

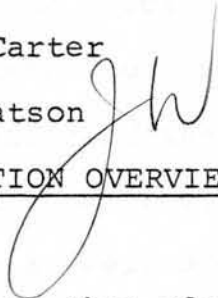
M E M O R A N D U M

TO: Jimmy Carter
FROM: Jack Watson
RE: TRANSITION OVERVIEW

November 3, 1976

November 3, 1976

M E M O R A N D U M

TO: Jimmy Carter
FROM: Jack Watson 
RE: TRANSITION OVERVIEW

In little more than eleven weeks after the election, including weekends and major holidays, you must have completed all tasks necessary to get off to a "running start" upon your Inauguration as President of the United States. If you are to rule effectively and not merely reign in Washington, you must be prepared to consolidate into your own hands as quickly as possible after January 20 the instruments and initiatives of your office before the Congress, the bureaucracy, the media and the opposition spin-off in different directions, and the "honeymoon" period is suddenly over. You must be prepared to present a Budget Message, a State of the Union Address and various legislative messages during your first few weeks in office.

What follows is a bare-bones checklist of steps you must physically take -- wholly apart from the thought and conceptualization which must go into them. The purpose of this memorandum is to serve primarily as a reminder or agenda of some of the key tasks required between now and January 20.

Before moving to those tasks, I want to note a couple of cautions. Every new President-Elect has had difficulty in

shifting roles from candidate to Chief Executive:

(1) In realizing that nothing is to be accomplished after the election by further attacks on the outgoing Administration; and

(2) In realizing that speeches, raising questions and pointing with alarm are not enough, that we have to have the answers and actually run the show, and that every casual statement that was previously a matter of politics and public relations will hereafter be regarded as Presidential and national policy.

Thus, you must be careful about permitting anyone to commit you to any action, any person or any point of view without your specific approval in advance.

We need to focus on three key related tasks during the transition period:

(1) POLICY. Continuing the preparation of your high priority legislative and budget proposals and other policy initiatives. These will provide the themes and specifics of your Inaugural Address, State-of-the-Union and Budget Messages to Congress and your less formal public statements and comments.

(2) PEOPLE. Choosing the people who will assist in the transition, in the White House and other Executive Office agencies; and in the Cabinet, key independent agencies and many sensitive sub-Cabinet positions.

(3) PRESIDENCY. Conveying a Presidential image and style and establishing precedents for Presidential relationships

with the leaders and members of Congress; with Governors, selected Mayors and other key figures in the party; with representatives of foreign governments and international institutions; with your steadily expanding assembly of colleagues and subordinates in the Executive Branch including career civil servants; with the press; and with key interest group constituencies in the private sector.

This memorandum focuses on transition activities that involve or serve you personally. It also summarizes some of the responsibilities that should be undertaken immediately by your Transition Coordinator.

Activities and Decisions in the Days
Immediately Following the Election

Your actions in the first hours and days following the election should acknowledge the shared success of the campaign with key associates and supporters and strive to unify the nation behind your leadership. (A companion memorandum suggests important themes and specific actions you might take to work toward these vital goals.)

In addition to accepting victory, acknowledging President Ford's concession and any overtures of cooperation that are offered, and developing themes of reconciliation and unity, you will also need to make certain contacts and a limited number of essential decisions during the 48-72 hours immediately following the election:

1. Initiate telephone calls of appreciation to key associates, friends and backers; the Vice-President-Elect and his family; newly-elected Democratic Senators, Governors, and members of Congress, and a small list of unsuccessful incumbents; a selected list of re-elected Congressional leaders; a selected list of Governors, members of Congress, state and local political leaders, and leaders of non-governmental groups who contributed most to the successful electoral outcome. I understand through Jim Gammill that campaign staff will have the required list and numbers ready for you and others you may designate to help with this task.
2. Supervise responses to telegrams from a few foreign leaders; you may wish to consult some close foreign policy advisors during this process.
3. Meet with leaders of the campaign to confirm arrangements to thank other political leaders and supporters, and to bring the campaign to an orderly conclusion.
4. Assign authority to a limited number of staff aides to manage the transition. Until you have had a chance to rest and review companion memoranda that outline options for organizing and staffing the White House and other key positions, I recommend that you make only two immediate assignments:
 - (a) Your chief transition aide for press and media.This is an immediate and continuing need.

(b) Your transition coordinator. This person will be responsible for putting the transition machinery in place and for coordinating the necessary transition activities. It will be his responsibility to establish liaison with the person(s) in the outgoing Administration designated by President Ford and to continue that liaison, as necessary, throughout the transition period.

As in the case of your aide for press and media, the transition coordinator should be designated immediately.

5. Consider your intended workplace(s) during the transition. Our general planning has assumed that you will do at least some of your transition work in Plains, especially on long weekends and over holiday periods. The key question is the extent to which you will also need to operate in Washington.

Wherever you work, the transition staff will be required to work in Washington because the budget work, agency liaison, legislation development, and government organization and regulation agency work must all be done there. I personally believe that it would be preferable for you to plan to spend considerable time in Washington.

-- It's important for you to begin building your relationship with Congress.

-- You will need and want easy access to key transition staff and the ability to interview people without every interview being noticed by the press.

-- Your personal staff, much more than before, will need office space; switchboard and mailroom facilities; more secretaries and messengers; facilities for copying and storage; and better telecommunication facilities, and, like you, easy access to transition people and activities.

All these considerations argue against spending most of your time in Plains, though I have no doubt you will spend part of every week there if you want to do so. (I am thinking generally of 3 or 4 days per week in Washington beginning after the middle of November.) In any case, early guidance from you on this question is essential, to permit the necessary physical, communications, office and management arrangements to be put in place while you take some time off after the election.

6. Determine the responsibilities of the Vice-President-Elect during the transition. In the days following the election, you may need to consider the transition responsibilities that Vice-President-Elect Mondale is to assume. What he does during the transition could set the pattern for his later role.

There are no really good precedents for involving a Vice-President in the tasks of organizing and operating the government. Our general planning assumes that you will want to include the Vice-President-Elect in important meetings, and to give him an advisory voice in major decisions. More specifically, I think you should routinely include the Vice-President-

Elect in the following activities:

-- regularly scheduled intelligence and other national security briefings, as part of an evolving group that will include your choices for Secretary of State, Secretary of Defense, National Security Assistant, Director of CIA, and other top national security team members;

-- major meetings on the FY 78 budget and general policy planning.

When you talk to Senator Mondale on Election Night, you may want to consider inviting the Mondales to Plains within a day or so of the election (as President Johnson invited the Humphreys to his ranch immediately after the election of 1964 to underscore the "winning team" symbolism of their relationship.) This depends entirely on your and Rosalynn's plans for a vacation (which, as you know, I urge you to take for a week or ten days).

In addition to participation by the Vice-President-Elect in important public, as well as unpublicized, meetings and briefings, you could consider making more specific assignments to the Vice-President along the following lines:

(a) Leadership responsibility for preparing one or more of your priority legislative proposals in such areas as Welfare Reform, Health, Employment, Tax Reform, Government Organization and Management.

(b) Suggestions from, or confidential assessment of, leading candidates for key Presidential appointments,

especially for the agencies with which he is especially familiar - HEW, Labor, Agriculture, Treasury, Justice, the FBI and CIA.

(c) Representing the President at such events as:

-- the meeting of the U. S. Conference of Mayors in Chicago on November 7 and 8, and the delegation of leaders that will seek a meeting with the President-Elect during the following week;

-- the meeting of Northeast Governors in Saratoga, New York, on November 13 - 14;

-- the meeting of the National League of Cities and the new coalition of Public Interest Groups in Denver (November 27 - 30);

-- the meeting of the National Business Council in Hot Springs, West Virginia, in mid-December;

-- informal diplomatic contacts, for example, with Israeli Ambassador Dinitz, to reaffirm and underscore your campaign statements.

(d) Requesting the Vice-President to serve as a special contact for leading members of Congress, Governors and Mayors with suggestions for early appointments and policy initiatives.

I am sure that Senator Mondale will want some guidance from you as to his role and responsibilities during the transition soon after the campaign is over, as well as on

the size and composition of his staff, the location of his workplace, etc.

7. Assign interim staff responsibility for transition relations with Congress. With your election, the Democratic Party will control both the Executive and Legislative Branches. Moreover, new leadership in the House and Senate will be chosen in early January.

These special circumstances create some splendid opportunities for the new Administration, but there is a host of real and potential problems in the situation which you need to be thinking about. Because of the Democrats' overwhelming dominance of Congress, party discipline will come even less easily than usual. Members may feel less dependent on close cooperation with party leadership at the White House. You and your key aides must move, from the start, to build confident, responsive and steady relationships with Congressional leaders, and subsequently with the rank and file, on basic services, courtesies and information exchange needs which constitute the bread and butter of Executive-Congressional relations.

I have given you a separate memorandum on White House/ Executive Office organization that explores options for organization, staffing and conducting Congressional relations. My purpose, here, is simply to highlight those transition initiatives and safeguards that you should consider to maximize the longer-term prospects for a positive relationship with Congress.

(a) As I indicated briefly above, you should think about calling personally those Democratic Senators and Representatives whose special efforts, including their own campaigns, demonstrably contributed to the success of your own. Calls should also go to newly-elected Democratic Senators and Representatives, individuals competing for or continuing in key leadership positions in the next Congress, and a short list of incumbents who may have weathered a tough fight (e.g., Moss, Tunney), as well as Democratic incumbents or challengers who may have lost narrowly. You may also wish to ensure that individual notes go to every successful and unsuccessful Democratic candidate for the House and Senate, soliciting ideas and cooperation and conveying congratulations or regrets.

(b) Until you designate a continuing White House Assistant for Congressional Relations, the Transition Coordinator can assume responsibility for acknowledging and handling early contacts from members of Congress. The Transition Coordinator will also develop procedures to guide Congress on the handling of personnel matters that will, among other things, forestall excessive expectations of Democratic patronage. If a member has made a personnel suggestion, he should be promptly informed when the President-Elect has made a final

decision on the position or individual in question, prior to public announcement. Prior to appointment, you should consult with the Chairman and ranking members of the Senate Committees that will hold confirmation hearings on major Presidential appointees. In addition, prior to announcing an appointment, you should notify Senators of the States of origin of nominees, members of the leadership and key subcommittee chairmen. More generally, members of Congress should be confident that routine appointments suggestions and requests will be promptly acknowledged and carefully assessed.

(c) When you turn to the major tasks of transition, you should consider according priority on your schedule to shaping a general strategy regarding relationships with key members of Congress on appointments and policy planning. The Transition Coordinator and your Administrative Assistants for (1) Political Relations, (2) Appointments, and (3) Congressional Relations will, thereafter, be responsible for translating this strategy into recommended appointments, briefings and meetings with appropriate leaders of Congress.

(d) When designated, the President's staff for Congressional relations should arrange the appropriate round of courtesy and information-seeking calls for Presidential appointees requiring Senate confirmation

with key committee members and staff, and more generally prepare and assist the nominee for the upcoming confirmation hearing.

8. Other subjects that may require post-election Presidential guidance and discussion.

(a) Your interest in and priorities for further staffwork on names prominently suggested for high-level positions in the new Administration -- for discussion with whatever advisors you designate to work with you on your appointments.

(b) Basic program, budget and organizational plans that require major work during the transition period.

(c) When, how often and in what form you want to receive routine intelligence briefings, and designation of a national security liaison person to coordinate such briefings during the transition.

(d) Planning for a post-election meeting with President Ford. I see no reason why a meeting needs to occur before the last week in November.

Your Post-Election Vacation

As already indicated, I strongly recommend that you and Rosalynn take a week or ten days off to rest, decompress, and spend relaxed time with each other. Taking some time off will

also give you an opportunity to reflect on where we are, where we're going and how we're going to get there before you have to start making some crucially important decisions that will largely determine the course of your Presidency. The best time to go is as soon as you can get away - probably on Friday. The press and the public expect you to do so.

The general "immediate post-election" calendar that is attached as Exhibit A assumes that you will be away at least until Friday, November 12. There is certainly no magic in that date, and the rest period could easily be extended at your discretion.

PRESIDENT-ELECT

General Calendar for Days

Immediately Following the Election

November 3 - 4, 1976:

Make telephone calls of appreciation and congratulations;

Meet with campaign leadership regarding orderly dismantling of campaign operations;

Consult with Vice-President-Elect. Consider meeting in person with Vice-President-Elect Mondale and family in Plains.

Hold initial Press Conference as President-Elect to express themes of reconciliation, unity and appreciation, and to project a confident leadership. Announce designations of Transition Press Aide and Transition Coordinator. Elaborate on plans for transition.

Guide Transition Coordinator on initial contacts with outgoing Administration: office space, security clearances and personal arrangements.

Discuss phasing out campaign apparatus.

November 5 - 12, 1976:

On leave.

An Overview of the Transition Calendar

In proposing a general calendar for you during the transition, I have drawn upon schedules of meetings and news announcements available from the transitions of 1960 and 1968; planning suggestions from the Transition Study Group of the Kennedy Institute of Politics at Harvard; and the oral and written advice of many individuals who have been participants in earlier transitions.

The general calendar I suggest should be seen as a flexible guide, wholly adaptable to your direction on priorities for study and further discussion and decision on issues of policy, organization and appointments. It is obviously not a schedule. As more information develops, detailed schedules can be drawn up by your appropriate key aides.

As you review the "calendar," you should be aware of my assumptions in suggesting it as a basic outline:

(1) That you intend to use the transition period to concentrate on issues of appointments, organization and policy, and will generally defer extensive travel around the country, possible foreign travel, or the acceptance of invitations to large group meetings and conventions and formal public addresses until after you have been inaugurated.

(2) That you need time to study written materials defining options for organization, and describing the

top positions of the government, before interviewing serious candidates, or making decisions.

(3) That you need time to consult close advisors and selected Congressional and political authorities as you consider choices for top-level appointments and guide the further development of your budgetary, legislative and reorganization proposals.

The general calendar that follows roughly divides your time into four work periods, each of which has distinctive priorities and emphasis:

(1) Friday, November 12 - Wednesday, November 24.

To set in motion the key appointments and policy development tasks that we must accomplish during the transition.

(2) Thursday, November 25 (Thanksgiving) - Friday, December 24.

To designate the top Departmental and Agency leadership of your Administration.

(3) Saturday, December 25 (Christmas) - Sunday, January 9.

To fix the themes of and decide the detailed content of your budget, priority legislative and policy initiatives, and supporting appointments.

(4) Monday, January 10 - Wednesday, January 19.

To prepare for your Inauguration and your move into the White House.

PHASE I OF THE TRANSITION, FRIDAY, NOVEMBER 12--WEDNESDAY, NOVEMBER 24

(The time period whose overall purpose is to set transition planning and decision-making in motion)

<u>Decisions to Make</u>	<u>Activities to Anticipate</u>	<u>Activities to Consider</u>
-- The appointment of Director of OMB and Chairman of CEA (if ready);	-- Review ⁺ approve process and early scheduling to work on Presidential appointments;	-- Meeting with President Ford;
-- The appointment of such key White House Aides as: <ul style="list-style-type: none">o Your Personal Administrative Assistant;o Your appointments Secretary and Personal Secretary;o Your White House Assistant for Programs and Policy;o Your White House Assistant for Congressional relations;	-- Consult with Transition Coordinator & others to determine the extent to which you wish to bring to leaders of Congress into the process of advising on major appointments, and developing key policy positions and legislative proposals;	-- Whether and how much to travel and make public appearances prior to the Inauguration;
-- The process and rough sequence by which you wish to consider candidates and make decisions on your Cabinet appointments;	-- Based on detailed briefing, give guidance to transition staff groups refining Carter options for revising FY 1978 budget;	-- A meeting with outgoing Senate Majority Leader Mansfield and House Speaker Albert;
-- Choose theme and style of Inaugural; Announce Inaugural chairman;	-- Review and consult with advisors on transition briefing memoranda on White House/Executive Office staffing, (government organization and selected areas of policy development and management improvement.)	-- A meeting with Senator Humphrey;
-- Plan communication channels with White House in event of crisis or emergency;	-- Assign priorities and give impetus to issues and proposals of pressing interest or urgency. (For example: proposals for employment, energy-reorganization, contingency planning for OPEC oil increases, options on the B-1 Decision, etc.)	-- Meetings with individuals and groups that will further your themes of post-election reconciliation and unity;
-- Designate the chairman of the Democratic National Committee (may be later).	-- Interviews with candidates for Cabinet appointments.	-- A briefing by Secretary of State Henry Kissinger and other administration leaders;
		-- Meeting with Democratic National Committee;
		-- Divesting yourself of any potentially controversial holdings;

PHASE II OF THE TRANSITION: THURSDAY, NOVEMBER 25--FRIDAY, DECEMBER 24

(The time period whose central purpose is to designate those who will run Cabinet Departments and Major Agencies)

<u>Decisions to Make</u>	<u>Activities to Anticipate</u>	<u>Activities to Consider</u>
Interviews with candidate Appointments	-- Insure through Transition Coordinator that Cabinet-level designees are drawn promptly into ongoing work of liaison teams and policy planning; meet with opposite numbers in Ford Administration; and are helped to prepare for confirmation hearings;	-- A meeting with various "wise men", elder statesmen and others now in private life.
o Secretary of State #	* -- Stay abreast of policy, organization, and legislative planning and development activities, guiding and approving increasingly refined proposals and accelerated consultation with key groups concerning them;	-- Meetings with key members of Congress and selected state and local government leaders, Democratic party leaders, and activist groups.
o Secretary of Defense #		-- A meeting, possibly a reception or dinner for key leaders of the party and groups most instrumental in fashioning the November electoral triumph.
o Secretary of CIA		-- An informal reception bringing together the leaders of Congress and your key White House and Executive House appointees.
o Senior White House Staff for Foreign/National Security Affairs		-- A trip abroad by a carefully chosen representative of the President-Elect, for consultation with the leaders of America's allies and other selected nations.
o Secretary of Treasury #		-- Consultation with such significant, independent governmental and political authorities, as the Secretary-General of the UN, the Chief Justice of the Supreme Court, and the Chairman of the Federal Reserve Board.
o Attorney General		-- A meeting with publishers and editors of major media.
o Secretary of Agriculture	* -- Make assignments and approve process and timing for preparation of Inaugural Address and first messages to Congress;	
o Chairman of CEA (if not already designated)	-- Provide guidance to and establish liaison with party leader(s) and committee planning inaugural activity;	
o Secretary of Commerce		
o Secretary of Interior	* -- The OPEC meeting in mid-December, and the impact of higher oil prices on U.S. economic conditions in 1977;	
o Administrator, Federal Energy Administration	-- Consider and approve strategy and approach to appointments and possible reorganization of regulatory and judicial agencies	
o Secretary of Transportation	* -- The Inaugural: who will sing and play; what other festivities will occur	
o Administrator, Environmental Protection Administration		
o Administrator, Energy Research and Development Administration		
o Secretary of HEW #		
o Secretary of Labor		
o Administrator, Veterans Administration		
o Secretary of HUD		
# Positions where you may wish to give simultaneous consideration to designees for Secretary/Deputy Secretary positions.		
* Possible clusters of position, by inter-relatedness of functions.		

PHASE III OF THE TRANSITION: SATURDAY, DECEMBER 25--SUNDAY, JANUARY 9, 1977

(A period whose central purpose is to determine the basic themes and detailed content of your priority budget, legislative and policy initiatives and to continue top-level staffing of the Administration)

<u>Decisions to Make</u>	<u>Activities to Anticipate</u>	<u>Initiatives/Actions to Consider</u>
-- Revisions to FY 1978 budget	-- Meetings with Cabinet Designees on subordinate appointments, and priority issues and problems within Departments.	-- As schedule permits, continue meetings with individuals and sensitive groups to further goals of understanding, openness and feedback re: evolving Carter Administration.
-- Economic policy initiatives and changes content of legislative proposals on such subjects as Employment, Health Care and Welfare Reform, etc.	-- Meetings with newly-elected Congressional leadership, selected committee chairmen. Consultation on legislative planning.	-- Review and approve administrative plans for assignment of offices and other logistics arrangements in areas overseen personally by President (White House space and perquisites, Executive Office space, etc.)
-- Foreign policy/National Security Initiatives, if any (for example, on Panama Canal negotiation, Mideast, etc.)	-- Review of options and firming up schedule for post inaugural message(s) to Congress on State of the Union, Budget, and Legislative Program.	-- Sensitive personnel determinations:
-- Content of legislative proposals and Executive Orders seeking government reorganization and management reform.	-- Review plans and give guidance on daily schedule of symbolic and substantive meetings, policy initiatives, actions and appearances on days immediately following the inauguration.	o How to deal with incumbent officeholders who should resign, but have not;
-- Second echelon Department and Agency appointments:	-- Work with responsible staff members developing draft(s) on Inaugural address.	o Whether and how to continue, terminate or reassign residual transition staff after inauguration.
o Departmental Undersecretaries and priority Assistant Secretary designations.		-- A meeting with heads of government employee and carrier service unions (a tricky decision).
o Director of White House Office of Science & Technology Policy (OSTP).		-- A meeting with the Governor and Mayor of New York (any other meetings promised during the campaign.)
o Such freestanding agencies as GSA, NSF, the National Endowments of Arts and Humanities, ACTION, Veteran's Administration, Small Business Administration, N.A.S.A.		
o Director, I.R.S., and Director, F.B.I.		

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PHASE IV OF THE TRANSITION: MONDAY, JANUARY 10--WEDNESDAY, JANUARY 19

(A period whose central purpose is to maximize the time available to the President-Elect and his family to prepare personally for his Inauguration as President)

Decisions to Make

- The content of the Inaugural Address
- Procedure decisions on such questions as:
 - o Purpose, attendance, format and scheduling of Cabinet meetings;
 - o Planned ground rules, format and frequency of post-inaugural press conferences.
 - o Post-inaugural handling of national security matters, including format and assignment of responsibility for daily intelligence briefings.
- Approval of post-inaugural arrangements for continuing liaison with President Ford, including briefings and a possible inauguration eve or post-inaugural statement on national unity that details these arrangements.

Actions to Anticipate

- Problems to surface, if any, regarding confirmation of top-level appointees;
- Some adjustment of staff organization and responsibilities based upon experience with the transition;
- Mounting pressure for personal and family appearances and availability for "feature" journalism.
- Personal arrangements for the move to Washington.

Initiatives to Consider

- A formal, pre-inaugural meeting of Cabinet designees;
- A reception for the ranking Departmental and staff appointees of the President-Elect, possibly as part of inaugural eve ceremonies;
- A period of rest.
- A nonpartisan farwell appearance in Plains or Atlanta.
- An executive order pardoning draft resisters (as promised).

DRAFT FOR DISCUSSION ONLY

MEMORANDUM

TO: Jimmy Carter
FROM: Jack Watson
SUBJECT: Transition Budget
DATE: November 2, 1976

Two million dollars (\$2,000,000) is now available to you and Senator Mondale to finance the costs of transition. Although there are some uncertainties as to what services may be available to you without costs, I think we are sufficiently informed to recommend a preliminary allocation of funds. Transition funds may be used for any purpose you deem necessary to preparing for the new administration. They should not be used, however, for expenses related to winding up the campaign. One limitation is that you may not pay salaries at an annual rate in excess of \$39,600. A table of typical Federal salary rates is attached.

The General Services Administrator is directed to provide you and Senator Mondale with space, equipment and other services - much of this without charge. You may also request the detail of Federal employees, but the costs of their services must be reimbursed. Similarly you must pay for certain services such as FBI investigations and postage.

The fund allocations suggested below should be viewed as flexible in terms of specific numbers and salary levels of positions. I believe each individual in charge of an area should have managerial flexibility within their budget ceiling.

PRELIMINARY FUND ALLOCATION

1. For your personal staff - \$300,000

This sum will provide for the salaries of those individuals who are part of your advisors and personal staff. These would include a Press Officer and four (4) assistants; a Congressional Liaison Officer and four (4) assistants; a Political/Administration Coordinator and one (1) assistant; a Statements and Briefing Coordinator and one (1) assistant; an Appointments Secretary and one (1) assistant and a National Security Coordinator and two (2) assistants. Ten (10) support personnel would round out this group. The budget allowance also includes approximately \$57,000 for miscellaneous expenses and as a reserve fund.

2. For Senator Mondale's Staff - \$75,000

Legally the GSA Administrator determines how much of the \$2,000,000 should be available to the Vice-President elect. I would recommend \$75,000 for his personal staff. He would, of course, have full access to the services of the entire transition staff. The recommended allowance would finance five professional assistants and three (3) support personnel. In addition the Senator would have about \$30,000 for miscellaneous expenses and as a reserve.

3. For the TIP Program - \$160,000

This is the group that is responsible for collecting information for you and your advisors about persons whom you wish to consider for appointments. They will also furnish information on candidates for lower level positions to the new agency heads appointed by you. The TIP staff will do the routine

processing necessary to entering government employment. The funds provide for twenty-one (21) personnel officers and assistants and seventeen (17) clerical personnel plus the use of a computer. The TIP group has already received some 3,000 names and expects to receive many thousands more. The number of staff is about the same as the White House currently has simply for filling vacancies.

4. For the Transition Planning Staff - \$540,000

This group is charged with the continuing development of legislative policy and budget positions for your consideration; with the refinement of a reorganization strategy; and with establishment of liaison relationships with the Departments and major Agencies. The budgeted funds provide for a budget coordinator and ten (10) assistants; a legislative policy analysis and agency liaison group of forty (40) professionals; a government organization and regulatory agency group of eight professionals, and two (2) professionals to assist the Transition Coordinator. Sixty-three (63) clerical personnel are provided, the majority of whom will be handling the mountain of correspondence that will immediately follow your election.

5. For expenses of new appointees - \$400,000

This amount is reserved to provide salaries for a few full-time appointees who must come on board before inauguration (e.g., the Director-Designator of OMB) and for approximately forty-eight (48) assistants the new agency heads will need on a short term basis to meet your deadlines on preparing budget

Jimmy Carter
November 2, 1976
Page 4

and legislative recommendations. The budget also covers essential travel expenses for new appointees.

6. For Other Expenses - \$520,000

This amount includes \$100,000 for FBI investigations, \$50,000 for an orientation program for new appointees, \$50,000 for communications; \$75,000 for postage; and \$50,000 each for supplies and printing and reproduction. A reserve of \$150,000 is provided for other needs which may arise.

I will work with the individuals responsible for each area to assure that the funds are well utilized and that we live within our appropriation.

JW:smh

ILLUSTRATIVE SALARY TABLE

<u>Annual Salary Rates and GS-Levels</u>	<u>Type of Responsibility</u>	<u>Costs for Various Time Periods</u>					
		<u>2 Weeks</u>	<u>4 Weeks</u>	<u>6 Weeks</u>	<u>8 Weeks</u>	<u>10 Weeks</u>	<u>11 Weeks</u>
Maximum Salary 39,600	Principal advisors (e.g. National Security Advisor)	1,524	3,049	4,574	6,098	7,623	8,395
GS-15 (5th Step) 38,293	Senior Coordinators - responsible for a major area of transition activities (e.g. preparation of the budget; operation of TIP)	1,477	2,954	4,431	5,908	7,385	8,123
GS-15 33,789	Agency Liaison Officer (responsible for a major agency)	1,301	2,602	3,905	5,204	6,487	7,163
GS-14 28,725	Program Coordinator (responsible for a major program(s) within an agency).	1,106	2,212	3,318	4,424	5,530	6,090
GS-13 24,308	Assistant Program Coordinator (High level analyst working under an agency liaison officer or program coordinator)	936	1,872	2,808	3,743	4,679	5,153
GS-12 20,442	Senior Administrative Personnel and budget analysts	787	1,574	2,361	3,148	3,935	4,334
GS-11 17,056	Supervisory administrative personnel and administrative assistants.	657	1,313	1,970	2,627	3,283	3,616

		<u>Costs for Various Time Periods</u>					
<u>Annual Salary Rates and GS-Levels</u>	<u>Type of Responsibility</u>	<u>2 Weeks</u>	<u>4 Weeks</u>	<u>6 Weeks</u>	<u>8 Weeks</u>	<u>10 Weeks</u>	<u>11 Weeks</u>
GS-9 14,097	First line clerical supervisors	543	1,085	1,628	2,171	2,707	2,989
GS-7 11,523	Secretaries	444	887	1,331	1,775	2,218	2,443
GS-5 9,303	Typists/MAG Card Operators	358	716	1,074	1,432	1,791	1,972
GS-4 8,316	Clerks	320	640	960	1,281	1,601	1,763

November 3, 1976

M E M O R A N D U M

TO: Jimmy Carter
FROM: Jack Watson
RE: TRANSITION DOCUMENTS
READY FOR YOUR REVIEW

The purpose of this brief memorandum is to give you a checklist of the major work products of the Policy Planning/Transition Group during the past three months. All of the following documents are available for your review whenever you want them. In virtually every instance, the options papers and briefing books we have prepared constitute departure points for further staffing and study.

I. DEPARTMENTAL BRIEFING BOOKS

Departmental briefing books have been prepared for the Secretaries-Designate of every Cabinet Department, as well as FEA, EPA, and ERDA. I am delivering to you a copy of the HEW and Treasury briefing books, so that you will know the basic format used and the kinds of information included. The other briefing books are available to you at your request. We will continue to revise, expand and improve the briefing books throughout the transition period based on our liaison with the Departments and agencies. When the Secretaries-Designate are selected, the briefing books will be delivered to them, along

with verbal briefings from the transition planning liaison team. Those teams will remain available to the Secretaries-Designate for whatever use they deem appropriate.

II. BRIEFING BOOKS FOR YOUR IMMEDIATE ATTENTION

I am delivering to you today a copy of each of the following documents:

(1) A memorandum entitled "Some Thoughts on Organizing the Executive Office of the Presidency."

(2) A memorandum entitled "Some Thoughts on Selecting Your Cabinet."

(3) A large loose-leaf document entitled "Presidential Appointments Briefing Book - Volume I." This document contains reference materials on all the Departments including such information as budget data, number of employees, operating units, major missions, key problems and issues facing the Department, etc. This document is given to you as a basic reference source for relevant departmental data; it is not a document for you to read from cover to cover.

(4) A memorandum entitled "Federal Budget Issues." The purpose of this document is to describe the President-Elect's alternatives for each major budget category (e.g., national defense, international affairs, science and space, natural resources and energy, agriculture, etc.). There

is an overview summary of each of the major budget functions at the beginning of the paper. This is a document that you must read carefully to begin your orientation for major policy decisions on the FY 78 budget which must be made during the transition period.

(5) A three-volume set of briefing books on foreign affairs and international security. Volumes one and two contain a total of 42 options papers on a wide range of international and defense issues. Volume 3 is a set of comments and overview papers I solicited from George Ball; Zbig Brzezinski, Henry Owen and Richard Gardner; Ted Sorensen; Cy Vance; and Paul Warnke. I sent copies of all of our foreign affairs and defense options papers to each of those men and asked for their comments on them, as well as for their own overview of the U. S. position in the world.

III. OPTIONS PAPERS

I have separately bound option papers on each of the following subjects, all of which are available to you at your call.

- (1) Agriculture;
- (2) Housing and Housing Finance;
- (3) Community Development;
- (4) Manpower and Employment;

- (5) CETA;
- (6) Youth Unemployment;
- (7) Employment Discrimination in the Federal Government;
- (8) Transportation;
- (9) Postal Service;
- (10) Income Opportunitites (Welfare Reform);
- (11) National Health Care;
- (12) Education;
- (13) Child Development;
- (14) Domestic Energy;
- (15) International Energy;
- (16) Water Resources;
- (17) LEAA;
- (18) Improving the Courts;
- (20) Legal Services;
- (21) FBI;
- (22) Tax Reform;
- (23) Fiscal Policy;
- (24) OMB;
- (25) Intergovernmental Relations.

IV. GOVERNMENT ORGANIZATION

We have a whole set of briefing papers on government organization which are designed to give you an overall orientation to the subject and recommendations as to how to proceed during the transition period. These papers are being put in

final form now and will be available for your review shortly.

We have also prepared separate options papers and briefing books on each of the following Regulatory Agencies:

- (a) Antitrust Division, Department of Justice;
- (b) Banking Regulatory Agencies;
- (c) Interstate Commerce Commission;
- (d) Civil Aeronautics Board;
- (e) Federal Maritime Commission;
- (f) Federal Trade Commission;
- (g) Federal Power Commission;
- (h) Nuclear Regulatory Commission;
- (i) Federal Communications Commission;
- (j) Securities and Exchange Commission;
- (k) Occupational Health and Safety Administration;
- (l) National Labor Relations Board;
- (m) Food and Drug Administration;
- (n) Consumer Products Safety Council; and
- (o) National Highway, Traffic Safety Administration.

V. PRESIDENTIAL APPOINTMENTS, VOLUME II

I also have another Presidential Appointments Book which lists, by major position, names of people who have been recommended to us during the past two months. I am not delivering that book to you now for two reasons. First, because of the political sensitivity involved, I was

extremely cautious about permitting much "outreach" for names before the election, with the result that the lists we have are insufficient and need to be expanded. We have many good names, but we need more. I have a process to suggest to you for obtaining further names from all over the country.

Second, you need to decide what sort of deliberation and review process you want to have concerning your top level appointments. Needless to say, we must do everything we can to ensure that our outreach is broad and effective, our advice sound and our information reliable. We need to check and cross-check all information and recommendations relentlessly.

Respectfully,
Jack



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