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1. memo	Hill to Zarb re: first weeks at FEA	11/18/74	C

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Zarb Papers; General Subject Series; Miscellaneous

LET 2/10/82

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EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

FOR RELEASE ON DELIVERY
Expected at 10:00 a.m.
Thursday, May 2, 1974



STATEMENT OF FRANK G. ZARB
ASSOCIATE DIRECTOR
NATURAL RESOURCES, ENERGY AND SCIENCE
BEFORE THE SUBCOMMITTEE ON ENERGY,
COMMITTEE ON SCIENCE AND ASTRONAUTICS
HOUSE OF REPRESENTATIVES

Mr. Chairman, I appreciate the opportunity to appear before you and to present my views on H.R. 14172, the "Geothermal Energy Research, Development and Demonstration Act of 1974." The intent of H.R. 14172 is to promote research, development, and demonstration of geothermal energy sources and technologies. The Administration's support for these objectives is a matter of very tangible record. Over the past three years, Federal R&D moneys budgeted for geothermal energy have risen from \$4 million in Fiscal Year 1973, to \$11 million in Fiscal Year 1974, and to a budget request of \$45 million for Fiscal Year 1975. We fully share in the desire to see the promise of geothermal energy realized, and we believe this

has been evidenced by the rapid, but responsible growth in the level of funding provided to geothermal energy development.

Ultimately, it is our hope that what appears to be abundant geothermal resources are tapped to produce electricity and other useful forms of energy. In structuring the Government's approach to achieving this goal we should consider the best possible ways to organize our effort. In this regard, the Administration has requested, and the House has passed by a large margin, legislation to create a single Energy Research and Development Administration. We now look forward to Senate passage of ERDA legislation in the very near future. This new organization will provide central planning and coordination of all energy R&D. In the interim, the NSF has been designated as the lead agency for geothermal R&D. Upon its creation, ERDA will begin to integrate the activities of diverse research groups that now compete for funds, skilled manpower and facilities. I believe that to pass legislation now that provides independent funding and special program responsibilities to a new independent group could be disruptive to our current efforts and would make the transition to ERDA more difficult.

Further, may I respectfully suggest that the project management approach that this bill authorizes is one that tends to overemphasize, to some degree, the importance of a single source of energy. Geothermal energy does hold great promise for the future. But so do oil, coal, nuclear power, solar, and other energy sources. To select out geothermal energy for special organizational arrangements, and to create disproportionate incentives for this energy source may actually create an imbalance in the overall energy program. I will discuss this possibility a bit further in a few moments, but feel that it is worthy of mention at the outset because of its broad policy implications. We all agree that the Federal Government must become increasingly involved in geothermal energy, as in other forms of energy development. In doing so, the Government should not intervene in a way that might reduce private sector participation, but rather to create an atmosphere in which significant involvement can grow. Indeed, the private sector is beginning to increase its investments in this resource. For this reason, we should all be pleased that after some delay in order to develop an

environmental impact statement, the leasing of public lands containing geothermal resources has now begun. As you know, in addition to private companies, even one municipality responded to the first ~~lease~~ offering. This is the investment and development atmosphere which we must continue to foster.

I would now like to turn to the specific provisions of H.R. 14172. It is clear from these provisions that the Committee has worked hard to build on and improve the previous version of the bill, H.R. 11212, and that the overall goal of H.R. 14172 is in concert with the Administration's general objectives. However, in addition to the policy differences I have already mentioned, there are other questions which I must raise in connection with specific sections of this bill.

First, the bill's provision that an interagency management project be given the authority for planning and setting of priorities for the Department of the Interior's resource assessment program is undesirable. The Department has a mandate to lease the public lands in such a way as to maximize public utility. This responsibility requires support from a vigorous resource assessment program. Separation of the responsibility for planning and structuring the resource

assessment program from the leasing responsibility can only result in a lowering of the effectiveness of the overall program. Further, the language of the bill stipulates that the planning responsibility for resource assessment, which has traditionally been the responsibility of the Department of the Interior, be transferred to the Energy Research and Development Administration once it is established. While we envision a substantial **portion** of the Federal geothermal R&D program being transferred to ERDA, the resource assessment program serves broader needs than just energy R&D and thus we believe it should remain in the Interior Department.

Second, in section 106 the bill requires that certain programmatic actions will be taken without regard to the results of previous efforts. We realize that you have previously heard testimony that the geothermal program will ultimately contain a number of demonstration projects. However, for all types of geothermal energy sources other than dry steam, further development of the technology is necessary before a final decision is made as to whether and how to proceed with specific demonstration projects. As I am sure you know, there are a number of critical unresolved technical problems including materials

and components that must be solved before moving forward. Therefore, we do not believe that demonstration projects should be initiated now in the relative infancy of the program. Also, we should recognize the possibility that private industry could step in and fund some or all of the demonstration projects. I know that you will agree that allowing for the proper division of effort between the Federal Government and the private sector is most important and difficult to achieve. Therefore, we feel that maintaining flexibility in the program to allow for industry initiative is essential if we are to succeed in bringing geothermal energy sources into the marketplace in a timely manner.

Third, I would request that section 106(a) should be given careful examination. This section deals with oil, gas, and helium as if they were byproducts of the geothermal resource. This section appears to amend several previous Acts including the Geothermal Steam Act of 1970 and the Mineral Resources Act. If so, authorities to lease public lands containing oil and gas would become quite confused at a most inopportune time.

The intent of the provision that authorizes the Federal Government to provide loan guarantees for the various stages of the geothermal R&D program is good but it may not accomplish the overall goal, which is to increase energy supplies. The payoff from a proposed loan guarantee for geothermal development should be first evaluated in the context of the entire energy program before such a commitment is made. For example, can we expect that loans for geothermal development would lead to greater increases in energy supplies than similar loans for oil, gas, oil shale, solar, or other energy sources? Also, it should be noted that the loan guarantee is only one of the possible incentives. This particular incentive has not been shown by analysis or studies to be more effective than other incentives. In this regard, we now have underway at the FEO an effort to examine, in a comprehensive way, energy resource development incentives.

In addition, we should investigate the possibilities of removing existing disincentives which tend to discourage development of geothermal energy. The current ambiguous status of different geothermal sources under the Internal

Revenue codes is a matter of concern. As you know, geothermal resources are manifested in nature as steam, liquid, and hot rock. The IRS has agreed to allow depletion allowances only for dry steam. However, it appears that IRS is undecided whether to treat some of the other geothermal source types under laws pertaining to water or natural gas, or whether to extend the precedent for steam. Resolution of these issues would remove much of the uncertainty currently facing the potential private producers. In this regard, the National Science Foundation's review of legal, environmental and regulatory constraints to geothermal development can have a very high payoff.

The last portion of the bill that I would like to discuss is the provision that a management project be responsible for the planning and coordination of the overall geothermal R&D program. We believe that this management arrangement is cumbersome and could be counterproductive. To move to this arrangement now would mean that an additional bureaucratic layer would be placed between the management of the operating program on the one hand and the Congress or the President on the other.

In the short period until ERDA is operating, we are fully confident that the designated lead agency, the National Science Foundation, is capable of coordinating the Federal geothermal energy R&D programs. Shortly, we feel that the central management and overall program coordination which would be provided by ERDA is the optimum solution. I am pleased that Senator Ribicoff's subcommittee has now reported the bill to the full committee in Government Operations. I hope that this important bill will soon pass the Senate so that the principle differences between it and the House version can be resolved.

In the interim, we believe, Congress has already given the Executive Branch ample authority and the Administration fully intends to carry out the major objectives of H.R. 14172. We would urgently ask reconsideration of several provisions in this bill, specifically those regarding authority to coordinate resource assessment, the provisions for a loan guarantee program, the possible amending of previous mineral acts, and establishment of a management project.

In summary, though we agree with the overall objectives of this bill, we feel that we currently have a

well balanced and aggressive geothermal energy program designed to meet these objectives. We have asked the agencies to refine further their program plans over the next few months as we make the transition into ERDA. In doing so we will be working to ensure that the full benefits of our geothermal program are realized. As our plans develop, we would be happy to meet further with members of this Committee to discuss progress in this important area.

Thank you again for giving me the opportunity to comment on H.R. 14172.

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

FRANK G. ZARB

Mr. Zarb is currently Associate Director of the Office of Management and Budget, Executive Office of the President. In this position he provides executive direction and coordination for OMB's activities in Natural Resources, Energy and Science. These activities include responsibility for the Departments of Agriculture, and Interior, the Environmental Protection Agency, the Corps of Engineers, the Atomic Energy Commission, the Federal Energy Office, the National Aeronautics and Space Administration, the National Science Foundation, the National Oceanic and Atmospheric Administration, and related agencies.

Prior to assuming his present position, Mr. Zarb was in charge of OMB's Management and Operations activities. This included coordination of a broad range of Federal programs and initiatives, Government reorganization, statistical policy, and OMB field, and intergovernmental relations activities.

Mr. Zarb first joined the Administration in April 1971 as Assistant Secretary of Labor for Administration and Management.

Before coming to the Federal Government, Mr. Zarb was Executive Vice President and Chairman of the Executive Committee of Hayden Stone, Inc., a New York investment and securities firm.

In 1970 he edited THE STOCK MARKET HANDBOOK, published by Dow Jones-Irwin, Inc. He has also co-authored "A Stock Broker's Statement of Financial Condition, How to read it -- and how to read between the lines." He organized and served as the first Chairman of the Joint-Bank-Securities Industry Committee for Securities Protection and has held membership with the Board of Arbitrators of the National Association of Securities Dealers, and the Board of Advisors of the New York Institute of Finance. He has been a member of the Chicago Board of Trade and the Chicago Mercantile Exchange and an allied member of the New York Stock Exchange as well as the American and Pacific Coast Stock Exchanges. He currently serves on the Board of Trustees of the East Woods School, Oyster Bay, New York.

Mr. Zarb graduated from Hofstra University with a BBA in 1957 and a Master's Degree in 1961. A native of New York, he is married to the former Patricia Koster of Hempstead, New York. They have two children, Krista Ann (14) and Frank, Jr. (12).

GERALD R. FORD LIBRARY

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of the folder.

Date: 12/14/76

From the desk of The Administrator

To: Sandy

For your information.

Frank

Federal Energy Administration

Room 3400

Ext. 6081

THE WHITE HOUSE

WASHINGTON

December 13, 1976

Dear Frank:

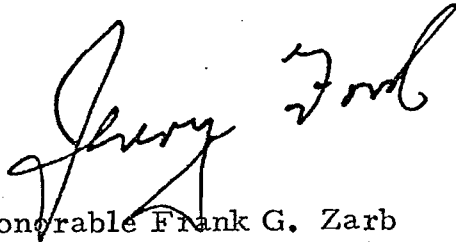
I have your letter, and it is with deep gratitude for your contributions to this Administration and to our Nation that I accept your resignation as Administrator of the Federal Energy Administration, effective upon a date to be determined, as you requested.

In doing so, I welcome this opportunity to express my personal appreciation for your courageous leadership in, and willingness to assume the heavy responsibility for laying the groundwork of our national energy policy. You can be proud of your role as the principal architect of that policy. Your personal and competent assistance to me as Assistant to the President for Energy Affairs, your effective discharge of your responsibilities as Executive Director of the Energy Resources Council, and your tact and resourcefulness in working with the Congress to achieve the essential compromises necessary to reduce policy to legislation have contributed enormously to putting in place the major components of the first coherent national energy policy our country has ever had.

I am confident that your deep personal concern for and expertise in the wise development and use of our Nation's energy resources will continue, and that your considerable talents will be available to our country in the years ahead.

As you prepare to return to private life, you may be sure that you take with you my very best wishes for every success and happiness in your future endeavors.

With warmest personal regards,

A handwritten signature in cursive script that reads "Jerry Ford". The signature is written in dark ink and is positioned above the typed name of the recipient.

The Honorable Frank G. Zarb
Administrator
Federal Energy Administration
Washington, D. C. 20461

Date: 12/9/76

From the desk of The Administrator

To: Sandy Weill

For your information.

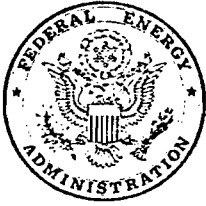
Frank

Attachment

Federal Energy Administration

Room 3400

Ext. 6081



FEDERAL ENERGY ADMINISTRATION

WASHINGTON, D.C. 20461

November 11, 1976

OFFICE OF THE ADMINISTRATOR

Honorable Gerald R. Ford
The President of the United States
The White House
Washington, D.C. 20500

Dear Mr. President:

Resignation is an occasion for sorrow but it should also be a time to reflect positively on the past.

I am grateful to have had an opportunity to serve a President who took office during a time of great national uneasiness and in two short years steered the country back to stability and self respect.

I am grateful for having served a President who has demonstrated that honesty and integrity can be an integral part of national leadership.

I am grateful to have served a President who has had the courage to take on the many difficult issues even when they were without short term political gain. History will show your leadership changed the course of this nation's energy future, after it had been neglected by so many in the years past.

Finally, I am grateful for having had an opportunity to know you and to be your friend, a friendship which I hope will last and grow in the years ahead.

It is with these thoughts that I submit my resignation to become effective on January 3, 1977 or at such other time as you might find more acceptable.

Thank you.

Your friend,


Frank G. Zarp
Administrator

THE WHITE HOUSE
WASHINGTON

August 12, 1975

*1/7 Staff Mess
acting will
send \$50
ck*

*1-12 WH Staff Mess
ck # 2967
\$50 rec'd*

MEMORANDUM FOR

HONORABLE FRANK G. ZARB
ADMINISTRATOR
FEDERAL ENERGY ADMINISTRATION

Effective this date, your membership in the White House Staff Mess has been changed from Group Two to Honorary. The privileges and hours of operation are the same for both groups; however, because of their infrequent usage, Honorary members are not required to furnish a refundable deposit. Accordingly, I am arranging to have your \$50.00 deposit returned to you. You should receive it in the near future.

L. S. Kollmorgen

L. S. KOLLMORGEN
Captain, United States Navy
Military Assistant to the President

2150/3

2568



THE WHITE HOUSE
Washington

WHITE HOUSE STAFF MESS REGULATIONS

The White House Staff Mess provides meal service as a convenience for designated key personnel whose duties require that they be available in the vicinity of the White House offices.

Limitations of space and the size and makeup of the membership make it necessary to divide the membership list into three groups: Group I, Group II and Honorary, and to make specific regulations for each group. The group to which you belong is indicated on your membership notice.

The meal hours for the Mess, Monday through Saturday, are as follows:

Breakfast - 7:00 to 9:00 a. m. for members of all groups

Lunch - Group I: 11:30 a. m. to 1:00 p. m.
Group II and Honorary: 1:00 p. m. to 2:30 p. m.

The Mess is normally closed on Sundays and holidays.

Billing

During the first week of each month, a bill will be sent to your office for the previous month's charges. Payment should be by personal check, payable to the White House Staff Mess, and forwarded to the White House Staff Mess. PLEASE DO NOT SEND CASH.

An audit will be made on the 15th of each month, to identify any bills still outstanding. Any member who is behind two months in his payments, including the bill just rendered, will be sent a written reminder. Any member who is three months overdue, including the bill just rendered, will have his Mess privileges revoked. Members having lost their privileges through non-payment of bills may have those privileges restored by paying their account in full, plus a twenty-five dollar (\$25.00) re-instatement fee. The membership will be restored on the first of the month following the date payment is received.

Group I Members

Group I members are requested to arrive for luncheon not later than 12:30 p. m. to ensure completion of the meal prior to 1:00 p. m. It is essential that the Group I time limit be observed. Continued disregard of this limitation will result in loss of Mess privileges.

Group II and Honorary Members

The period from 1:00 to 2:30 p. m. is reserved for Group II and Honorary members. While Group II and Honorary members without guests may eat at any time that the Mess is open, they are strongly encouraged to eat during their reserved period. Group II members may invite Group I members to eat with them during the period from 1:00 to 2:30 p. m.

Guest Privileges

Mess members may bring guests to the Mess if prior reservations have been made. Reservations may be made by calling the Staff Mess through either the Signal or Administrative boards. If there are no tables available at the time requested, and if your schedule permits, the Dining Room Chief Steward will take your name on a stand-by basis and call you when a table is available. It will be extremely helpful to fellow Mess members, and assure maximum use of Staff Mess facilities, if members call and cancel reservations promptly when meal plans have changed or a table reservation is no longer required. Members may make reservations for up to two (2) guests. Exceptions to this limitation must be approved by the Office of the Military Assistant. Members may not bring as guests a person on the White House Staff who is not a member of the Mess.

One of the purposes of the Mess is to provide a pleasant atmosphere in which working conversations can take place. Since guests may be in a position to overhear conversations which should not be public knowledge, members are urged to use discretion in inviting guests to the Mess. For this reason, members of the press may not be brought to the Staff Mess.

Miscellaneous

Parties will be given separate tables whenever possible; but, at times when there are many members and guests, it may be necessary to ask parties of 2 to share a table for 4. The large round table and the first two small tables are reserved for members without guests; but, when

these tables are full, members may sit at any unreserved table. Members with guests should not sit at the Staff tables. The reserved tables are for those members who have requested guest reservations.

There may be occasions when personnel of the Mess are needed to perform functions elsewhere. In such cases, service in the Mess must be curtailed and it may not be possible to accommodate guests. Should this happen, those having reservations for guests will be so advised, in order that they may seek service elsewhere. Service to members will be available, but may not be as rapid during a period of reduced staffing.

The Mess does not have sufficient personnel to provide room service, other than for those so designated by separate memorandum. Exceptions to this rule can only be made on an individual basis by the Office of the Military Assistant.

Coffee is normally available for pickup in the Mess between the hours of 7:00 a. m. and 9:00 a. m. Charges for coffee will be included in your monthly Mess bill.

With your cooperation, we hope to provide members of the White House Staff Mess with excellent food and fine service, in a pleasant atmosphere and convenient location. Any suggestions which will help us improve the service are sincerely welcomed.

FEDERAL ENERGY OFFICE
OFFICE OF THE
ADMINISTRATOR

75 AUG 13 4 9:49

ARCHIVAL BOND

from the desk of

5

FRANK G. ZARB

JACK Tamagni

New Book
Pb return
JF

to: Frank Zarb Department
of the Treasury
Office of Special
Assistant to Secretary

room: _____ date: _____

*Biographic material on
people in OPEC countries
who influence oil policy.*

H. Richard Kahler
room 4308
964-8658

WITH THE COMPLIMENTS OF

THE TWENTIETH CENTURY FUND

41 EAST 70 STREET • NEW YORK, N. Y. 10021

At the request of Arthur F. Burns

Highlights

Federal Energy
Administration
Washington
D.C. 20461



Robert A. White, Editor
Tel: 202-964-4781

Monday, July 26, 1976



The Subject Was Energy.....

President Ford introduces West German Chancellor Helmut Schmidt to Administrator & Mrs. Zarb prior to a recent White House Dinner in honor of the Chancellor. *This week, Mr. Zarb addresses Midwest Governors Conference (Wed., Indianapolis); Electronics Industry Boy Scout Luncheon (Thurs., Palo Alto, Calif.); & Bohemian Club Luncheon (Fri., Santa Rosa, Calif.). The Bohemian Club is a West Coast organization dedicated to the arts and intellectual pursuits.

Presidential Task Force Studying Oil Regs.....

A Presidential Task Force is now working to simplify FEA oil regulations. The Task Force's mission: to recommend to Administrator Zarb modifications in the FEA price & allocation regs. The Task Force also plans to recommend streamlining FEA procedures for developing, promulgating, & carrying out Agency regs. Task force recommendations accepted by Mr. Zarb will be submitted for public hearings before they are activated.

Robertson Lauds Seattle Plan.....

Region X Administrator Jack B. Robertson has praised a new plan by the Seattle (Wash.) Trust & Savings Bank. The Seattle Plan offers low interest rates to consumers who want to buy energy-efficient homes, cars, & boats, or who plan to include energy-saving improvements in home remodeling projects. Customers who qualify can get 30-year home mortgages for 8.5 percent--about one full point lower than the current rate for conventional mortgages. Persons buying new autos that get 25 miles per gallon or more can get four year auto loans at 8.75 percent, while most commercial banks in the Seattle area charge 9.25 percent & up. "I am very pleased," Robertson said, "to see the leadership demonstrated by Seattle Trust & Savings Bank in the energy conservation field & I congratulate them for their concern with the quality of life in the Seattle metropolitan area."

Hogan Goes to Stanford University.....

Dr. William W. Hogan, FEA's Deputy Assistant Administrator for Data & Analysis, is leaving the agency July 31 for Stanford University. He will be Executive Director of Stanford's newly created Energy Modeling Forum & adjunct professor in the Engineering Economic Systems Department. Hogan helped build FEA's data-gathering & analytical capabilities from the oil embargo period & was a chief contributor to the Project Independence Report & the National Energy Outlook.





Salisbury Honored.....

Ernest E. ("Ernie T. Bass") Salisbury, Jr., AAA for Financial Management, receives Certificate of Achievement with cash award from Martin D. Howell, Deputy Assistant Administrator for Management & Administration, (photo at left). Salisbury was honored for his efforts in improving the Office of Financial Management with regard to payroll activities, the preparation of timely financial reports, & detailed budget justifications.

Consent Order Signed

FEA & the Fuel Resources Development Co. (Fuelco) have signed a Consent Order which accepts the crediting by Fuelco of its parent company, Public Service Co. of Colorado, with \$6,722,151 in fuel charges as compliance with FEA price rules. Dudley E. Faver, Region VIII Administrator in Denver, said that in accord with FEA's established policy in such cases, the Colorado Public Utilities Commission has been provided a copy of the Consent Order for further action as it deems appropriate. Under the Consent Order, Fuelco agrees to treat an 8 cents per gallon charge added to the cost of petroleum products sold by Fuelco to Public Service over a two-year period as an exploration charge rather than a fuel charge.

'Specialty' Exemption Proposed

FEA July 20 submitted to Congress an amendment to exempt a variety of specialty products from price & allocation controls effective Sept. 1. The products include naphtha, gas oil, carbon black feedstocks, benzene, toluene, xylenes, hexanes, lubricating base stock oils, lubricants & grease & many special oils such as process oils, extender oils & related materials.

Demand Watch.....

Demand for all petroleum products for the four weeks ending July 9 averaged 16.02 million barrels per day, 2.5 percent above the same period in 1975. This level of demand was 4.4 percent below the 1974 level & 3.7 percent below the 1973 level... Gasoline demand was 1.8 percent above the 1975 level, 2.7 percent above the '74 level & 3.3 percent above the '73 level.

'Good Luck' to Eric Zausner.....

Deputy Administrator Eric R. Zausner (R) leaves FEA this week to join Booz Allen & Hamilton, Inc., management consultants, in their Bethesda, Md. office. In accepting Zausner's resignation, President Ford expressed appreciation for his "expertise, leadership, & willingness to take on heavy & challenging responsibilities in our efforts to reach our goal of energy independence." Zausner has been with the Agency since its inception as the Federal Energy Office in 1973 & was a chief mover behind the Project Independence Report & National Energy Outlook.



Pete Keay
Acting Director
Communications and Public Affairs

RESUME

DENNIS G. GRABOW

BUSINESS EXPERIENCE

THE WHITE HOUSE
Washington, D. C.

Title - Staff Assistant to the President
Date of Employment - 1976

As lead advance representative for the President of the United States, managed and directed the Presidential advance team composed of 30-35 White House personnel and representatives of various Executive Departments and Agencies; acted as White House liaison officer and spokesman in dealing with host officials in preparation for Presidential visit to a particular city; responsible for determining President's detailed schedule and supporting logistics.

Management responsibilities for a particular Presidential trip included:

- Development and implementation of all aspects of the final schedule to be utilized by the President and his accompanying guests and staff during a Presidential event.
- Management and coordination of Presidential advance support teams consisting of White House staff and representatives of various Executive Departments and host committees in effectively utilizing their input in the development of the President's schedule.
- Monitoring of all physical aspects of the actual Presidential event and providing for any necessary schedule changes during the President's trip.
- Determination of the appropriate forum and physical layout to be employed by host officials at the Presidential event.
- Marketing of Presidential event through use of communications media and other means.

HALSEY, STUART & CO., INC.
135 South LaSalle Street
Chicago, Illinois

Title - Vice President
Date of Employment - 1971 - 1975

Corporate Finance Department Officer of major bracket securities firm. The Department's objectives were to develop new business clients, process financing transactions and provide financial advice. Corporate clients were in the Fortune 1000 and large private companies. Clients represented major industrial classifications with a concentration in electric and gas utilities and railroads.

Experience in underwriting corporate and municipal securities, pricing of new issues, syndication and distribution techniques. Specific areas of experience included

bank debenture offerings, common stock, merger analysis, investment fund, industrial financings, formation of holding company, leveraged leasing (placed both debt and equity portions), and competitive bid public offerings. Project financing included leveraged leasing of nuclear fuel cores and pollution control projects.

In all cases, responsibilities entailed directing the financing and coordination with the client, public agencies, rating agencies, legal counsel, institutional investors, banks and printers. A list of specific completed transactions will be furnished upon request.

Specific accomplishments included:

-- Development of new business in Illinois and Wisconsin. Identified target companies, made calls and proposals. As a part of new business development effort, Halsey, Stuart & Co. was awarded a \$3.5 million pollution control financing.

-- Completion of financing proposals identified through new business activity. Required indenture comparison, financial analysis and establishment of financing schedule. Transactions were straight debenture offerings, two each at \$20 million and a third for \$10 million.

-- Development of substantial expertise in the use of tax exempt financing for pollution control facilities. Proposals to clients included use of leveraged lease concept as a financing option.

-- Author of publication on Pollution Control Financing which summarized the current state-of-the-art. Publication was subsequently distributed to Presidents and Financial Vice Presidents in the Fortune 1000.

-- Co-authored corporate study on major food company and marketed study in twenty cities. Basis of the report was financial comparisons and extensive interviews with top management.

HASKINS & SELLS
141 West Jackson Boulevard
Chicago, Illinois

Title - Semi-Senior Accountant
Date of Employment - 1968 - 1970

Responsibilities included reviewing internal control and designing audit programs for test of transactions. Supervised personnel performing audit. Emphasis placed on computer application to test internal control for reasonableness of reported financial statements.

NORTH PARK COLLEGE
Chicago, Illinois

Position - Instructor
Date of Employment - 1970 - 1971

Taught accounting and finance courses while attending graduate school.

EDUCATION

1975. DEPAUL UNIVERSITY GRADUATE SCHOOL OF BUSINESS, Chicago, Illinois. Income Tax Research and International aspects of United States Taxation.

1971. NORTHWESTERN UNIVERSITY GRADUATE SCHOOL OF MANAGEMENT, Chicago, Illinois. Master of Business Administration - Finance and international business.

1970. CERTIFIED PUBLIC ACCOUNTANT, State of Illinois.

1968. CHAPMAN COLLEGE WORLD CAMPUS AFLOAT, Orange, California. Studied liberal arts courses on board s. s. Ryndam while travelling to ports throughout South America, Africa, and Europe.

1968. CARTHAGE COLLEGE, Kenosha, Wisconsin. Bachelor of Arts - Business Administration and Economics.

PUBLIC SPEAKING

April, 1975, Northwestern University Graduate School of Management, Evanston, Illinois. "Investment Banking: Products for Today's Markets."

October, 1973, Technical Association of Pulp and Paper Institute, Wausau, Wisconsin. "The Paper Industry and Industrial Revenue Bonds."

PROFESSIONAL AND SOCIAL ORGANIZATIONS

- American Institute of Certified Public Accountants
- Illinois Society of Certified Public Accountants, Committee Member --
 "Relations with the Financial Community"
- President, The Canyon Inc.; Past Speakers' Chairman
- The Junior Board of Lawrence Hall School for Boys; Past Benefit Chairman
- The University Club of Chicago
- Chicago Yacht Club

PERSONAL DATA

Home Address:
5325 MacArthur Blvd., N.W.
Washington, D. C. 20016
(202) 966-0555

Business Address:
The White House
Washington, D. C.
(202) 456-2816

Birthdate: June 9, 1946
Height: 6' 3"
Weight: 210 pounds
Health: excellent
Status: single

SCHEDULE PROPOSAL
DATE:
FROM:
VIA: Bill Nicholson

MEETING: Explanation of what type meeting.

DATE:

PURPOSE:

FORMAT: --Location:
--Participants:
--Length of Participation:

CABINET

PARTICIPATION: Use only if there will be several Cabinet Officials
needed in the meeting

SPEECH MATERIAL:

PRESS COVERAGE: Indicates if press involved during meeting, or if
want press to know about meeting taking place

STAFF: Name of Person setting up meeting & preparing background &
briefing material

RECOMMEND: Name of person who recommended meeting

OPPOSED:


PREVIOUS
PARTICIPATION

BACKGROUND

THE WHITE HOUSE
WASHINGTON

March 20, 1975

MEMORANDUM TO: FRANK ZARB

FROM: ROBERT T. HARTMANN 

SUBJECT: Requests for Editorial Office
Material

The attached form is designed to expedite requests by staff members for material to be used by the President in either spoken or written form.

If the President is scheduled for remarks or needs talking points or other material for an event in which you are involved, please complete this form and get it into the hands of Paul Theis in Room 115 OEOB as far in advance of the date of Presidential usage as possible.

Please feel free to Xerox additional copies of this form so you will have a supply on hand to use as the need arises. Or call extension 6573 and we'll send you over a supply to use.

Thanks.

Attachment

REQUEST FOR EDITORIAL OFFICE ACTION

TO: PAUL A. THEIS

FROM: _____

ACTION REQUESTED:

- Speech Brief remarks Talking points
 Article Script Toast
 Message Other _____

Event or publication for which Presidential material is requested _____

Date, time and place of use _____

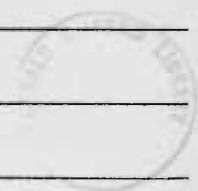
Time/word length of requested material _____

Suggested theme _____

Basic research/speech material furnished with this request (please attach)

Persons to contact for additional information _____

Additional comments _____



THE WHITE HOUSE
WASHINGTON

February 12, 1974

Dear Roy:

I would like to commend a member of your staff, Frank Zarb, for his untiring efforts during the recent independent trucker's work stoppage. With skill, intelligence, and stamina, Frank worked day and night to bring a very tenuous and potential explosive situation to a successful conclusion.

Frank Zarb's type of dedication and performance is one we all could do well to emulate. Please convey to him my deepest appreciation for a job well done.

Sincerely,



ALEXANDER M. HAIG, JR.
General, U.S. Army (Ret.)
Assistant to the President

Honorable Roy L. Ash
The White House
Washington, D. C.
20500



SCHEDULE PROPOSAL

DATE:

FROM: John A. Hill

VIA: Warren S. Rustand

MEETING: Drop-by at the swearing-in ceremony for the Deputy Director of the National Science Foundation (NSF)

DATE: Open -- after mid-April

PURPOSE: Demonstrate interest in Federal support of science, recognizing the key role of NSF in the financing of basic research and show concern for the appointment of persons to high-level posts in agencies.

FORMAT:

- location (Board Room NSF Headquarters, 1800 G Street, N.W. Washington, D.C.)
- participants (NSF officials, key Congressional Committee Members and staff and Executive Office officials)
- length of participation (20 minutes)

CABINET PARTICIPATION: None

SPEECH MATERIAL: Remarks will be prepared.

PRESS COVERAGE: Full press coverage.

STAFF: John A. Hill

RECOMMEND: John A. Hill

OPPOSED: Unknown

PREVIOUS PARTICIPATION: Vice-President has met with NSF Director, but has not participated in any NSF events.

BACKGROUND: President has nominated Dr. Richard C. Atkinson to be Deputy Director of NSF. It is expected that Dr. Atkinson will be confirmed in mid-April. The Vice-President's participation in his swearing-in ceremony will draw attention to the Administration's interest in science, since the Foundation has historically symbolized Federal support of science.

APPROVE _____

DISAPPROVE _____

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