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**THE TRIP OF
THE PRESIDENT TO
TEXAS, ARIZONA, AND
CALIFORNIA**

May 5-9, 1983

MOTORCADE ASSIGNMENTS

Same as previous motorcade with following exceptions: Delete Camera I-IV, Wire I-II. Add Press Van III.

10:01 a.m. THE PRESIDENT arrives Sheriff's POSSE of Sun City Headquarters and proceeds to Briefing Room.

Met by:

Jerry Hill, Sheriff, Maricopa County
Sheriff's Department
Everett Price, Captain, Maricopa County
Sheriff's Department
Edward Leyva, Lieutenant, Maricopa County
Sheriff's Department
Maureen (Babe) Barkdoll, Commander,
Sheriff's POSSE of Sun City

See Tab F for diagram.

OFFICIAL PHOTOGRAPHER ONLY

GUEST AND STAFF INSTRUCTIONS

Proceed to staff seating area in Squad Room.

Greeters brief THE PRESIDENT on Sun City Sheriff's POSSE Program.

10:05 a.m. THE PRESIDENT, accompanied by greeters, proceeds to Squad Room and takes seat in first row.

See Tab F for diagram.

EXPANDED POOL COVERAGE

Daily patrol briefing and procedural demonstrations.

Sheriff Hill introduces THE PRESIDENT.

THE PRESIDENT proceeds to podium and makes brief remarks.

EXPANDED POOL COVERAGE

GUEST AND STAFF INSTRUCTIONS

12:55 p.m. Guests and staff will be escorted to staff seating area.

12:56 p.m. THE PRESIDENT arrives holding room.

12:58 p.m. THE PRESIDENT departs holding room and proceeds to off-stage announcement area.

Ruffles and Flourishes
Announcement (off-stage)
"Hail to the Chief"

THE PRESIDENT proceeds to dais and takes seat.

See Tab G-1 for seating diagram.

OPEN PRESS COVERAGE

Senator James A. McClure, R-Idaho,
introduces THE PRESIDENT.

1:00 p.m. THE PRESIDENT proceeds to podium and makes remarks.

OPEN PRESS COVERAGE

1:20 p.m. THE PRESIDENT concludes remarks and proceeds to holding room.

GUEST AND STAFF INSTRUCTIONS

1:20 p.m. Proceed to motorcade and board immediately.

1:25 p.m. THE PRESIDENT departs holding room en route motorcade for boarding.

1:30 p.m. THE PRESIDENT departs Phoenix Civic Plaza en route Arizona Biltmore.

Drive Time: 20 mins.

MOTORCADE ASSIGNMENTS


Same as previous motorcade.

1:50 p.m. THE PRESIDENT arrives Arizona Biltmore and proceeds to Valley Room for Arizona GOP photo opportunity.

TAB G-1

THE TRIP OF THE PRESIDENT TO
PHOENIX, ARIZONA
Address to the
National Rifle Association

Friday, May 6, 1983

- 
1. H. L. "Bill" Richardson, State Senator, R-California ✓
 2. Congressman Duncan Hunter, R-California ✓
 3. Congressman Eldon Rudd, R-Arizona ✓
 4. Senator Dennis DeConcini, D-Arizona ✓
 5. Senator Orrin Hatch, R-Utah ✓
 6. Jim Reinke, Board Member, NRA ✓
 7. THE PRESIDENT
 8. Harlon Carter, Executive Vice-President, NRA
 9. Senator James A. McClure, R-Idaho ✓
 10. Governor Victor Atiyeh, R-Oregon
 11. Robert Corbin, Attorney General, Arizona
 12. Congressman Bob Stump, R-Arizona ✓
 13. Congressman John McCain, R-Arizona ✓
 14. Warren Cassidy, Executive Director, NRA

1983 ★ Chases' Calendar of Annual Events ★ May

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TENNIS: NATIONAL COLLEGIATE MEN'S CHAMPIONSHIP. May 14-22. University of Georgia, Athens, GA. Info from: NCAA, Box 1906, Shawnee Mission, KS 66222.

TWO STATE TWO-STEP. May 14. Harrison Park, Hammond IN. Combined course - 5 and 10 - kilometer run through the streets of Hammond, IN and Calumet City, IL. Purpose: To emphasize the fact that fitness today can lead to a healthier tomorrow. Info from: Marjorie Wenzel, Educ Serv Dept, Saint Margaret Hospital, 5454 Hohman Ave, Hammond, IN 46320.

MAY 15 — SUNDAY

135th Day — Remaining, 230

EASTERN PACIFIC and CENTRAL PACIFIC HURRICANE SEASON. May 15-Nov 15. (Eastern Pacific: Coast to 140° West; Central Pacific: 140° to 180° or International Dateline). Info from: U.S. Dept. of Commerce, Natl Oceanic and Atmospheric Administration, Rockville, MD 20852.

FIESTA OF FIVE FLAGS. May 15-22. Purpose: Reenactment of landing of Don Tristan de Luna and his Spanish colonists in 1559. Parades and Pageants. Sponsor: Fiesta of Five Flags Assoc, 2121 W Intendencia, Box 1943, Pensacola, FL 32589.

JAPAN: HOLLYHOCK FESTIVAL (AOI MATSURI). May 15. Kyoto, Japan. The festival features pageant reproducing Imperial processions that paid homage to the shrine of Shimogamo and Kamigamo in ancient times.

MEXICO: SAN ISIDRO DAY. May 15. Day of San Isidro Labrador celebrated widely in farming regions to honor St. Isidore, the Plowman. Livestock gaily decorated with flowers. Celebrations usually begin about May 13th and continue for about a week.

NATIONAL TRANSPORTATION WEEK. May 15-21. ☆ Presidential Proclamation. "Issued for week including 3rd Friday in May since 1960." (PL 86-475 of May 20, 1960 first asked; PL 97-449 of May 14, 1962 asks for annual proclamation.)

PEACE OFFICERS MEMORIAL DAY. May 15. Presidential ☆ Proclamation. "Always May 15 each year since 1963; however 1st issued in 1962 for May 14. Proc 3537, May 4, 1963, covers all succeeding year." (PL87-726 of Oct 1, 1962).

POLICE WEEK. May 15-21. Presidential Proclamation. "Always ☆ week including May 15, since 1962. Proc. 3537, May 4, 1963, covers all succeeding years." (PL87-726 of Oct 1, 1962).

WILSON, ELLEN LOUISE AXSON: BIRTHDAY. May 15. First wife of Woodrow Willson, 28th President of the U.S., born at Savannah, GA, May 15, 1860. Died Aug 6, 1914.

WORLD TRADE WEEK. May 15-21. Presidential Proclamation. ☆ "Has been issued each year since 1948 for the 3rd week of May with 3 exceptions: 1949; 1955 and 1966."

MAY 16 — Monday

136th Day — Remaining, 229

BIOGRAPHERS DAY. May 16. Anniversary of the meeting, in London, on May 16, 1763, of James Boswell and Samuel Johnson, beginning history's most famous biographer-biographee relationship. Boswell's *Journal of a Tour to the Hebrides* (1785) and his *Life of Samuel Johnson* (1791) are regarded as models of biographical writing. Thus, this day is recommended as one on which to start reading, or writing, biography.

FONDA, HENRY: BIRTHDAY. May 16. American stage and screen actor, Motion Picture Academy award winner, born Henry Jaynes Fonda, May 16, 1905, at Grand Island, NE. Began his acting career at the Omaha (NE) Playhouse. Fonda died at Los Angeles Aug 12, 1982.

GOOD OLD DAYS. May 16-22. Andrews, SC. Miss Lowland Fling beauty contest, concerts, raft race and family fun. Info from: Chamber of Commerce, Box 1443, Georgetown, SC 29440.

GWINNETT, BUTTON: DEATH ANNIVERSARY. May 16. Signer of the Declaration of Independence, born, Down Hatherley, Gloucestershire, England, about 1735 (exact date unknown). Died, following a duel, May 16, 1777.

MORTON, LEVI PARSONS: BIRTHDAY. May 16. Twenty-second vice-president of the U.S. (1889-1893) born, Shoreham, VT, May 16, 1824. Died, Rhinebeck, NY, May 16, 1920.

PREAKNESS FESTIVAL. May 16-21. Parades, shows and entertainment surrounding the second jewel in the triple crown. Info from: Baltimore Office of Promotion and Tourism, 110 W Baltimore St, Baltimore, MD 21201.

MAY 17 — TUESDAY

137th Day — Remaining, 228

NEW YORK STOCK EXCHANGE: BIRTHDAY. May 17. On May 17, 1792, some two-dozen merchants and brokers agreed to establish what is now known as the New York Stock Exchange. In fair weather they operated under a buttonwood tree on Wall Street, in New York City. In bad weather they moved to the shelter of a coffee house to conduct their business.



NORTHERN IRELAND: ROYAL ULSTER AGRICULTURAL SOCIETY SHOW. May 17-20. The 116th annual show and industrial exhibition, at the Showgrounds, Balmoral, Belfast, County Antrim.

NORWAY: CONSTITUTION DAY: NATIONAL HOLIDAY. May 17. Constitution Day or Independence Day. Constitution signed and Norway separated from Denmark on this day, 1814. Parades and children's festivities.

PHILIPPINES: FERTILITY RITES. May 17-19. Obando, Bulacan. A triple religious fete in honor of San Pascual, Santa Clara and the Virgin of Salambao marked by dancing of childless couples.

U.S.S.R. EQUESTRIAN SPORT FINALS. May 17-22. Minsk. The Triathlon.

WORLD TELECOMMUNICATION DAY. May 17. An international day observed by the organizations of the United Nations system. Info from: United Nations Dept of Public Information, United Nations, NY 10017.

MAY 18 — WEDNESDAY

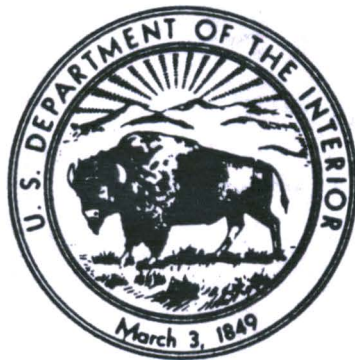
138th Day — Remaining, 227

AMERICAN ACADEMY AND INSTITUTE OF ARTS AND LETTERS CEREMONIAL. May 18. Academy-Institute Headquarters, New York, NY. Purpose: New members formally inducted, awards and honors conferred. Sponsor: American Academy & Institute of Arts & Letters, 633 W 155th St, New York, NY 10032.

BIRTHDAY OF MOTHER'S WHISTLER. May 18. Purpose: To promote, on this birthday of the world's grooviest whistler, good cheer through whistling - not by offering mere lip service, but by

Source: OMB/
Phyllis
Scheuring
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UNITED STATES
DEPARTMENT OF THE INTERIOR
BUDGET JUSTIFICATIONS, F. Y. 1984



NATIONAL PARK SERVICE

PARK RESTORATION AND IMPROVEMENT PROGRAM

Background

In fiscal 1982, the Administration proposed a major budgetary initiative for the National Park Service to rehabilitate aging park facilities and to upgrade maintenance and preservation programs. This action was taken in response to studies by the General Accounting Office and frequent reports in the news media which pointed out that in many of the popular old-line parks, facilities had deteriorated to the point where they did not meet accepted standards for public health and safety.

Prior to 1982, the Service's budget included funding for capital developments, preventative maintenance, and the rehabilitation and repair of park facilities. However, the budgeted amounts were inadequate to meet the maintenance and preservation needs of a system with deteriorating facilities and heavy visitor use. These funding problems were compounded by double-digit inflation and rapid expansion in the number of areas.

Recognizing the need to significantly increase funding for maintenance and rehabilitation, the Administration is proposing to spend nearly \$1 billion over 5 years, beginning in fiscal 1982, to restore and improve park facilities, correct health and safety deficiencies, and preserve important historic resources. In 1983, the program was expanded to address critical natural resources problems as well. The Service is in the process of finalizing this aspect of the program for 1983 and developing project proposals for fiscal 1984.

To date, \$408.3 million has been programmed for more than 2,000 projects. The program has produced major improvements to water and sewer systems, comfort stations, public buildings, and park roads and trails. It has permitted the completion of urgently needed preservation work on irreplaceable and cultural resources. Nearly every unit of the National Park System has benefitted from this initiative. A recent report of the General Accounting Office cited the substantial progress made by the Service in correcting the health and safety related deficiencies that were documented in previous reports.

The following table displays funding for restoration and improvement of parks for fiscal years 1978 through 1984:

FUNDING FOR PARK RESTORATION AND IMPROVEMENT
(\$ millions)

	<u>PARK RESTORATION AND IMPROVEMENT PROGRAM</u>						
	<u>1978</u>	<u>1979</u>	<u>1980</u>	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1984</u>
Operational Improvements							
Health and Safety	--	--	--	16.3	23.8	32.0	32.0
Cyclic Maintenance-							
Repair and Rehabili-							
tation	11.4	14.0	10.3	13.9	33.8	20.5	20.5
Cultural Resources							
Preservation	3.4	4.3	4.3	4.3	12.4	15.4	15.4
Natural Resources							
Preservation	--	--	--	--	--	7.1	7.1
Total, Operational							
Improvements	14.8	18.3	14.6	34.5	70.0	75.0	75.0

ONPS
Construction
mc. pay supp

323	343	335	422
323	380	399	444
143	121	85	62
161	118	112	43

Capital Improvements							
Buildings and Utilities	30.2	43.5	75.4	31.4	61.3	92.5	78.3
NPS Road Program	131.2	75.0	32.8	12.0	34.5	-- ^{1/}	--
Total, Capital Improvements	161.4	118.5	108.2	43.4	95.8	92.5	78.3
Total, NPS Appropriations	176.2	136.8	122.8	77.9	165.8	167.5	153.3
Highway Trust Fund	--	--	--	--	--	75.0	100.0
Total Funding	176.2	136.8	122.8	77.9	165.8	242.5	253.3

include special Bicentennial program

^{1/} \$66.6 million was appropriated in fiscal 1983 for construction and rehabilitation of park roads. The Surface Transportation Assistance Act of 1982 subsequently authorized the appropriation of \$75 million from the Highway Trust Fund for the same general purposes. The Department is proposing a rescission of \$63.3 million and will use the remaining \$3 million to cover 1982 firefighting costs.

Immediately following are project lists for the health and safety (\$32.0 million) and cultural resources preservation (\$15.4 million) components of the fiscal 1984 Park Restoration and Improvement Program. The capital improvement portion (\$78.3 million) is presented in detail under the construction section of this budget. The fiscal 1984 Natural Resources Preservation Program (\$7.1 million) and the road program to be accomplished from the Highway Trust Fund are in the process of being developed.

A description of the Natural Resources Preservation Program, with examples of the types of projects to be accomplished, is shown beginning on page NPS-77 of this budget.

A description of the Cyclic Maintenance Program is contained on page NPS-50 of this budget. This program is composed of hundreds of projects including routine painting, reroofing, resurfacing, and other preventative maintenance type projects.

URGENT

unclas

CLASSIFICATION

CIRCLE ONE BELOW

IMMEDIATE

PRIORITY

ROUTINE

MODE

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DEX # _____

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PAGES 9

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Speech Writing Office - Dana Rohrbacker

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83 MAY 3 P 5: 59

OFFICE OF THE SHERIFF

MARICOPA COUNTY

120 South 1st Avenue • Phoenix, Arizona 85003

JERRY HILL
SHERIFF



CRIME RATE COMPARISON, 1980*

	<u>SUN CITY</u>		<u>MARICOPA</u>		<u>ARIZONA</u>		<u>U.S.</u>	
Population	47,982		207,531		2,717,866		225,349,264	
	#	rate	#	rate	#	rate	#	rate
Robbery	10	<u>4.2</u>	137	6.60	5257	19.34	548,809	24.35
Assault	6	<u>2.5</u>	951	45.82	10,884	40.05	654,957	29.06
Burglary	68	<u>37.7</u>	2163	<u>104.23</u>	58,457	215.08	3,759,193	166.82
Theft	76	<u>50.2</u>	3610	173.95	132,407	487.17	7,112,657	315.63
Auto Theft	6	<u>1.7</u>	515	24.82	12,825	47.19	1,146,511	49.46

(*Based on per 10,000 population)

Statistics prior to 1973 significantly higher

Police formed to deal with rising crime particularly in Burglary + Robbery NOTE: Drop from pre '73 rates is around 60% Sun City focus in crime prevention

OFFICE OF THE SHERIFF

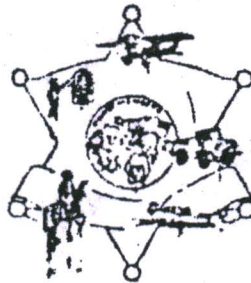
MARICOPA COUNTY

120 South 1st Avenue • Phoenix, Arizona 85003

JERRY HILL
SHERIFF



CRIME RESISTANCE PROGRAMS



CRIME--especially the burglary of homes--has become commonplace in most of the nation's quiet suburbs. Federal Bureau of Investigation reports show that burglary, larceny-theft, auto theft and strong-arm robbery are increasing at a faster rate in suburbia than in large cities. The victims are shocked that it can happen to them,

fearful and frustrated because they feel helpless to do anything about it.

"Although I have taken new security measures", reported one such victim, "I am left with a sense of insecurity and a new reality: That lights and locks do not a fortress make, and the only things really separating them from me are doubled paned windows. That reality greets me each time I return home and ask myself, "Has anyone been here?" And at night, as I lie in bed listening to the walls creak and settle, the thought "What was that?" no longer occurs. Instead, I now wonder, "who is that?"

A few years ago when crime came to Sun City, Arizona, residents took some unusual action which proved to be highly effective. A retirement community 20 miles northwest of Phoenix, Sun City, is unincorporated and dependent upon the Maricopa County Sheriff's Office for protection. The three patrol cars provided by the Sheriff's Office were not enough, all concerned agreed, to keep an eye on 30,000 persons, nine golf courses and seven shopping centers on the 10,000 acres the community comprises. Sun City residents were easy prey for every dope addict who rolled down the highway looking for something to steal and sell for a "fix." Vandalism and pilferage from new building sites were also common.



NEIGHBORHOOD WATCH PROGRAM



OPERATION IDENTIFICATION



OPERATION NOTIFICATION



THE POSSE RIDES AGAIN

Today, the largest volunteer posse in Arizona - 250 men and women - rides in Sun City. They do not wear spurs or carry guns. In 2-man teams, they ride in their own unmarked cars, wear white hard-hat helmets, and carry whistles and flashlights. They are one of the 36 posses in Maricopa County, where the Sheriff's Office lays undisputed claim to the "biggest volunteer law enforcement program" in the nation.

Most of the members of the Sun City Posse have unusual qualifications. Close to 50 are former police officers. Several of its members are former police chiefs of large Eastern and Midwestern cities. Former prosecuting attorneys, judges, college professors and business executives are in the posse's rank. A woman expert in communications runs the base station.

Sun Citians also have an extensive Neighborhood Watch program. Participating homeowners keep a careful watch on neighboring houses, especially when occupants are absent. If they see any suspicious activity, they phone Sun City Crime Stop, which brings Sheriff's deputies to the scene within minutes. "Suspicious activity" is not always easy to spot. One neighbor phoned Crime Stop to report a man busily pruning shrubbery and raking the lawn around a vacated house. Sheriff's deputies who investigated found not one man but two--the second busily ransacking the house. The two "gardeners" later confessed to dozens of similar burglaries.

The posse's members, who maintain an almost constant patrol in every section of their city, volunteer their time, and must pay \$5 for their whistle, flashlight and hard-hat. To purchase a needed 10-unit, mobile radio communications system, 34 community organizations contributed to the fund. The equipment allows volunteers to keep in around-the-clock contact with their base station, and the Sheriff's Office Headquarters.

"We are a volunteer organization and our mission is to protect," said Captain

Marvin Van Dera, commander of the Sun City Posse. "We are willing to devote our time, our cars and our gas to protect Sun City." Incidence of crime has dwindled. In late 1974, the Arizona State Insurance Department credited Sun City with the lowest burglary rate of any large community in Maricopa County.

The Sun City Posse and ⁴⁵~~35~~ other posses in Maricopa County are under the supervision of County Sheriff Jerry Hill, who heads a paid staff of 800 and a Volunteer Community Resources Division of 2,500 men and women between the ages of 18 and 80. "Citizen involvement is the key to good law enforcement," says Hill.

How can private citizens "get involved" and help with law enforcement? No thoughtful person believes any individual should "take the law into his own hands," or join a band of gun-totin' vigilantes. And no professional lawman in Maricopa believes in the fool-hardy heroics of the fictional Western sheriff and his deputies. But there is evidence that people do involve themselves in law enforcement when they see an effective way to go about it.

Maricopa County has special needs. Covering an area of 9,226 square miles, the county is larger than the states of Connecticut, Rhode Island and Delaware combined. The sheriff, elected to a 4-year term, is the chief law enforcement officer, responsible for all the unincorporated areas which is 95% of the county. This vast territory has many special problems, one being that people get lost in its mountains and desert. On the other hand, it has some special assets, such as the old tradition of neighborly help and volunteer search parties, even under the harshest of conditions.

Sheriff Hill and his professional and volunteer staff have the same crime problems as other metropolitan areas--and, according to FBI statistics, more crime to contend with. The population of Maricopa County is over 1.1 million, well over half the population of the state most of it clustered in Phoenix and its suburbs. It is the fastest-growing population center in the country. This means, besides the desirable flow of tourists who spend their

money, many transient thieves, both amateur and professional, are attracted. "They pull a job in the suburbs of Phoenix tonight", a Sergeant said in plain disgust, "and tomorrow they're in Los Angeles."

The Sheriff's Office of this vast territory, in addition to all the regular duties of a comprehensive police agency, has two main responsibilities--search and rescue, and crime prevention. Volunteer posse members are essential to the success of both of these programs, and they also assist in the civil process serving subpoenas, summonses, notices, etc.

The word posse was in use centuries before the opening of the West. It is an abbreviation of posse comitatus, a Latin phrase found in 13th century English law referring to "the force of the county," a body of men which a county peace officer was empowered to call to assist him.

VOLUNTEERS DO MANY JOBS

The Sheriff's Office volunteers are organized into posses, or community service groups, with a variety of specialties: Mounted, jeep, motorcycle, airplane, desert survival, scuba diver and communications posses serve in search and rescue missions. (A couple of airplane units have been credited with catching cattle rustlers!) Other posses are devoted to crime prevention, security training and community relations. A Corrections Posse works with jail personnel in the rehabilitation inmates.

Each posse screens its own members, holds its own meetings and writes its own bylaws, but it must follow the Rules and Orders Guidelines of the Sheriff's Office. These provide for a disciplinary board to judge violations and a system of appeal to the Sheriff's Voluntary Advisory Committee.

Posse members may wear a uniform which looks just like that of a regular deputy, but they may not carry a gun unless they have had the firearms training course; and they have no powers of arrest, unless specifically called up by the Sheriff. Once, when members of a Jeep Posse were practicing on a shooting range in the Carefree area, they got a radio notice of a bank robbery only a mile away.

They joined regular deputies and used their jeeps to block two highways. Their timely assistance aided immeasurably in helping the regulars capture the fleeing robbers.

A variety of training courses are open to posse members, including first aid, map and compass, desert survival techniques, search coordination, tracking, firearms, and traffic control. Those who qualify may join the volunteer reserve program and study to become certified (by the Arizona Law Enforcement Advisory Council) law enforcement officers.

Candidates for the reserve program are screened by the Sheriff's Office the same way as regular personnel. They must pass a written and oral examination and submit to a polygraph test before being assigned to the Reserve Academy. The Academy operates for three months in the spring on Saturdays and Sundays and is supplemented by a home-study program. Possemen (and women) who complete the course may continue to serve with their regular posses; but they are also qualified to work in the position of a reserve officer when the need arises.

After being certified, the volunteer may ride as a second man in a patrol car until he becomes proficient enough that two district field sergeants are satisfied he can function on his own. He is then designated a "car commander" and can replace a regular officer when needed. The only difference between a certified volunteer commander and a regular deputy is that the volunteer is not paid. The volunteer also buys his own uniform and furnishes his own specialized equipment (his own automobile, jeep, airplane, motorcycle, scuba gear, etc.) Often volunteers don't claim the reimbursement to which they are entitled for gasoline.

Last spring two women and a little girl were driving in Mexico when their car blew up and burned, seriously injuring the two women. Mexican authorities placed a noontime call to the Sheriff's Office, saying the three wished to return to Phoenix. Within the hour, two private planes of posse members

were airborne to rescue them, and the burn victims were in the Maricopa County Hospital by 4:30 p.m. The plane owners wouldn't accept reimbursement. They said the trip made them "feel good."

"This is frequently the case," said the commander of the Crime Prevention Bureau and liaison officer to all posses. "They say they are honored to work with us, and we feel honored to have them."

Sheriff Hill who joined the Phoenix police force in 1943 as a foot patrolman and was appointed Chief of Detectives in 1957 was elected the 33rd sheriff of Maricopa County in 1977. He is dedicated to expanding volunteer services in county law enforcement. "I can't afford not to use volunteers," he said. "We couldn't do half the things we're doing now without volunteer help. "Yet several sheriffs in middle-western and eastern counties have told Sheriff Hill that what he is doing with volunteers cannot be done in their counties. He smiles and says, "Usually when anyone says it can't be done, it means he doesn't want to try it. If he wants to do it, he'll find a way."

He believes that nearly everything his Department is doing with volunteers in Maricopa County could be done elsewhere in principle if not in exact form.

POSSE MEMBERS IN ACTION

For the men and women who volunteer to serve on posses, particularly the search and rescue units which are called out about once every two weeks, the hours are often poor and the 'working' conditions rugged. Yet, says Dave Underdown, volunteer captain of the Wickenburg Posse, "My men really have their hearts in this. They never refuse to help, even though it seems we're always called out in the middle of the night. Sure it's a lot of hard work, but when you can help someone--you really feel good inside."

The Wickenburg Posse is the only one in Maricopa County made up of several divisions,

all the rest are restricted to one type of activity, such as mounted or paramedic. "We've got ten planes, paramedics, 4-wheel drive vehicles and a lot of horses. Sixteen of our 40 men are certified for law enforcement." Underdown, who owns a cement plant in Wickenburg, 50 miles northwest of Phoenix, said the posse was formed two years ago and includes businessmen, a father-son team, laborers and retired persons.

Many of their search and rescue missions involve hikers, rockhounds or motorcyclists who become lost. Recently, the posse assisted with an unusual search: "The local police asked us to help locate a burglar who escaped from jail one night. We sealed the exits to town and searched for him on foot and by jeep. He couldn't get out of town, and because of our intense search, had to keep running most of the night. We picked him up the next morning seven blocks from the jail."

Posse members often get together for outings with their families, trail rides and rodeos, often competing with posse members from other areas of Arizona. They also get together for training exercises such as the 2-day mock drill in the Vulture Mountain desert. Members from 22 posses participated.

The first assignment, beginning at 8 a.m. on Saturday, was to find five "lost rockhounds" believed to be wandering around in the desert. A plane of the Air Posse spotted the first within an hour and directed a helicopter with members of the Paramedic Posse to treat him for "head injuries" and a "broken leg." The four others were located one by one until the last foot-sore rockhound was found nearly 10 miles south of camp at high noon.

Sunday's plot read that "four armed men have escaped from the law, stolen a van and were last seen entering the search area from the highway." Searchers were given photographs and descriptions of the fugitives and warned, as in a real search, that they must stay in constant communication with the command post. The "stolen van" was soon spotted from the air, and the Jeep Posse moved in, but in their vary pre-

cautions against armed fugitives, they managed to capture only one. The other three evaded capture until late afternoon when they were surrounded by horsemen and jeeps at a road intersection five miles west of the command post.

One of the "fugitives" lamented, "There was no way we could have escaped. We sure tried. The planes and helicopter spotted me, and the guys on horses came over the hills on both sides like the old U.S. Cavalry."

Such training experiences are good preparation for real search and rescue missions which occur all too frequently. Last year volunteer posse members took part in 31 missions, donating a total of 5,260 man-hours of their time. One mission was to recover a person injured on a mountain, which was successful. Seven were diving missions were searches for lost hunters; fifteen other missing-person searches were conducted in desert areas and all but one person was found alive.

Another continuing work of a number of posses is "Operation Cooperation" with the Indians on the Gila River Reservation. The Indians have problems with vandals who destroy or carry away artifacts from grave sites and other sacred grounds, and in disciplining their own members. At least 14 Indians have been graduated from the Reserve Academy, and the Gila River Reservation Police have been assisted by the Paramedic Posse, the Jeep Posse, and the Air Posse, among others.

If the volunteer posses of Maricopa County served no other purpose, their function as an educational and public relations force more than justifies their existence. The Scottsdale Civic Posse is specifically involved in education for elementary school children. It has produced a 44-page "Junior Deputy Manual" for use by more than 9,000 boys and girls in sixth grade classes of the unincorporated areas of the county. Deputies appear at the schools on a regular basis as instructors.

There is no way to measure in full the accomplishments of the 2,500

volunteer posse members of Maricopa County. Each, in addition to his service in crime prevention or search and rescue is a public relations emissary for the Sheriff's Office and respect for the law. Each is living proof that people will "get involved" and cooperate in crime prevention, given the right incentives and ways to do it.

CRIME RESISTANCE PROGRAMS





Maricopa County Sheriff's Office
JERRY L. HILL, SHERIFF
NEWS RELEASE



FOR IMMEDIATE RELEASE:

September 30, 1982

For more information:

Myrna Froning 256-1801

The Maricopa County Sheriff's Office Sun City Crime Prevention Posse will, again, be the focus of media attention on an international scale on Tuesday, October 5, 1982.

A reporter and photographer from the London Daily Mail and a reporting crew from the ABC-TV morning news program "Good Morning, America" will attend the Posse's regular monthly meeting at their headquarters building at 111th Ave. and Peoria at 9:00 a.m. next Tuesday as part of the coverage for stories on the Posse that each of those media are currently producing.

The MCSO Sun City Crime Prevention Posse has attracted widespread attention previously due, primarily, to the fact that their presence has contributed to a significantly low crime rate in Sun City.

Recent statistics (1980) indicate that the rates of robbery, assault, burglary and theft there are far below the national averages and below those for the state of Arizona and Maricopa County as well. For example, the rate of burglary nationwide is 166.82 per 10,000 population; for Arizona it is 215.08; but for Sun City it is 37.7. Similarly, the rate for theft per 10,000 population is 315.63 nationally; for Arizona it is 487.17; for Maricopa County it is 173.95; but for Sun City the rate is 50.2 per 10,000.

Among the approximately 280 members of the Sun City Posse are some sparkling personalities, some of whom will undoubtedly be spotlighted in the upcoming coverage as will Sheriff Hill who will be there on horseback.

####

SUN CITY POSSE HITS THE BIG TIME

by Myrna Froning

The efficacy of the MCSO posse units is well known to those of us with close association with the Sheriff's Office. Local media have, periodically, publicized information about the existence and effectiveness of our posses.

Now, however, we're going international. On Tuesday, October 5, 1982, a reporter from the London Daily Mail will be in the Valley to do a story on the Sun City Crime Prevention Posse. On that same day, a reporting crew from the ABC-TV morning news program, "Good Morning, America." will be film- in a segment of the Sun City unit for use on that show. (Watch for it on .) As part of their stories, the reporters will cover the regular meeting of the Posse at their headquarters building at 111th Ave. and Peoria at 9:00 a.m.

The Sun City Crime Prevention Posse has attracted widespread attention before due, primarily, to the fact that their presence has contributed to a significant decrease in the crime rate in Sun City.

Recent statistics (1980) indicate that the rates of robbery, assault, burglary and theft are far below the national averages and those for the state of Arizona and Maricopa County as well. For example, the rate of burglary nationwide is 166.82 per 10,000 population; for Arizona it is 215.08; for Maricopa County it is 104.23; but for Sun City it is 37.7. Similarly, the rate for theft per 10,000 population is 315.63 nationally; for Arizona it is 487.17; for Maricopa County it is 173.95; but for Sun City the rate is 50.2 per 10,000.

The figures are all the more dramatic when coupled with the fact that Sun City is without a regular police force.

Among the approximately 280 members of the Sun City posse are some sparkling personalities, some of whom will undoubtedly be spotlighted in the upcoming barrage of international attention. To the Posse members go our gratitude and pride.

####

Sun City Posse wins praise for keeping crime rate low

SUN CITY — Maricopa County Sheriff Jerry Hill, decked out in hat and boots, looks the part of a cowboy.

Last week, before the cameras of NBC's *Good Morning, America* and the watchful eyes of reporters from the *London Daily Mail*, Hill added credence to that image by mounting a posse.

However, the international media attention really wasn't aimed at Hill. It focused on the Sun City Posse and its volunteer efforts to keep this retirement community's crime rate among the lowest in the nation.

The sheriff was a guest at the posse's regular monthly meeting in its headquarters at 111th and Peoria avenues. Speaking to about 200 posse members, Hill explained his office's special problems during search-and-rescue missions and other law-enforcement duties.

"Maricopa County is larger than the states of Delaware, Connecticut and Rhode Island combined," he said.

"The more than 9,200 square miles we at the Sheriff's Office are responsible for make the work of the Sheriff's Office possess crucial."

Hill praised the Sun City Posse and its contribution to the continued low crime rate in Sun City.

Myrna Froning, a Sheriff's Office spokeswoman, told the posse that uniform-crime-rate statistics for 1980, the most recent available, show the rates of robbery, assault, burglary and theft in Sun City are well below the state and national averages.

For example, the national burglary rate is 166.82 per 10,000 population, Ms. Froning said.

In Arizona, the rate is 215.08 per 10,000, but in Sun City, it is only 37.7 per 10,000, she said.

\$379 Billion Stopgap Funding Bill Cleared

It was four days late and caused many frayed nerves, but the massive continuing appropriations resolution for fiscal 1983 was finally signed into law Dec. 21 (H J Res 631 — PL 97-377).

Both the House and Senate approved the conference agreement on the measure Dec. 20 — the House by an unrecorded 232-54 vote, the Senate on a 55-41 roll call. (*Senate vote 455, p. 3124*)

No one was totally satisfied with the \$379 billion measure, which was required because only three of the regular fiscal 1983 appropriations bills had been signed into law by the time the existing continuing resolution (PL 97-276) expired on Dec. 17. Technically, much of the government was without funds during the four-day lapse. (*Box, p. 3094*)

Among other complaints, Democrats were unhappy about conference committee action to drop money for emergency jobs programs. The Reagan administration and congressional advocates of the MX missile were angry that the final agreement contained no funds to build the controversial weapon. (*Defense provisions, p. 3107*)

In both cases, however, the final conference decisions were based on pragmatism.

Just before he proposed dropping the jobs money in conference, House Appropriations Committee Chairman Jamie L. Whitten, D-Miss., talked about the futility of including the funds in the bill, given President Reagan's vow to veto the measure if it included a jobs program.

"I think the time is so short, there is nothing to be gained by insisting on our position. . . . It's just a case of recognizing reality," Whitten said.

And before he described the compromise on the MX missile, Senate Defense Appropriations Subcommittee Chairman Ted Stevens, R-Alaska, reluctantly admitted, "It's not what the administration wants, but it's good or better than what they might have expected getting from the House position." (The House rejected the ad-

—By Dale Tate



Some of the Conferees on Continuing Resolution

ministration's request for \$988 million to begin MX production.)

The final bill provided \$2.5 billion in fiscal 1983 research and development funds for the MX. Of that amount, \$560 million was "fenced." In other words, it cannot be used for full-scale engineering development of the basing system for the MX until Congress has approved the basing plan. Another \$215 million can be spent for the basing system. And research money totaling \$1.7 billion can be used to acquire missiles for testing. Once a basing plan is approved, the missiles could be deployed.

Although the congressional pay raise was expected to be very controversial, conferees were able to finesse the issue. They denied senators a pay raise while allowing House members to receive the 15 percent salary hike they had voted themselves. Conferees then removed any limit on the amount of outside income senators could earn, including honoraria for speeches, a source of substantial income for many of them. (*Story, p. 3102*)

Among the other difficult issues in conference:

- Money, though less than the administration had requested, was provided for the Clinch River nuclear breeder reactor. (*Story, p. 3105*)

- A provision prohibiting federal employees' health benefit plans from

paying for abortions was eliminated.

- Funding for the Federal Trade Commission was continued, and a limitation on the agency's role in regulating professionals was dropped.

Despite the general unhappiness with the conference agreement, some members took a small measure of cheer from the expiration date of the resolution — Sept. 30, 1983. That means that for the first time since 1980, Congress will start the new year with a clean appropriations slate.

Senate Action

Before H J Res 631 reached the point where it could go to conference, the Senate had to approve its version — and it took days for that to happen. The House passed the bill Dec. 14.

The Senate began consideration of the measure late Dec. 16. Debate continued through that night and into the next. The Senate resumed work on the resolution Dec. 18, and was about ready to vote on final passage when John P. East, R-N.C., one of the group of conservatives filibustering the highway/gas tax bill (HR 6211), took to the floor to prevent the final vote. East hoped that by holding the funding bill hostage he could prevent a final vote on the gas tax. (*Highway bill, p. 3088*)

After some parliamentary maneuvering, the leadership finally regained

control of the floor. But East's actions meant that the final vote was put off until Dec. 19. Conferees were actually meeting and working out the final agreement when the Senate voted 63-31 to approve the continuing resolution. (*Vote 451, p. 3124*)

Before the final vote, the Senate took action on dozens of amendments, including a series relating to defense spending. (*Roll-call votes 418-450, pp. 3120-3124; earlier action, Weekly Report p. 3040*)

On most of those votes, the Senate generally came down on the side of the administration, overturning several Appropriations Committee provisions that would have irritated U.S. allies. Some of these victories proved fleeting, however, as they were later dropped by conferees.

The Senate refused, on a 52-45 vote, to cut \$5.6 billion from the \$232 billion defense appropriation, and upheld the administration position on other defense issues by larger margins. A move to drop one of two \$3.4 billion nuclear-powered aircraft carriers funded by the bill, for instance, was killed 67-31. (*Votes 435, 436, p. 3122*)

The Senate supported a White House-backed compromise on procurement of the MX missile. But it also accepted by voice vote an amendment by Gary Hart, D-Colo., that would block the first flight test of the missile until Congress had approved a specific basing method.

Non-defense amendments agreed to by the Senate included those:

- By John W. Warner, R-Va., to provide \$200 million to states for low-income energy assistance and weatherization. (*Vote 432, p. 3121*)

- By Dan Quayle, R-Ind., to provide payments equal to certain Social Security benefits to widows and children of members of the armed forces who died in service or as a result of service-related disabilities. The benefits had been eliminated by the 1981 budget reconciliation act (PL 97-35).

- By Dennis DeConcini, D-Ariz., to establish limits on payments to the directors and officers of the Legal Services Corporation. (*Story, p. 3099*)

- By William Proxmire, D-Wis., prohibiting planning for or construction of any additional Senate office building.

- By Wendell H. Ford, D-Ky., to expedite grants to states for abandoned mine land reclamation projects.

Final Action

Approval of the conference agree-

ment followed the same pattern as floor action; the House spent one hour debating the measure, the Senate four.

House Majority Leader Jim Wright, D-Texas, summed up the sentiment of the House leadership when he told colleagues that while he was "bitterly disappointed" that the jobs section had been dropped, "...for now we have the responsibility to keep the government functioning."

Senate Democrats, however, were not quite so sanguine over the decision to delete all money for jobs programs.

"I think it is a tragedy that the jobs part of this bill was tossed over the side," said Donald W. Riegle Jr., D-Mich. "The fact that a pay raise survives and the jobs program does not is something that cannot be defended."

Senate Appropriations Committee Chairman Mark O. Hatfield, R-Ore., agreed that it was "distressing" to see the jobs programs dropped. But he said he had already begun work on another jobs program that he hopes he can persuade the president to include

"I think it is a tragedy that the jobs part of this bill was tossed over the side. The fact that a [congressional] pay raise survives and the jobs program does not is something that cannot be defended."

—Sen. Donald W. Riegle Jr., D-Mich.

in the fiscal 1984 budget. "I'm not throwing in the towel on this," Hatfield said.

The two top congressional Republicans — House Minority Leader Robert H. Michel, Ill., and Senate Majority Leader Howard H. Baker Jr., Tenn. — also have indicated they will fight for jobs legislation when the new Congress convenes in January.

Senate Budget Committee Chairman Pete V. Domenici, R-N.M., said preliminary figures showed that the conference agreement was about \$2.3 billion in outlays over the amount allowed by the fiscal 1983 budget resolution (S Con Res 92) — "about one-half of 1 percent on a total allocation of about \$460 billion."

The final bill was about \$12 billion under the budget target for budget authority, Domenici said.

Major Provisions

As cleared, H J Res 631 contained the following funding levels and general provisions for agencies whose regular appropriations bills had not been signed into law:

Commerce-Justice-State-Judiciary: Provided funding for programs in the bill at the lower of the House-passed or Senate-reported rate. (*Earlier story, Weekly Report p. 2997*)

- Provided that eligible recipients for Economic Development Administration (EDA) funds in fiscal 1982 would remain eligible in fiscal 1983.

- Provided \$241 million for the Legal Services Corporation (LSC); limited compensation of members of the board of directors for services to the corporation and prohibited reimbursement for private club membership and severance payments exceeding those paid to comparable government employees.

- Established a director general of U.S. and Foreign Commercial Services in the Commerce Department's International Trade Administration.

- Provided \$1.5 million for a White House Conference on Productivity.

- Provided \$63.6 million for the Federal Trade Commission, with no restrictions on agency efforts to regulate professionals.

Defense: Provided \$232 billion in budget authority for fiscal 1983.

In addition to the provisions on the MX missile, H J Res 631:

- Deleted all production funds for the Pershing II missile, although \$30 million in operations and maintenance funds was provided for the training of missile crews.

- Amended the expiration date of the enlistment and re-enlistment bonus programs from Dec. 17, 1982, to March 30, 1983.

- Limited the number of active U.S. military personnel stationed onshore in Europe to the fiscal 1982 level; allowed the president to waive this limit if he finds that overriding national security needs require such action.

Energy and Water Projects: Funded programs in the bill at the fiscal 1982 level. (*Story, p. 3105*)

- Provided \$181 million for the Clinch River breeder reactor. However, no construction of permanent structures may be initiated in fiscal 1983, and \$1 million was made available to study ways of reducing federal expenditures for the project.

- Included funds for the O'Neill ir-

Federal Shutdown Averted

For the third time in 14 months, a snarl over stopgap spending brought several federal agencies to the brink of a shutdown Dec. 21.

Between midnight Dec. 17 and about 2 p.m. on Dec. 21, when President Reagan signed the continuing resolution (H J Res 631 — PL 97-377), a large part of the government was technically broke. (Story, p. 3092)

While Congress haggled over the measure during the weekend and then waited for Reagan to sign the bill, hundreds of thousands of federal workers faced possible furloughs. The Justice Department had ruled in 1980 that agencies may not continue operating in the absence of approved funding. (1980 Almanac p. 233)

The Office of Personnel Management (OPM) estimated that between 400,000 and 800,000 "non-essential" employees would have been affected at the departments of Commerce, Defense, Education, Energy, Health and Human Services, Justice, Labor, State and Treasury and several agencies.

Unlike Nov. 23, 1981, when thousands of federal workers were sent home for the day when Reagan vetoed a stopgap spending bill, preparations for a closing moved more slowly this time. (1981 Almanac p. 298)

"Technically, we're in a shutdown mode," OPM spokesman Mark Tapscott said Dec. 20. "But we're just telling agencies to stretch out the time it takes for the shutdown. It was done with more dispatch last year." Although workers were uncertain about their status Dec. 20, they were told to report to work Dec. 21 when it appeared Reagan would sign the bill.

In addition to the November 1981 partial shutdown — which cost the government more than \$80 million in wasted time, according to one study — layoffs almost occurred again March 31, when Congress and Reagan nearly missed a deadline for passage of another emergency funding measure. (Weekly Report pp. 727, 2356)

rigation project in Nebraska and the Garrison Diversion project in North Dakota.

- Barred the use of funds to extend the Tennessee-Tombigbee waterway south from Demopolis, Ala.

- Limited new budget authority for atomic energy defense activities to \$5.7 billion.

Foreign Operations: Provided \$11.2 billion in fiscal 1983. (Details, p. 3111)

- Provided \$2.48 billion for Israel — \$785 billion in economic assistance under the Economic Support fund and \$1.7 billion in foreign military credits sales (\$750 million of the credits would be forgiven).

- Provided \$2.075 billion for Egypt, including \$750 million in economic assistance and \$1.32 billion in foreign military credit sales, \$425 million of which was forgiven.

- Provided direct lending authority of \$4.4 billion for the Export-Import Bank, and guaranteed lending authority of \$9 billion.

Housing and Urban Development: Although the president had signed the fiscal 1983 appropriations bill for the Department of Housing and Urban Development into law late

in September (HR 6956 — PL 97-272), H J Res 631 contained \$8.65 billion in new budget authority for four housing programs not included in that bill. (Story, p. 3136)

Interior: The regular Interior appropriations bill (HR 7356) cleared Congress Dec. 19, but H J Res 631 provided \$200 million for state low-income energy assistance and weatherization programs from amounts now held in escrow as a result of petroleum pricing and allocation violations. (HR 7356, p. 3133)

Labor, Health and Human Services, Education: Provided \$89.1 billion for the three departments and related agencies in fiscal 1983, plus \$6.9 billion in advance funding for fiscal 1984 and \$130 million for 1985. (Detailed provisions, p. 3129)

Legislative Branch: Legislative branch appropriations for fiscal 1983 became law in October (PL 97-276), but H J Res 631 provided pay increases for certain government employees. A maximum cost-of-living increase of 15 percent will be provided to senior executive, legislative and judicial employees and officials, except senators. House members will have their pay raised to \$69,800. The limit

on the amount of outside income senators could earn was removed. (Details, Weekly Report pp. 2624, 3102)

Treasury-Postal Service: Provided funding for programs in the bill at the lower of the House-passed or Senate-reported rate. (Weekly Report pp. 2957, 2378)

- Provided \$789 million for the "revenue forgiven" subsidy of the U.S. Postal Service, which subsidizes free and reduced-rate mail for certain non-profit organizations.

- Provided \$770 million for rental of space for federal agencies by the General Services Administration.

- Prohibited the relocation, consolidation or reduction of U.S. Customs offices in Duluth, Minn.; Superior or Milwaukee, Wis.; Bridgeport or Hartford, Conn.; Portland, Ore.; Miami, Fla.; St. Albans, Vt.; or Anchorage, Alaska.

- Provided for the hiring of 200 additional special agents for the U.S. Secret Service.

Miscellany

As usual, a number of special interest provisions — known on Capitol Hill as "cats and dogs" — survived and were included in the 300-page continuing resolution.

For instance, Sen. Robert Dole, R-Kan., succeeded in including a provision eliminating the requirement that records be kept on the sale of .22 caliber rimfire ammunition.

Another section of the bill provided \$1.7 million for payments to the state of Hawaii for people afflicted with Hansen's disease, or leprosy.

Conferees also accepted an amendment by Sen. Bill Bradley, D-N.J., designating a part of the New Jersey Turnpike as part of the Interstate Highway System, and one by Sen. Bob Packwood, R-Ore., exempting the transportation of broken, crushed or powdered glass from the jurisdiction of the Interstate Commerce Commission.

One of the most keenly lobbied special-interest amendments was one referred to as the "Ted Turner" amendment, named for the owner of the Cable News Network. House conferees fought the inclusion of a provision to provide temporary relief for cable television operators, including Turner, who recently had their copyright royalty fees increased. But they finally agreed to a compromise that would not raise the fees until March 15; meanwhile, the cable owners will try to resolve the issue in court. ■

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THE PUBLIC PAPERS
AND ADDRESSES OF
FRANKLIN D.
ROOSEVELT

WITH A SPECIAL INTRODUCTION
AND EXPLANATORY NOTES BY
PRESIDENT ROOSEVELT



All p. 420

Volume Three

THE ADVANCE OF
RECOVERY AND REFORM

1934

RANDOM HOUSE · NEW YORK · 1938

Second Fireside Chat of 1934

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The church groups and the social groups organized on private lines, whether they act separately or jointly through Community Chests, or in any other way, are an essential part of the structure of our life. The American people believe in you, believe in the work you are doing. The American people support your fine objectives. That support will attend again this year the excellent enterprise you are launching today.

NOTE: In addition to the foregoing speech, I made a radio address on behalf of the 1934 Mobilization for Human Needs on October 22, 1934, which is, however, not printed in these volumes for lack of space. The other volumes in this series

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163 (Second "Fireside Chat" of 1934 — "We Are Moving Forward to Greater Freedom, to Greater Security for the Average Man."

September 30, 1934

THREE months have passed since I talked with you shortly after the adjournment of the Congress. Tonight I continue that report, though, because of the shortness of time, I must defer a number of subjects to a later date.

Recently the most notable public questions that have concerned us all have had to do with industry and labor and with respect to these, certain developments have taken place which I consider of importance. I am happy to report that after years of uncertainty, culminating in the collapse of the spring of 1933, we are bringing order out of the old chaos with a greater certainty of the employment of labor at a reasonable wage and of

Second Fireside Chat of 1934

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Second Fireside Chat of 1934

more business at a fair profit. These governmental and industrial developments hold promise of new achievements for the Nation.

Men may differ as to the particular form of governmental activity with respect to industry and business, but nearly all are agreed that private enterprise in times such as these cannot be left without assistance and without reasonable safeguards lest it destroy not only itself but also our processes of civilization. The underlying necessity for such activity is indeed as strong now as it was years ago when Elihu Root said the following very significant words:

“Instead of the give and take of free individual contract, the tremendous power of organization has combined great aggregations of capital in enormous industrial establishments working through vast agencies of commerce and employing great masses of men in movements of production and transportation and trade, so great in the mass that each individual concerned in them is quite helpless by himself. The relations between the employer and the employed, between the owners of aggregated capital and the units of organized labor, between the small producer, the small trader, the consumer, and the great transporting and manufacturing and distributing agencies, all present new questions for the solution of which the old reliance upon the free action of individual wills appears quite inadequate. And in many directions, the intervention of that organized control which we call government seems necessary to produce the same result of justice and right conduct which obtained through the attrition of individuals before the new conditions arose.”

It was in this spirit thus described by Secretary Root that we approached our task of reviving private enterprise in March, 1933. Our first problem was, of course, the banking situation because, as you know, the banks had collapsed. Some banks could not be saved but the great majority of them, either through their own resources or with Government aid, have been restored to complete public confidence. This has given safety to millions of depositors in these banks. Closely following this great constructive effort we have, through various Federal agencies, saved debtors and creditors alike in many other fields of enterprise, such as loans on farm mortgages and home mortgages; loans to

Second Fireside Chat of 1934

the railroads and insurance companies and, finally, help for home owners and industry itself.

In all of these efforts the Government has come to the assistance of business and with the full expectation that the money used to assist these enterprises will eventually be repaid. I believe it will be.

The second step we have taken in the restoration of normal business enterprise has been to clean up thoroughly unwholesome conditions in the field of investment. In this we have had assistance from many bankers and business men, most of whom recognize the past evils in the banking system, in the sale of securities, in the deliberate encouragement of stock gambling, in the sale of unsound mortgages and in many other ways in which the public lost billions of dollars. They saw that without changes in the policies and methods of investment there could be no recovery of public confidence in the security of savings. The country now enjoys the safety of bank savings under the new banking laws, the careful checking of new securities under the Securities Act and the curtailment of rank stock speculation through the Securities Exchange Act. I sincerely hope that as a result people will be discouraged in unhappy efforts to get rich quick by speculating in securities. The average person almost always loses. Only a very small minority of the people of this country believe in gambling as a substitute for the old philosophy of Benjamin Franklin that the way to wealth is through work.

In meeting the problems of industrial recovery the chief agency of the Government has been the National Recovery Administration. Under its guidance, trades and industries covering over 90 percent of all industrial employees have adopted codes of fair competition, which have been approved by the President. Under these codes, in the industries covered, child labor has been eliminated. The work day and the work week have been shortened. Minimum wages have been established and other wages adjusted toward a rising standard of living. The emergency purpose of the N.R.A. was to put men to work and since its creation more than four million persons have been reem-

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ployed, in great part through the cooperation of American business brought about under the codes.

Benefits of the Industrial Recovery Program have come, not only to labor in the form of new jobs, in relief from overwork and in relief from underpay, but also to the owners and managers of industry because, together with a great increase in the payrolls, there has come a substantial rise in the total of industrial profits—a rise from a deficit figure in the first quarter of 1933 to a level of sustained profits within one year from the inauguration of N.R.A.

Now it should not be expected that even employed labor and capital would be completely satisfied with present conditions. Employed workers have not by any means all enjoyed a return to the earnings of prosperous times, although millions of hitherto underprivileged workers are today far better paid than ever before. Also, billions of dollars of invested capital have today a greater security of present and future earning power than before. This is because of the establishment of fair, competitive standards and because of relief from unfair competition in wage cutting which depresses markets and destroys purchasing power. But it is an undeniable fact that the restoration of other billions of sound investments to a reasonable earning power could not be brought about in one year. There is no magic formula, no economic panacea, which could simply revive overnight the heavy industries and the trades dependent upon them.

Nevertheless the gains of trade and industry, as a whole, have been substantial. In these gains and in the policies of the Administration there are assurances that hearten all forward-looking men and women with the confidence that we are definitely rebuilding our political and economic system on the lines laid down by the New Deal—lines which as I have so often made clear, are in complete accord with the underlying principles of orderly popular government which Americans have demanded since the white man first came to these shores. We count, in the future as in the past, on the driving power of individual initiative and the incentive of fair private profit, strengthened with

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the acceptance of those obligations to the public interest which rest upon us all. We have the right to expect that this driving power will be given patriotically and whole-heartedly to our Nation.

We have passed through the formative period of code making in the National Recovery Administration and have effected a reorganization of the N.R.A. suited to the needs of the next phase, which is, in turn, a period of preparation for legislation which will determine its permanent form.

In this recent reorganization we have recognized three distinct functions: first, the legislative or policy-making function; second, the administrative function of code making and revision; and, third, the judicial function, which includes enforcement, consumer complaints and the settlement of disputes between employers and employees and between one employer and another.

We are now prepared to move into this second phase, on the basis of our experience in the first phase under the able and energetic leadership of General Johnson.

We shall watch carefully the working of this new machinery for the second phase of N.R.A., modifying it where it needs modification and finally making recommendations to the Congress, in order that the functions of N.R.A. which have proved their worth may be made a part of the permanent machinery of government.

Let me call your attention to the fact that the National Industrial Recovery Act gave business men the opportunity they had sought for years to improve business conditions through what has been called self-government in industry. If the codes which have been written have been too complicated, if they have gone too far in such matters as price fixing and limitation of production, let it be remembered that so far as possible, consistent with the immediate public interest of this past year and the vital necessity of improving labor conditions, the representatives of trade and industry were permitted to write their ideas into the codes. It is now time to review these actions as a whole to determine through deliberative means in the light of experience, from the

Second Fireside Chat of 1934

standpoint of the good of the industries themselves, as well as the general public interest, whether the methods and policies adopted in the emergency have been best calculated to promote industrial recovery and a permanent improvement of business and labor conditions. There may be a serious question as to the wisdom of many of those devices to control production, or to prevent destructive price cutting which many business organizations have insisted were necessary, or whether their effect may have been to prevent that volume of production which would make possible lower prices and increased employment. Another question arises as to whether in fixing minimum wages on the basis of an hourly or weekly wage we have reached into the heart of the problem which is to provide such annual earnings for the lowest paid worker as will meet his minimum needs. We also question the wisdom of extending code requirements suited to the great industrial centers and to large employers, to the great number of small employers in the smaller communities.

During the last twelve months our industrial recovery has been to some extent retarded by strikes, including a few of major importance. I would not minimize the inevitable losses to employers and employees and to the general public through such conflicts. But I would point out that the extent and severity of labor disputes during this period have been far less than in any previous comparable period.

When the business men of the country were demanding the right to organize themselves adequately to promote their legitimate interests; when the farmers were demanding legislation which would give them opportunities and incentives to organize themselves for a common advance, it was natural that the workers should seek and obtain a statutory declaration of their constitutional right to organize themselves for collective bargaining as embodied in Section 7-A of the National Industrial Recovery Act.

Machinery set up by the Federal Government has provided some new methods of adjustment. Both employers and employees must share the blame of not using them as fully as they should.

Second Fireside Chat of 1934

The employer who turns away from impartial agencies of peace, who denies freedom of organization to his employees, or fails to make every reasonable effort at a peaceful solution of their differences, is not fully supporting the recovery effort of his Government. The workers who turn away from these same impartial agencies and decline to use their good offices to gain their ends are likewise not fully cooperating with their Government.

It is time that we made a clean-cut effort to bring about that united action of management and labor, which is one of the high purposes of the Recovery Act. We have passed through more than a year of education. Step by step we have created all the Government agencies necessary to insure, as a general rule, industrial peace, with justice for all those willing to use these agencies whenever their voluntary bargaining fails to produce a necessary agreement.

There should be at least a full and fair trial given to these means of ending industrial warfare; and in such an effort we should be able to secure for employers and employees and consumers the benefits that all derive from the continuous, peaceful operation of our essential enterprises.

Accordingly, I propose to confer within the coming month with small groups of those truly representative of large employers of labor and of large groups of organized labor, in order to seek their cooperation in establishing what I may describe as a specific trial period of industrial peace.

From those willing to join in establishing this hoped-for period of peace, I shall seek assurances of the making and maintenance of agreements, which can be mutually relied upon, under which wages, hours and working conditions may be determined and any later adjustments shall be made either by agreement or, in case of disagreement, through the mediation or arbitration of State or Federal agencies. I shall not ask either employers or employees permanently to lay aside the weapons common to industrial war. But I shall ask both groups to give a fair trial to peaceful methods of adjusting their conflicts of opinion and interest, and to experi-

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ment for a reasonable time with measures suitable to civilize our industrial civilization.

Closely allied to the N.R.A. is the program of public works provided for in the same Act and designed to put more men back to work, both directly on the public works themselves, and indirectly in the industries supplying the materials for these public works. To those who say that our expenditures for public works and other means for recovery are a waste that we cannot afford, I answer that no country, however rich, can afford the waste of its human resources. Demoralization caused by vast unemployment is our greatest extravagance. Morally, it is the greatest menace to our social order. Some people try to tell me that we must make up our minds that for the future we shall permanently have millions of unemployed just as other countries have had them for over a decade. What may be necessary for those countries is not my responsibility to determine. But as for this country, I stand or fall by my refusal to accept as a necessary condition of our future a permanent army of unemployed. On the contrary, we must make it a national principle that we will not tolerate a large army of unemployed and that we will arrange our national economy to end our present unemployment as soon as we can and then to take wise measures against its return. I do not want to think that it is the destiny of any American to remain permanently on relief rolls.

Those, fortunately few in number, who are frightened by boldness and cowed by the necessity for making decisions, complain that all we have done is unnecessary and subject to great risks. Now that these people are coming out of their storm cellars, they forget that there ever was a storm. They point to England. They would have you believe that England has made progress out of her depression by a do-nothing policy, by letting nature take her course. England has her peculiarities and we have ours, but I do not believe any intelligent observer can accuse England of undue orthodoxy in the present emergency.

Did England let nature take her course? No. Did England hold to the gold standard when her reserves were threatened? No. Has

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England gone back to the gold standard today? No. Did England hesitate to call in ten billion dollars of her war bonds bearing 5 percent interest, to issue new bonds therefor bearing only $3\frac{1}{2}$ percent interest, thereby saving the British Treasury one hundred and fifty million dollars a year in interest alone? No. And let it be recorded that the British bankers helped. Is it not a fact that ever since the year 1909, Great Britain in many ways has advanced further along lines of social security than the United States? Is it not a fact that relations between capital and labor on the basis of collective bargaining are much further advanced in Great Britain than in the United States? It is perhaps not strange that the conservative British press has told us with pardonable irony that much of our New Deal program is only an attempt to catch up with English reforms that go back ten years or more.

Nearly all Americans are sensible and calm people. We do not get greatly excited nor is our peace of mind disturbed, whether we be business men or workers or farmers, by awesome pronouncements concerning the unconstitutionality of some of our measures of recovery and relief and reform. We are not frightened by reactionary lawyers or political editors. All of these cries have been heard before. More than twenty-one years ago, when Theodore Roosevelt and Woodrow Wilson were attempting to correct abuses in our national life, the great Chief Justice White said:

"There is great danger it seems to me to arise from the constant habit which prevails where anything is opposed or objected to, of referring without rhyme or reason to the Constitution as a means of preventing its accomplishment, thus creating the general impression that the Constitution is but a barrier to progress instead of being the broad highway through which alone true progress may be enjoyed."

In our efforts for recovery we have avoided, on the one hand, the theory that business should and must be taken over into an all-embracing Government. We have avoided, on the other hand, the equally untenable theory that it is an interference with liberty to offer reasonable help when private enterprise is in need of

One Hundred and Forty-seventh Press Conference

help. The course we have followed fits the American practice of Government, a practice of taking action step by step, of regulating only to meet concrete needs, a practice of courageous recognition of change. I believe with Abraham Lincoln, that "The legitimate object of Government is to do for a community of people whatever they need to have done but cannot do at all or cannot do so well for themselves in their separate and individual capacities."

I am not for a return to that definition of liberty under which for many years a free people were being gradually regimented into the service of the privileged few. I prefer and I am sure you prefer that broader definition of liberty under which we are moving forward to greater freedom, to greater security for the average man than he has ever known before in the history of America.

164 ¶ An Excerpt from the One Hundred and Forty-seventh Press Conference. October 3, 1934

(Annual wage income.)

Q. Any plans for taking up the annual wage question referred to in your speech Sunday night?

THE PRESIDENT: The annual wage thing?

Q. Yes, sir.

THE PRESIDENT: You mean the annual wage to Government employees?

Q. Insuring workmen an annual income.

THE PRESIDENT: I don't think I mentioned that, did I, in the speech?

Q. Yes, sir; you spoke of the inadequacy or possible inadequacy of wage minimums for a given short length of time such as a week or an hour or two, to establish living standards.

THE PRESIDENT: That I merely mentioned as one of the things people are beginning to think about.

Q. Would you call it an immediate problem?

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Larry Greenfield
DAJ Bureau of Just Stat

P.

Phila - Delinq in a Birth Cohort
by Marvin Wolfgang
Robert Figlio
Thorsten Sellin

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U of Chi Press

premier study

showed 1945 born 9945 men in Phila
6% of people ~~committed~~ accounted for
71% of all homoci
73% rapes
70% robberies
69% aggravated assault

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"Crime in the U.S."

Chris Waskiewicz

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Natl District Atty Assn
549-9222 Alexandria VA

★ Jack Yelverton
Tom Hixson

call. (5/4/99) Yelverton -- program started
by LEAA yrs ago

Still have sp prosecutor projects across country
100 ok for RR to use. ▽

✓ " More than 100 prosecutors' offices
are working w/ special teams around the
country to throw the book at career criminals
in court "

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THEODORE ROOSEVELT
CYCLOPEDIA

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Roosevelt Memorial Association

FOREWORD BY

WILLIAM ALLEN WHITE

ROOSEVELT MEMORIAL ASSOCIATION
ROOSEVELT HOUSE
NEW YORK CITY

HUNTER

deserve the title must be able at a pinch to shift for himself, to grapple with the difficulties and hardships of wilderness life unaided, and not only to hunt, but at times to travel for days, whether on foot or on horseback, alone. However, after one has passed one's novitiate, it is pleasant to be comfortable when the comfort does not interfere with the sport; and although a man sometimes likes to hunt alone, yet often it is well to be with some old mountain hunter, a master of woodcraft, who is a first-rate hand at finding game, creeping upon it, and tracking it when wounded. With such a companion one gets much more game, and learns many things by observation instead of by painful experience. (1893.) *Mem. Ed. II*, 163; *Nat. Ed. II*, 142.

—————. Not only should the hunter be able to describe vividly the chase and the life habits of the quarry, but he should also draw the wilderness itself and the life of those who dwell or sojourn therein. We wish to see before us the cautious stalk and the headlong gallop; the great beasts as they feed or rest or run or make love or fight; the wild hunting camps; the endless plains shimmering in the sunlight; the vast, solemn forests; the desert and the marsh and the mountain chain; and all that lies hidden in the lonely lands through which the wilderness wanderer roams and hunts game. (1905.) *Mem. Ed. III*, 298; *Nat. Ed. III*, 112.

HUNTERS OF THE PLAINS. Most of the so-called hunters are not worth much. There are plenty of men hanging round the frontier settlements who claim to be hunters, and who bedizen themselves in all the traditional finery of the craft, in the hope of getting a job at guiding some "tenderfoot"; and there are plenty of skin-hunters, or meat-hunters, who, after the Indians have been driven away and when means of communication have been established, mercilessly slaughter the game in season and out, without more skill than they possess; but these are all mere temporary excrescences, and the true old Rocky Mountain hunter and trapper, the plainsman, or mountain man, who, with all his faults, was a man of iron nerve and will, is now almost a thing of the past. . . .

The old hunters were a class by themselves. They penetrated, alone or in small parties, to the farthest and wildest haunts of the animals they followed, leading a solitary, lonely life, often never seeing a white face for months and even years together. They were skilful shots, and were cool, daring, and resolute to the verge of recklessness. On anything like even terms, they very greatly overmatched the Indians by

HUNTING

whom they were surrounded, and with whom they waged constant and ferocious war. In the government expeditions against the plains tribes they were of absolutely invaluable assistance as scouts. They rarely had regular wives or white children, and there are none to take their places, now that the greater part of them have gone. For the men who carry on hunting as a business where it is perfectly safe have all the vices of their prototypes, but, not having to face the dangers that beset the latter, so neither need nor possess the stern, rough virtues that were required in order to meet and overcome them. The ranks of the skin-hunters and meat-hunters contain some good men; but, as a rule, they are a most unlovely race of beings, not excelling even in the pursuit which they follow because they are too shiftless to do anything else; and the sooner they vanish the better. (1885.) *Mem. Ed. I*, 30-32; *Nat. Ed. I*, 25-26.

HUNTERS. See also ADVENTURER; SELOUS, F. C.; WASHINGTON, GEORGE; WILDERNESS.

HUNTING. It is still a moot question whether it is better to hunt on horseback or on foot; but the course of events is rapidly deciding it in favor of the latter method. Undoubtedly, it is easier and pleasanter to hunt on horseback; and it has the advantage of covering a great deal of ground. But it is impossible to advance with such caution, and it is difficult to shoot as quickly, as when on foot; and where the deer are shy and not very plenty, the most enthusiastic must, slowly and reluctantly but surely, come to the conclusion that a large bag can only be made by the still-hunter who goes on foot. Of course, in the plains country it is not as in the mountainous or thickly wooded regions, and the horse should almost always be taken as a means of conveyance to the hunting-grounds and from one point to another; but the places where game is expected should, as a rule, be hunted over on foot. This rule is by no means a general one, however. There are still many localities where the advantage of covering a great deal of ground more than counterbalances the disadvantage of being on horseback. (1885.) *Mem. Ed. I*, 120-121; *Nat. Ed. I*, 99.

—————. The older I grow the less I care to shoot anything except "varmint." I do not think it at all advisable that the gun should be given up, nor does it seem to me that shooting wild game under proper restrictions can be legitimately opposed by any who are willing that domestic animals shall be kept for food; but there is altogether too much shooting, and if we can only get the camera in place of the

HUNTING

gun and have the sportsman sunk somewhat in the naturalist and lover of wild things, the next generation will see an immense change for the better in the life of our woods and waters. (Letter to Mr. Job used as Introduction.) Herbert K. Job, *Wild Wings*. (Houghton Mifflin Co., Boston, 1905), p. xiii.

HUNTING—HARDSHIPS IN. Of course in hunting one must expect much hardship and repeated disappointment; and in many a camp, bad weather, lack of shelter, hunger, thirst, or ill success with game, renders the days and nights irksome and trying. Yet the hunter worthy of the name always willingly takes the bitter if by so doing he can get the sweet, and gladly balances failure and success, spurning the poorer souls who know neither. (1893.) *Mem. Ed.* II, 105; *Nat. Ed.* II, 92-93.

HUNTING—PLEASURES OF. In hunting, the finding and killing of the game is after all but a part of the whole. The free, self-reliant, adventurous life, with its rugged and stalwart democracy; the wild surroundings, the grand beauty of the scenery, the chance to study the ways and habits of the woodland creatures—all these unite to give to the career of the wilderness hunter its peculiar charm. The chase is among the best of all national pastimes; it cultivates that vigorous manliness for the lack of which in a nation, as in an individual, the possession of no other qualities can possibly atone. (1893.) *Mem. Ed.* II, xxxi; *Nat. Ed.* II, xxix.

Personally I feel that the chase of any animal has in it two chief elements of attraction. The first is the chance given to be in the wilderness; to see the sights and hear the sounds of wild nature. The second is the demand made by the particular kind of chase upon the qualities of manliness and hardihood. As regards the first, some kinds of game, of course, lead the hunter into particularly remote and wild localities; and the farther one gets into the wilderness, the greater is the attraction of its lonely freedom. Yet to camp out at all implies some measure of this delight. The keen, fresh air, the breath of the pine forests, the glassy stillness of the lake at sunset, the glory of sunrise among the mountains, the shimmer of the endless prairies, the ceaseless rustle of the cottonwood-leaves where the wagon is drawn up on the low bluff of the shrunken river—all these appeal intensely to any man, no matter what may be the game he happens to be following. But there is a wide variation, and indeed contrast, in the qualities called for in the chase itself, according as one quarry or

HUNTING

another is sought. (1905.) *Mem. Ed.* III, 188-189; *Nat. Ed.* III, 21.

HUNTING—PREFERENCE IN. I have always liked "horse and rifle," and being, like yourself, "ein echter Amerikaner," prefer that description of sport which needs a buckskin shirt to that whose votaries adopt the red coat. A buffalo is nobler game than an anise seed bag, the Anglomaniacs to the contrary notwithstanding. (To H. C. Lodge, August 12, 1884.) *Lodge Letters* I, 7.

HUNTING—SKILL IN. I always make it a rule to pace off the distance after a successful shot, whenever practicable—that is, when the animal has not run too far before dropping—and I was at first both amused and somewhat chagrined to see how rapidly what I had supposed to be remarkably long shots shrank under actual pacing. It is a good rule always to try to get as near the game as possible, and in most cases it is best to risk startling it in the effort to get closer rather than to risk missing it by a shot at long range. At the same time, I am a great believer in powder-burning, and, if I cannot get near, will generally try a shot anyhow, if there is a chance of the rifle's carrying to it. In this way a man will now and then, in the midst of many misses, make a very good long shot, but he should not try to deceive himself into the belief that these occasional long shots are to be taken as samples of his ordinary skill. Yet it is curious to see how a really truthful man will forget his misses, and his hits at close quarters, and, by dint of constant repetition, will finally persuade himself that he is in the habit of killing his game at three or four hundred yards. (1885.) *Mem. Ed.* I, 38; *Nat. Ed.* I, 32.

In killing dangerous game, steadiness is more needed than good shooting. No game is dangerous unless a man is close up, for nowadays hardly any wild beast will charge from a distance of a hundred yards, but will rather try to run off; and if a man is close it is easy enough for him to shoot straight if he does not lose his head. A bear's brain is about the size of a pint bottle; and any one can hit a pint bottle offhand at thirty or forty feet. I have had two shots at bears at close quarters, and each time I fired into the brain, the bullet in one case striking fairly between the eyes, . . . and in the other going in between the eye and ear. A novice at this kind of sport will find it best and safest to keep in mind the old Norse viking's advice in reference to a long sword: "If you go in close enough your sword

will be long enough." If a poor shot goes in close enough he will find that he shoots straight enough. (1885.) *Mem. Ed. I*, 290; *Nat. Ed. I*, 241.

HUNTING BOOKS. A really first-class hunting book . . . ought to be written by a man of prowess and adventure, who is a fair out-of-doors naturalist; who loves nature, who loves books, and who possesses the gift of seeing what is worth seeing and of portraying it with vivid force and yet with refinement. Such men are rare; and it is not always easy for them to command an audience. (*N. Y. Times Review of Books*, October 13, 1918.) *Mem. Ed. XIV*, 550-551; *Nat. Ed. XII*, 410.

The average big-game hunter writes a book about as interesting as a Baedeker, and nothing like as useful. I doubt if there is a less attractive type of literary output than an annotated game-bag, or record of slaughter, from which we are able to gather nothing of value as to the lives of the animals themselves, and very little even from the dreary account of the author's murderous prowess. Some of the books by the best men are in exasperating fashion owing to a morbid kind of modesty which makes the writer too self-conscious to tell frankly and fully what he himself has done. This is sometimes spoken of as a good trait, but it is not a good trait. It is not as repellent as conceit or vulgarity, separate or combined, or as that painful trait, the desire to be "funny"; but it is a very bad trait, nevertheless. If a hunter thinks he ought not to tell what he himself has done, then he had much better not write a book at all. . . . If the hunter does write, and is a keen observer, he should remember that, if he is worth listening to at all, his listeners will be particularly interested in hearing of any noteworthy experience that has happened to him personally. (*Outlook*, September 16, 1911.) *Mem. Ed. XIV*, 503-504; *Nat. Ed. XII*, 371-372.

HUNTING IN LATER YEARS. My trip with the boys in Arizona was a great success, although it is rather absurd for me now to be going on such trips, for a stout, rheumatic, elderly gentleman is not particularly in place sleeping curled up in a blanket on the ground, and eating the flesh of a cougar because there is nothing else available. (To Arthur Lee, September 2, 1913.) *Mem. Ed. XXIV*, 414; *Bishop II*, 352.

HUNTING IN SOUTH AFRICA. South Africa was the true hunters' paradise. If the

happy hunting-grounds were to be found anywhere in this world, they lay between the Orange and the Zambesi, and extended northward here and there to the Nile countries and Somaliland. Nowhere else were there such multitudes of game, representing so many and such widely different kinds of animals, of such size, such beauty, such infinite variety. We should have to go back to the fauna of the Pleistocene to find its equal. Never before did men enjoy such hunting as fell to the lot of those roving adventurers who first penetrated its hidden fastnesses, camped by its shrunken rivers, and galloped over its sun-scorched wastes; and, alas that it should be written, no man will ever see the like again. Fortunately, its memory will forever be kept alive in some of the books that the great hunters have written about it. (1905.) *Mem. Ed. III*, 301; *Nat. Ed. III*, 114.

HUNTING IN THE WILDERNESS. Hunting in the wilderness is of all pastimes the most attractive, and it is doubly so when not carried on merely as a pastime. Shooting over a private game-preserve is of course in no way to be compared to it. The wilderness hunter must not only show skill in the use of the rifle and address in finding and approaching game, but he must also show the qualities of hardihood, self-reliance, and resolution needed for effectively grappling with his wild surroundings. The fact that the hunter needs the game, both for its meat and for its hide, undoubtedly adds a zest to the pursuit. (1893.) *Mem. Ed. II*, 19; *Nat. Ed. II*, 17.

HUNTING TROPHIES. If it is morally right to kill an animal to eat its body, then it is morally right to kill it to preserve its head. A good sportsman will not hesitate as to the relative value he puts upon the two, and to get the one he will go a long time without eating the other. (1905.) *Mem. Ed. III*, 311; *Nat. Ed. III*, 122.

HUNTING WITH HOUNDS. Of all sports possible in civilized countries, riding to hounds is perhaps the best if followed as it should be, for the sake of the strong excitement, with as much simplicity as possible, and not merely as a fashionable amusement. It tends to develop moral no less than physical qualities; the rider needs nerve and head; he must possess daring and resolution, as well as a good deal of bodily skill and a certain amount of wiry toughness and endurance. (1893.) *Mem. Ed. II*, 354; *Nat. Ed. II*, 304.

HUNTING WITH THE CAMERA. More and more, as it becomes necessary to preserve the game, let us hope that the camera will largely supplant the rifle. It is an excellent thing to have a nation proficient in marksmanship, and it is highly undesirable that the rifle should be wholly laid by. But the shot is, after all, only a small part of the free life of the wilderness. The chief attractions lie in the physical hardihood for which the life calls, the sense of limitless freedom which it brings, and the remoteness and wild charm and beauty of primitive nature. All of this we get exactly as much in hunting with the camera as in hunting with the rifle; and of the two, the former is the kind of sport which calls for the higher degree of skill, patience, resolution, and knowledge of the life history of the animal sought. (Introduction to A. G. Wallihan's *Camera Shots at Big Game*, dated May 31, 1901.) *Mem. Ed.* XIV, 581; *Nat. Ed.* XII, 437.

HUNTING. See also ANTELOPE; BEAR; BUFFALO; DEER; ELK; FOX; GAME; MOOSE; RIFLE; SHEEP; WAPITI; WILD LIFE.

HUSBANDS. A man must think well before he marries. He must be a tender and considerate husband and realize that there is no other human being to whom he owes so much of love and regard and consideration as he does to the woman who with pain bears and with labor rears the children that are his. No words can paint the scorn and contempt which must be felt by all right-thinking men, not only for the brutal husband, but for the husband who fails to show full loyalty and consideration to his wife. Moreover, he must work, he must do his part in the world. (1913.) *Mem. Ed.* XXII, 194; *Nat. Ed.* XX, 166.

Whenever a man thinks that he has outgrown the woman who is his mate, he will do well carefully to consider whether his growth has not been downward instead of upward, whether the facts are not merely that he has fallen away from his wife's standard of refinement and of duty. (1913.) *Mem. Ed.* XXII, 201; *Nat. Ed.* XX, 172.

HUSBANDS. See also FAMILY; HOME; MARRIAGE; WOMEN.

HYPHENATED AMERICANS. See ALLEGIANCE; AMERICAN PEOPLE; AMERICANS, HYPHENATED; CITIZENSHIP; GERMAN-AMERICANS; IRISH-AMERICANS.

HYPOCRISY. Hypocrisy is as revolting in a nation as in a man; and in the long run, I do

not believe it pays either man or nation. *Outlook*, December 30, 1911, p. 1047.

Reform is always held back by hypocrisy. *Outlook*, November 11, 1911, p. 611.

HYPOCRISY—CONDEMNATION OF. I do not like the thief, big or little; I do not like him in business and I do not like him in politics; but I dislike him most when, to shield himself from the effects of his wrong-doing, he claims that, after all, he is a "religious man." He is not a religious man, save in the sense that the Pharisee was a religious man in the time of the Saviour. The man who advances the fact that he goes to church and reads the Bible as an offset to the fact that he has acted like a scoundrel in his public and private relations, only writes his own condemnation in larger letters than before. (At Pacific Theological Seminary, Spring 1911.) *Mem. Ed.* XV, 614; *Nat. Ed.* XIII, 649.

HYPOCRISY IN POLITICS. It does make me flame with indignation when men who pretend to be especially the custodians of morals, and who sit in judgment from an Olympian height of virtue on the deeds of other men, themselves offend in a way that puts them on a level with the most corrupt scoundrel in a city government. (To William R. Nelson, late 1910.) *Roosevelt in the Kansas City Star*, p. xx.

HYSTERIA. Hysteria does not tend toward edification; and in this country hysteria is unfortunately too often the earmark of the ultrapacifist. (*Outlook*, September 23, 1914.) *Mem. Ed.* XX, 25; *Nat. Ed.* XVIII, 21.

HYSTERICIS. It is not merely schoolgirls that have hysterics; very vicious mob-leaders have them at times and so do well-meaning demagogues when their heads are turned by the applause of men of little intelligence and their minds inflated with the possibility of acquiring solid leadership in the country. The dominant note in Mr. Bryan's utterances and in the campaign waged in his behalf is the note of hysteria. (Before American Republican College League, Chicago, October 15, 1896.) *Mem. Ed.* XVI, 394; *Nat. Ed.* XIV, 258.

I

IDEAL—THE PRACTICAL AND THE. All my life in politics, I have striven to make the necessary working compromise between the ideal

1982

**A Year of Progress:
Preparing for
the 21st Century**



1982

**A Year of Progress:
Preparing for
the 21st Century**





United States Department of the Interior

OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20240

Dear Mr. President:

This year, 1982, has been "*A Year of Progress: Preparing for the Twenty-First Century.*"

The progress that has been realized in the Department of the Interior has been most satisfying. With the support of Congress and the Governors, we have implemented the significant changes needed to bring about common sense and balanced management of our natural resources to benefit all Americans now and in the future.

In 1981, we introduced change to the Department of the Interior. As you know, it was important to bring about significant change in the way our natural resources were being managed so that we could overcome the problems we inherited in January of that year. When you took office, we found there was too much air and water pollution, the national parks had been allowed to deteriorate, our wildlife refuges and ranges had been neglected, and our multiple-use lands had not been managed properly for the taxpayers and consumers of this generation and those yet to come. The change was brought about administratively and through new priorities in the budget process.

In 1981, we developed and announced policy changes. In 1982, we implemented those changes. The results have been most rewarding. I can tell you, without fear of contradiction from those who have studied the matter, that the federal estate and other natural resources—the national parks, the national refuges, the coastal barriers, the wetlands, the national forests and public lands—are better managed today than they were two years ago.

Because you and I are dedicated to the concepts of stewardship, we have committed ourselves to restoring the National Park System. If we do not protect the natural resource base within our Park System, there will be little for the public to enjoy. Consequently, our 5-year, one-billion-dollar program has been enunciated and is being carried out with the support of the park professionals as well as the support of Congress.

The national refuges, too, had been neglected because of an unwillingness to invest properly in the land and waters of those refuges and ranges providing habitat to our wildlife and fish. Those errors of

the past are being corrected—restoration is underway.

We have adopted and aggressively pursued a program that will bring protection to our coastal barriers, and we have solicited the assistance of the private sector in dedicating wetlands for migratory bird habitats.

New programs for managing our public lands have been implemented. These initiatives allow us to enhance the values of national resources as well as to serve the interests of the taxpayers and consumers who can benefit from the recreation, agriculture, energy, mineral and related uses derived from the land.

An aggressive program is underway to provide Western States with the water resources that will be needed for the years ahead, thus reversing the Democrats' policies of the recent past. We have announced ten new water resource development projects and have continued a rapid pace of construction activities on projects already underway.

The theme of 1981 was *change*; the theme of 1982 has been *progress*. As you review the pages that follow, you will see that quantum steps have been taken to restore balance in the management of our natural resources. We have provided the stewardship that is needed to protect and conserve America's natural resource heritage. At the same time, we have laid the groundwork for building the infrastructure and the strength that will enhance America's national security, our quality of life and environment and create jobs in the private sector.

Mr. President, we can have both a clean environment and the development of our energy resources needed for a sound economy. It is not an "either-or" proposition.

As you read "*A Year of Progress: Preparing for the Twenty-First Century,*" you will be able to share with me the pride and satisfaction that I have in our accomplishments.

Sincerely,

Secretary

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A Year of Progress: Preparing for Domestic Production of America's Energy and Mineral Needs in the 21st Century

In January 1981, we inherited the leadership of a Nation with the resources to master its own destiny, but a Nation which had suffered from a lack of leadership in the development and use of those resources. Our economic and national security were in jeopardy because of a failure to develop properly America's abundant natural resources:

- Only 4% of our entire Outer Continental Shelf had been made available for oil and gas exploration and only 2% had been leased;
- Less than 15% of the federal onshore lands were under lease for oil and gas development;
- No federal onshore oil and gas leases had been issued in Alaska for 15 years;
- No oil shale leases had been issued since 1974;
- Less than 1% of federal coal lands were under lease, and new leasing had been at a virtual standstill since 1971;
- No tar sands leases had been issued since 1965, and geothermal energy development was stifled;
- We were depending on imports for more than half of our Nation's total supplies of 20 strategic minerals; and,
- We were dependent upon foreign sources for 40% of our crude oil.

Yet, 85% of the crude oil still to be discovered in America is likely to come from public lands, 67% of that from offshore drilling. As well, 40% of the natural gas, 35% of the coal, 80% of the oil shale, nearly all of the tar sands, and substantial portions of uranium and geothermal energy will come from public lands. Our domestic resource wealth also includes untapped deposits of essential elements we now import, including chromium, platinum, and cobalt.

We had a crisis in leadership in managing America's resources for the benefit of Americans.

In our first two years, we have taken decisive action to change the way in which our public lands are managed—to bring common sense and balance to the stewardship of our natural resources.

We have made great progress in the orderly development of our energy and mineral resources, with proper environmental safeguards. Our goals continue to be a clean and improving environment and a sound economy.

To achieve those goals, we:

Offshore Oil and Gas

- Announced a new 5-Year Outer Continental Shelf oil and gas leasing program. The program calls for 41 sales through June 1987, with estimated revenues of \$15 billion in fiscal year 1983 and a total of \$90 billion over five years. The new program opens the entire OCS area—in comparison to the 4% made available over the last 30 years. Industry, rather than bureaucrats, will select the areas it wishes to lease. In addition, more acreage will be offered in each sale, and tracts will be reoffered at one-, two- and three-year intervals.
- In calendar year 1981, offered 7.68 million acres, leased 424 tracts on 2.23 million acres, and received total revenues of approximately \$10.1 billion. We held five additional lease sales in 1982, which offered approximately 5.8 million acres, leased 357 tracts on 1.9 million acres, and received total revenues of approximately \$7.46 billion.

Onshore Oil and Gas

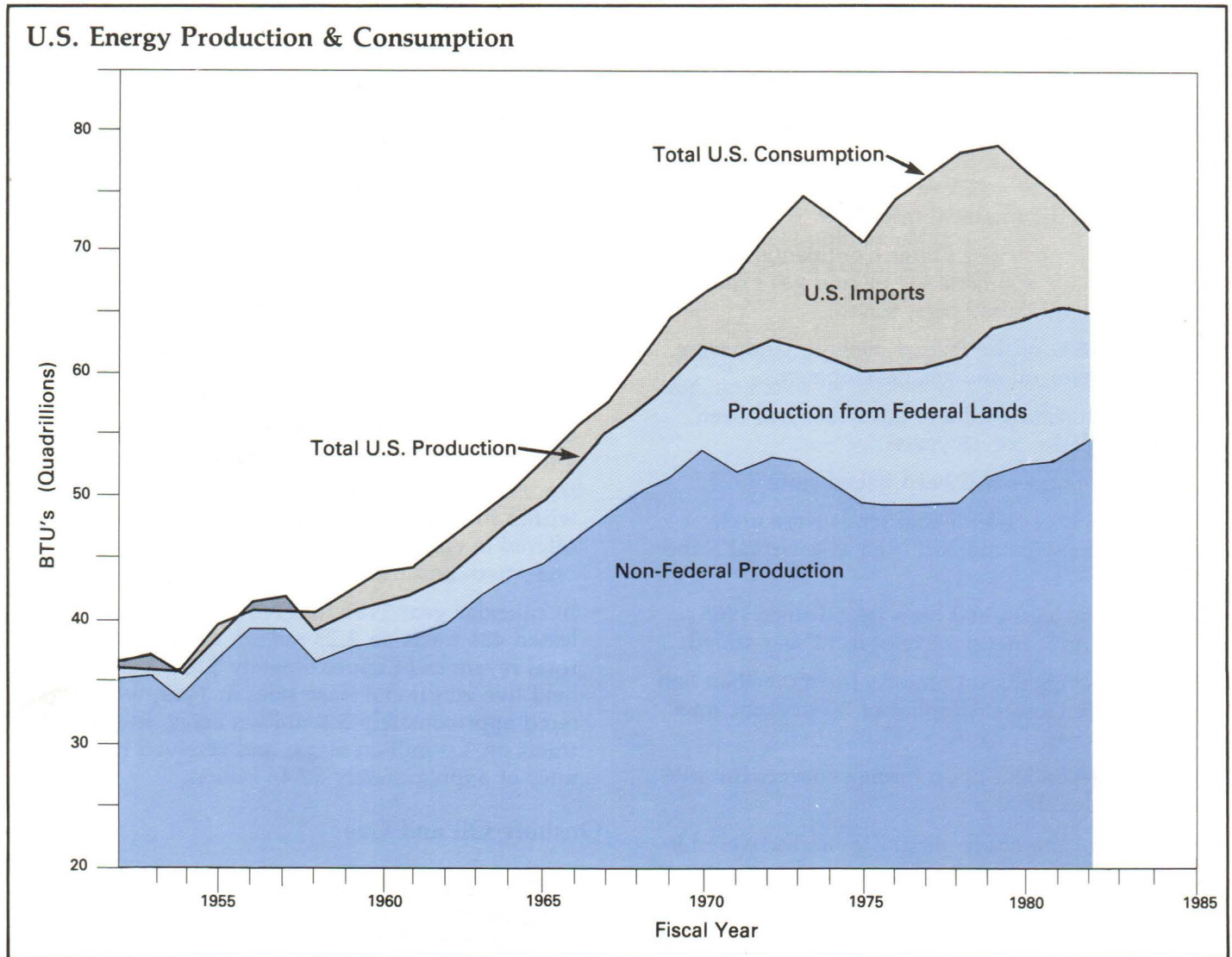
- In 1981, leased 150% more acres than were leased in 1980. In 1982, nearly doubled the number of acres leased in 1981. Thus, we leased as many acres in 1982 as were leased in the entire period of 1977-1980.
- Issued 30% more oil and gas drilling permits in 1981 and 1982 than were issued in 1979 and 1980—a total of 11,097 compared to 8,507.
- Issued onshore oil and gas leases on federal lands in Alaska for the first time in 15 years—259 leases covering 2.8 million acres. In 1981, we opened for geophysical exploration more than 100 million acres in Alaska that had been unavailable since

1966. The onshore leasing program has also been facilitated by execution in May 1982 of a comprehensive cooperative agreement with Alaska to ensure that the State is involved in the decision-making process.

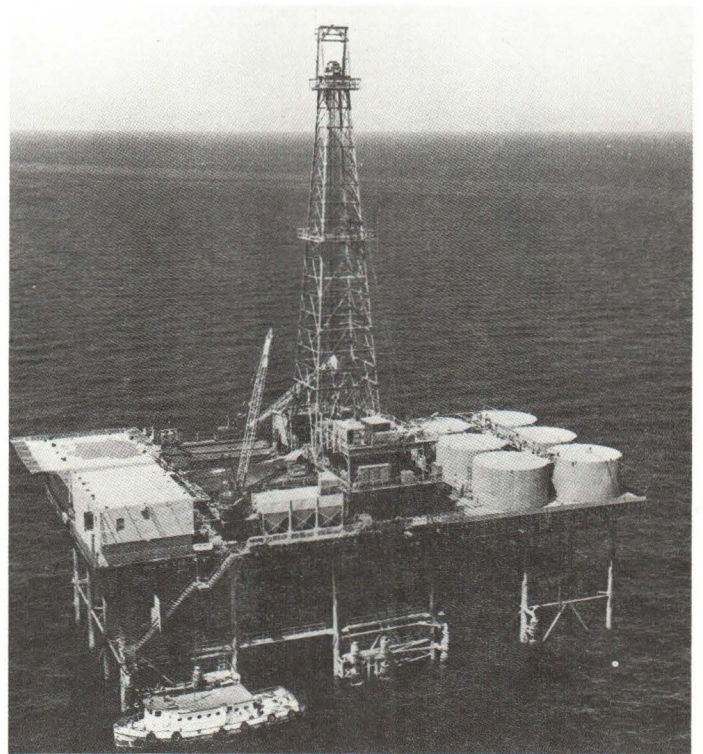
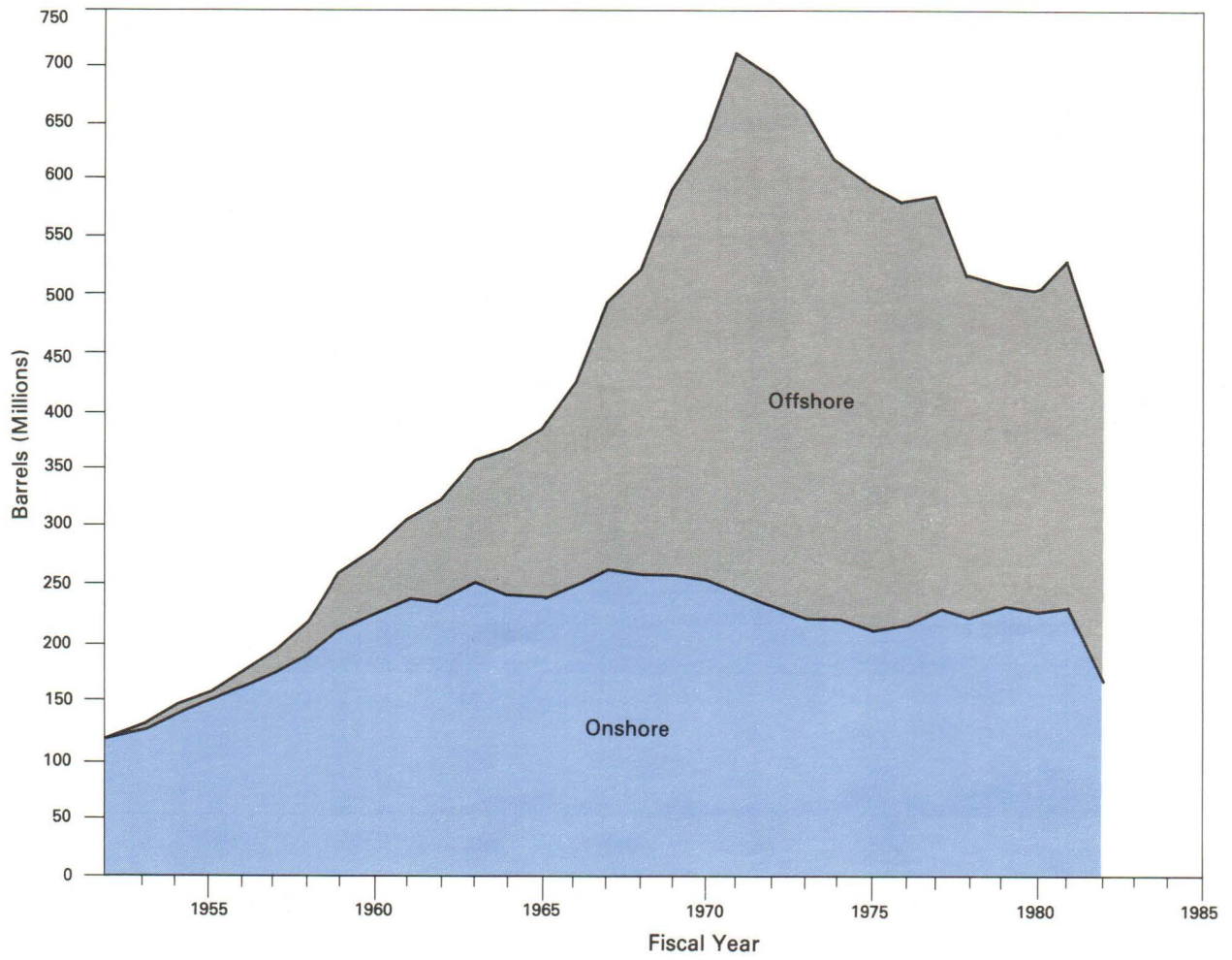
- Offered over 4.25 million acres in two sales in the National Petroleum Reserve in Alaska—the largest federal competitive oil and gas offerings in history.
- Completed the first total revision of the oil and gas operating regulations in over 40 years. The new

rules update requirements, include more meaningful enforcement provisions, and are reorganized for easier use. The technical regulations governing the formation of and operations under unit agreements were also revised and published as final in 1982.

- Accelerated the oil and gas lease adjudication process by 15% over 1980 and by 75% for lease assignments for the same period. Streamlined procedures have reduced average lease issuance case processing time from 10–12 months to 60–90 days.

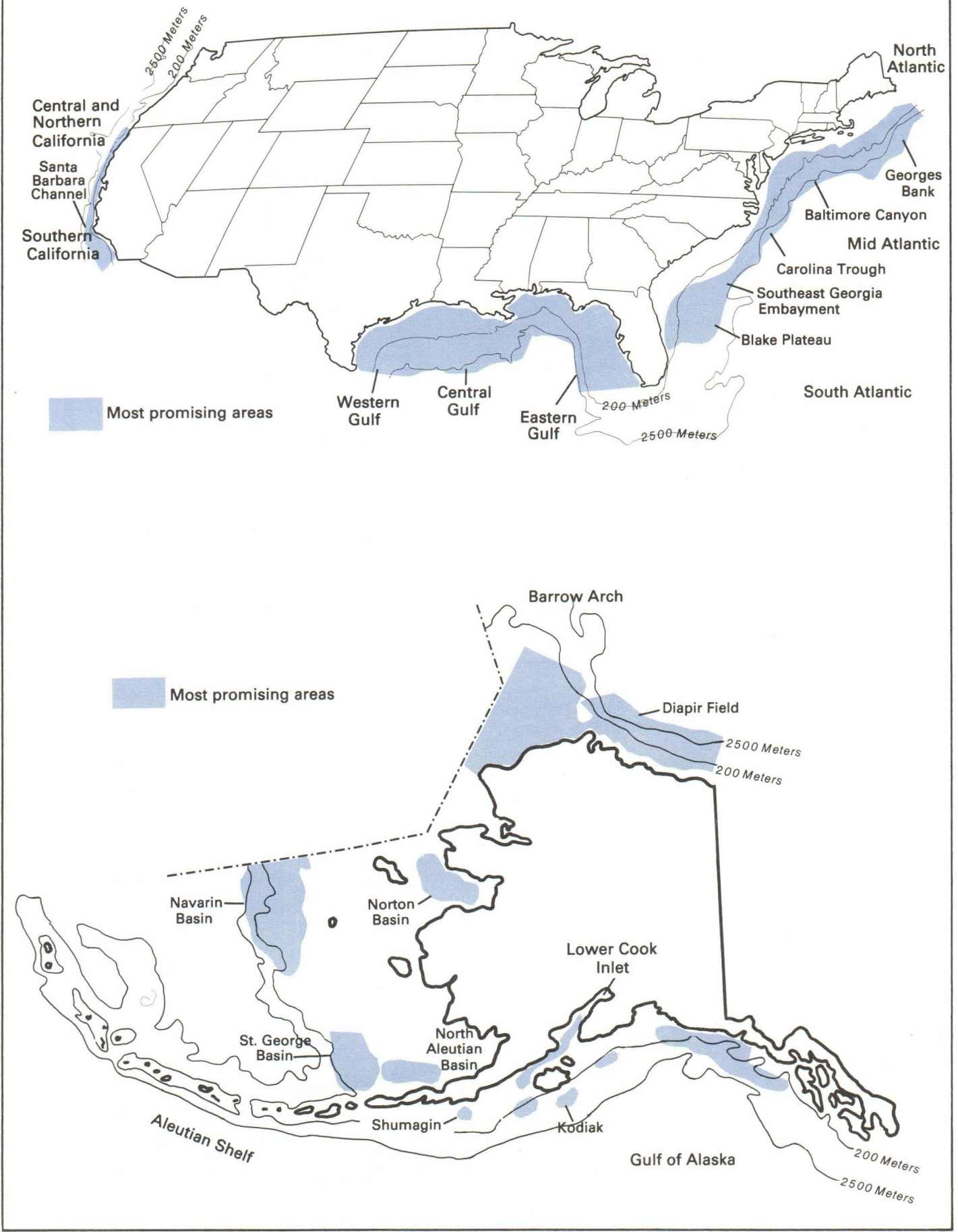


Oil Production from Federal Lands

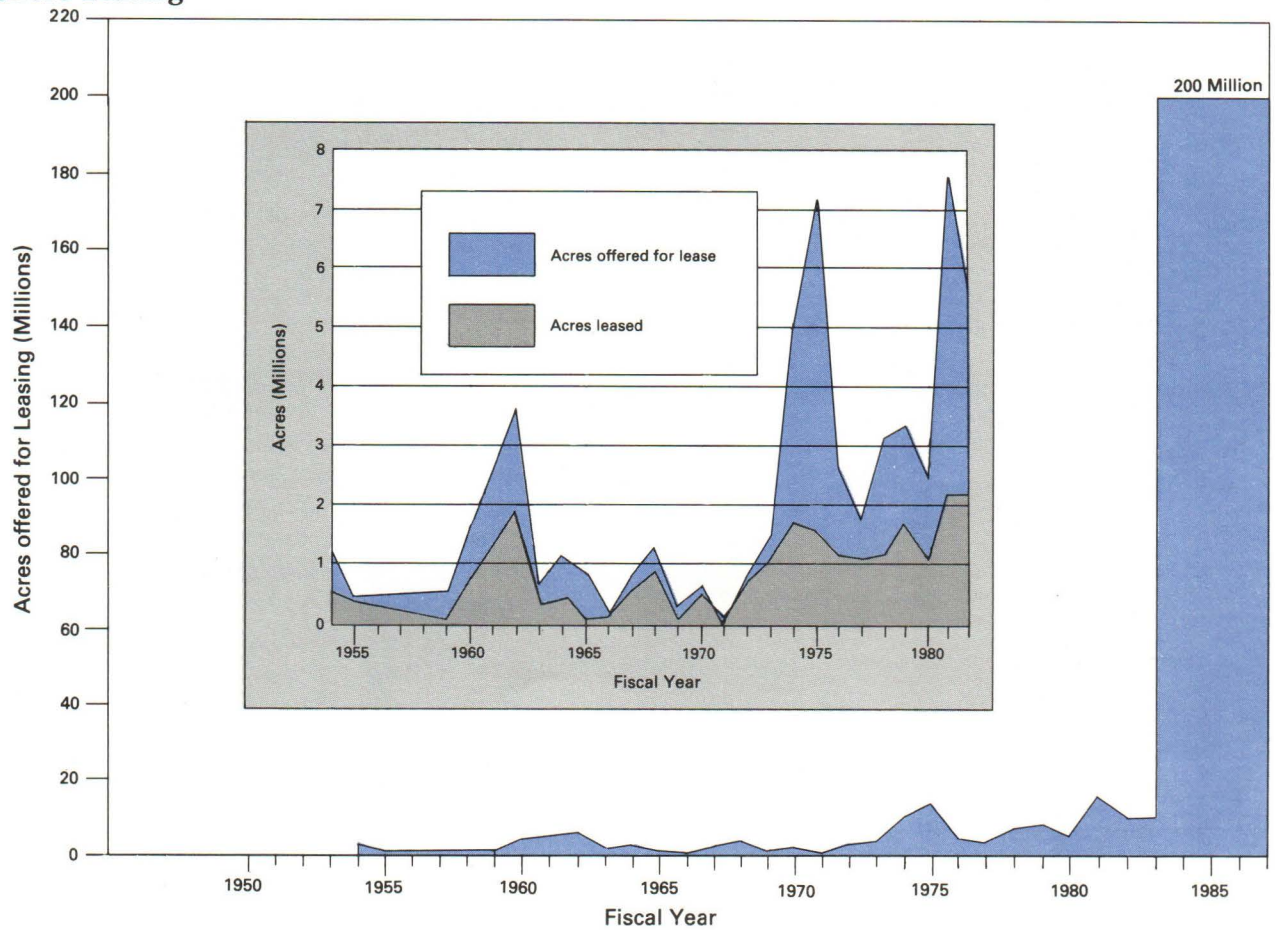


Offshore oil drilling rig in the Gulf of Mexico

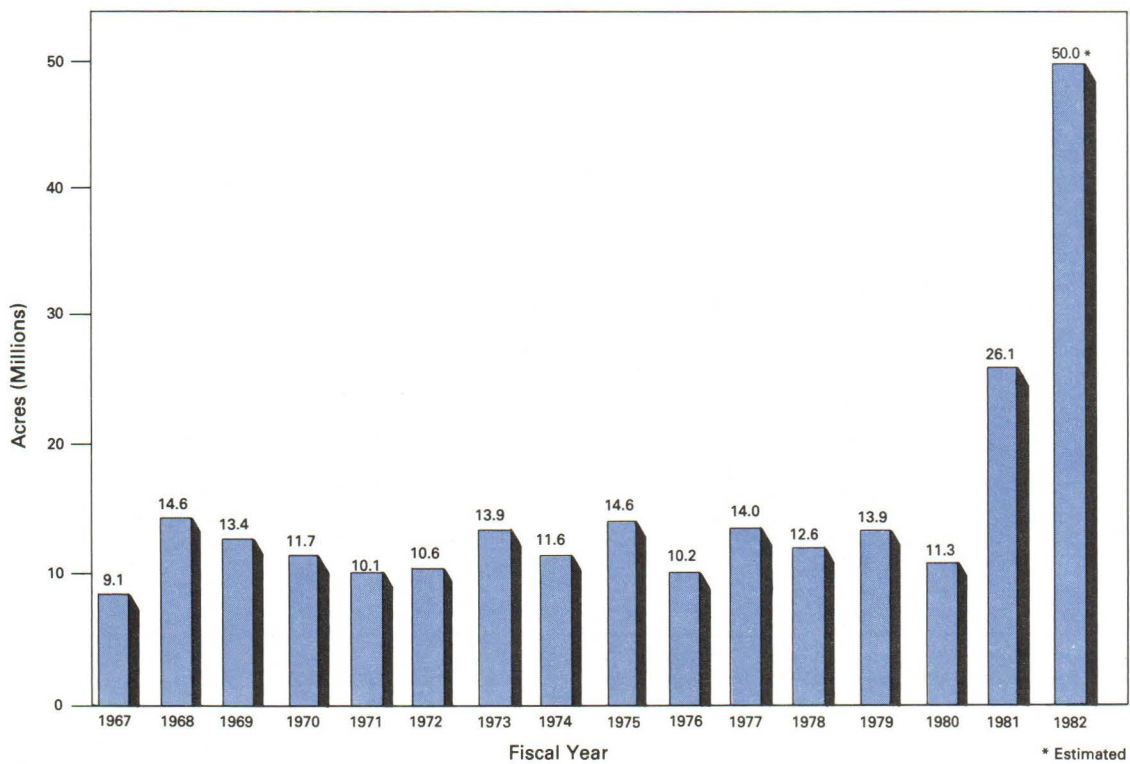
Offshore Oil & Gas Areas



Offshore Leasing



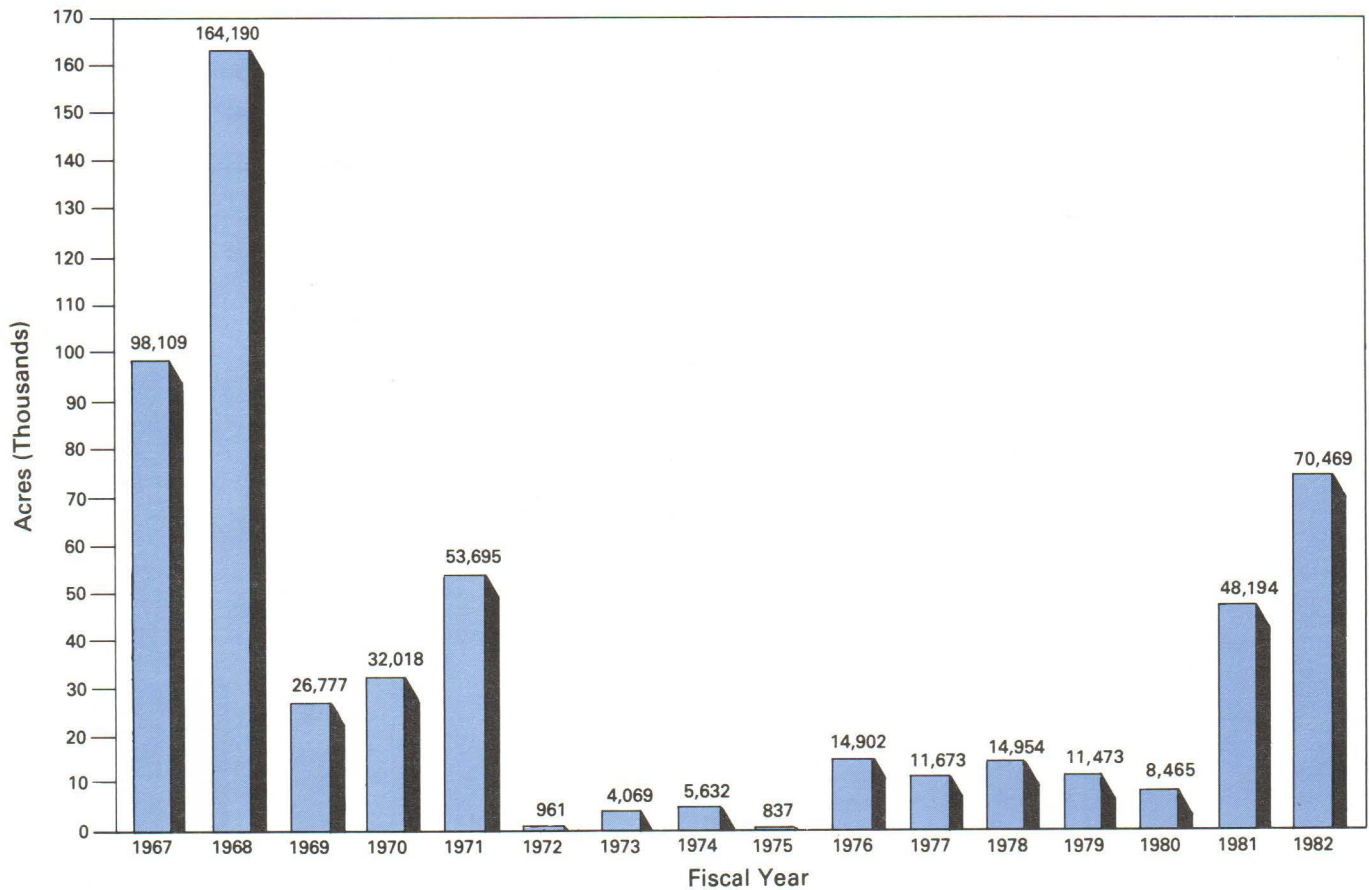
Onshore Oil & Gas Leasing



Coal

- Issued 55 coal leases on 118,663 acres in 1981 and 1982, compared to 26 leases on 19,938 acres during 1979 and 1980.
- Increased by 800% the tonnage of coal leased in 1981 and 1982 over 1979 and 1980. We leased 1.7 billion tons of coal in 1981 and 1982, compared to 211 million tons leased in 1979 and 1980.
- Conducted the largest coal lease sale in history on April 28, 1982, in the Powder River Coal Region in Montana and Wyoming. Ten tracts containing 16,554 acres and 1.1 billion tons of coal were sold. The high bonus bids totalled \$43.5 million. The sale had the complete support of the Governors of both States.
- Completed revision of 65% of the Office of Surface Mining's permanent program regulations.
- Completed the transfer of lead authority for surface mining regulation to coal-mining States, as intended by Congress.
- Approved 18 of the 24 coal-mining States' abandoned mined land programs, assuring correction of past environmental abuses while creating jobs for Americans. Only two State abandoned mined land programs had been approved before January 1981.
- Completed a significant regulatory reform project with issuance by the Bureau of Land Management and the Minerals Management Service of final regulations governing competitive lease sales and management of coal operations on federal lands. The final regulations maintain required regulatory control of federal coal operations but allow operators to make decisions based on economic factors. The regulations also eliminate excessive restrictions on management and exploration and streamline the process for developing coal, while maintaining requirements for strict environmental control.

Coal Leasing

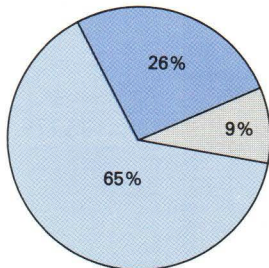




Coal Mining in Colstrip, Montana

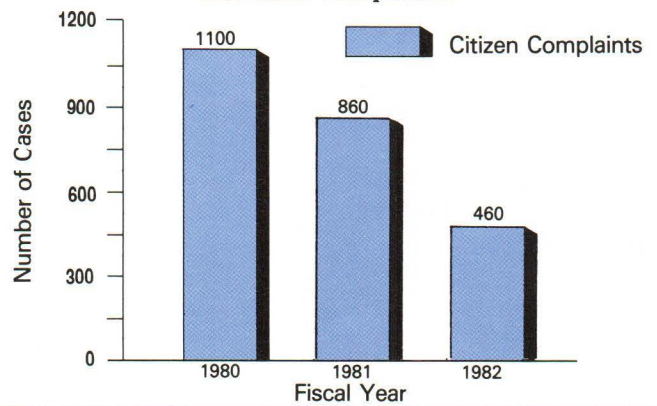
Office of Surface Mining

**Regulatory Reform
1981-1982**

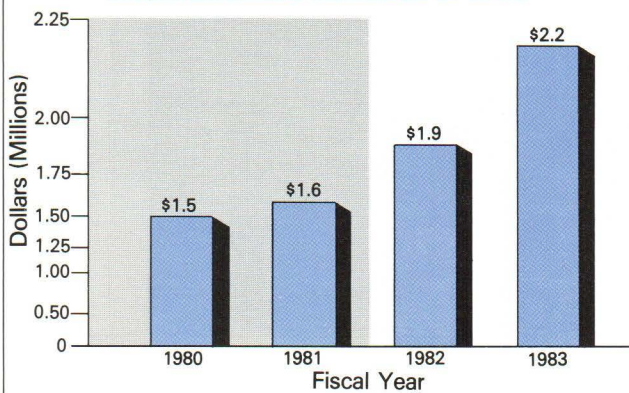


- 26% Revised Rules Published as Proposed
- 65% Final Rules Completed
- 9% No Change Proposed

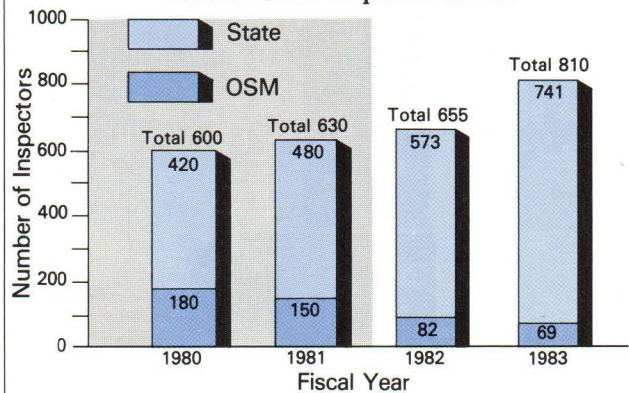
Increased Compliance



Enforcement and Collection of Fines

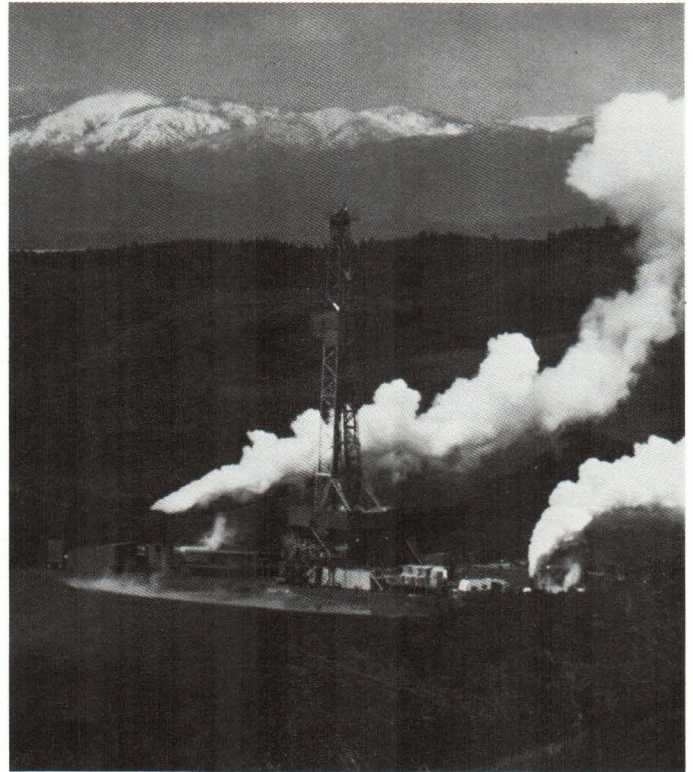


Federal/State Inspector Levels



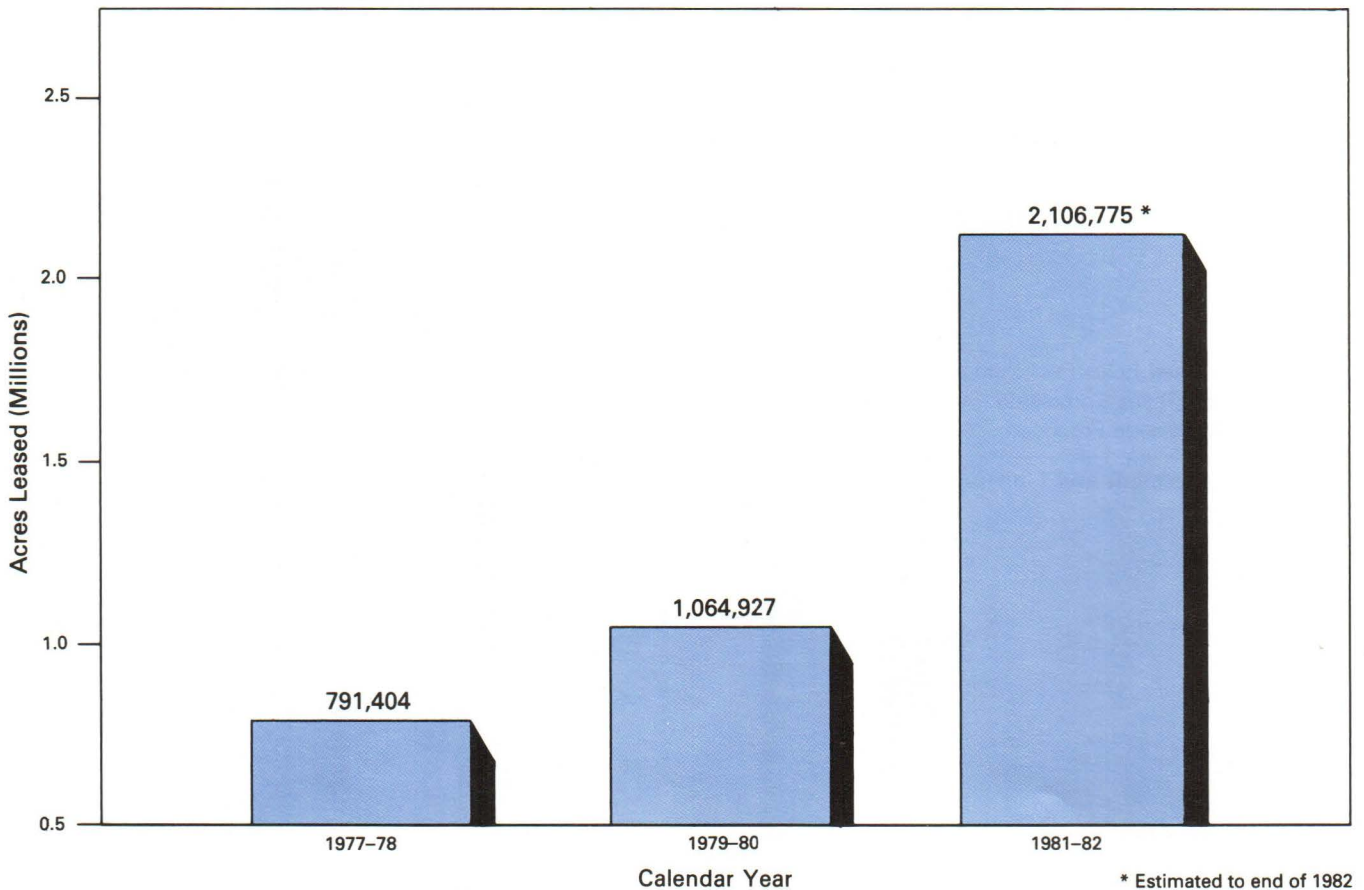
Geothermal

- Issued over 1,100 geothermal leases on 2.1 million acres in 1981 and 1982, compared to 592 leases on 1 million acres in 1979 and 1980. Bonus bids from competitive geothermal lease sales jumped from \$3.4 million in 1979 and 1980 to nearly \$30.5 million in 1981 and 1982.
- Implemented new regulations to encourage development of locally-important geothermal resources. The new regulations affect lands where the Federal Government currently shares ownership of the geothermal resource with other parties or where ownership will vest in the government at a future date.
- Completed the first comprehensive national assessment of the low temperature geothermal resources of the United States, useful for space heating and industrial heat processes.
- Completed a geophysical survey of the Cascade Range in Oregon and California, as part of the major regional geothermal assessment of this area.



Geothermal well overlooking Clear Lake, Ukiah, California

Geothermal Leasing



Oil Shale

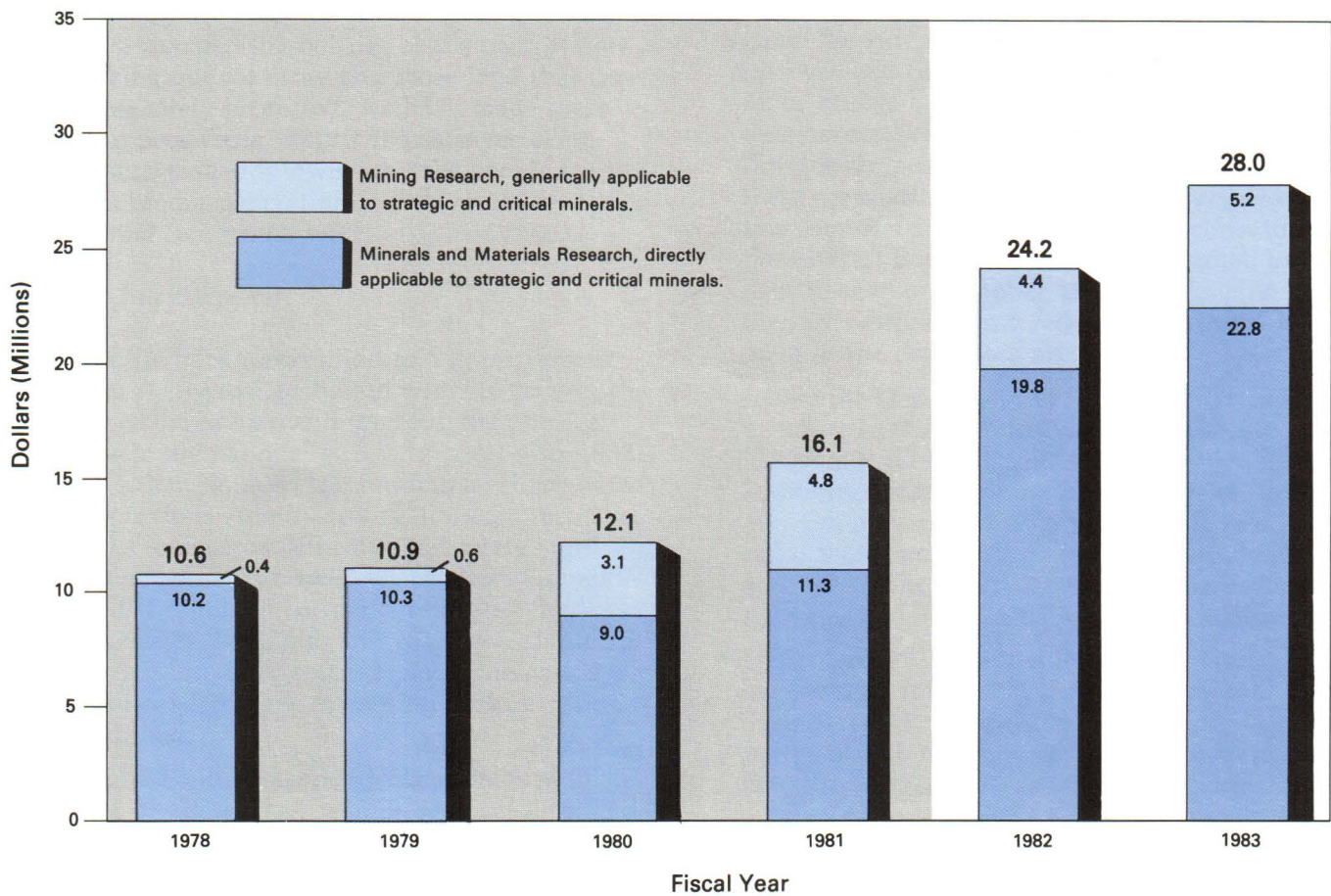
- Implemented a prototype oil shale leasing program, that facilitates continued leasing for technological tests such as multi-mineral development.

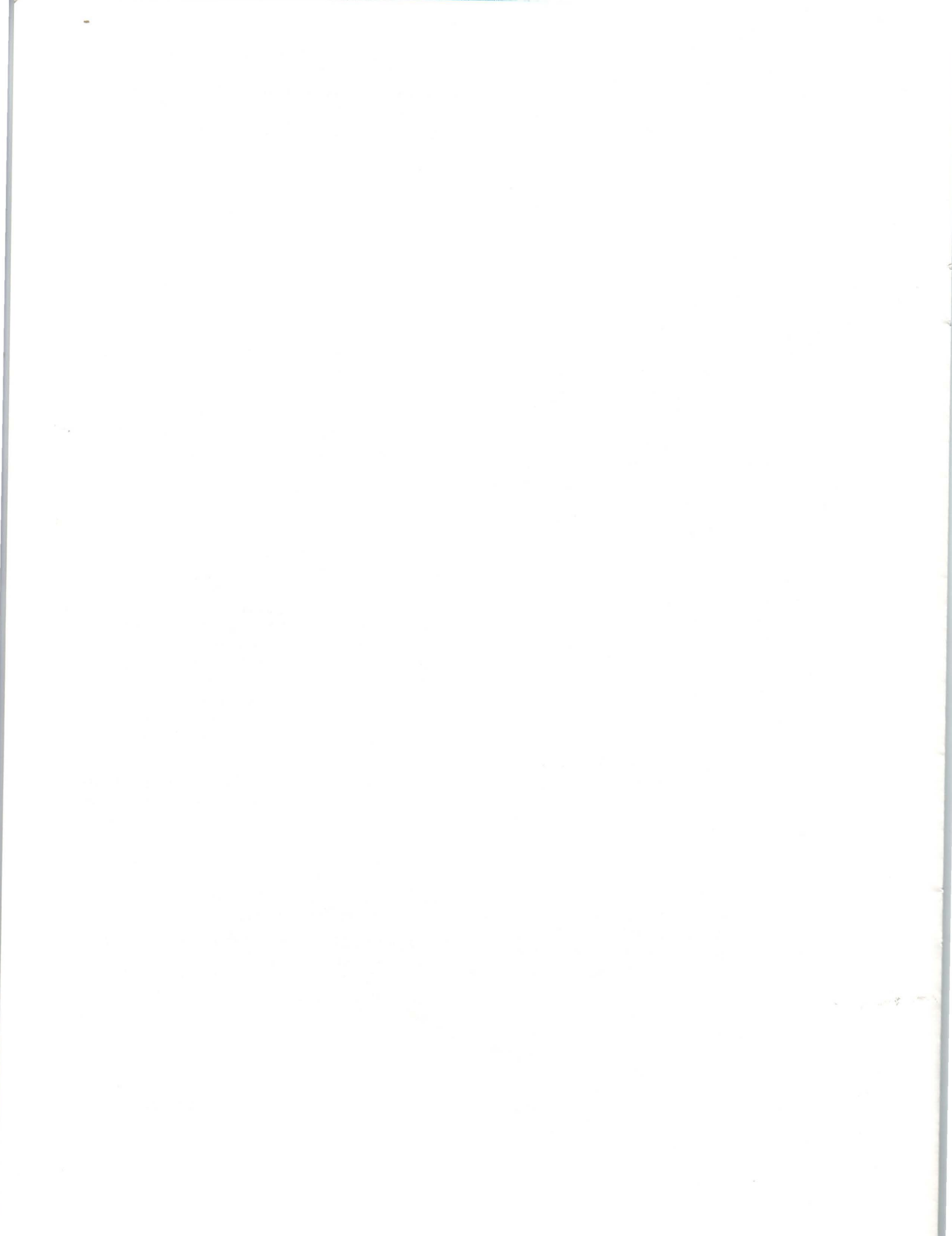
Other Mineral Resources

- Developed the Administration's strategic and critical minerals policy—the most powerful Presidential statement on national minerals policy in nearly three decades and only the second such statement in history.
- Revoked obsolete land withdrawals from operation of the mining and mineral leasing laws on 10.2 million acres. During the previous four years, withdrawals were revoked on only 1.1 million acres.
- Removed land-use restrictions in the form of "classifications" dating back to the 1960's on 97.2 million acres of public land in the West, compared to 80,000 acres processed in the previous four years.

- To implement the President's National Materials and Minerals Program Plan and Report, initiated the first prototype International Strategic Minerals Inventory to provide reserve, production, capacity, and other related minerals data on major world chromium, nickel, manganese, and phosphate mines.
- Developed a phosphate recovery technique that can extend the life of Western U.S. phosphate reserves and also reduce the industry's waste disposal problem.
- Completed mineral surveys of over 1.8 million acres of Forest Service lands and 1.1 million acres of Bureau of Land Management lands under the provisions of The Wilderness Act of 1964.
- Implemented for the first time an Outer Continental Shelf hardrock minerals program permitting the exploration and development of sand and gravel, chromite and manganese resources—a program authorized by Congress in 1953.

Strategic and Critical Minerals Funding





A Year of Progress: Preparing the National Park, Wilderness, and Wildlife Refuge Systems for the 21st Century

In January 1981, we found our Nation's parklands, wildlife refuges, and other conservation areas suffering from neglect. Poor stewardship of the past focused on acquiring more land, rather than taking care of what we have.

Our national parks—enjoyed by 291,162,000 visitors annually—had deteriorated; health and safety hazards were rampant. There had not been proper investments in the refuges that provide habitat for our wildlife and fish. Our coastal barriers and wetlands were being lost due to misguided federal policies.

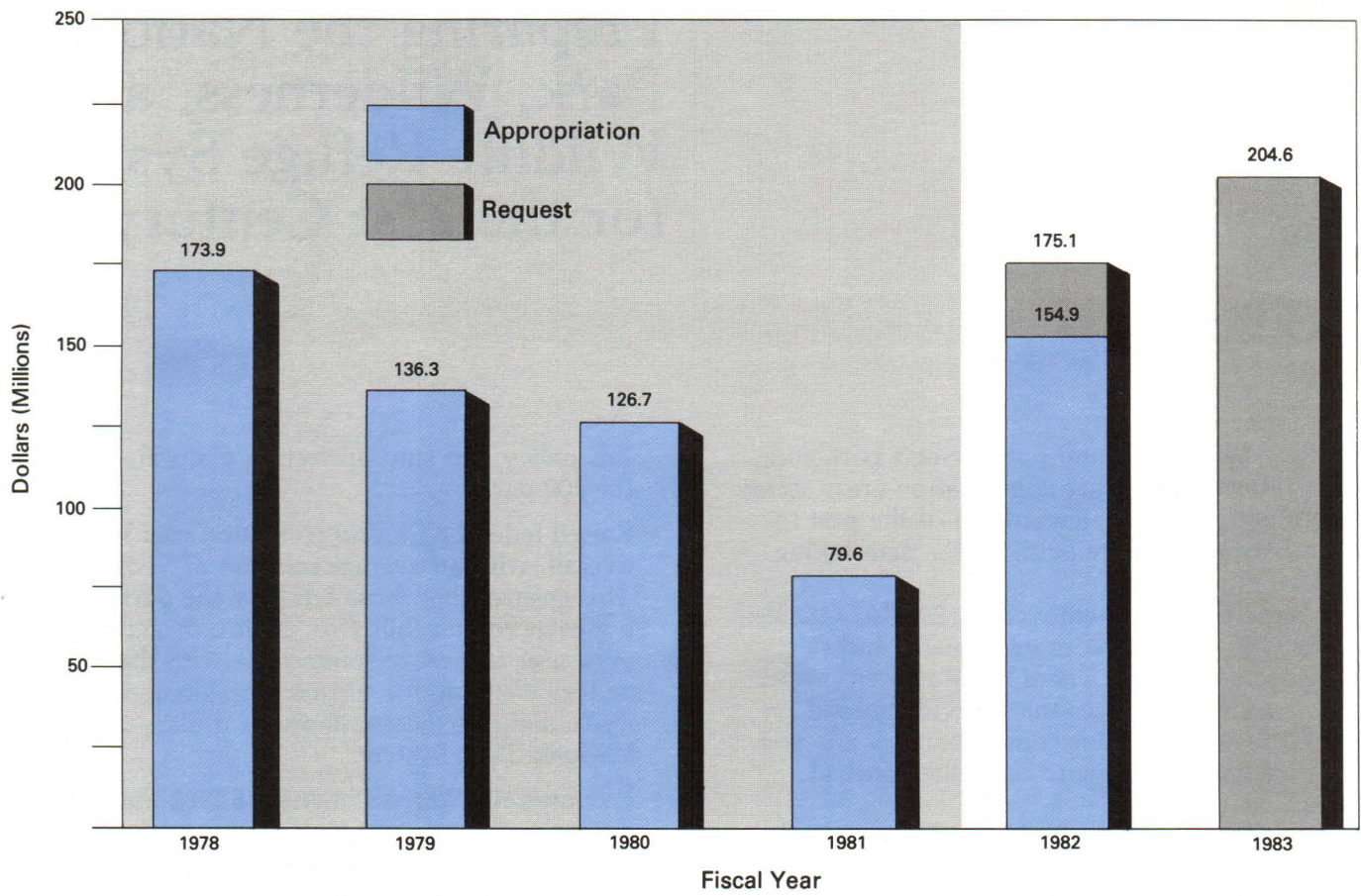
We have changed the policies of the past. Rather than reaching out for more and more land that cannot be adequately protected, we have made great progress in preserving, improving, and restoring those resources already owned by the people for the enjoyment of this generation and those to come.

In our first two years, we:

National Park System

- Created the Park Restoration and Improvement Program—a 5-year, \$1 billion effort to protect the natural resource base and improve the physical facilities in the national parks. In fiscal year 1982, we more than doubled the funding level requested by the previous Administration to begin restoring the parks to acceptable health and safety standards. For fiscal year 1983, we requested an additional \$204.6 million for park restoration and improvements. Beginning in 1981, we instituted a moratorium on adding new units to the park system until needed work in existing parks can be accomplished.
- Adopted a Land Protection Policy which emphasizes use of alternatives to full-fee acquisition and a variety of methods of land protection for important national resources. Implementation of the policy not only saves money for American taxpayers but also improves relationships between federal land managers and their neighbors and protects more park resources in a shorter period of time. Guidelines have been prepared for implementing this policy and land protection plans are underway for 200 parks.
- Raised federal park and recreation user fees 73% overall, with an average increase of \$1.75 per unit. This ensures that those who use the parks assume a greater responsibility for their cost and makes park user fees more comparable with the private sector. We continue to seek Congressional authority to dedicate these millions of dollars to the National Park System.
- Proposed to Congress in August 1982 that 188 areas along the Atlantic and Gulf Coasts be designated as undeveloped coastal barriers in response to the Omnibus Budget Reconciliation Act of 1981. The designations would mean that federally-subsidized flood insurance would no longer be available in these areas after October 1, 1983. Congress used this proposal as the basis for final deliberations on the Coastal Barrier Resources Act, signed by President Reagan on October 18, 1982, which prohibits the expenditure of any federal funds for development in the designated areas.
- Joined the Department of Agriculture in recommending to the President eight additions to the National Wild and Scenic Rivers System. The additions, totalling some 245 river miles, are: The Elk, Conejos, Los Pinos and Piedra Rivers, Colorado; the Clarks Fork of The Yellowstone River and The Snake River, Wyoming; The Verde River, Arizona; and The Au Sable River, Michigan.
- Designated 192 National Recreation Trails, bringing the total number in the entire National Trails System to 715, comprising 7,182 miles. The Department also recommended that Congress designate the Florida Trail as a National Scenic Trail.
- Designated 18 properties as National Historic Landmarks.
- Designated six areas with highly significant ecological and geological features as National Natural Landmarks, bringing to 543 the number of areas listed on the National Registry of Natural Landmarks in the 50 States and in the Territories.

Restoration of the Parks



Visitors to the proposed Wrangell-St. Elias National Park in southeastern Alaska are able to drive near this Nabesna Glacier.

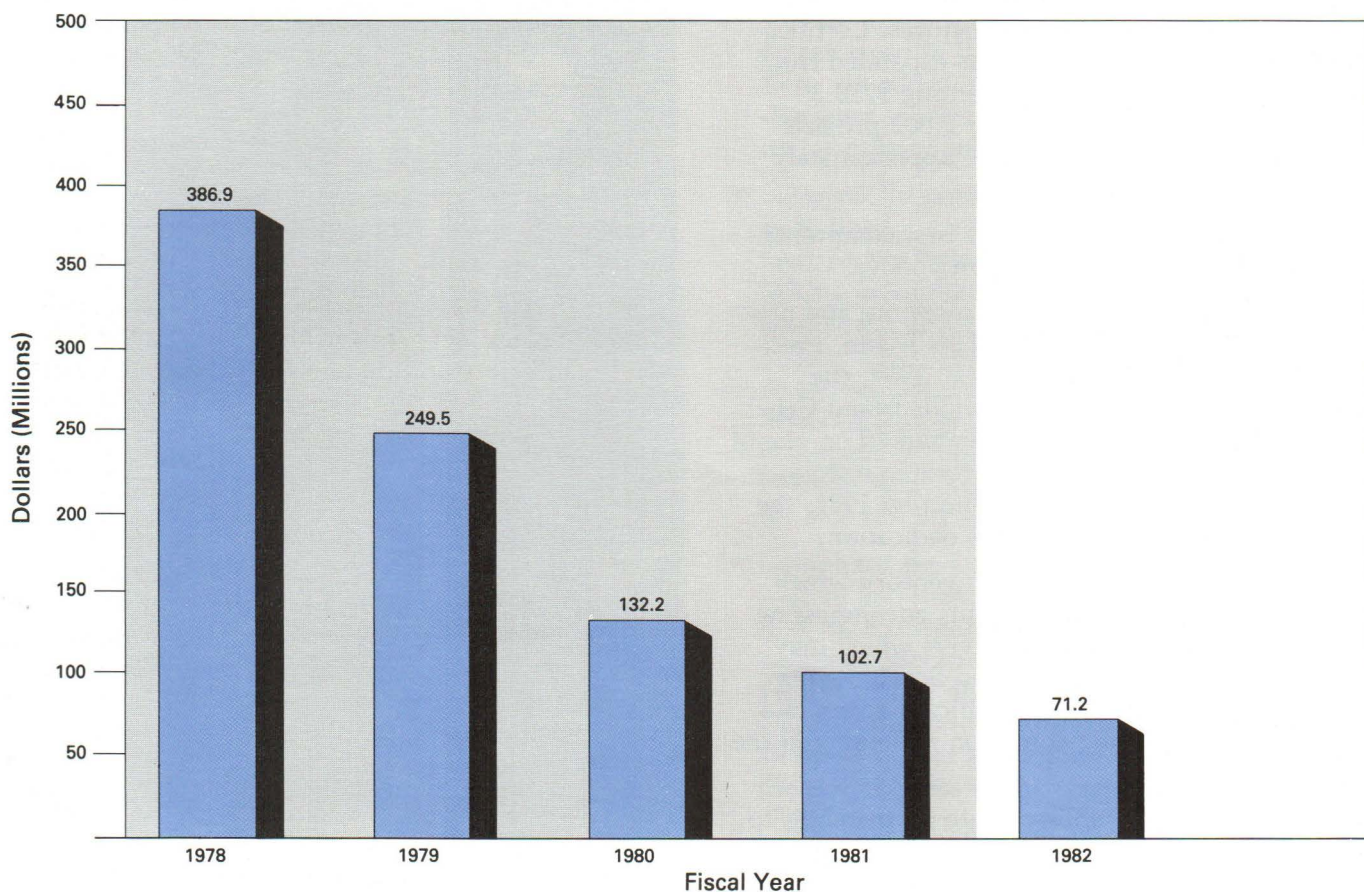
- Implemented the 1981 Economic Recovery Tax Act, which provides a 25% tax credit for private sector restoration of historic structures. Certification of rehabilitation projects has expanded from 1,375 in fiscal year 1981, representing \$738.3 million of private investment, to 1,802 projects and a total private investment of approximately \$1.1 billion in fiscal year 1982.
- Articulated and implemented the first comprehensive national historic preservation policy.
- Initiated a \$230-million project to restore and preserve the Statue of Liberty and Ellis Island. President Reagan announced on May 8, 1982, the creation of the Statue of Liberty-Ellis Island Centennial Commission, which has embarked on one of the largest private fund-raising efforts in history—with the goal of raising \$230 million by 1986, the 100th anniversary of the Statue's dedication.
- Published a Nationwide Rivers Inventory which identifies over 1,500 river segments encompassing approximately 62,000 miles of rivers which may qualify for the National Wild and Scenic Rivers System. These are the most significant rivers in a natural and free-flowing condition remaining in the Nation.
- Executed innovative public-private partnerships to assist the National Park Service in park operations. For example, since execution of the concession contract with TWA Services, Inc., TWA has expended approximately \$2,369,000 on a building and improvement program in Yellowstone National Park. The concessioner also has expended \$1,636,000 to date on normal maintenance projects associated with the park's operation, and still has \$569,000 to expend for the remainder of 1982.
- Raised over \$90,000 from county and private sources to fund the scientific investigation of 4,000 to 6,000-year-old archaeological remains discovered in the right-of-way of the Windy Gap water project near Granby, Colorado.
- Signed a Memorandum of Understanding with the State of Alaska on August 30, 1982, to execute an exchange that would add approximately 14,000 acres of land to Wrangell-St. Elias National Park and Preserve in the Chitina Valley. In 1981, over 6,000 acres were added to the Gates of the Arctic National Park in Alaska through a land exchange.
- In fiscal year 1982, completed the acquisition of 2,707 private inholdings comprising 46,464 acres in 58 areas in 33 States.
- Initiated a program funded at \$432,000 during fiscal year 1982 for curbing pollution in 23 National Parks. Program accomplishments included studying water and wastewater treatment systems, installing meter equipment to increase efficiency, and modifying systems to protect public health and eliminate hazardous waste materials.



Famous 152-foot copper Statue of Liberty bearing the torch of freedom

- Formally established two previously authorized additions to the National Park System—Valley Forge National Historical Park in Valley Forge, New York, and Women's Rights National Historical Park in Seneca Falls, New York. Women's Rights National Historical Park is the first unit in the System to honor the efforts and accomplishments of women.
- Implemented the Natural Landmarks Patron Program, which has enabled us to enlist the assistance of close to 50 volunteers, mostly university scientists, in monitoring the condition of National Natural Landmarks.

National Park Land Acquisitions



Wilderness

- Recommended three additions to the National Wilderness Preservation System. The additions, totaling over 21,000 acres, are: The Spruce Creek addition to the Hunter-Fryingpan Wilderness, Colorado; The Paddy Creek area, Missouri; and The Aravaipa Canyon Primitive Area, Arizona.
- Completed wilderness studies for 29 percent of the 928 Bureau of Land Management wilderness study areas. In 1982, studies were completed on 1.3 million acres. We completed studies on 155,000 acres in 1981, bringing the total to approximately 1.5 million acres. Under the accelerated wilderness study schedule we have initiated, 90% of the acreage will have been studied by October 1984. The total acreage in BLM wilderness study areas is 24 million.
- Expanded the National Wilderness System through a three-party exchange—Bureau of Land Management, U.S. Forest Service, and City of Albuquerque, New Mexico—resulting in an addition of 7,025 acres to the Cibola National Forest, of which 6,257 will be added to the proposed Sandia Mountain Wilderness Addition.

National Wildlife Refuge System and Wildlife Protection

- Provided a 13% increase in funding for National Wildlife Refuge System operation and maintenance and, with the cooperation of Congress, strengthened the fire management program by tripling the funds available to assure the safety of employees and the public.
- Established a special task force known as POWDR (Protect Our Wetlands and Duck Resources), made up of State, private organization, and corporate officials, to encourage the donation of wetlands or development rights on those wetlands to private groups or State or federal agencies that will conserve them as permanent wildlife habitat.
- Purchased or leased approximately 86,000 acres of wetland habitat for migratory birds in the last two fiscal years. These acquisitions were funded largely by the sale of Migratory Bird Hunting and Conservation Stamps.
- Completed and distributed a National Waterfowl Management Plan that sets goals and objectives for cooperative State-federal actions to conserve healthy waterfowl populations.

- Obtained the first felony conviction under the Lacey Act of two commercial fishermen for shipping more than 50,000 pounds of illegally-taken fish across State lines.
- Took steps to provide for more public and multiple use of refuges as provided by the National Wildlife Refuge System Administration Act. New or expanded uses will be allowed only where those activities are compatible with the purposes for which the refuge was established. In addition to the recreational uses, economic activities generate money—over \$4 million annually—that is returned to counties as revenue-sharing payments.
- Proposed a budget for fiscal year 1983 for the National Fish Hatchery System that will provide a 28% increase in funding for hatchery operation and maintenance of the remaining 58 hatcheries—one of the largest increases in the history of the program.
- Purchased 19,400 acres of wildlife habitat through the Land and Water Conservation Fund. These acquisitions include 2,309 acres of habitat at San Bernadino National Wildlife Refuge, Arizona, for the endangered Yaqui topminnow; 577 acres of roosting habitat for the highly endangered California condor; and 24 acres for the American crocodile at Crocodile Lake National Wildlife Refuge, Florida. Additions were made to a number of other National Wildlife Refuges, including Alaska Maritime, Alaska; Bogue Chitto on the Mississippi-Louisiana border; Bon Secour on Alabama's Gulf Coast; Great Dismal Swamp in Virginia; Great White Heron and Lower Suwannee in Florida; Hart Mountain in Oregon; Rio Grande Valley in Texas; San Francisco Bay in California; Trustom Pond in Rhode Island; Sevilleta in New Mexico; and Tensas in Louisiana.
- In fiscal year 1982, approved the purchase of 445 private inholdings from willing sellers of 72,450 acres in 42 areas in 26 States. In 1981, we approved purchase of 14 private inholdings of 947 acres in 3 areas in 3 States.
- In fiscal year 1982, apportioned nearly \$147 million in federal aid funds to the 50 States for fish and wildlife restoration and improvement projects and hunter safety education programs, compared to \$114 million in fiscal year 1981. Three States—Kansas, Colorado, and Wyoming—began operating their grant programs with less federal overview under long-range comprehensive resource management plans.
- Completed ecological map inventories of coastal fish and wildlife resources of the Gulf of Mexico and Pacific Coasts. This information is designed for use by local and State governments and industries that contemplate major developments in the coastal zone.
- Completed detailed wetland maps for 240,000 square miles of the Lower 48 States, and 10,000 square miles of Alaska. More than 100,000 copies of wetland maps were distributed to all levels of government and the private sector to provide accurate information needed by developers and others to make sound resource decisions.



Duck hunting



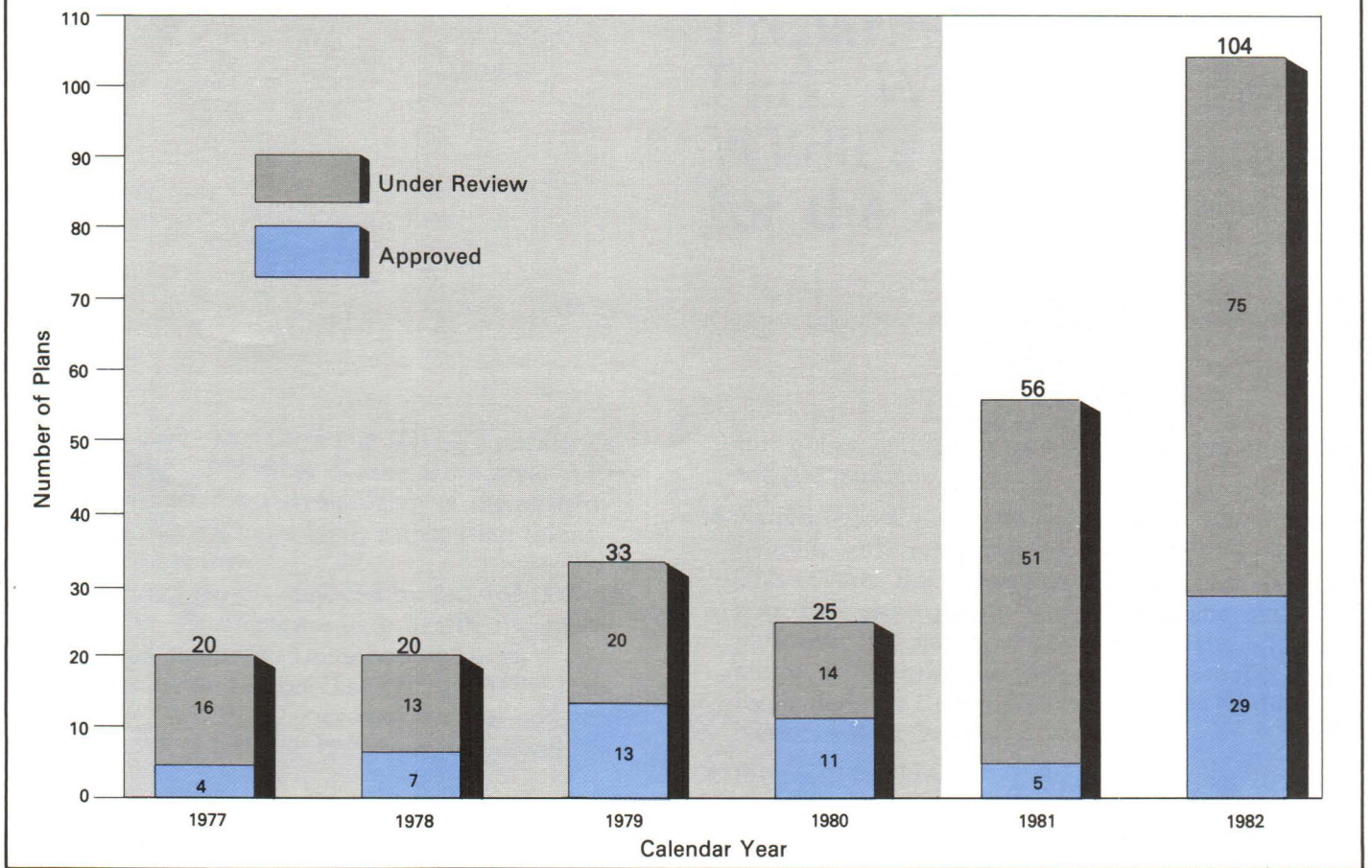
Bottomland hardwood wetland in Achafalaya River Swamp in Louisiana



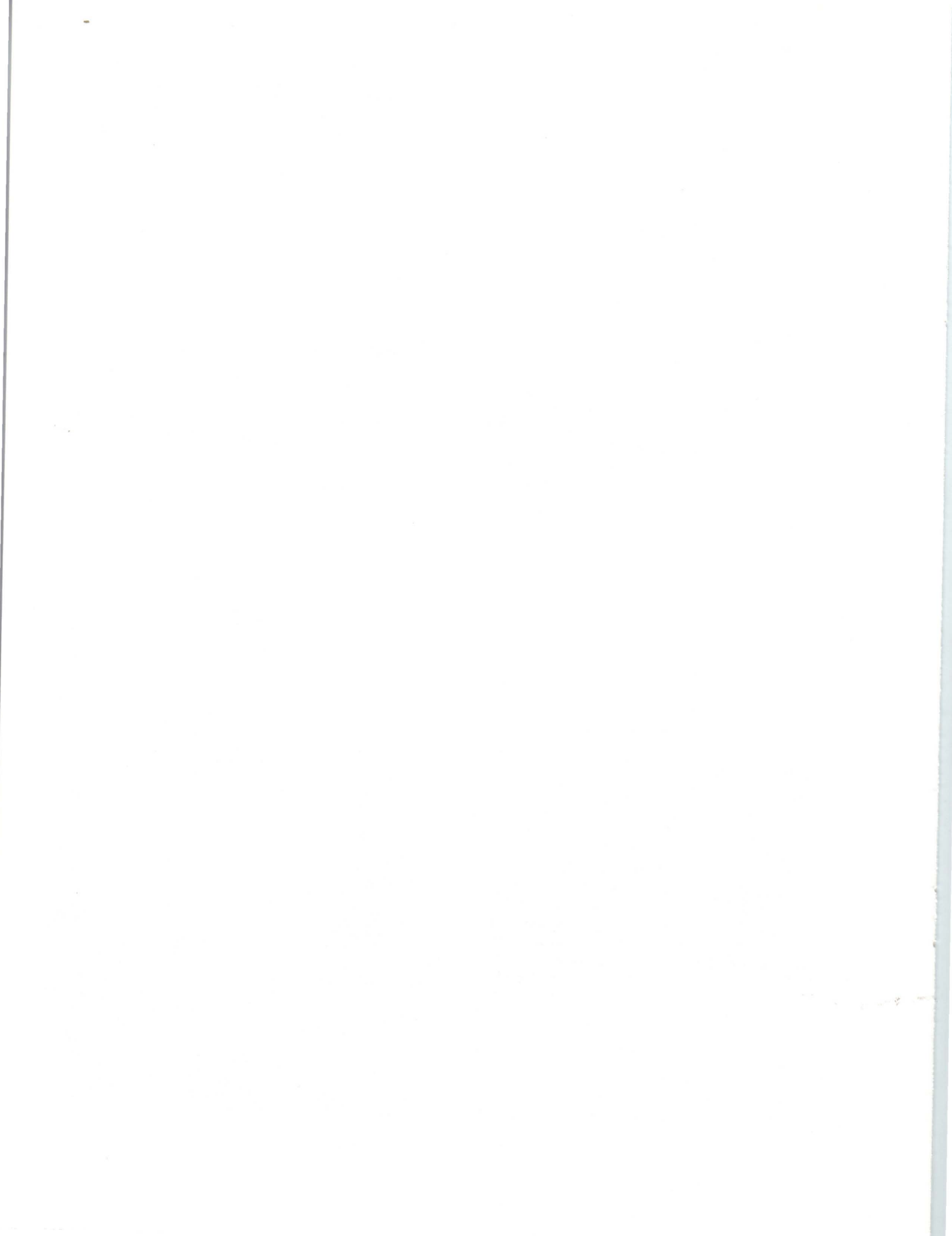
Kayaking in Okefenokee

- In 1981 and 1982, approved or reviewed 160 plans for the recovery of endangered or threatened species, 160% more than the 98 plans approved or reviewed in the previous four years. In addition, we added 15 species to the U.S. list of endangered species and protected two others under an emergency rulemaking.
- Successfully prosecuted 65 violators who have been fined a total of \$156,000 as a result of the 1981 reptile "sting" operation to halt illegal trafficking in wildlife. The Government has not lost a case in the undercover investigation of a multi-million-dollar black market in thousands of protected reptiles. In addition, in September 1982, we held our first public sale to dispose of a 10-year collection of confiscated wildlife products that brought \$250,000 in bids. All of the items offered for sale can be legally sold in the United States.
- Completed the United States' 10-year review of wildlife and plant species listed in Appendices I and II of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES). This is part of an effort by the U.S. and other CITES nations to ensure that trade regulations for all listed species are appropriate and to evaluate the effectiveness of the treaty.
- Completed studies to determine the role of contaminants in the decline of Chesapeake Bay populations of striped bass; also completed a 2-year study of the economic importance of striped bass to the recreational and commercial fisheries of the North Atlantic that will aid in restoration efforts by the States.
- Realigned management responsibilities and funding in the Fish and Wildlife Service by closing 18 area offices, placing 50% of the area office staff in the regional offices and 50% in the field.

Endangered Species Recovery Plans



Endangered Ocelot



A Year of Progress: Preparing the West With Adequate Water for the 21st Century

When we took office, change was needed in the management of our Nation's water resources, particularly in the West. Current Western water projects irrigate about 10 million acres—a fraction of 1% of the Nation's agricultural land; yet this land now produces over 10% of America's total crop value every year. As an extra benefit, the safe, clean hydroelectric power produced at federal water projects is enough to offset 81 million barrels of crude oil per year.

Since water in the West so dramatically impacts our ability to feed our people and produce our domestic energy requirements, we need an aggressive program to provide the water resources that will be critical to the Nation.

In 1981, we brought change to the federal role in water resource development, making the Federal Government a partner with the Western States to help avert a water crisis in the next decade. In 1982, we have made great progress in ensuring proper investment and management of the West's water resources.

During this period we:

- Announced ten new Western water projects. The State of Wyoming has appropriated up to \$47 million for the \$109-million Buffalo Bill Dam Modification Project near Cody, Wyoming, which will increase generating capacity at the dam from 5,600 kilowatts to 20,000 kilowatts and will provide an average of 74,000 additional acre-feet of water for municipal and industrial use. The \$53-million Headgate Rock Hydroelectric Project near Parker, Arizona, will provide 86.5 million kilowatts annually to the tribes of the Colorado River Indian Reservation; the energy produced by the powerplant's new generators will be roughly equivalent to 160,000 barrels of oil annually. We approved eight new loan programs for projects in Arizona, California, Montana and Washington.
- Successfully coordinated reform of the 1902 Reclamation Act. The new law increases the acreage eligible for federal irrigation water from 160 to 960 acres per farm, repeals the residency requirements

to qualify for federal water, exempts from the law certain Corps of Engineers projects and districts which have completed their repayment obligation, authorizes adjustment of the acreage limit for areas where growing seasons are shorter, and improves water project cost recovery for the benefit of taxpayers and water conservation.

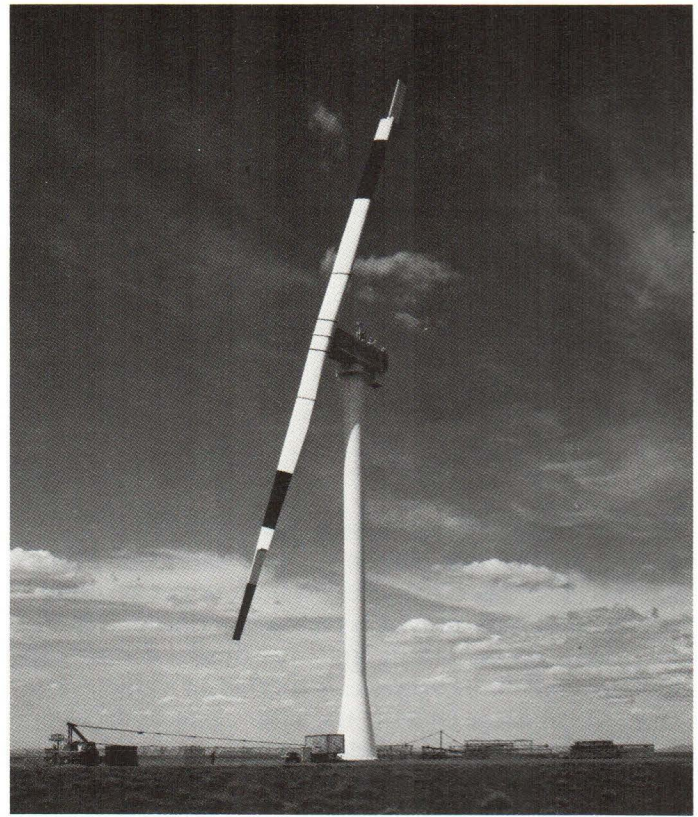
- Began operation of two giant wind turbines that will add 2.5 and 4 megawatts, respectively, of electric power to the federal power transmission system. Experience with the turbines will help in



Buffalo Bill Dam, Wyoming, provides for irrigation of the Shoshone Valley.

designing future wind energy systems and will demonstrate the integration of wind energy with hydroelectric power.

- Revised the cumbersome Principles and Standards for Water Resources Projects. Adopted final Principles and Guidelines that are more flexible and ensure prudent public investment in environmentally and economically sound water development projects. We also streamlined the federal water project planning process, reducing by one-half to two-thirds the time previously required—an average of 17 years—to complete planning prior to project construction.
- Began operations in the new Office of Water Policy, established to provide policy analysis on water issues and liaison to the States and water groups. In 1981, we returned to the States primary authority to allocate water resources by reversing a 1979 legal opinion on so-called “non-reserved” federal water rights and reaffirming that, unless otherwise directed by Congress, the individual States will govern how Interior agencies acquire water sources.
- Returned important water policy deliberations to the Cabinet level of government by successfully closing down the Office of the Water Resources Council. We also eliminated non-essential desalting programs and streamlined the Department’s water research management programs by abolishing the Office of Water Research and Technology.
- Entered into agreements for projects involving non-federal financial participation, including:
 - The City of Casper, Wyoming, and the Casper-Alcova Irrigation District;
 - The States of Colorado, Nevada and Washington; and,
 - The Western Mining Division of W.R. Grace and Company.
- Awarded 355 construction contracts, worth an estimated \$520 million, to keep construction going on 16 Western multi-purpose water projects in 13 States. Approximately 11,650 work-years of non-federal employment resulted from these contracts.
- Revitalized the Bureau of Reclamation to emphasize greater cost accountability through cost sharing and creative financing, joint ventures, decentralization of decision-making, and improved consultation with the States.



The MOD-2 wind generator at Medicine Bow, Wyoming

A Year of Progress: Preparing the Federal Land Manager to be a Good Neighbor to the States in the 21st Century

The Federal Government controls one-third of the Nation's land and 60% of the land in the West. In the past, Washington bureaucrats dominated resource management decisions.

In 1981, we curbed the high tide of federal intrusion that had fomented the turbulent popular uprising known as the "Sagebrush Rebellion." Because we changed the arrogant and heavy-handed policies of the past, the War on the West is over, and America has won. Western States are now full partners with us in making the critical resource management decisions that impact so completely the lives and the livelihoods of the people of the West. To continue our role as a good neighbor to the States, we:

- Conveyed more land to the State of Alaska and native corporations in 1981 and 1982 than had been conveyed in the previous four years. Under the Statehood Act and Native Claims Settlement Act, we have conveyed 25.7 million acres—more land than any prior Administration conveyed, although the obligations have existed since 1959 and 1971, respectively.
- Revitalized efforts to honor States' rightful claims to the public lands they were granted upon entering the Union. In January 1981, we owed eight Western States 605,700 acres. No lands were conveyed in 1980. Since we took office, 158,680 acres have been conveyed to four States. In 1983, with the States' cooperation, we plan to convey an additional 212,320 acres, completing entitlements to Colorado, Montana, and South Dakota and reducing entitlements due to Arizona, California, Idaho and Utah. The remaining entitlements will be transferred upon State identification of the lands they want.
- Made record payments in fiscal year 1982 of \$735 million to State and local governments in the form of shared revenues from energy production, sales of public land resources, and direct payments to counties as compensation in lieu of the taxes they forego on federal lands within their boundaries. This tops the fiscal year 1981 all-time high of \$539 million.

- Responding to the President's call for better management of federal assets, identified 2.7 million acres of publicly-owned land already included in land use plans as surplus to federal needs. None of this acreage is in national parks, wildlife refuges, conservation areas, wilderness or other areas of national environmental significance.
- Authorized the transfer, exchange or lease of 19,624 acres of federal land to State and local governments for park and recreation purposes. Applications covering another 187,415 acres are being reviewed and processed.
- Returned to the States primary authority to allocate water resources. In reversing a 1979 legal opinion on so-called "non-reserved" federal water rights, we reaffirmed that, unless otherwise directed



BLM range conservationist discusses grazing management with sheep herder on American Flats, Colorado.

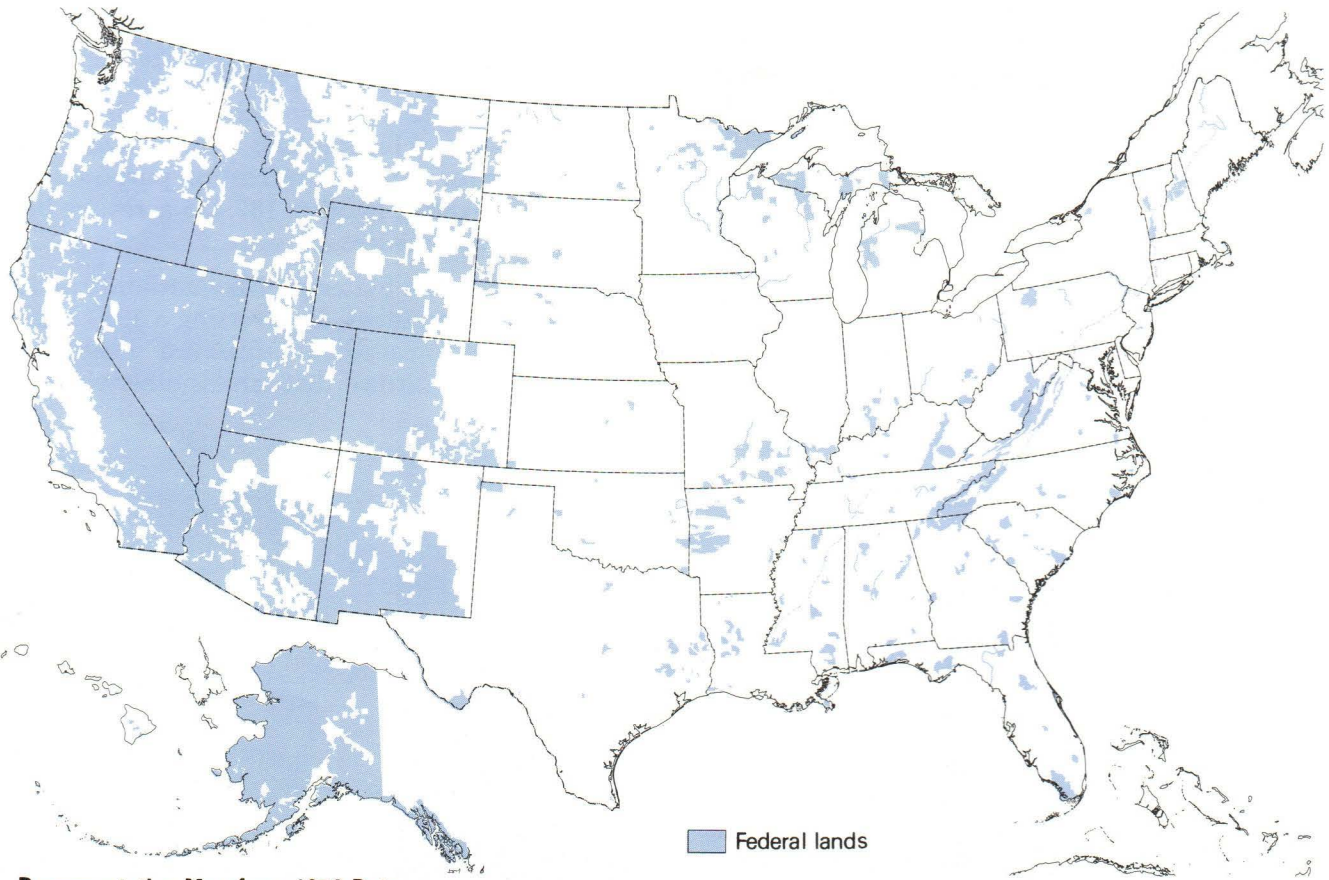
by Congress, the individual States shall govern how Interior agencies acquire new water sources.

- Adopted new rangeland management regulations that make livestock managers stronger partners in maintaining a healthier rangeland environment.
- Implemented new wildlife management policies that reaffirm the States' rights to manage resident wildlife populations.
- Ruled that Alaska's subsistence management and use program complied with the Alaska National Interest Lands Conservation Act, thereby ensuring that the State would retain its traditional lead role in the management of fish and wildlife on the pub-

lic lands. That determination completed a year-long negotiation process with the State.

- Produced the first multiple-use Resource Management Plan on public lands, required by the Federal Land Policy and Management Act of 1976, covering the Glenwood Springs, Colorado, BLM Resource Area. Another three plans are scheduled for completion in 1983, and 40 more plans are underway.
- Reduced the average cost of BLM land use plans from \$667,000 each to about \$300,000 each. We also reduced the time required for preparing such plans from an average of four years to 20-24 months.

Federal Lands Map



Representative Map from 1970 Data

State Indemnity Selections

State	Original Entitlement	Entitlement As of 1/1/81	1980	Transferred (Cal. Yr.)			1983*
				1981	1982		
ARIZONA	10,500,000	194,000	0	58,000	80,000	40,000	
CALIFORNIA	8,800,000	115,000	0	0	0	64,000	
COLORADO	4,500,000	11,000	0	0	0	11,000	
IDAHO	4,300,000	27,000	0	19,000	0	5,000	
MONTANA	6,000,000	27,000	0	0	0	27,000	
SOUTH DAKOTA	4,100,000	2,100	0	0	1,780	320	
UTAH	7,500,000	228,500	0	0	0	65,000	
WYOMING	4,300,000	1,100	0	0	0	0	
Total Acreage			0	77,000	81,780	212,320	

* Because States have control over what and how much land is selected, the figures for 1983 are estimates of what Interior expects to be selected for that year.



Rangeland management



A Year of Progress: Preparing Indian Tribes and Island Territories for Economic Self-Sufficiency in the 21st Century

The Interior Department is responsible for 735,000 Indians living on 50 million acres of reservation land, and for improving the economic and political status of the U.S. flag territories of Guam, American Samoa, the Virgin Islands, the Northern Mariana Islands and the Trust Territory of the Pacific Islands (Micronesia).

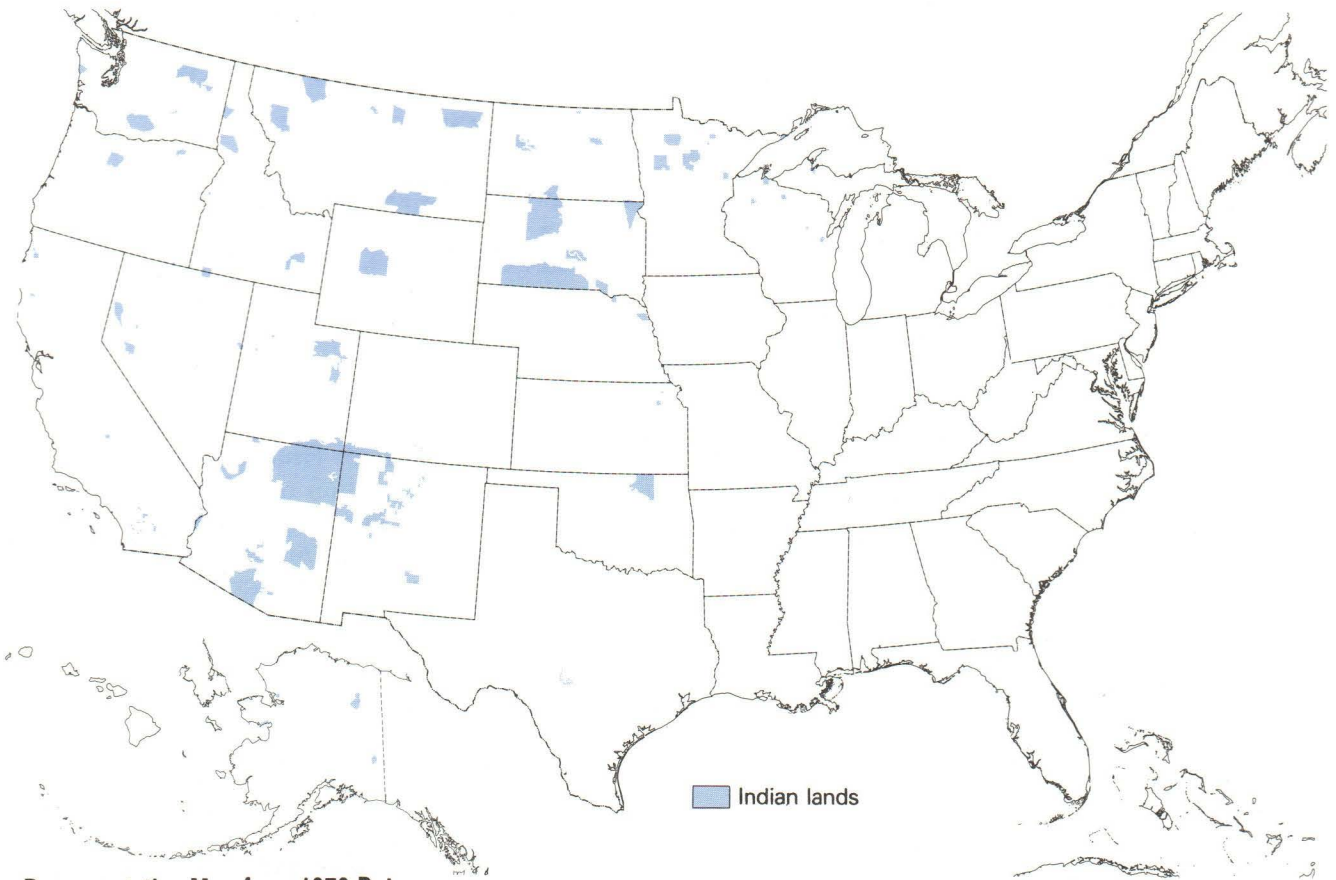
During 1981 and 1982, we have made progress in helping these peoples achieve economic self-reliance and governmental self-determination.

To date, we have:

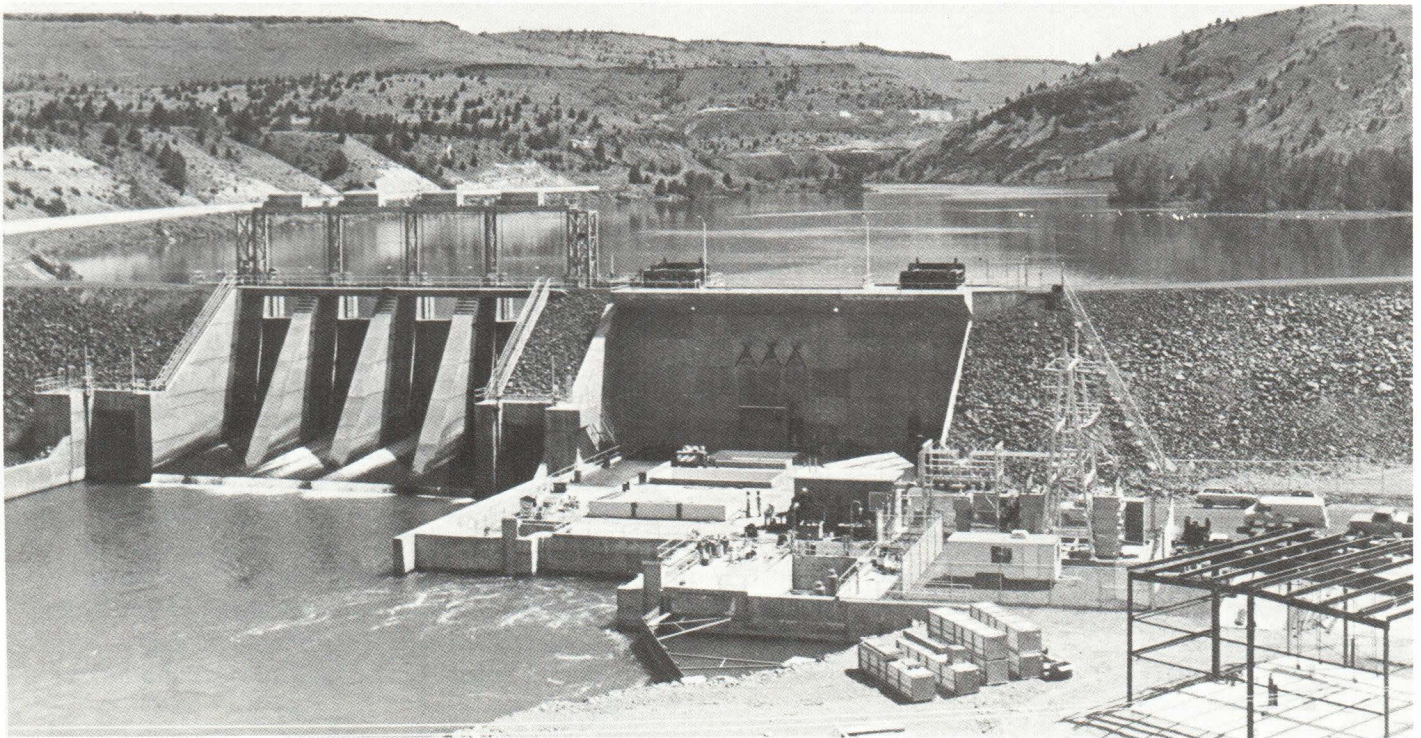
Indian Tribes

- Announced the Administration's Indian Policy which is the first pronouncement of Indian policy since 1970. The policy:
 - reaffirms the government-to-government relationship;
 - reinforces the concept of Indian self-government;
 - establishes a Presidential Commission to help improve the economies on Indian Reservations;
 - designates the White House Office of Intergovernmental Affairs as liaison for Tribes; and,
 - recommends expanding the membership of the Advisory Commission on Intergovernmental Relations to include Indian tribal governments.
- Transferred 17 Bureau of Indian Affairs day schools to the State of Alaska, achieving a savings to the Federal Government of \$5.9 million.
- Established a formal process to negotiate settlements of over 50 Indian water rights claims in litigation. The Papago Indian Tribe's claim was the first to be negotiated and was settled in September 1982. The Papago settlement reduced the cost to the Federal Government from \$112 million (proposed in a bill vetoed by the President) to \$18 million and provided for a contribution of over \$8 million by local beneficiaries.
- Proposed to Congress a new \$10 million Indian Economic Development Initiative. The initiative will assist tribes in developing their natural and physical resources as a means of generating income and employment opportunities.
- Dedicated the first Indian-owned hydroelectric dam on a reservation. Financed with \$10 million in tribal funds, \$15 million raised by a State bond issue and a \$5 million federal loan, the Pelton Dam on the Warm Springs Indian Reservation in Oregon will generate approximately \$4 million annually to the Confederated Tribes through the sale of power to northwest utilities.
- Instituted forest inventory and planning programs to assist tribes in the cutting of timber on a sustained-yield basis. Eleven full programs and 20 to 30 abbreviated plans for smaller reservations were operational by the end of 1982.
- Started construction on nine new, small irrigation projects—four in Arizona, four in the Dakotas and one in Iowa—which will be completed in one to two years and will provide quick economic returns to the tribes.
- Provided \$2.5 million in funding to the Lower Brule Sioux Tribe for the second phase of the Grass Rope Irrigation Unit. This will permit the tribe to irrigate 3,500 acres, in addition to the 1,500 acres now under irrigation, generating a potential income of \$1.2 million.
- Proposed the Small Tribes Core Management Initiative for fiscal year 1983 to assist tribes of 1,500 population or less in meeting special needs associated with economic development.
- Settled the controversy about Indian gill-net fishing in the Great Lakes area. The plan, which will limit Indian gill-netters to an area generally north of Little Traverse Bay in Northern Michigan, was accepted in concept by Indian representatives, sport fishermen and the Michigan Department of Natural Resources. The comprehensive settlement will protect the fishery resources, protect Michigan's sport-fishing, and protect Indian treaty rights.
- Instituted a model hydrocarbon monitoring system in the Anadarko, Oklahoma, area that enables tribes to determine royalties at the exact moment they are due, thereby obviating the customary 30-day delay in royalty payment.

Indian Lands of the U.S.



Representative Map from 1970 Data



The first Indian-owned hydroelectric dam on a reservation was dedicated on the Warm Springs, Oregon, Indian Reservation in 1982.

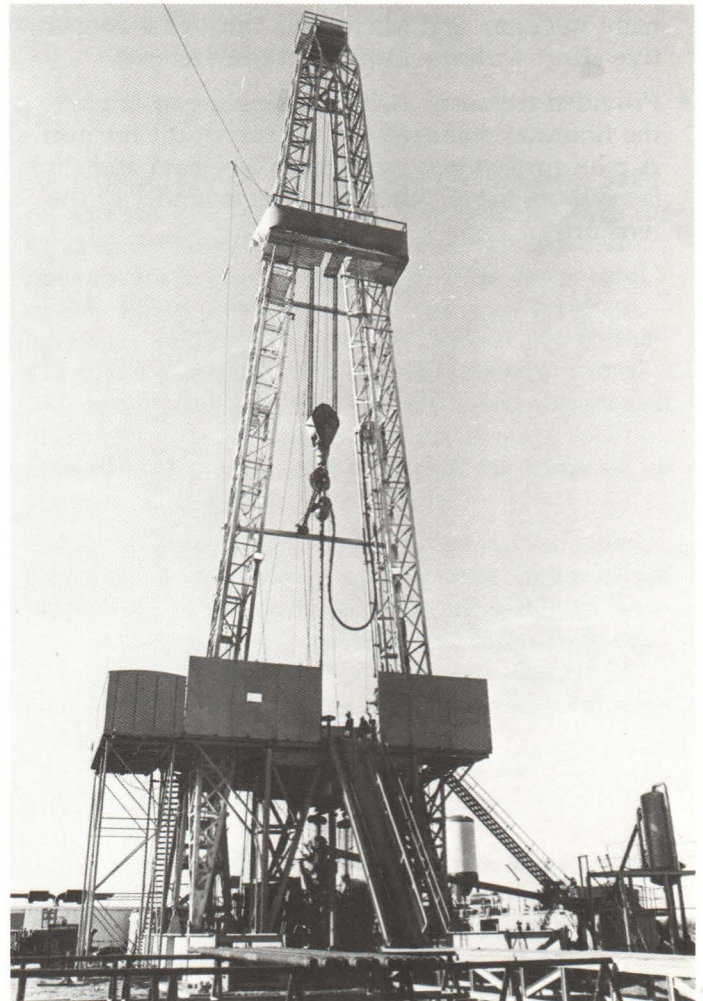
- Supported legislation that would give tribal governments the same federal tax advantages currently enjoyed by State, county, and municipal governments. The bill would permit tribes to issue tax exempt bonds and exempt tribes from payment of certain excise taxes. These tax advantages will further tribal economic self-sufficiency.
- Supported legislation to permit Indian tribes to develop oil and gas and other mineral resources through joint venture agreements, risk service contracts, joint production agreements and other non-lease approaches. Non-lease agreements will enable tribes to become directly involved in management decisions for these resources.
- Initiated a series of regional, person-to-person workshops to discuss programming and budgetary matters with tribal leaders. This additional consul-

tation will improve government-to-government relationships, foster deeper understanding of the tribes and management problems, and increase appreciation of Indian self-determination.

- Settled the land claims of the Chugach Natives in Alaska. The settlement resolved issues outstanding for 11 years.
- Developed a training course entitled "Dealing with Tribal Governments," to assist various federal and State agencies and others affected by tribal governmental actions.
- Undertook a comprehensive review of all off-reservation boarding schools to determine the feasibility of continued operations as well as alternatives available for educating students closer to their homes.



Gill net fishing in the Great Lakes



Drilling operation in the well-known Anadarko Basin, Oklahoma. Indian landowners receive bonuses and royalties.

Island Territories and International Affairs

- Sponsored with the White House a meeting for Guam businessmen to discuss problems of federal constraints on Guam's economic development. As a result of the meeting, the Defense Base Act, as it applies to Guam, was waived; the adverse effect wage rate for Guam was abolished by the Immigration and Naturalization Service and the Department of Labor; temporary alien worker labor certification authority was returned to the Government of Guam from the Department of Labor; and Interior received approval from the Environmental Protection Agency for a 6-month extension on the date for the Guam Power Authority (GPA) to comply with the Clean Air Act by installing new scrubber technology, resulting in a \$20 million savings to GPA.
- Established a center for small business development in Guam and Micronesia through a cooperative effort with the Department of Defense.
- Provided technical assistance funding to improve the financial management systems in the territories. A pilot project was established in Guam and similar systems are planned for the remainder of the territories.
- Served as project administrator for the planning, design, and construction of facilities for Saudi Arabia's first national park (Asir National Park), a 5-year project that is now ready for dedication by the Royal Family.
- Obtained the final transfer of Maritime Administration vessels from the Trust Territory government to the emerging governments of Micronesia, thus providing vital cargo and transportation vessels to these governments.
- Developed the Presidential Proclamation extending certain provisions of the Communications Act of 1934 to the Northern Mariana Islands, to allow Northern Mariana citizens to be issued licenses and other authorizations to engage in broadcast and television activities.
- Assisted in negotiating the *Compact of Free Association* with each of the governments of the Trust Territory of the Pacific Islands, establishing the structural foundation for Micronesian autonomy in a relationship with the United States that will ensure stable political development and pave the way for sound economic progress for the islands.
- Implemented a contract to link the Trust Territory of the Pacific Islands with the rest of the world through seven satellite earth stations. The first station, in Palau, was dedicated in November 1982.

A Year of Progress: Preparing the Department of the Interior to be More Efficient and Effective in the 21st Century

To achieve efficient and effective management of the Department of the Interior, we:

Management

- Reduced our net budget authority (budget authority less offsetting receipts) by approximately 25% from fiscal year 1981 to fiscal year 1983. Interior's gross budget authority was reduced by almost 5% from \$6.2 billion to \$5.9 billion from fiscal year 1981 to fiscal year 1983. In the same period, revenues generated from Interior programs (excluding OCS leasing) and used to offset Department budget requirements increased almost 44% from \$1.8 billion to \$2.6 billion.
- In fiscal year 1982, generated \$8.3 billion in revenues to the U.S. Treasury. We estimate generating total revenues of \$15 billion in fiscal year 1983.
- From fiscal year 1981 to fiscal year 1983, reduced permanent full-time personnel by about 8% with limited use of reductions-in-force.
- Participated in 275 separate Congressional hearings in a spirit of open communications—averaging one hearing every 1.25 legislative days, ranking the Department third in the Federal Government behind the Departments of Defense and Treasury. The Secretary personally testified on the average of once every eight legislative days.
- Realigned onshore and offshore mineral leasing responsibilities by (1) within one year, creating the Minerals Management Service (MMS) and reassigning the offshore leasing responsibilities of the Conservation Division from USGS to MMS and the onshore leasing activities to the Bureau of Land Management (BLM); and (2) elevating onshore leasing activities in the BLM through designation of a new position—Deputy Director of Energy and Minerals—and establishment of a personnel system to allow energy and minerals experts to move into top management in the BLM. All non-financial onshore leasing activities are now handled by BLM, and full responsibility for the offshore leasing and

production program and mineral royalty management is with MMS.

- In 1982, released the first USGS provisional map edition, a new concept in primary quadrangle mapping which dramatically reduces federal costs. The new process will expedite by ten years completion of topographic map coverage of the United States.

Regulatory Reform

- Completed action on 34 of the 55 rules targeted for revocation or revision in response to public comments received in January 1981.

Red Tape Reduction

- Experienced a 6% reduction in the number of lawsuits filed against the Department of the Interior. In 1981 and 1982, 504 lawsuits have been filed, compared to 536 filed in 1979 and 1980.
- Experienced a dramatic decrease in the number of appeals to the Interior Department's Office of Hearings and Appeals. In 1982, 1,980 appeals have been filed, compared to 2,559 in 1981, and 3,041 in 1980.
- Illustrative of our open-Administration philosophy, experienced a 111% reduction in the number of appeals from denials of Freedom of Information Act requests. We received 171 appeals from FOIA denials in 1981 and 1982, compared to 361 appeals from denials filed in 1979 and 1980.

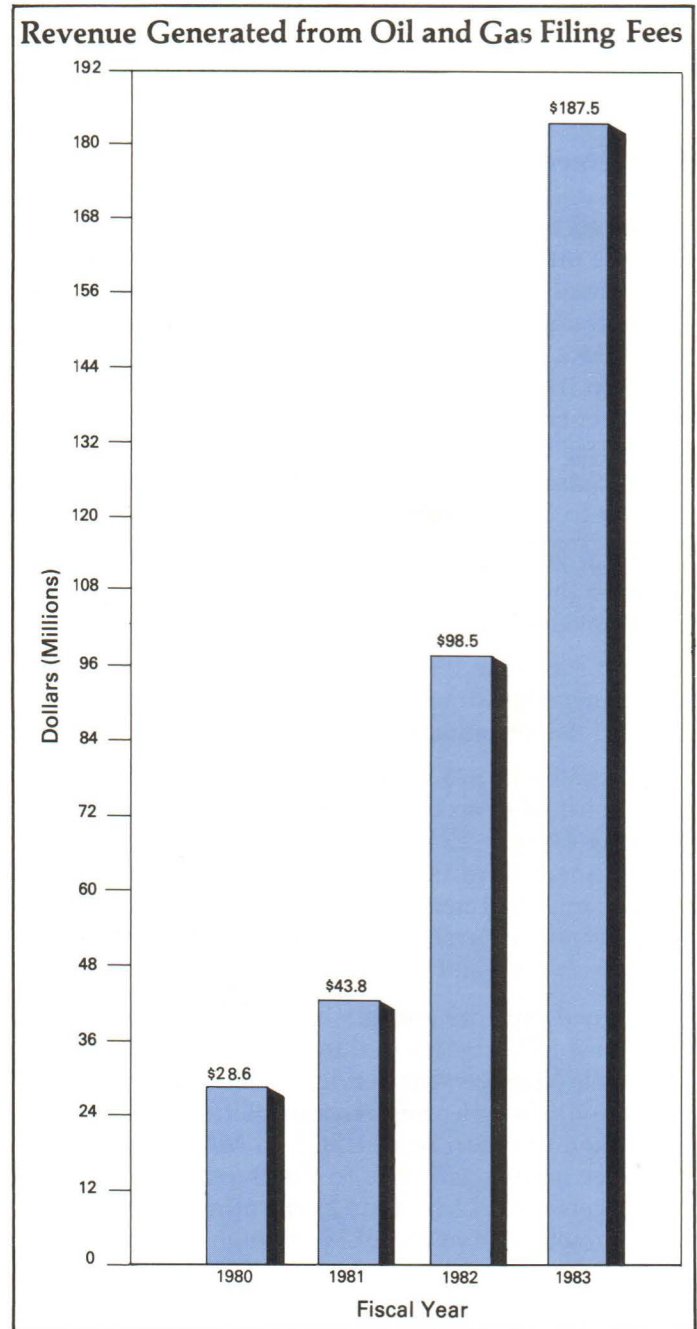
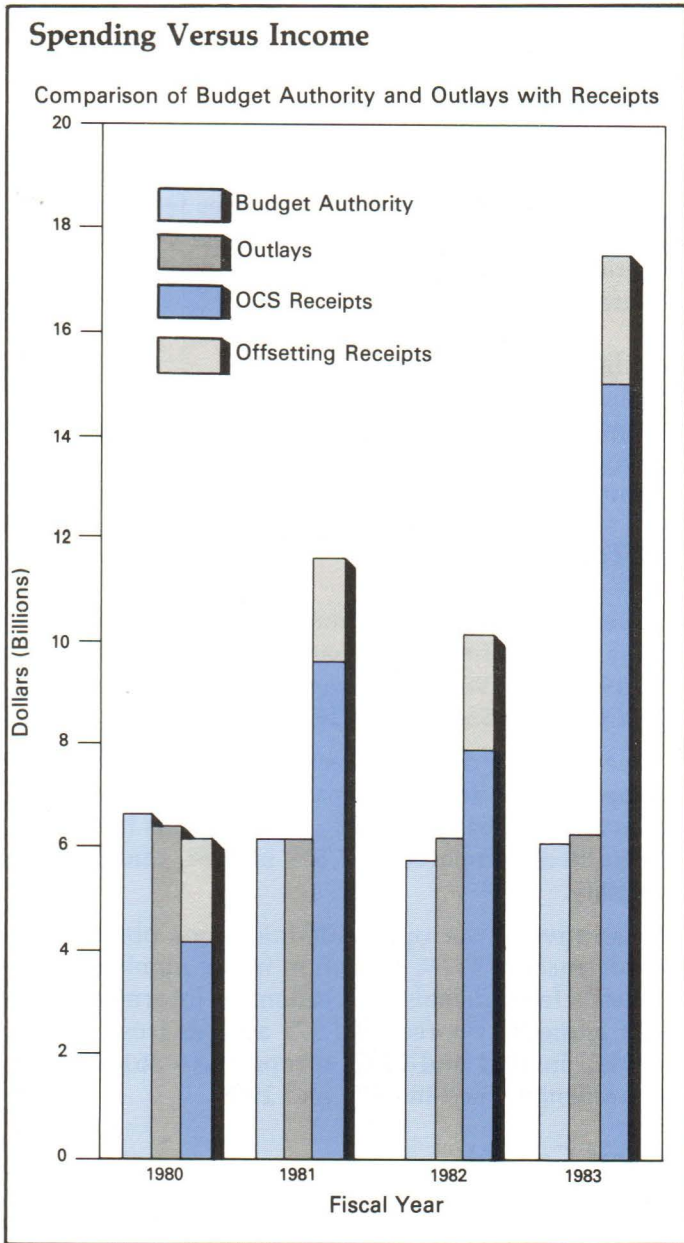
Internal Control

- In response to recommendations from a blue-ribbon panel (Linowes' Commission) created to develop solutions to assure recovery of an estimated \$200-\$500 million-a-year in oil and gas royalties believed unreported on federal and Indian leases, initiated a massive audit program of mineral royalty collections which has identified over \$65 million and

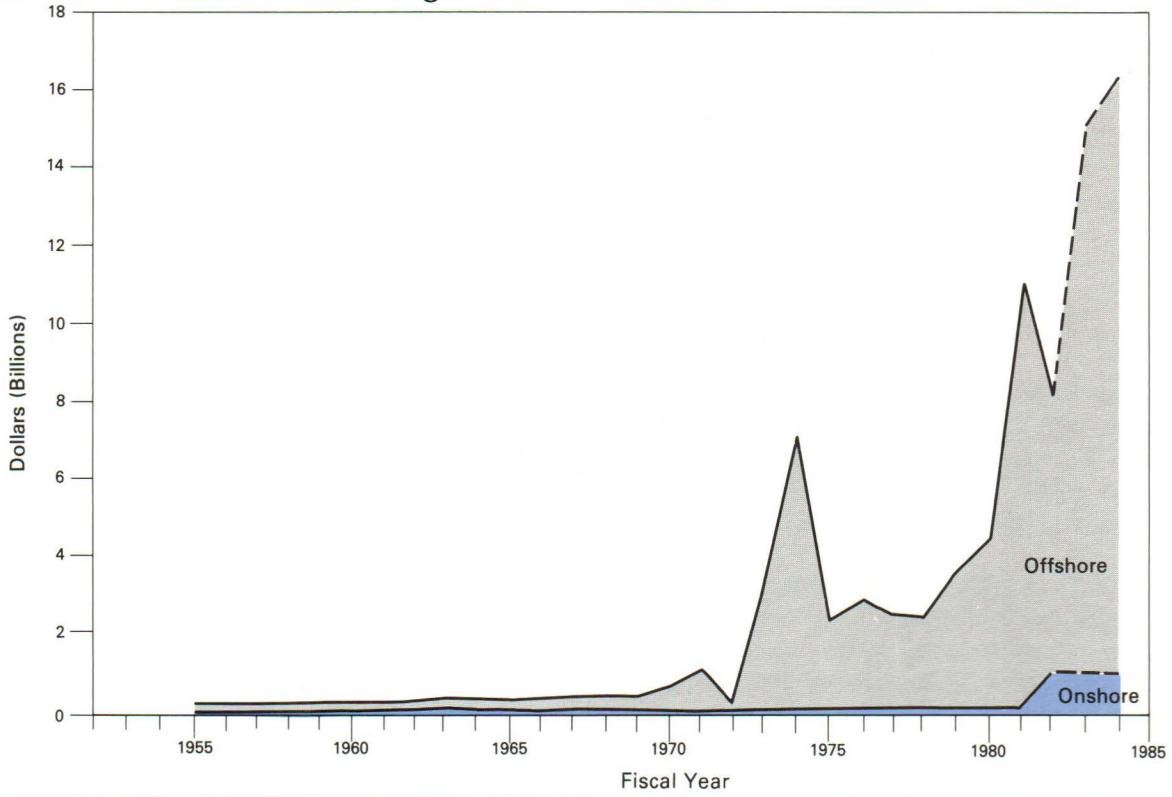
collected \$55 million to date in unpaid royalties owed the Federal Treasury.

- To implement the Linowes' Commission recommendations, doubled the lease inspector force and established tough, nationally consistent standards for field inspections of lease operations. In 1981 and 1982, we conducted 44,155 inspections, 43% more than the 31,462 inspections made in 1979 and 1980.
- Completed or in process of completing Inspector General audits of 13 of the 25 largest royalty payers and four of the medium-size royalty payers.

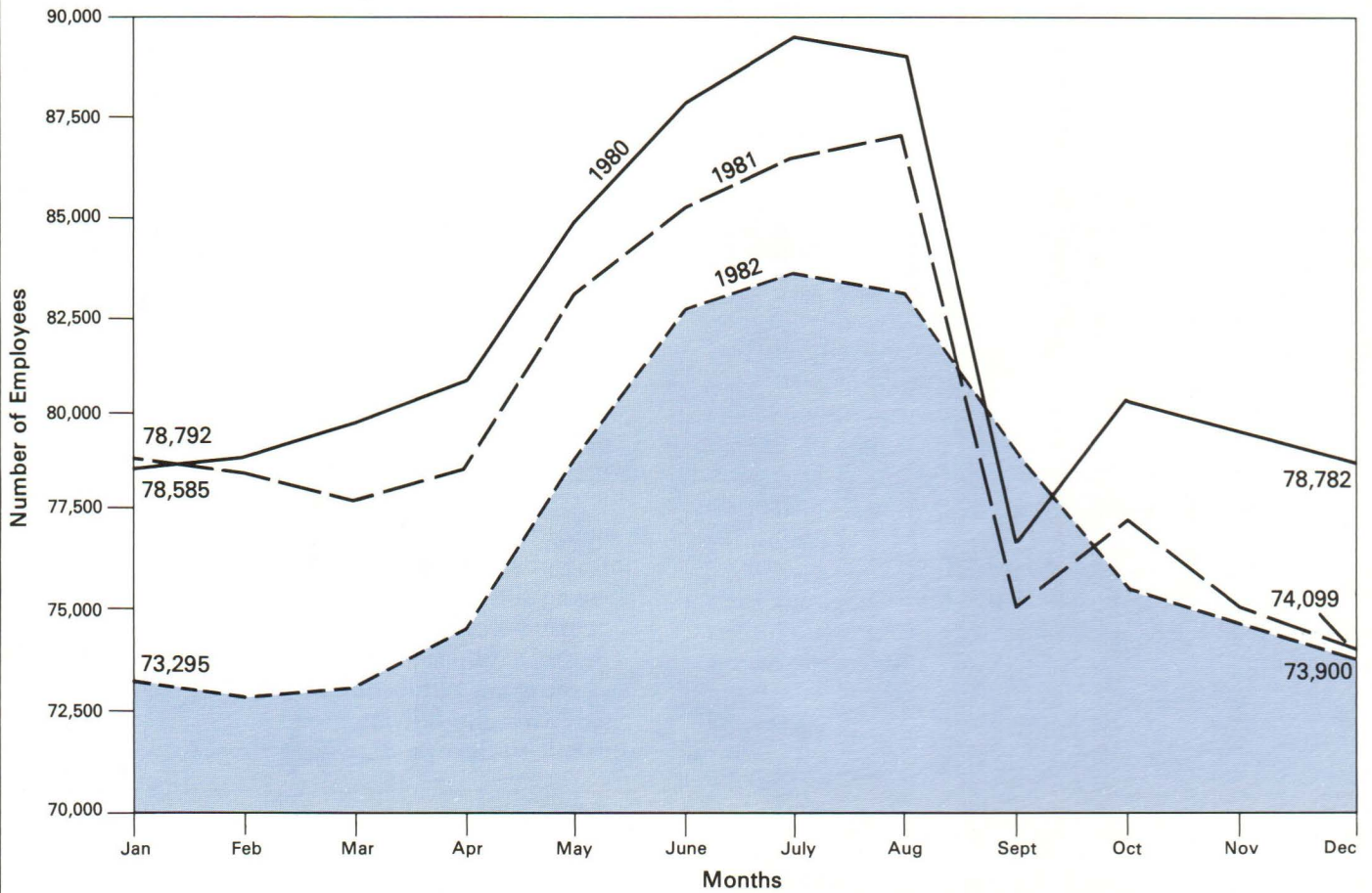
- Signed cooperative audit agreements with eight States, resulting in those States receiving over \$10.8 million as their share of underpayments discovered by the audits.
- Increased revenues from simultaneous oil and gas filing fees from \$43.8 million in fiscal year 1981 to \$99.8 million in fiscal year 1982 by increasing the fee from \$10 to \$75. Revenues from oil and gas filing fees are expected to be \$187.5 million in fiscal year 1983, the first full year that the \$75 fee will be in effect.



Revenue from Federal Mineral Leasing



U.S. Department of the Interior Total Employment



Department of the Interior Officials

Office of the Secretary

Secretary	James G. Watt
Under Secretary	Donald Paul Hodel*
Executive Assistant to the Secretary	Stephen P. Shipley
Assistant to the Secretary for Congressional and Legislative Affairs	Stanley W. Hulett
Assistant to the Secretary for Public Affairs	Douglas Baldwin
Assistant to the Secretary Deputy Under Secretary	Emily S. DeRocco William P. Horn
Western Representative	Derrell P. Thompson
Alaska Representative	Vernon R. Wiggins
Director, Office for Equal Opportunity	Edward E. Shelton
Director, Office of Small and Disadvantaged Business Utilization	Charlotte Brooks Spann
Director, Office of Youth Programs	John L. Fulbright, Jr.
Director, Office of Hearings and Appeals	John N. Stafford

Office of the Solicitor

Solicitor	William H. Coldiron
Deputy Solicitor	Moody R. Tidwell, III
Associate Solicitor, Audit and Inspection	Maurice O. Ellsworth
Associate Solicitor, General Law	William H. Satterfield
Associate Solicitor, Conservation and Wildlife	J. Roy Spradley, Jr.
Associate Solicitor, Energy and Resources	Alexander H. Good
Associate Solicitor, Indian Affairs	Lawrence J. Jensen
Associate Solicitor, Surface Mining	Donald R. Tindal

Office of the Inspector General

Inspector General	Richard Mulberry
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Office of the Assistant Secretary for Energy and Minerals

Assistant Secretary	Daniel N. Miller, Jr.
Deputy Assistant Secretary	William P. Pendley
Director, U.S. Geological Survey	Dallas L. Peck
Deputy Director, U.S. Geological Survey	Doyle G. Frederick
Director, Bureau of Mines	Robert C. Horton

Deputy Director, Bureau of Mines	James F. McAvoy
Director, Office of Surface Mining	James R. Harris
Deputy Director, Office of Surface Mining	J. Steven Griles
Director, Minerals Management Service	Harold R. Doley
Deputy Director, Minerals Management Service	David C. Russell

Office of the Assistant Secretary for Fish and Wildlife and Parks

Assistant Secretary	G. Ray Arnett
Deputy Assistant Secretary	J. Craig Potter
Director, U.S. Fish and Wildlife Service	Robert A. Jantzen
Deputy Director, U.S. Fish and Wildlife Service	F. Eugene Hester
Director, National Park Service	Russell E. Dickenson
Deputy Director, National Park Service	Mary Lou Grier
Deputy Director, National Park Service	Ira J. Hutchison

Office of the Assistant Secretary for Indian Affairs

Assistant Secretary	Kenneth L. Smith
Deputy Assistant Secretary	John W. Fritz
Deputy Assistant Secretary	Roy H. Sampsel

Office of the Assistant Secretary for Land and Water Resources

Assistant Secretary	Garrey E. Carruthers
Deputy Assistant Secretary	Frank A. DuBois
Deputy Assistant Secretary	David G. Houston
Director, Bureau of Land Management	Robert F. Burford
Associate Director, Bureau of Land Management	James M. Parker
Commissioner, Bureau of Reclamation	Robert N. Broadbent
Director, Office of Water Policy	Thomas G. Bahr

Office of the Assistant Secretary for Policy, Budget and Administration

Assistant Secretary	J. Robinson West
Deputy Assistant Secretary	Richard R. Hite
Deputy Assistant Secretary	William D. Bettenberg

Office of the Assistant Secretary for Territorial and International Affairs

Assistant Secretary	Pedro A. Sanjuan
Deputy Assistant Secretary	Diane K. Morales

*Named Secretary of Energy on November 5, 1982.