Date: March 9, 1971
Time: 8:05 am - 9:43 am
Location: Cabinet Room


[General conversation/Unintelligible]

Rural America
- Revenue sharing
- Importance
  - Des Moines
  - Hardin
- Problems
- Population shift
  - Boston, Washington, Chicago, Pittsburgh, San Francisco, San Diego
  - Effect
- Development
  - Federal budget increase
    - Compared with urban development
- Griffin, Scott
- Importance

Agenda
- Rural America presentation
- Southeast Asia
  - Moorer

An amendment

President’s schedule
- Address to Iowa legislature
  - Response
  - Future trip to Rochester
- Worship services, March 7, 1971
- The South
- Rochester
- Des Moines
  - Response
    - Local
    - Kansas City and Washington coverage
- President’s speech to the Iowa legislature
- President’s conversations with governor’s representatives and Congressmen
  - John H. Kyl
- Advance work
- President’s speech to legislature
  - Media coverage

Hardin
- Meeting with governors of Illinois, Missouri, Wisconsin, and Iowa
  - Previous meeting in Springfield, Illinois
- Meeting with farm journalists and radio and television representatives
  - Philadelphia
  - Importance of radio
- Meeting with Maurice H. Stans, George W. Romney, [Forename unknown]
  Wharton, Donald H. Rumsfeld, Jack Miller, Kyl, and [Name unintelligible]
  - Prior meeting with President
- Meeting with media representatives
  - Possible effect
  - Kansas City media representatives

Stans
- Minneapolis-St. Paul

Wharton
- Denver

Rumsfeld
- Memphis

Romney
- Washington meetings

Cabinet activities
- Speeches, media appearances
  - Hardin
Rural America
-Development
  -Dwight D. Eisenhower administration
  -Lyndon B. Johnson administration
- Compared with urban development
-Productivity
-Defined
  -New England
    -Maine, Vermont, New Hampshire, Boston
      -M. C. Smith, Cotton
  -Delaware, Pennsylvania, Southern Illinois
  -Michigan
    -Detroit
    -Grand Rapids
  -California Central Valley
    -Fresno, Bakersfield
    -Importance
  -Colorado
- Importance of President’s policies
- Problems
- Growth centers
- Income
  - Compared with urban income
- Ability of states
- Federal involvement
  - Department of Agriculture
  - Revenue sharing
  - Extension Service
  - Department of Commerce
    - Economic Development Administration [EDA]
  - Department of Agriculture
    - Agricultural Conservation Program [ACP]
    - Great Plains Program
    - Grants
    - Forest Service
- Budgetary
- Relationship with states
- ACP
- Extension Service
- Services
- Employees

- Charts
  - Des Moines
  - Fargo
  - Population shifts
  - Prior briefing for Senate Agriculture and Public Works Committee
    - Carl T. Curtis
  - Relation between urban and rural areas
    - New York, Iowa
  - Population shifts
    - Upper Michigan peninsula
    - Population
    - Reasons
    - Appalachia, Great Plains, Rocky Mountain states
    - Reasons

- Development
  - Past efforts
    - EDA
    - Appalachian Commission
    - Title V regions commissions
    - Upper Midwest
    - EDA
    - Evaluation of Cabinet committee
  - Future efforts
    - Growth centers

- Funding
  - James D. Hodgson
  - Grants
  - Federal/state

- Charts
  - Explanation
  - Des Moines

- Development
  - Defined

- Needs
  - Transportation
  - Housing

- Water and sewer programs
  - Federal level
    - Farmers’ Home Administration
    - Department of Housing and Urban Development programs
EDA
- Appalachian Commission

Education

Manpower

Health services and education
- President’s recent message

Welfare

Transportation
- President’s forthcoming message

Environmental programs
- President’s budgetary proposals
- Land use

Housing

Expected effects

Current programs
- Funding
  - Title V, EDA, Appalachian Commission, educational and environmental programs

Funding
- Use
  - Model cities, urban renewal
- Amount
- Benefits
- Basis
  - Population
  - Income
- Restrictions

History
- Agricultural experiment stations
- Centers for excellence
  - Cornell
  - University of Wisconsin
  - University of California
- World War II-era funding
  - Effects

Ability of states

Revenue sharing
- Formula
- Priorities
  - Possible effect on taxes

State and regional plans
- Appalachian area
- Problems
  - North Dakota
- Distribution
- Accountability
  - Governors
  - State legislatures
  - Cities and counties
  - Prior meetings

Congress
- Upcoming issues
- Rules
  - Cloture
    - Miller amendment
    - Frank F. Church, James B. Pearson
- Constitutional amendment lowering voting age
- Milton R. Young
- Appropriations hearings
  - Russell B. Long
- Interest equalization extension
- Wage and price control authority extension
- Credit authority
  - Secretary of Treasury’s testimony
- Department of Transportation appropriation
  - Supersonic transport [SST]
    - Vote
    - Importance
    - Tokyo - San Francisco
    - Argentina - Miami
- Opposition
  - Compared with building of first airplane, Valley Forge
  - A speech
  - Opposition
  - Importance

Moorer
- Southeast Asia
- Schedule
- Briefings for President
The President left at 9:43 am

Conversation No. 50-2

Date: Unknown between March 9 and March 16, 1971
Time: Unknown between 9:43 am, March 9 and 3:06 pm, March 16, 1971
Location: Cabinet Room

Unknown people met

[Unintelligible]

The unknown people left at an unknown time before 3:06 pm, March 16, 1971

Conversation No. 50-4

Date: Unknown between March 9 and March 16, 1971
Time: Unknown between 9:43 am, March 9 and 3:06 pm, March 16, 1971
Location: Cabinet Room

Unknown people [a tour group] met
BEGIN WITHDRAWN ITEM NO. 1
[Personal Returnable]
[Duration: 2m 31s]

END WITHDRAWN ITEM NO. 1

The unknown people [tour group] left at an unknown time before 3:06 pm, March 16, 1971

Conversation No. 50-5

Date: Unknown between March 9 and March 16, 1971
Time: Unknown between 9:43 am, March 9 and 3:06 pm, March 16, 1971
Location: Cabinet Room

Unknown people met

[Unintelligible]

The unknown people left at an unknown time before 3:06 pm, March 16, 1971

Conversation No. 50-6

Date: Unknown between March 9 and March 16, 1971
Time: Unknown between 9:43 am, March 9 and 3:06 pm, March 16, 1971
Location: Cabinet Room

Unknown people [a tour group] met

Table
- Care
- President’s gift
An arrival ceremony
- French Foreign Minister
- State dinner

The unknown people [tour group] left at an unknown time before 3:06 pm, March 16, 1971

Conversation No. 50-7

Date: March 16, 1971
Time: 3:06 pm - 4:00 pm
Location: Cabinet Room


[Recording begins while the conversation is in progress]

Revenue sharing
- Unknown people’s responses
- A Boston paper
- Mrs. Young
  - Barbara M. Watson [?]
- President’s meeting
- Administration campaign
- Congressional response
- Governors’ response
- Mayors’ response
- Minority responses
- Public campaign
  - National Citizens’ Committee
  - National Governors’ Conference
    - William W. Scranton
    - Albert P. Brewer of Alabama
  - Carl B. Stokes of Cleveland
  - Effectiveness
    - [Forename unknown] Morgan
  - Governor Robert W. Scott of North Carolina
-Governor Linwood Holton of Virginia
-Staff
-Head of Veterans Administration under Dwight D. Eisenhower
-Congressional liaison staff work
-Edward L. Morgan
-Need
-Alternatives
-Wilbur D. Mills
-[Thomas] Hale Boggs
-John W. Byrnes
-Byrnes and [Forename unknown] Stuart
-Meeting with the President in Des Moines
-Mills
-Tax credits
-Byrnes
-Problems
-Public opinion
-Atlanta, Cleveland, Minneapolis-St. Paul
-Stans’ meetings with newspaper officials
-Labor
-Minorities
-Extension Service employees
-Minorities
-Extension Service employees
-Congress
-Concern for constituents
-William J. Scherle of Iowa
-Council Bluffs
-Formula
-Cities and mayors
-Possible mayoral meetings with the President
-Council of Mayors
-Richard G. Lugar
-Chairman of League of Cities
-[Forename unknown] Davies
-Chairman of Conference of Mayors
-Public opinion
-Citizens’ committees
-Press
-Meetings with editorial boards
-Congress
Meetings with Congressional committees
- Need for action
- Mills
- Alternatives
- Mills
- Mayors
- Mills
- George H. W. Bush
- Alternatives
- Social Security, public works, entitlement programs
- Public opinion
- Conservation groups

Volpe’s travels
- Southeast Asia
  - Federal Aviation Administration and Coast Guard employees in South Vietnam
- North Atlantic Treaty Organization [NATO] meeting
- Oil Spills Conference
  - Proposals
    - Intentional spills
    - Coast Guard
    - International Maritime Organization
- India
  - Speaker of Parliament
    - Aviation security, auto safety, public transportation

[A transcript of the following portion of the conversation was prepared under court order for Special Access [SA] 65, Pauline W. Kitts, et al. v. General Motors Corporation, Civil Action No. 85-967 JC. The National Archives and Records Administration produced this transcript. The National Archives does not guarantee its accuracy.]

[End of transcript]

- Airport security
  - Previous State Department conference
    - Attendance by Soviet Union
      - International Civil Aviation Organization
- Visits with heads of state
  - Thailand
  - South Vietnam
  - Philippines
  - Japan
- Vietnam visit
  - Southeast Asian development
    - Nixon Doctrine
      - Objective
  - Vietnam visit
    - Meeting with General Creighton W. Abrams, Jr., and General John D. Ryan
    - Meeting with Massachusetts Seabees
    - Timing
      - Cambodian invasion
    - Morale
    - Meeting with a governor
      - Communist sanctuaries
  - Conclusions
  - Laos operations
  - US withdrawal of troops
  - State Department cooperation
  - Length

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Vietnam

[To listen to the segment (12m31s) declassified on 02/28/2002, please refer to RC# E-511.]

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Foreign travel by Cabinet members
  - Democrats
    - Boggs’ press conference
    - [Name unintelligible]
      - Michael J. (“Mike”) Mansfield
  - Publicity
    - President’s leadership
    - Effect on 1972 election

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Laos

[To listen to the segment (52s) declassified on 02/28/2002, please refer to RC# E-511.]
Nature of foreign policy
- The President’s leadership
- Effect on 1972 election

Revenue sharing
- Hodgson’s travels
  - Bob James [?]
  - *Los Angeles Times* editorial board, county supervisors and mayors in Southern California
- Union and labor response
  - Picketing

Organized labor
- Wages and other economic concerns
  - Rhode Island
  - Anti-ballistic missile workers
- Non-union competition
- 1971 wage settlements
  - A meeting with president of Food Fair
    - Teamsters’ Union, building trades
- Davis-Bacon Act
- Possible wage and price freeze
- Davis-Bacon Act
  - Media opinion
- National Coal Association [NCA] agreement

[General conversation/Unintelligible]

*The President, et al. left at 4:00 pm*
Date: March 19, 1971
Time: 12:06 pm - 12:13 pm
Location: Cabinet Room


[Unintelligible]

[Applause]

[General conversation]

The President, et al. left at 12:13 pm

Date: March 23, 1971
Time: 8:03 am - 9:55 am
Location: Cabinet Room


[Recording begins while the conversation is in progress]

Supersonic Transport [SST]
- Need for support for President’s transportation programs
-Environmental concerns
  -Sonic boom
  -Flight patterns
  -Engine noise
    -A film from Illinois
    -Reduction
      -Compared with sub-sonic planes
    -Leo L. Beranek [?] committee
    -National Aeronautics and Space Administration [NASA]
-Climate and health hazards
  -Volpe’s previous conversation with freshman Congressmen
  -William M. Magruder’s appearance on “Dick Cavett Show”
  -Soviet Union
  -Research program
  -NASA, National Oceanic and Atmospheric Administration [NOAA], National Science Foundation
  -Possible cancers
    -President’s and Volpe’s concerns
-Federal Aviation Administration
  -Certification
-US technology
-Funding
-Comments by head of El Air Airlines
  -French Concorde
  -SST
-International considerations
  -British and French
-Testing
-Funding
  -British, French, Soviets
-Landing rights
-Possible delay
  -Soviet SSTs at upcoming Paris Air Show
    -Advertisement
    -Effects
  -Possible cancellation
    -Effects
      -Termination costs
-Costs
-Need
-Employment potential
-Possible cancellation
- Effects
  - Unemployment
  - Costs
  - Confidence
    - Effects on President’s reelection
  - Volpe’s efforts
  - French and British competition
- Technology
  - DC-3
  - Emissions
- Need for support
  - Decibel levels
- Priority
  - Compared with urban mass transit
- Need for support
  - Senate
    - Scott
  - House
    - Republicans
- Environmental concerns
  - Senator James L. Buckley
  - Industrial technology
  - Skin cancers
- Economic considerations
  - DC-3s, DC-6s, jets
  - Foreign competition
    - British, French, German, Russian
  - Council of Economic Advisors’ report
  - Science Advisory Committee Report
- Priorities
  - Welfare, hunger, mass transit, urban problems
    - Food stamps
      - President’s record
Burma

[To listen to the segment (54s) declassified on 02/28/2002, please refer to RC# E-511.]

SST
- Priorities
  - Cost considerations
    - Sources of revenue
    - Defense budget
    - Need for industrial progress
    - Effect on tax revenues
      - Use
  - Environmental considerations
  - Economic considerations
    - Priorities
      - Poverty
    - Upcoming Senate and House votes
      - Public opinion
        - Wright Brothers, jets, DC-3
    - Foreign competition
      - Japanese electronics
    - Technological spin-offs
      - Computers
        - Space program
    - Domestic priorities
      - Compared with space program
      - Historical precedents
    - Need for support
      - US leadership
        - Compared with Christopher Columbus
          - King Ferdinand V and Queen Isabella I
        - Compared with early days of the automobile
          - New York Times

Government reorganization
- Ash Council
- Connally’s work
-Effect on Cabinet
-Connally’s presentation
-Length
-Ash Council
-History
-Membership
  -Roy L. Ash, president of Litton Industries
  -Frederick R. Kappel, American Telephone and Telegraph [AT&T]
  -Dr. George P. Baker
    -Dean of Harvard Business School
  -Richard M. Paget
    -McCormick, Richardson, and Paget
  -Walter N. Thayer
    -Lawyer, publisher of New York Herald-Tribune
-Connally
-Purpose
-Operation
-Study of other reorganization reports
  -Herbert C. Hoover
  -Price
  -Highlands
  -Rockefeller
  -Comparison
-Proposals
  -Office of the President
    -Relations with Congress
    -Office of Management and Budget [OMB]
    -Domestic Council
-Assumptions
  -Cost of government
    -President’s television appearance with Howard K. Smith
  -Effectiveness of government
  -Popular opinion of government
    -Smith
  -Need for reorganization
    -Period of change
    -Popular opinion
  -Purpose
  -Overlapping jurisdictions
    -Mayors, governors
    -Regional headquarters
-Proposals
- Functional divisions
- Presentation to President
- Presentation to Congress
- Congressional concerns
  - Committees
  - Extension Service
- Purpose
- Compared with SST issue, economic issues
- Need
  - Public opinion
  - Lines of responsibility
- Office of the President
  - Needs
    - Benjamin Disraeli
    - Delegation of authority
- Effectiveness
  - Congressional policies
- Importance
  - Revenue sharing
- Connally’s position
- President’s position
- OMB
  - Purpose
- Departmental reorganization
  - Human resources
  - Community development
  - Economic affairs
  - Natural resources
- State, Treasury, Defense, and Justice Departments
- Core departments
  - Natural resources
    - Interior, Agriculture Departments, Atomic Energy Commission [AEC]
  - Human resources
    - Department of Health, Education, and Welfare [HEW]
    - Labor Department functions
    - Agriculture Department functions
- Community development
  - Department of Housing and Urban Development [HUD]
  - Office of Economic Opportunity [OEO], Agriculture Department, Community Action Agencies
- Economic affairs
- Compared with Gulf and Western
- Commerce Department
- NOAA
- Labor Department
- Agriculture Department

-OEO
-Budgets
  - Natural resources
  - Economic affairs
  - Community development
  - Human resources
    - Social Security
-Staffs
  - Natural resources
  - Economic affairs
    - Coast Guard
    - Transportation units
  - Community development
  - Human resources
-Human resources
  - Secretaries of Agriculture and HEW
  - Division of labor
-Community development
  - Urban and rural
  - Transportation
  - Housing
    - HUD
  - Federal insurance
  - Highway program
    - Kansas City, Los Angeles, I-66
- Staff support
-Natural resources
  - Staff support
  - Land and recreation
  - Water
  - Minerals
  - AEC
    - Glenn T. Seaborg
- Oceanic, atmospheric and earth services
  - NOAA
  - Bureau of Indian Affairs
    - Consultation
-Economic affairs
  -Commerce, Agriculture, and Labor Departments
  -Small Business Administration [SBA]
  -Economic Development Administration [EDA]
  -Agriculture Department programs
  -Department of Labor programs
  -Transportation
  -International economic developments
  -Food programs
    -Division
  -Human resources
  -Economic affairs

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[End of transcript]

-US farmers
  -Business Council meeting
  -Productivity
  -President’s trip to Des Moines
  -Productivity
  -”Salute to Agriculture” day
  -Effect of departmental reorganization
  -Effect of current programs
  -Special briefing for Congress
  -Peter G. Peterson, Allott, Ford
  -Productivity
  -Des Moines, Chicago appearances of the President
  -President’s upcoming meeting with leaders of the dairy industry
  -German, British, and French productivity
  -Relation to other domestic problems
  -Requirements

Arends’ anniversary as congressman

Government reorganization
  -Departmental reorganization
    -Human resources
- Health, human development, and income security
- Comments of reporters
- Program coordination
  - Social Services, Manpower, Work Incentive programs
  - New York City Whip Inflation Now [WIN] program
  - Martin’s Ferry, Ohio
- Elliot L. Richardson
  - Proposed field officials
- Management system
  - Appointments
  - Budgets
  - Delegation of authority
- A news briefing
  - Weber and Donald H. Rumsfeld
  - Effect on news bureaus
- Charts
- Publicity

Ranches in California, Texas

Government reorganization
- Charts
- Department of Interior
- Departmental structure and titles
  - Ash
  - Level III
  - Administrator
  - Undersecretary
  - Assistant Secretary
    - Level IV or III
    - NASA
  - Administrator
- Army Corps of Engineers
- Natural resources
  - Other water and soil projects
- Volunteer agencies
  - President’s speech at the University of Nebraska
  - Peace Corps, OEO
  - Departmental name
  - Volunteers in Service to America [VISTA], Foster Grandparents, Retired Seniors Volunteer Program, student volunteer program, retired executives, SBA executives
The President, *et al.* left at 9:55 am
The unknown people [custodians] left at an unknown time before 10:35 am