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## United States Senate

COMMITTEE ON PUBLIC WORKS

WASHINGTON, D.C. 20510

October 8, 1975

Mr. James M. Cannon  
 Executive Director of  
 The Domestic Council  
 The White House  
 Washington, D.C.

Dear Jim:

I was very upset when I read the report of the Domestic Council Task Force on Water Quality last evening. It is unfortunate that the people chosen to review and comment on the National Water Quality Commission's work should so harshly discredit the nearly two years of effort that the Vice President has made to evaluate fairly the implications of the 1972 Federal Water Pollution Control Act.

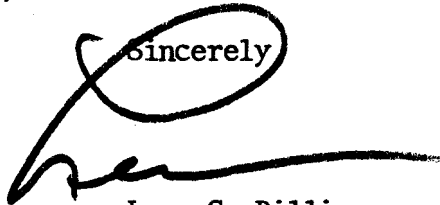
I know that Chairman Rockefeller wanted the Commission on Water Quality to do a good job. I know that when he selected the top staff people and when he insisted on approval of each aspect of the Commission's work, including contractor selection and scopes of work, that he expected something more than is suggested by the Domestic Council Task Force.

I think it is even more unfortunate that the hard work of the staff of the Commission who have been so strongly supported by the Vice President for these two years should be so quickly discredited by what is obviously a very cursory study by a few second echelon bureaucrats whose primary objective appears to be to discredit the Vice President's effort to evaluate fairly P.L. 92-500.

I must say that you are to be congratulated for releasing the report even though it is so highly critical of what can only be described as a personal product of the Vice President's time, attention and deliberation. If there is anything I can do to lessen the negative impact of the report on the Vice President's role in the Commission's study I hope you will call me.

Best personal regards,

Sincerely



Leon G. Billings  
 Senior Staff Member  
 Subcommittee on Environmental  
 Pollution

THE WHITE HOUSE

SIGNATURE MUST BE SECURED

TO: Mr. Cannon  
2nd Flr. West Wing

DATE.....

OCT 9 1975

NUMBER.....

32081

TIME REC'D.....

RECEIVED BY.....

DELIVERED BY .....

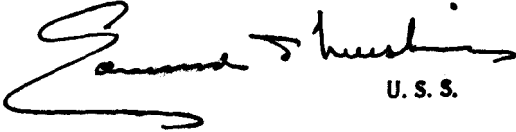
RETURN RECEIPT TO.....

# United States Senate

COMMITTEE ON PUBLIC WORKS

WASHINGTON, D.C. 20510

OFFICIAL BUSINESS



U. S. S.

Mr. James M. Cannon  
Executive Director of  
the Domestic Council  
The White House  
Washington, D.C. 20500

*to be picked up 10/9*

OFFICE OF THE VICE PRESIDENT  
WASHINGTON

*Jim*  
*741*  
*Jack*

TO: Hugh Morrow  
Jack Veneman  
Peter Wallison  
Roger Hooker

FROM: Susan

SUBJECT: Domestic Council Task Force on Water Quality

I thought you might find the attached memo from Ray helpful.

The VP has been in touch with all concerned to this effect.

10/9/75



OFFICE OF THE VICE PRESIDENT  
WASHINGTON

October 8, 1975

MEMORANDUM FOR THE VICE PRESIDENT

FROM: RAYMOND P. SHAFER *Ray*  
SUBJECT: Report of Domestic Council Task Force on Water Quality

Understandably, the report of the Domestic Council Task Force has had an unsettling effect on the NCWQ staff -- and perhaps on some Commissioners.

It has apparently hit a sensitive nerve and raised a vigorous protest in other quarters as well. Russell Train complained publicly that no EPA or Executive Branch policy makers were involved in this "policy" statement.

The protestors have erroneously interpreted the Task Force report as an attack on, rather than an input to, the Commission's work. That, of course, is not its intent.

It seems advisable for you to try to put the Task Force work into perspective at an early moment, with some assurances to a few key Commissioners and the staff -- along the following lines:

- Reassure that the Task Force report was not intended to be, and is not, a policy statement. It makes no policy recommendations or decisions. It is simply a technical study.
- The report is another input, among many, that the staff and the Commission has been getting and will be getting as it finalizes its study. Many of the issues the Task Force has raised have also been raised in one form or another by other reviewers and critics of the staff drafts.
- If this kind of evaluation had not been made at the Executive Branch level at this juncture, before the final report is firm, the same criticisms would have been leveled later from other sources and raised perhaps an even greater problem. We would have run the risk of being accused, after the report was out, of having conducted a \$17 million boondoggle. This

accusation would likely have come not only from top officials in the Executive Office and some Departments, but by industry and State people as well.

- . It was always intended that the Task Force report be used as all other inputs are used -- considering what may be of value in it to make adjustments where advisable.
- . Finally, it is your practice to get as many dimensions of advice as you can, so that you are able to make balanced judgments.

#### Recommendation

That you call members of the Executive Committee of the Commission, particularly Senators Muskie and Baker and Congressman Bob Jones, lending this kind of perspective.

Also, that you make a similar assurance to the staff through General Clarke.

OFFICE OF THE VICE PRESIDENT  
WASHINGTON, D.C.

October 9, 1975

9:22

Jim:

This is the latest on  
the Water fall out.

  
Dick



OFFICE OF THE VICE PRESIDENT  
WASHINGTON

October 8, 1975

MEMORANDUM FOR THE VICE PRESIDENT

FROM: Roger W. Hooker, Jr. *Roger*  
SUBJECT: Water Quality Commission

A minor sandstorm erupted this afternoon upon release of the Domestic Council's Task Force critique of the Water Quality Report.

I had calls from both Muskie and Baker staff representatives on the Commission who wondered how anything so critical of the Commission -- and such a shoddy piece of work -- could be so ill-timed and have your imprimatur via the Domestic Council on it. I pleaded total ignorance.

Later, however, I got back to Jim Range, Baker's staff representative, who told me that he had received calls from Barry Meyer, Chief Counsel of Senate Public Works and Jennings Randolph's principal advisor, Jim Buckley, and Bill Harsha who were all uniformly upset. The question in everyone's mind was how you, after spending so much time and energy on the work of the Commission and in forging coalitions among its members, permitted a report like this to be released that:

- (1) could be so easily discredited, and
- (2) that Commission members would have to disavow because of the time and effort -- not to mention \$17 million -- that they had expended in its production.

Recommendation:

That you call the Commission members -- particularly Muskie and Baker -- and at least put the Task Force report in perspective, if not disassociate yourself from it, as soon as possible.

In arriving at this conclusion, I have discussed the matter with Ray Shafer, Hugh Morrow, Jack Veneman, and Henry Diamond.

OFFICE OF THE VICE PRESIDENT  
WASHINGTON, D.C.

October 9 (0900)

Jim --

Here are the attachments  
to the memo I handed to you at  
the staff meeting this morning,  
together with a duplicate of the  
memo.

*Dick*

Dick Allison

OFFICE OF THE VICE PRESIDENT  
WASHINGTON

October 2, 1975

MEMORANDUM FOR THE VICE PRESIDENT

FROM : GOVERNOR SHAFER *Ray*  
SUBJECT: Domestic Council Task Force Report

I am submitting to you with this memorandum the Domestic Council Task Force report on Water Quality. I feel that it is an excellent work, balanced, highly effective and readable, and completed under the most extreme of deadlines and pressures.

I suggest that, in light of its facts and assessments and its critical importance, it be circulated immediately to the other Commissioners of the National Commission on Water Quality and to the Commission staff, for two reasons:

1. It is advisable from a public relations aspect that the work of the Task Force be as open and available as possible.
2. It will be extremely useful for the other Commissioners as well as the staff to have the benefit of the Task Force's work so they may address the points it involves at the October 10 meeting of the Commission. I believe this will help the process of getting the results of this work phased into the Commission's report.

I am attaching, if you approve this recommendation, two draft memorandums from you: one to the other Commissioners, and one to the Executive Director of the Commission.

Attachments

APPROVE   /  

DISAPPROVE \_\_\_\_\_

*OR*  
*water*

*water*

October 6, 1975

MEMORANDUM TO COMMISSIONERS  
NATIONAL COMMISSION ON WATER QUALITY

FROM: NELSON A. ROCKEFELLER

SUBJECT: Domestic Council Task Force Report

The Domestic Council Task Force on Water Quality has just today delivered to me its report.

I am sending it to you immediately, even before I have read it, so that you may consider its findings and conclusions in your current review of the staff drafts. It may be useful for you to have prior to our October 10 meeting.

October 6, 1975

MEMORANDUM TO THE EXECUTIVE DIRECTOR  
NATIONAL COMMISSION ON WATER QUALITY

FROM: NELSON A. ROCKEFELLER

SUBJECT: Domestic Council Task Force Report

I am sending to you immediately copies of the report of the Domestic Council Task Force on Water Quality.

I have also sent copies simultaneously to all the Commissioners. It arrived just today and I have not yet read it myself. But it may raise questions that the staff will need to address or be prepared to address at the October 10 meeting.

*Don't*  
OFFICE OF THE VICE PRESIDENT  
WASHINGTON

October 9 (0730)

Jim --

Re: Water Fall-out

Here are copies of all I have from my since-Labor Day file. I'll send over what I have from earlier files when our Central Files opens this morning.

I heard that Roger Hooker went out to see the VP at the party last night to give me a damage assessment. I also hear that Donna Mitchell, Governor Shafer, and others (?) will meet with the VP at 0930 today.

*Orin*  
Dick Allison



OFFICE OF THE VICE PRESIDENT  
WASHINGTON

October 2, 1975

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SUBJECT: Domestic Council Task Force Report

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Attachments

APPROVE   I   DISAPPROVE           



*OR*

*Water*



VICE PRESIDENT NELSON A. ROCKFELLER  
CHAIRMAN

SENATOR EDMUND S. MUSKIE  
REPRESENTATIVE ROBERT E. JONES  
VICE CHAIRMEN

PUBLIC MEMBERS  
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WILLIAM R. GIANELLI  
RAYMOND KUDUK'S  
S. LADD DAVIES

U. S. SENATORS  
JENNINGS RANDOLPH  
LLOYD M. BENTSEN  
HOWARD H. BAKER, JR.  
JAMES L. BUCKLEY

U. S. REPRESENTATIVES  
JAMES C. WRIGHT, JR.  
HAROLD T. JOHNSON  
WILLIAM H. HARSHA  
JAMES C. CLEVELAND

FREDERICK J. CLARKE  
EXECUTIVE DIRECTOR  
TELEPHONE  
202 254-7806

## National Commission on Water Quality

1111 18TH STREET, N.W.  
P. O. Box 19266  
WASHINGTON, D. C. 20036

September 3, 1975

### INFORMATION MEMORANDUM

#### MEMORANDUM FOR THE VICE PRESIDENT

FROM: DONNA MITCHELL *Donna Mitchell*

SUBJECT: Notice to NCWQ staff of the Domestic Council Task Force

#### Attached:

- Tab A - General Clarke's memo to staff re the Task Force; he requests that our staff cooperate in providing information.
- Tab B - A paper approved by Gov. Shafer for use of Task Force members, in responding to questions they may be asked about their role
- Tab C - Environment Reporter article on the Task Force (August 29 issue)
- Tab D - A list of the 25 members of the Task Force, identifying them by agency affiliation

John Freshman requested a copy of this list, and we gave it to him.

cc-Gov. Shafer

VICE PRESIDENT NELSON A. ROCKFELLER  
CHAIRMAN

SENATOR EDMUND S. MUSKIE  
REPRESENTATIVE ROBERT E. JONES  
VICE CHAIRMEN

PUBLIC MEMBERS  
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U. S. REPRESENTATIVES  
JAMES C. WRIGHT, JR.  
HAROLD T. JOHNSON  
WILLIAM H. HARSHA  
JAMES C. CLEVELAND

FREDERICK J. CLARKE  
EXECUTIVE DIRECTOR  
TELEPHONE  
202 254-7806

## National Commission on Water Quality

1111 18TH STREET, N.W.  
P. O. Box 19266  
WASHINGTON, D. C. 20036

September 3, 1975

### INFORMATION MEMORANDUM

MEMORANDUM FOR THE VICE PRESIDENT

FROM: DONNA MITCHELL *Donna*

SUBJECT: Notice to NCWQ staff of the Domestic Council Task Force

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VICE PRESIDENT NELSON A. ROCKWELLER  
CHAIRMAN

VICE PRESIDENT EDWARD E. MURPHY  
VICE PRESIDENT ROBERT L. JONES  
VICE CHAIRMAN

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JAMES C. CLEVELAND

*Clarke*

# National Commission on Water Quality

1111 18TH STREET, N.W.  
P. O. Box 19266  
WASHINGTON, D. C. 20036  
August 27, 1975

*Tab A*  
FREDERICK J. CLARKE  
EXECUTIVE DIRECTOR  
TELEPHONE  
202 754-7070

MEMORANDUM TO: Special Assistants  
Program Staff

SUBJECT: Domestic Council Review

The Chairman announced at the July 15 Commission meeting that he has called on the Domestic Council to conduct an executive department review of the material coming out in our reports and draft chapters.

He has advised me that a special task force has been set up within the Domestic Council for the purpose. It includes technical and economic experts from executive departments who are now taking a broad look at contract reports and draft chapters as they go to the Chairman. Their review is designed to supply him with professional judgments from the executive department point of view.

Some of the members of this group at some point in their review over the next month may want to talk to members of the staff who managed certain contracts and studies -- for clarifications of one kind or another. Please give them as much cooperation as you can. They are quite conscious of our time deadlines and do not expect you to drop everything in their behalf. They will likely keep their contacts confined only to what is absolutely necessary.

*FJC*  
F. J. CLARKE  
Executive Director



THE WHITE HOUSE  
WASHINGTON

DOMESTIC COUNCIL TASK FORCE ON WATER QUALITY

The special task force on water quality was organized under the aegis of the Domestic Council to review the material being generated by the National Commission on Water Quality for the Congress on the technological aspects and the economic, social, and environmental impacts of the Water Pollution Control Act Amendments of 1972 (Public Law 92-500).

The task force review will be made from the standpoint of the Executive Branch and will go to the Vice President in his capacity as acting chairman of the Domestic Council. A special report to the Congress on the impacts of Public Law 92-500 is being prepared by the National Commission, which the Vice President also chairs.

To man the review group, the Domestic Council has drawn broadly from throughout the Executive Branch. The task force includes economic, technical and environmental experts from a variety of executive agencies and departments, including: the Environmental Protection Agency, Tennessee Valley Authority, Federal Energy Administration, National Bureau of Standards, National Oceanic and Atmospheric Administration, Office of Management and Budget, Council of Economic Advisers, and the Departments of Commerce, Agriculture, Labor, and Interior.

The task force is chaired by Governor Raymond Shafer, Counsellor to the Vice President. Its director of coordination is Joseph E. Kasputys, Assistant to the Secretary of Commerce.



Aug 29, 1975

## ROCKEFELLER ESTABLISHES TASK FORCE IN DOMESTIC COUNCIL TO REVIEW NCWQ WORK

A special task force under the aegis of the Domestic Council has been established by Vice President Nelson A. Rockefeller, who chairs the National Commission on Water Quality, to review the contractor work which is being prepared for the commission.

Rockefeller told a July 15 commission meeting that input is needed from the executive as well as the legislative branch of Government.

The task force is headed by Joseph E. Kasputys, assistant to the Secretary of Commerce. Its membership consists of technical and economic experts from the Environmental Protection Agency, Office of Management and Budget, Tennessee Valley Authority, Federal Energy Administration, National Oceanic and Atmospheric Administration, National Bureau of Standards, Council of Economic Advisers, and Departments of Agriculture, Interior, and Labor. The Council on Environmental Quality is not represented on the task force.

NCWQ Executive Director Frederick J. Clarke has told commission staffers they may be contacted by task force members, and Clarke encouraged their full cooperation.

### Portions of Report Released

An NCWQ staffer has told Environmental Reporter that three draft chapters of NCWQ's report have been sent to commission members but are not available to the public because of an August 7 letter from Rockefeller to NCWQ Program Director Frederick J. Clarke. The chapters reportedly deal with technology, environmental assessment, and regional studies.

In his August 7 letter, Rockefeller said that "as a courtesy to all the commissioners, I would suggest that as the initial drafts of the report begin to be developed the staff not discuss the findings publicly. It would be appropriate for the executive committee to discuss at its September 9 meeting the wisest method and procedure for public discussion or official release of any tentative staff findings."

In addition to the three draft chapters of the report, the NCWQ official said the NCWQ staff has prepared a summary of its findings obtained from the study.

## Water Pollution

### ALL BUT EPA SEE MONEY SHORTAGE AS MAJOR OBSTACLE, REPORT TO NCWQ SAYS

A shortage of money is the major obstacle to meeting the requirements of the Federal Water Pollution Control Act, according to a cross-section of local government officials, industry representatives, consulting engineers, and environmentalists surveyed by Oregon Research Institute for the National Commission on Water Quality.

Only Environmental Protection Agency officials viewed money needs as a secondary cause for non-compliance with the Act, according to a draft final report presented to the Commission August 15. They say industry reluctance to comply is the major obstacle.

The study involved surveying a variety of groups on their attitudes concerning the Act and its implementation. Among those surveyed in eight sample states were state water pollution control agencies, state legislators serving on environmental committees, a cross-section of industries, environmentalists, consulting engineers specializing in design-waste treatment facilities, and municipal governments.

The sample states were California, Georgia, Iowa, Maine, Maryland, Ohio, Texas, and Utah.

The study also surveyed Environmental Protection Agency officials in the sample states, in regional headquarters, and in Washington, D.C. Oregon Research Institute said the survey represents "a valid sample of those individuals most intimately concerned with implementation of the Act."

The institute said the survey indicates that 94 percent of EPA officials contacted expressed favorable attitudes toward the Act, as did 79 percent of environmentalists, 63 percent of consulting engineers, 63 percent of state agency officials, 62 percent of local officials, 56 percent of state legislators, and 53 percent of industries.

In general, the institute said, EPA and the states differed "appreciably" over the possibility of meeting the 1977 and 1983 requirements of the Act, the reasons those requirements may not be achieved, and the question of whether Water Act regulations should be applied uniformly.

"Perhaps the most fundamental difference between the states and EPA is in regard to the goals of the Act," the institute said. The survey indicates that EPA officials generally support the 1977 goals, but that state officials do not. However, the majority of both groups disagree with the 1985 goals, the institute said. State officials said lack of money and existence of technical problems are the major reasons industry will not meet the 1977 requirements; EPA, however, viewed money as a secondary cause for non-compliance, saying industry reluctance to comply is the problem.

The institute said the survey indicates that "a slight majority" of both EPA and state respondents feel the chances "are better than even" that industry will achieve the 1977 goals but that localities will not. The officials expressed less optimism that industry will meet the 1977 goals. Localities were given the least chance for meeting the 1977 objectives, the institute added.

Federal and state officials also disagreed in the area of planning. State officials expressed a desire to retain their present responsibilities, but federal officials expressed preference for seeing planning executed at the local level.

### Differing Points of Criticism

The institute said also that the state and EPA officials focused their criticism of the Act in different areas. It said that state officials view changing objectives, requirements, and guidelines "as resulting from conflicting directives from the federal agency which make implementation of the Act difficult." EPA, however, views most implementation problems as "revolving around a general administrative reluctance to change and an unwillingness of dischargers to comply with the new requirements," the institute said.

The survey indicated that state officials disagree with federal officials that the requirements of the Act are uniform throughout the U.S. or even regionally, the institute said. It said state officials disagreed with EPA officials on the type of sanctions that are appropriate for violators of the law. In general, the institute said, EPA officials adopt a "strict constructionist" regulatory view and state officials appear to be "more sympathetic to a bargaining approach in dealing with dischargers." These different approaches are reflected in the willingness of states to grant local exceptions to permits and in the states' preference for negotiated compliance schedules as a method of issuing permits, the institute said in its report.

It found substantial agreement among both groups that the discharge permit system is an effective method of water pollution control and that the attendant federal monitoring and reporting requirements also are highly valuable. State





and federal officials agreed also on the worth of financial incentives and revenue-producing devices. Both groups supported pollution control tax credits for industry, user charges, and effluent charges, the institute said.

#### Industry, Localities, Consulting Engineers

Consulting engineers, in terms of attitude, occupy a "mid-point" between their clients in industry and in local government, according to the report. The institute said the engineers appeared to be more "liberal" than industry representatives and less liberal than local government representatives. However, the engineers generally shared their clients' criticisms of EPA and agreed with the state agencies' feelings that professionals should handle water pollution control activities, the institute said.

Industries, localities, and consulting engineers who responded to the survey were not optimistic about the possibility of achieving the 1977 requirements of the Act, the institute said, but it added that 42 percent of these respondents feel they have "a fairly good chance" of achieving the requirements.

All three groups agreed that lack of money is the primary reason that the 1977 requirements will not be achieved. The secondary reasons for not achieving the requirements varied with each group: industry felt that technical problems, including lack of necessary equipment, will be a major factor; engineers said that the requirements are unclear; and municipalities said that industry reluctance to comply is a contributory factor. All the groups thought localities would not meet the 1977 requirements because of a lack of money.

The three groups disagreed with both the 1977 requirements and the 1985 goals of the Act. But the institute added that despite the disagreement with the goals, more than 90 percent of all three groups said they were satisfied with the permit system of controlling water pollution. Large majorities of all groups, however, said they would like to see permits issued on a case-by-case basis. The groups agreed that the federal monitoring and reporting requirements of the Act are adequate to verify compliance with discharge permits, the institute said.

It said that large majorities of both industry respondents and engineers ranked negotiated compliance schedules as the preferred choice in promoting conformity with pollution control laws. Localities ranked such negotiated schedules among their top three preferred choices for achieving conformity. All three groups agreed that injunctions are the preferred sanction for violations of pollution control laws and that jail sentences are the least preferred sanction, the institute said.

It said the survey indicated that all three groups supported the notion of providing industry with tax breaks for pollution control efforts. The responding local officials and engineers supported the idea of effluent charges as a method of funding pollution control facilities, but two-thirds of the industry respondents reacted negatively to the idea, the institute said. It added that there is "overwhelming" support by all three groups for user charges as a method of raising money for public waste treatment facilities.

#### Environmentalists Surveyed

Environmentalists offer major "outside" support for the Act, according to the report. Environmentalists' support was labeled as "outside" because they typically are not employed in water pollution control-related occupations.

The institute said that although 79 percent of the environmentalists responding to the survey support the Act, they regard themselves as "relatively uninformed. . . . Their knowledge of the Act cannot match that of those groups which are intimately involved with the Act on a day-

to-day basis." However, environmentalists are "slightly more knowledgeable" than state legislators, the institute reported.

Environmentalists are "deeply committed to the principles of the Act," it said. They tend to be politically "liberal" and are more willing than the other sample populations to make a commitment to clean water despite costs. Sixty-one percent of these respondents agreed that "all waste discharges should be uniformly eliminated by 1985."

Environmentalists do not feel that industry and localities can meet the 1977 requirements of the Act, but they are more optimistic about achievement of the 1983 requirements, according to the report. They said they think lack of money and reluctance to comply are major impediments to industry's compliance and that lack of money is the major problem facing localities.

The survey indicated that environmentalists support several enforcement tools, especially class action suits. However, they did not think that citizen-initiated suits are as "effective" as such devices as tax deductions and subsidies.

The environmentalists approved of tax credits to industry because they recognized that industry will have considerable difficulty in meeting the funding requirements of cost recovery. They also supported use of effluent charges as an incentive to industry compliance with the Act.

Environmentalists preferred user charges as the means of operating and maintaining public treatment facilities. They did not favor public funding or local taxes as means for supporting treatment plants.

A copy of the report, "Attitudes of Selected Groups Toward Implementation of Public Law 92-500, The Federal Water Pollution Control Act Amendments of 1972," is available for inspection at the National Commission on Water Quality, 1111 18th St., N.W., Washington, D.C. 20036.

#### Water Pollution

##### EPA SEEN WEIGHING CHANGES IN IMPLEMENTING PERMITS PROGRAM

The Environmental Protection Agency plans to soon propose regulations — or to advise Congress of technical changes — which it thinks may be needed to implement an effective permits program for small animal feedlot operations, storm sewers, silvicultural operations, and agricultural operations. Albert C. Printz, Jr., director of EPA's technical analysis division, office of Environment, said August 27.

Printz' comment came during one of a series of public meetings (Current Developments, August 22, p. 647) being held by EPA in response to a recent order by the U.S. District Court for the District of Columbia (7 ERC 1881) which held that the agency could not exempt entire classes of point sources from the National Pollutant Discharge Elimination System established under Section 402 of the Federal Water Pollution Control Act.

Printz said EPA plans to propose regulations for feedlots and storm sewers by November and to adopt final regulations by March 1976. For agricultural and silvicultural operations, the agency plans to propose regulations in February 1976 and to adopt regulations by June 1976, Printz said.

Printz said that since the court order, EPA has been attempting to develop some "imaginative" or "non-traditional" approaches to the existing permit program for controlling pollution from these four classes of point sources. In doing so, he said, EPA has been attempting to

DOMESTIC COUNCIL TASK FORCE\*

Coordination  
Department of Commerce

Joseph E. Kasputys, Director  
  
Keith A. Lichtenwalter, Deputy Director  
  
Sidney R. Galler  
  
Robert T. Miki

Advisers

James Tozzi  
Office of Management and Budget  
  
Earl L. Darrah  
Office of Management and Budget  
  
Eöwin H. Clark, II  
Council on Environmental Quality

Members

---

Bruce R. Barrett  
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Federal Energy Administration  
  
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Tennessee Valley Authority  
  
Robert Medancy  
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Marion R. Scalf  
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William C. Shilling  
Environmental Protection Agency  
  
Jack Witherow  
Environmental Protection Agency  
  
Melvin L. Cotner  
Department of Agriculture

James Flannery  
Department of the Interior  
  
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Council of Economic Advisers  
  
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Department of Commerce  
  
Wesley H. Long  
Department of Commerce  
  
Fred Peterson  
Council of Economic Advisers  
  
Saul Pleeter  
Department of Labor  
  
Michael Spiro  
Department of Commerce  
  
William B. Sullivan  
Department of Commerce  
  
Donald R. Whitaker  
National Oceanic and Atmospheric  
Administration

NCWQ Liaison

Donna Mitchell  
  
Jack Waugh

Chairman

Governor Raymond Shafer

\*Tentative, subject to later changes.

