vietnam Policy

Along with this memorandum I am sending you 8 separate packages, all of which pertain to citizen support for the President's Vietnam peace plan. As you will notice, many of the coupons are signed by more than one person -- often an entire family -- so please use care in transcribing the names onto our tapes.

Many thanks.

Attachments

January 7, 1970

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Attachment

THE WHITE HOUSE
WASHINGTON

Jan 8, '69

MEMORANDUM FOR:

SUBJECT: Submission of Reports

This is to remind staff members that every official periodic report (whether or not prepared specifically for the President) is expected in the office of the Staff Secretary in accordance with its regularly assigned submission schedule . . . even though illness or some other circumstance has resulted in the absence from work of the person normally held responsible.

If you are one of those who has such a responsibility -- either direct or indirect -- it would be a good idea to work out now, and to your own satisfaction, a system which will insure the report's thorough preparation and timely submission in the event that you are unable to give the matter your personal attention.

Thank you.

Alexander P. Butterfield
Deputy Assistant to the President

Chrom

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Deputy Assistant to the President

Personal for Mr. Haldeman at the Western White House

Chronology of Major White House/Administration News Play in Area Newspapers
(As of 10:00 A.M. EST, Jan 8)

Washington Evening Star

Page 1 -- Nixon May Ask Excise Tax Rise/\$2-3 Billion Increase Would
Balance Budget

-- FBI Tapes Underworld Talk

-- U.S. Quietly Abandons Employee Loyalty Oath

-- Integration Showdown/Mississippians Hastily Turning to
Private Schools

-- "Won't Go", Whites Tell School Head (Jackson, Mississippi)

Note:

Remainder of front page taken up with D.C. area "snow storm"
and Kopechne inquest news.

Page 2 -- Barron, 42 Others Indicted in West Virginia Bribe Probe

-- Agencies Told (By CSC) to Adopt Stronger Job Rights Plans

-- Policy Easing Urged by Shultz

Page 3 -- Nixon Fighting Heroin Traffic Where it Starts

Washington Post

Page 1 -- Laird Retreats on ABM/Site Expansion Undecided, Secretary
Says

-- Yazoo City (Mississippi) Desegregates: Not "What We Expected"
(w/photo of parents chanting defiance as school official explains
busing plans)

-- 30 Georgia School Units Regain U.S. Funds

- Influence Probers Query McCormack
- Labor Department May Review UMW Vote
- Mills is Cool to Feelers for Rise in Excise Taxes
- Bitter Exchanges Mark Camille Relief Hearing
- Page 2 -- Threatened Veto of HEW Bill is Keyed to Hill Control
- Nixon Ends California Visit Today
- The Gallup Poll/Public Divided on News Coverage
- Page 3 -- Navy Chaplain (Admiral James Kelly) Says Anti-War Activity Has Not Harmed Morale of GIs
- U.S. Court Asked to Void Airline Fare Increases

New York Times

- Page 1 -- France Confirms Arranging Libya Arms Sale/Says Deal Is Part of Wider Accord That Will Increase Role in the Arab World/Mirage Jets Included/U.S. Aides Confident Plan Will Not Be Issue During Pompidou Visit to Nixon
- Jersey Leaders Deny Mafia Tied Implied on Tapes
- 4,000 Mississippi Whites Go to School, But 300 Balk (w/2 photos)
- Laird Says Soviet Speeds Up Threat

Note:

Remainder of front page taken up with New York state and New York City news, article on Teamsters seeking 75 percent pay increase, and miscellaneous items.

A. P. Butterfield

January 8, 1970

MEMORANDUM FOR: MR. MAGRUDER

FROM: ALEXANDER P. BUTTERFIELD

RE: Ehrlichman's December 31st Memorandum to
The Attorney General, Sec Labor, Arthur
Burns, and 7-8 Others Re Defense Cuts

In response to your query, here are my initial thoughts:

- You should first review the comments of the addressees who respond to Ehrlichman's memorandum.
- The object of the exercise is to draw up a plan -- however brief at this point -- designed to minimize adverse criticism of the Administration for the ways in which these Defense cuts will affect the economy ... and (psychologically) certain elements of the society.
- Paul McCracken makes a significant point when he says that the psychological effects will be enormous unless a "reverse flow" of counter activities coincides.
- It would seem to me that you can do no more than outline your own personal "plan of action" this afternoon (i.e. prior to the President's return) ... but almost immediately thereafter you should plan to get together in conference with each of the addressees (even though most of them are not regular "game planners") and hash out ways and means of best countering and/or coping with anticipated results of DoD's forthcoming civilian and military job reductions and Defense contract curtailments.
- John's point about the need for planning a support campaign for Vietnamization is a good one. It is an absolute certainty that the merits of Vietnamization will be soon (and seriously) questioned.

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January 8, 1970

TOP SECRET

MEMORANDUM FOR: MR. MAGRUDER

FROM: ALEXANDER P. BUTTERFIELD

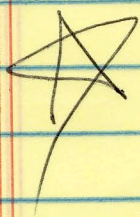
RE: J. Edgar Hoover's December 29th Letter to
The President Concerning Mort Halperin and
Clark Clifford

In response to your query, here are my initial thoughts on the matter:

- You should go -- first of all -- to Al Haig (not to Tony Lake) and find out who participated in Henry's December 29th meeting. If he had more than one group meeting on that day, you could say that it is your understanding that this particular meeting concerned Vietnam and options as to our future courses of action there.
- You should get ahold of the speeches or talks in which Mr. Nixon (the candidate) made the statements mentioned in the second paragraph ... in order to know and understand the context.
- The name of the game, of course, is to get ourselves springloaded to a position from which we can effectively counter whatever tack Clifford takes ... and it would appear that the memorandum you showed to me provides the basic framework for his plan.
- Al Haig can get you squared away on at least a preliminary scheme. We can build from there.
- Needless to say, this item is every bit as sensitive as the memorandum indicates.

TOP SECRET

Jan 8, 1970



My ~~Jan 1 or Jan 9, 1970~~

Memo to Jeb Magruder

belongs here. ~~It will~~

~~be inserted soon~~

NOTE: This [↑] is the memo. ^{original undoctored} ~~that was~~ The
doctored memo ~~doctored in 10-12 places~~ to suggest
that I (AGB) was guilty of a felony.

Its circulation resulted in my going
before two Grand Jury sessions in
my defense. Later, I found ~~my~~

this copy of the original memo, which
exposed the doctored memo for what
it was, (Chief suspect - AGH)

P.S.
Am looking for
doctored memo
to be added
later to this file

AGB, July 9, '75

6/12/70
January 9, 1970

MEMORANDUM FOR: MR. HALDEMAN
FROM: ALEXANDER P. BUTTERFIELD
RE: Categories of Recipients of the Election Day
Anniversary (November 5th) Letter

In a telephone call from San Clemente, Larry asked me to get a list of the categories of recipients of our election day anniversary letter. They were:

- (1) News media people
- (2) Athletes for Nixon
- (3) Contributors (themselves arranged in 4 categories)
- (4) Business Council members for Nixon-Agnew
- (5) Miscellaneous (separate recommendations by Staff personnel and others)

Standard letter "A" went to all of those in the news media category. They totaled 521. Standard letter "B", totalling 524, went to athletes for Nixon... each accompanied by 3 golf balls. Standard letter "C" totaled 3,092 and went to persons in the remaining 3 categories. Total letters sent was 4,137.

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January 9, 1970

MEMORANDUM FOR: THE PRESIDENT

FROM: ALEXANDER P. BUTTERFIELD

RE: Your Request for Letters to the New York Times Editor

Just before you left for San Clemente you asked me to get out some letters to the New York Times editor in protest of his failure to editorialize on the occasion of Congress's endorsement of the Administration's Philadelphia Plan. Jeb Magruder put the machinery to work but because most of the letter writers are outside of the Washington, D. C. area it is now taking some time to get copies of their letters in here to my desk. However, 2 of those written from Washington, D.C. are at Tab A ... and approximately 30 more are enroute to me.

You will recall, I am sure, the excellent article which appeared on page 20 of the December 26th issue of the New York Times ... as a result of Herb Klein's background briefing held on December 23rd. When you saw it you remarked that this was precisely the kind of thing we should be doing all the time. Although much would-be publicity on the Plan no doubt got lost in the Christmas rush, there were a number of other editorials and columns which highlighted the Plan's merits and your leadership in scoring the Administration's victory. Mort Allin collected a sampling of those which appeared just during the 7-day period December 22-29, and they are attached at Tab B.

Attachments

Allen

January 9, 1970

Miss Jill Stevenson
4532 Biscayne Drive
Virginia Beach, Virginia 23455

Dear Miss Stevenson:

Mr. John Whitaker is no longer Secretary to the Cabinet. He is now serving as Deputy Assistant to the President for Domestic Affairs ... on the staff of Mr. John Ehrlichman. The fact of the matter is that we no longer have a Cabinet Secretary per se, but in my capacity as Deputy Assistant to the President (on Mr. Haldeman's staff) I am fulfilling the responsibilities of a Cabinet Secretary.

You were right about the poem. It is good, and it certainly does make an interesting point. Many thanks to you for taking the time to send it on, and rest assured that I will have it typed up and brought to the attention of our staff members ... and possibly to the Cabinet members at their next meeting.

How do you like Virginia Beach? Your return address brought back some fond memories, for I used to live at Virginia Beach -- on 52nd Street near Crystal Lake -- back in 1941 and early 1942.

Sincerely,

Alexander P. Butterfield
Deputy Assistant to the President

January 9, 1970

MEMORANDUM FOR: MR. WHELIHAN
FROM: ALEXANDER P. BUTTERFIELD
RE: Photograph of the Cabinet

In response to your note of January 8th, please be assured that I am conscious of our lack of a good photograph of the entire Cabinet and of Dr. Burns' imminent departure. I will do what I can this month to round up the Cabinet members for a "quick sitting".

Chen

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MEMORANDUM FOR: THE PRESIDENT

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RE: Cabinet Matters

The near-future departure from the White House Staff of Dr. Arthur Burns brings to mind some pertinent questions. The first concerns Cabinet membership ... i.e. who is a member and who is not. Going back well before the Eisenhower Administration, the U.S. Government Organization Manual (printed and revised annually by GSA's Office of the Federal Register) says this about the Cabinet:

The Cabinet is composed of the heads of the (correct number, depending upon the year) Executive Departments -- the Secretary of State, the Secretary of Treasury, the Secretary of Defense ... etc.

The Manual goes on to say:

Certain other officials of the Executive branch, as also the Vice President, have been invited by the President to participate in Cabinet meetings regularly, and others are invited from time to time for discussion of particular subjects.

The most recent Manual -- the one printed during the first year of your Administration -- adds one sentence:

Certain other officials of the Executive branch have been accorded Cabinet rank.

Therefore the question is: Do you intend for those persons accorded Cabinet rank -- other than the heads of the Executive Departments -- to be considered in all ways bona fide members of the Cabinet?

Yes _____
No _____

If your answer to the question above is "no" ... do you nevertheless want each person "accorded Cabinet rank" to have his own Cabinet chair, and to be honored upon his departure from the Cabinet by formal or informal presentation of that chair?

Yes _____

No _____

If your answer to either question is "yes", I recommend a short (50-minute) Cabinet meeting on Friday morning, January 30th ... for the following purposes:

SUGGESTED AGENDA

- (15 min.) 1. Secretary Romney's report to the President and the Cabinet on the Listening Post and the Federal Information Center projects.
- (15 min.) 2. HUD's sound/color film of Secretary Romney's day in Philadelphia opening the Listening Post program.

Note: It is felt that this report will be of value to the other Cabinet members in that many of them will be going soon to other cities and following Secretary Romney's example. Moreover, part of the listening process is to report back to the President. White House attendees will benefit as well ... and so will Chairman Morton whose staff is working on similar enterprises.

(These 2 items above strongly recommended for inclusion by Len Garment.)

- (5 min.) 3. Photograph of Cabinet.

Note: We have not yet had all members present for a Cabinet photograph, and there is good reason to believe that all could be present on January 30th.

(15 min.)

4. Remarks by the President.

- Announcement of the date of the next Cabinet meeting. (I suggest Friday, February 20th, and have coordinated this suggestion with Dwight.)
- Recognition of your 2 new Counsellors, Harlow and Moynihan, recently accorded Cabinet rank. (If you answered "yes" to either of the foregoing questions I will have purchased chairs for these 2 new Cabinet members.)
- Recognition of Arthur Burns' wise counsel and distinguished service, and presentation to him of his Cabinet chair. (Again, this to be done only if you have indicated in answers to the questions above that it is your desire.)

Note: Although I believe that a "chair presentation" is most appropriately done in conjunction with a Cabinet meeting, in the Cabinet Room, and in the company of one's Cabinet colleagues ... I should mention here that if a chair is to be given to Arthur, it could be done at a later date -- perhaps as a part of the White House ceremony swearing him in as Chairman of the Federal Reserve Board.

Proceed with plan to schedule a short Cabinet meeting on January 30th ...
with an agenda as outlined above _____

Do not schedule January Cabinet meeting _____

Prefer presentation of chair at swearing-in ceremony _____

Coordinate with Haldeman and Ehrlichman re additional alternatives _____

cfw

January 10, 1970

Memo for: Noble Melencamp

From: Alex Butterfield

The attached letter is for your
general information and possible
future reference.

Attachment

Nov 25 ltr to
Miss Judy Wilson
re organization of
Cabinet

Chen

January 10, 1970

MEMORANDUM FOR: THE PRESIDENT
FROM: ALEXANDER P. BUTTERFIELD
RE: Ross Perot

Ross called last night to pass on his strong desire to see you at the earliest opportunity. These are the things which are on his mind at the moment (... in his own words):

- My next move is to go to Saigon to visit the POW camps run by the South Vietnamese. I've had a man in Saigon since the end of December to advance my visit. From all reports, he's having his share of troubles. The State Department people there, and some of the MAC-V officials, are pretty hard to deal with.
- I really feel it is imperative that I get in to see the President to report to him my impressions from this Christmas season trip of ours through Asia and Europe.
 - I can tell you one thing -- Knowing what I now know about the organization within the Federal Government which is supposed to be working on the release of American prisoners, I can think of nothing worse than being a prisoner myself.
 - We have too many thinkers and not enough doers; our people are more geared to "meeting with POW wives" than working on solutions to our problems.
 - Our Federal Government can do so much more than it is now doing.
 - The complaints of many of these wives and mothers are completely valid as far as I am concerned.

- I was appalled when I actually met members of the International Red Cross. You can't believe how inefficient and lackadaisical they are. The people in Vientiane, Laos were absolutely unbelievable ... and in my opinion the fellow in charge is bordering on insanity.
- The Federal Government needs a small, tough, hard-driving organization ... something which will keep chipping away at the problem ... an organization which will keep hitting Hanoi where it hurts. Of course, the Government will have to do things always in the conventional manner, but meanwhile private citizens like myself can do the unconventional things ... the things a Government cannot do.
- I have been getting a little flak from Kissinger, but I really don't think he understands. For instance, he was concerned about my plans for going through Moscow in order to get the goods delivered to Hanoi ... for fear I would make heroes of the Soviets. Yet since my return I have been aware of a tremendous reaction here in the U.S., especially from young people, over the "surprising fact" that the Soviet Union was in any way involved. I think if I have exposed Soviet involvement in the plight of American POWs, that awakening alone is worth something. I think our trip helped bring out to a lot of people here in America the differences between open and closed societies.

Although I assured Ross of your continuing interest in resolving the POW dilemma, I expressed some doubts as to the wisdom of his coming to the White House so soon after his return. It is not unreasonable to assume that at least some newsmen might well interpret the visit as a "return for more marching orders". He said that he agreed with that and would not make known his presence in Washington. He said the best day for him would be Sunday afternoon, January 11th, but that he could make it as easily on Tuesday, January 13th; Monday, January 19th; or Monday, January 26th.

Recommendation:

That you not see Ross on this occasion, but call him instead ...
and

- Reiterate to him your continuing interest in this matter,
and your interest in his trip information as relayed by me.
- Tell him that you have asked me to set up a meeting
between him and key representatives of State, Defense
and the NSC staff so that there can be some frank discus-
sion of views and hopefully some agreement as to appro-
priate future courses of action.
- Express your admiration for his personal interest in POW
affairs, and perhaps tell him how much good has and will
come from steadfast efforts to put the world spotlight on
Hanoi's intransigence.

Will proceed with recommended plan. _____

Will see Ross. Have Dwight arrange short visit. _____

Prefer neither to see nor to call Ross at this time; you handle; and if
you want, set up meeting of representatives as mentioned above _____

Chen

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No _____

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with an agenda as outlined above _____

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Prefer presentation of chair at swearing-in ceremony _____

Coordinate with Haldeman and Ehrlichman re additional alternatives _____

Cham

January 12, 1970

Memo for: Mr. Haldeman

From: Alex Butterfield

Bob -

Here's another one of Mollenhoff's
memos to the President ... and a pro-
posed response for your signature.

Attachments

chm

January 12, 1970

Memo for: Mr. Haldeman

From: Alex Butterfield

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January 12, 1970

MEMORANDUM FOR: THE PRESIDENT

FROM: ALEXANDER P. BUTTERFIELD

RE: Continuing Efforts Toward Uniting The
Country in Support of Your Vietnam
Peace Plan

This is just a short note to let you know that we are continuing efforts to stir the Silent American Majority in support of your Vietnam peace plan.

Hobe Lewis has just informed me that the lead article in February's Reader's Digest will be a compilation of broadcasts from Hanoi ... pointing up the comfort which our "dissenters" give to the enemy by their public demonstrations of protest. A copy of the article is at Tab A.

The same issue of the Reader's Digest will carry a statement by Edmund Gullion commenting on the value to the enemy of these protests. A copy of that statement is at Tab B.

A third article -- of which I do not have a copy -- will be Vice President Agnew's Harrisburg speech ... also on the subject of protests.

Attachments

Chen

January 12, 1970

MEMORANDUM FOR: MR. HARRY FLEMMING

FROM: ALEXANDER P. BUTTERFIELD

To this memorandum I am attaching the resume' of a friend, Mr. George R. Bickell, who is seeking employment with the Federal Government at the GS 14-15 level ... and preferably in the Health or Welfare Divisions of the Department of HEW.

Although I have not been closely associated with Mr. Bickell for some 15 or more years, I note in the resume' that he has had a considerable amount of managerial experience. He is without question a good and loyal Republican.

Attachment

6/12/70
January 12, 1970

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR: MR. COLSON
FROM: ALEXANDER P. BUTTERFIELD
RE: Mr. Charles Waters

Another name for your file, assuming you don't have it already, is Charles Waters. Formerly an aide to H.L. Hunt, Waters is now running his own management consultant firm in Dallas. He is an ultra-conservative, a special advisor to the YAF ... but most importantly, one who can put his hands on large amounts of cash. His phone number is: AC 214, 369-3177.

ADMINISTRATIVELY CONFIDENTIAL

Chen

January 12, 1970

MEMORANDUM FOR: MR. BILL DOWD
FROM: ALEXANDER P. BUTTERFIELD
RE: Your Draft Letter to Mr. Ross Perot

With reference to your December 22nd memorandum to me concerning a proposed letter to Ross Perot soliciting financial assistance for a debating program for college campuses, I would suggest that such a letter not be sent. To my way of thinking it would be simpler, and perhaps more effective, if I were to contact Mr. Perot by telephone and make arrangements for him to sit down with you and Mr. Garment and discuss the matter personally the next time he is in Washington.

As it happens, Mr. Perot is in Washington, D. C. at the moment but quite busy with previously-made commitments. Fortunately, however, he plans to come back several more times this month and I am sure I will be able to give you some advance notice by telephone.

cc: Mr. Len Garment

Note Message passed by
telephone at 2 00 p.m.
Original memo destroyed.

January 12, 1970

MEMORANDUM FOR: Mr. Clark R. Mollenhoff
FROM: H. R. Haldeman
RE: Your January 5th Memorandum to the President
Concerning the MyLai Problem

I had an opportunity this afternoon to bring to the President's attention your MyLai memorandum of January 5th.

Whereas the President appreciates your concern, and understands the reasons behind it, he prefers that at least for the time being we remain completely uninvolved.

Beloit Daily News (Beloit, Wisconsin) invited readers to speak out on the President's Vietnam policy.

663 persons signed coupons of support

Mr. James S. Copley of the Copley Newspapers (La Jolla, California) sent petitions of support.

95 signatures

Mr. George H. Bevan, Editor of The Leader (a newspaper in Corning, New York) sent coupons of support cut out and mailed to him by readers of The Leader.

2100 persons signed coupons

Philip T. Kelly, Vice President and General Manager of Dubuque, Iowa Station WDBQ told of his station's broadcasting 6 times an editorial of support for the President's Vietnam policy. Telephone calls and mail to the station indicated a 100-1 ratio in favor of the President's policies.

Mr. Stan Rose of Rose Publications (Shawnee Mission, Kansas) told of 600 signed ballots his paper had received indicating citizen support for the President's Vietnam position.

Chen

January 12, 1970

MEMORANDUM FOR: THE PRESIDENT

FROM: ALEXANDER P. BUTTERFIELD

RE: Continuing Efforts Toward Uniting The
Country in Support of Your Vietnam
Peace Plan

This is just a short note to let you know that we are continuing efforts to stir the Silent American Majority in support of your Vietnam peace plan.

Hobe Lewis has just informed me that the lead article in February's Reader's Digest will be a compilation of broadcasts from Hanoi ... pointing up the comfort which our "dissenters" give to the enemy by their public demonstrations of protest. A copy of the article is at Tab A.

The same issue of the Reader's Digest will carry a statement by Edmund Gullion commenting on the value to the enemy of these protests. A copy of that statement is at Tab B.

A third article -- of which I do not have a copy -- will be Vice President Agnew's Harrisburg speech ... also on the subject of protests.

Attachments

Chen

January 12, 1970

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Note. Message passed by
telephone at 2:00 p.m.
Original memo destroyed.

6/10/70
January 12, 1970

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR: MR. COLSON
FROM: ALEXANDER P. BUTTERFIELD
RE: Mr. Charles Waters

Another name for your file, assuming you don't have it already, is Charles Waters. Formerly an aide to H.L. Hunt, Waters is now running his own management consultant firm in Dallas. He is an ultra-conservative, a special advisor to the YAF ... but most importantly, one who can put his hands on large amounts of cash. His phone number is: AC 214, 369-3177.

ADMINISTRATIVELY CONFIDENTIAL

etc.

January 12, 1970

MEMORANDUM FOR: MR. HARRY FLEMMING

FROM: ALEXANDER P. BUTTERFIELD

To this memorandum I am attaching the resume¹ of a friend, Mr. George R. Bickell, who is seeking employment with the Federal Government at the GS 14-15 level ... and preferably in the Health or Welfare Divisions of the Department of HEW.

Although I have not been closely associated with Mr. Bickell for some 15 or more years, I note in the resume¹ that he has had a considerable amount of managerial experience. He is without question a good and loyal Republican.

Attachment

6/12/70

January 12, 1970

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Attachments

Shu

January 13, 1970

MEMORANDUM FOR: MR. HALDEMAN

FROM: ALEXANDER P. BUTTERFIELD

RE: Resume¹ of Today's Discussion on
Forthcoming Defense Cuts (5:30 p. m. -
6:05 p. m.)

This session could not be called a meeting. The persons whose names are listed below were sitting around the conference table talking informally and in very general terms about the Defense reductions ... and because all were awaiting the arrival of Secretary Shultz and Attorney General Mitchell, no one took positive control of the discussion.

John Ehrlichman
Pat Moynihan
Arthur Burns
Jerome Rosow (Assistant Secretary
of Labor)
James Hodgson (Under Secretary
of Labor)
Peter Flanigan (for the last 15 minutes)
Alex Butterfield
Jeb Magruder
Martin Anderson
Harry Dent (for the last 25 minutes)
Herb Stein

Comments made were essentially these:

- (Moynihan) This thing is going to cause a panic and we've got to be ready for it.
- (Burns) No, I don't think it will cause a panic. There will be hardship for personnel and political implications ... but no real panic in the general sense of the word.

- (Unknown) It's important for us to know when the impact will be felt, and if it will be felt all at once or spread out over the fiscal year.
- (Unknown) When Defense contract cuts are in big city areas (comprising a relatively small percentage of the total employment) the unemployment problem is more easily absorbed than when the cuts occur in small town areas.
- (Burns) It would be wonderful if we could know where all of the job-giving opportunities are, i.e. where there is a choice for the individual as to where (geographically) he can live and work. I should think that the Labor Department could get this information by computer ... and perhaps a White House staffer could be designated to ride herd on the project. It would certainly be worthwhile.
- (Unknown) The name of the game is to organize so as to ease the transition.
- (Burns) I would think that -- just to take an example -- if you have large layoffs in Seattle and soon afterward the Federal Government has the choice to put a Defense contract in Seattle or some other place, it would be best to put it in Seattle ... to take care of the mass unemployment resulting from the earlier layoffs.
- (Stein) I'm not so sure the Federal Government is capable of tailoring itself for such detail, i.e. for tailoring itself sufficiently to be effective.
- (Burns) Around the country there are varying degrees of prosperity. A certain pattern exists. If a big Defense layoff comes along -- on a nationwide scale -- it acts as a force which changes that prosperity pattern. What you do then is put subsequent contracts in those areas where prosperity is low.
- (Ehrlichman) I think it's necessary for us to set up a clearing house here in the White House. It will be necessary to have a good strong man in charge of the clearing house and a maximum of high-level Departmental cooperation.

- (Hodgson) I might mention a fellow who has had a lot of experience in this area. He's over at DoD and his name is Don Bradford. No one is better for getting out to the towns and helping the people with their problems. He knows how to talk to them and how to get things done. He knows better than anyone how the Defense cutbacks are going to affect the people. In fact, it's significant to say that DoD has considerable experience in this area.
- (Magruder) The Democrats will surely use this issue and we've got to be ready to counteract their attack. They'll hit hard on the human element.
- (Dent) If the polls mean anything, the public wants to see cuts in the Defense budget ... so we might well be able to make a political plus out of this thing. If it is going to be a political plus there's no reason not to get on with it right away. If it is going to turn out to be bad, I think people will get over it pretty fast. People have a way of adjusting to things. And so, once again we should get on with it right away, for if it's going to be bad we don't want it to hurt us in '72. That's our big year.
- (Unknown) Why can't we use net figures when we're talking about these reductions? Net figures will have much less impact than the gross figures.
- (Dent) That's right, and then we could use gross figures when it is all over ... to tell the public what we've done.
- (Moynihan) Well, we've got enough to start on already -- Herb Stein's document, statistics and other pertinent information from the Labor Department, Don Bradford's expertise, and Ed Morgan here in the White House to supervise.
- (Hodgson) Well, it looks as though George Shultz may never get out of the Cabinet Room; why don't I just go ahead and give you a quick rundown on what we at the Labor Department have ... then we can break up. It's nearly 6 o'clock already.

Note: At this point random discussion stopped and Under Secretary Hodgson proceeded to outline the essential elements of Labor Department's "early warning mass lay-off procedures".

-- (Hodgson) At the very first indication of a significant cutback or layoff ... i.e. something that will result in abrupt unemployment of more than 500 people ... we are ready to do a number of things:

- Alert all state agencies and offices.
- Get numbers of people affected, names of closing establishments, names of businesses in the same area which need people, etc.
- Laid-off persons are interviewed, advised fully of all plans in the making, etc.
- Placements are made, inter-plant transfers are made, retraining is undertaken where necessary, a central internal referral system is set up, job banks are used, community action programs are generated, studies are made of special compensations which might be due certain persons, etc.
- The main problems are with what we call "marginal types" ... i.e. the very old persons, those with skills no longer being used, etc. Of course, there are some pay losses too, but usually nothing very serious.
- The most important single elements are:
 - . Adequate leadtime.
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- We have already made provisions for a close liaison between Bob Brown in our Department (Labor) and Don Bradford at DoD. They will develop an analysis of the problem and work out a better internal mechanism between Labor and DoD.
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Note: This concluded Under Secretary Hodgson's brief report.

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- (Moynihan) I suggest we have a meeting of whatever organization comes out of this every other week. Does everyone agree? (Most everyone present agreed.)
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The group discussion broke up at 6:05 p. m.

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January 13, 1970

MEMORANDUM FOR

MEMBERS OF THE CABINET

Attached is an essay on the nature of the New Federalism which you may find of interest.

It is by no means the "official" or final word on the Administration's political philosophy, but the "New Federalist Paper #1" is a serious examination of our approach and worthy of your study.

It is hoped that it will stimulate further discussion and lead to a better understanding of much of what we are trying to achieve. Your comments and criticisms (or a reply essay, if you are so moved) would be most welcome.

Alexander P. Butterfield
Deputy Assistant to the President

Enclosure

2/2-1
January 13, 1970

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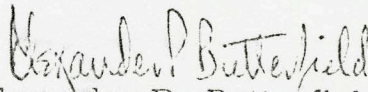
THE WHITE HOUSE
WASHINGTON

January 13, 1970

MEMORANDUM FOR: Messrs. P. J. Buchanan
Dwight Chapin
Kenneth Cole
Charles Colson
Harry Dent
Lee A. DuBridge
John Ehrlichman
Leonard Garment
H. R. Haldeman
Don Hughes
James Keogh
Henry Kissinger
Herbert G. Klein
Jeb Magruder
Paul McCracken
Arthur Sohmer
Ronald Ziegler

RE: Cabinet Meeting

The President will meet at 3:00 p. m. today with those members of the Cabinet who serve as heads of Departments, Bureaus, etc. There will be no staff personnel sitting in.


Alexander P. Butterfield
Deputy Assistant to the President

THE WHITE HOUSE
WASHINGTON

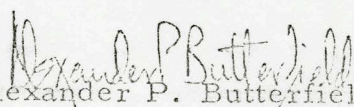
January 13, 1970

MEMORANDUM FOR

MEMBERS OF THE CABINET

Subject. Cabinet Meeting

This is to confirm the fact that the President has
called a Cabinet meeting for 3 00 P. M. today


Alexander P. Butterfield
Deputy Assistant to the President

THE WHITE HOUSE
WASHINGTON

January 13, 1970

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