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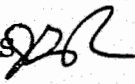
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THE WHITE HOUSE
WASHINGTON

September 10, 1984

MEMORANDUM FOR FRED F. FIELDING

FROM: JOHN G. ROBERTS 
SUBJECT: LTV/Employment Article

Richard Darman has asked us to review a draft campaign article submitted to the White House by Reagan-Bush '84, and provide any comments to Mike Baroody by 3:00 p.m. September 13. The article, on employment, discusses the economic recovery, the failure of the CETA program and the contrasting approach of the Jobs Training Partnership Act, and the youth minimum wage and enterprise zones proposals. It criticizes Democratic "industrial policy" alternatives as interventionist departures from the free enterprise system.

I have reviewed the article and have no legal objections. The article does, however, contain several slips that I have noted in the attached draft memorandum for Baroody.

Attachment

THE WHITE HOUSE

WASHINGTON

September 10, 1984

MEMORANDUM FOR MICHAEL E. BAROODY
DEPUTY ASSISTANT TO THE PRESIDENT
DIRECTOR, PUBLIC AFFAIRS

FROM: FRED F. FIELDING Orig. signed by FFF
COUNSEL TO THE PRESIDENT

SUBJECT: LTV/Employment Article

Counsel's Office has reviewed the above-referenced draft article. In line five on page two, "reduce" should be "increase" or "incentives" should be "disincentives." In line 20 on page two, "real jobs" or some phrase to like effect should appear after "300,000." As the sentence is now written, read in context, our claim is that the recovery has created more than 300,000 make-work jobs every month. Also on page two, in the last sentence of the fifth paragraph, I would use some phrase other than "traditionally the hardest group to employ" in describing black teenagers. That phrase could be misinterpreted as an adverse comment on the group. I suggest something like "traditionally the group that faces the greatest difficulty in finding employment." Finally, in line one on page two, "these" should be "those," and in line 21 on page three, the second "in" should be "on."

cc: Richard G. Darman

FFF:JGR:aea 9/10/84

bcc: FFFielding
JGRoberts
Subj
Chron

THE WHITE HOUSE

WASHINGTON

September 10, 1984

MEMORANDUM FOR MICHAEL E. BAROODY
DEPUTY ASSISTANT TO THE PRESIDENT
DIRECTOR, PUBLIC AFFAIRS

FROM: FRED F. FIELDING
COUNSEL TO THE PRESIDENT

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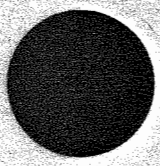
cc: Richard G. Darman

FFF:JGR:aea 9/10/84

bcc: FFFielding
JGRoberts
Subj
Chron

WHITE HOUSE CORRESPONDENCE TRACKING WORKSHEET

- O - OUTGOING
- H - INTERNAL
- I - INCOMING



Date Correspondence Received (YY/MM/DD) 1 1

Name of Correspondent: Richard Darman

MI Mail Report User Codes: (A) _____ (B) _____ (C) _____

Subject: LTV re Employment Article

ROUTE TO:

ACTION

DISPOSITION

Office/Agency (Staff Name)	Action Code	Tracking Date YY/MM/DD	Type of Response	Code	Completion Date YY/MM/DD
<u>CUHOW</u>	<u>ORIGINATOR</u>	<u>84 09 10</u>			<u>1 1</u>
<u>CUAT 18</u>	<u>D</u>	<u>84 09 10</u>			<u>84 09 13</u> <u>3:00 pm</u>
<u>CUAT 17</u>	<u>I</u>	<u>84 09 10</u>			<u>1 1</u>
		<u>1 1</u>			<u>1 1</u>
		<u>1 1</u>			<u>1 1</u>

ACTION CODES:

- A - Appropriate Action
- I - Info Copy Only/No Action Necessary
- C - Comment/Recommendation
- R - Direct Reply w/Copy
- D - Draft Response
- S - For Signature
- F - Furnish Fact Sheet to be used as Enclosure
- X - Interim Reply

DISPOSITION CODES:

- A - Answered
- C - Completed
- B - Non-Special Referral
- S - Suspended

FOR OUTGOING CORRESPONDENCE:

- Type of Response = Initials of Signer
- Code = "A"
- Completion Date = Date of Outgoing

Comments: _____

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 Send all routing updates to Central Reference (Room 75, OEOB).
 Always return completed correspondence record to Central Files.
 Refer questions about the correspondence tracking system to Central Reference, ext. 2590.

WHITE HOUSE STAFFING MEMORANDUM

DATE: 9/10/84 ACTION/CONCURRENCE/COMMENT DUE BY: 3:00 p.m. 9/13

SUBJECT: LTV RE EMPLOYMENT ARTICLE

	ACTION FYI			ACTION FYI	
VICE PRESIDENT	<input type="checkbox"/>	<input type="checkbox"/>	MURPHY	<input checked="" type="checkbox"/>	<input type="checkbox"/>
MEESE	<input type="checkbox"/>	<input checked="" type="checkbox"/>	OGLESBY	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BAKER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	ROGERS	<input type="checkbox"/>	<input type="checkbox"/>
DEAVER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	SPEAKES	<input type="checkbox"/>	<input checked="" type="checkbox"/>
STOCKMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SVAHN	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DARMAN	<input type="checkbox"/>	<input checked="" type="checkbox"/>	VERSTANDIG	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FIELDING	<input checked="" type="checkbox"/>	<input type="checkbox"/>	WHITTLESEY	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FULLER	<input checked="" type="checkbox"/>	<input type="checkbox"/>	TUTWILER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HERRINGTON	<input type="checkbox"/>	<input type="checkbox"/>	BAROODY	<input checked="" type="checkbox"/>	<input type="checkbox"/>
HICKEY	<input type="checkbox"/>	<input type="checkbox"/>	ELLIOTT	<input checked="" type="checkbox"/>	<input type="checkbox"/>
McFARLANE	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
McMANUS	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>

REMARKS:

Please provide any edits/comments directly to Mike Baroody, with a copy to my office, by 3:00 p.m. Thursday, 9/13. Thank you.

NOTE: 2,000 word limit

RESPONSE:

Richard G. Darman
Assistant to the President
Ext. 2702

1984 SEP 10 PM 1:26

REAGAN-BUSH '84

The President's Authorized Campaign Committee

M E M O R A N D U M

TO: MARGARET TUTWILER
FROM: JIM LAKE
THROUGH: ED ROLLINS
DATE: SEPTEMBER 4, 1984
RE: LTV/EMPLOYMENT ARTICLE

Per the procedures outlined in Fred Fielding's November 28, 1983 memo on candidate questionnaires, I am enclosing a draft response to one of the eight article requests from LTV.

Before making any revisions, please bear in mind that LTV has imposed a 2,000 word limit; our draft responses are approximately that length.

Please advise me at your earliest possible convenience of White House approval of the responses.

HONORABLE RONALD REAGAN
President of the United States

Statement on Employment
LTV / Wall Street Journal
September 4, 1984

When we took office four years ago, America had been caught for more than a decade in the grip of a previously unknown economic malady. The condition was called stagflation -- and its symptoms of simultaneously high levels of inflation and unemployment confounded economists.

When we took over from the previous Administration, America suffered from a particularly virulent strain of this disease. Economic growth had stalled in 1979, and unemployment had climbed from under 6 percent in 1979 to 7.5 percent when we took office. And with inflation running at a fever pitch and pushing interest rates to record levels, unemployment was poised for a further increase.

The previous Administration found itself ill-prepared to take on stagflation. Instead, they took refuge behind the nostrums of the "no-growth society" and the "era of limits." The Carter-Mondale "inflation czar" said, "We can't avoid a decline in our standard of living. All we can do is adapt to that."

But the no-growth society actually resulted from the previous Democratic Administration's no-growth policies. America's productivity plummeted as government overspending, high taxes and overregulation dried up investment and innovation. We fell farther and farther behind our world competitors -- and as a result, we lost jobs.

Their prescription to make up for this decline in employment opportunities, unfortunately, consisted of more of the same bitter medicine that got us into the economic mess in the first place. Billions of dollars were spent on federal make-work jobs programs that provided only temporary aid, and in some cases, none at all. Though nearly \$60 billion was expended on the failed and scandal-ridden Comprehensive Employment Training Act (CETA) program alone over a period of eight years, only 18 percent of the training budget went to actual job training. Only 30 percent of CETA participants found permanent jobs -- and only half of those were private sector jobs. The ultimate proof of the failure of this approach is that, in two decades, unemployment among young people increased over 50 percent. The rate for black male teenagers more than doubled, from 22 percent in 1962 to 47 percent in 1982.

After four years of this brand of economic mismanagement, many economists doubted whether inflation and unemployment could both be reduced at the same time -- if either could be reduced at all. And no wonder. For 20 years, no Administration had reduced both inflation and unemployment over a full presidential term -- until now.

Today, these days of no-growth and nay-saying are all over. Our economic policies have opened new vistas of prosperity and opportunity for working Americans.

We cut the rate of growth of federal spending by more than half, we reduced taxes across the board to reduce incentives to work, save and invest, we put in place accelerated cost recovery to encourage business investment and boost productivity and we untangled the red tape that was suffocating initiative and innovation.

As a result, the inflation rate has dropped from 12.4 percent in the last year of the Carter-Mondale Administration to around four percent this year. And unemployment has dropped more than three percentage points in 20 months.

In fact, three words describe our recovery program: jobs, jobs and jobs. More than six million jobs have been created by our economic recovery. I remember how in late 1982, a number of liberals in Congress were pushing for legislation that they claimed would have created 300,000 make-work jobs -- at a cost of over \$3 billion to the U.S. Treasury. Our economic recovery has produced an average of more than 300,000 every month since then. In May alone, nearly 900,000 jobs were created. That's more jobs than have been created in the last ten years in all of Europe. More than 105 million men and women are at work in America today -- more than ever before in our history.

The most exciting aspect of our economic recovery is that everyone has benefited. Unemployment has dropped for men and women. It dropped more sharply for blacks and Hispanics than for whites. And the unemployment rate has dropped almost five percentage points for black teenagers, traditionally the hardest group to employ.

But our efforts to expand opportunity for all Americans have gone beyond economic recovery. One of our Administration's crowning achievements is the implementation of a landmark employment bill -- the Jobs Training Partnership Act.

The Jobs Training Partnership Act (JTPA) is exactly what it sounds like -- an innovative partnership among the federal government, state and local governments, and the private sector to provide jobs training to disadvantaged youth, AFDC recipients and displaced workers to aid them in securing permanent employment in the private sector. Under JTPA, the federal government distributes funds to states in the form of block grants under a formula which allots shares to states on the basis of disadvantaged and unemployed persons. The states' governors then distribute funds to local service delivery areas. Within those areas, Private Industry Councils (PIC), comprised of members of the business community and of labor, educational and community groups, either develop the training plan or delegate that responsibility to the local government while retaining final approval over the plan. The PICs then either administer the plan or delegate that authority as well.

Title II of JTPA provides training for the economically disadvantaged, the handicapped, offenders, displaced homemakers, older workers, and teenage parents. Our budget request for this aspect of JTPA for the next fiscal year is \$1.89 billion -- providing an estimated 1.25 million participants with remedial education, basic skills training and on-the-job training.

Title III of JTPA will provide services to dislocated workers -- those who have lost their jobs permanently because of plant closings and have little prospect of another job in the industry. Services under Title III include job search assistance, retraining, pre-layoff assistance and relocation expenses, and the budget request for next year is \$223 million. Title IV of JTPA reauthorizes the Jobs Corps, retaining its successful approach to in-residence programs with food, clothing, shelter, health services, and recreation provided as part of the education and job training program for each recruit. We are seeking \$600 million to serve the estimated 80,000 participants in this program next year.

JTPA is unique among federal job training programs not only in its emphasis on local control and private sector involvement, but in its philosophy as well. Under JTPA, unlike the CETA program, 70 percent of funds will go directly to job training; make-work "public service employment" will be eliminated. Funds will be targeted to those who most need such training. A minimum of 40 percent of funding will go to youth between 16 and 21 years of age. At least 90 percent of funds will go to economically disadvantaged persons, defined as those on welfare or food stamps, foster children, or families with incomes below the poverty level. And most important, jobs training plans will be developed with the involvement of the private sector. Since the private sector creates more than 80 percent of all jobs in the U.S., it knows best the training necessary for productive, career-building jobs.

The story of our Administration's attempts to expand opportunity and prosperity for working Americans, then, is a success. But expanding employment is not enough. We must ensure that the growing American workforce is protected while on the job.

And here, again, the story of our Administration is one of unparalleled success. During our Administration, we have seen the safest year on record in the American workplace. The total job injury rate in 1982 was the lowest recorded since the Labor Department began keeping records in 1972. In fact, as a result of our policy of targeting high-hazard work sites, nearly every major job safety indicator improved during our Administration's first two years.

Still, we intend to build on our successes in producing prosperity for American workers. Our priorities are two-fold: preserving the job-creating economic recovery juggernaut we have constructed, and promoting innovative programs to expand opportunity to hard-to-employ workers and depressed areas, and shoring up the educational system which will prepare our young people to produce prosperity in the coming generations.

One such initiative is a youth minimum wage of \$2.50 for workers under age 22 hired for the months of May through September. While everyone must be assured a fair wage, there's no compassion in mandating \$3.35 an hour for start-up jobs that simply aren't worth that much in the marketplace. All that does is guarantee that fewer jobs for teenagers will be created and fewer young people will be hired.

But opposition from Democratic Party leaders and organized labor now threatens enactment of this proposal. They argue that adult workers will be displaced and teenagers will be exploited. Anticipating these concerns, we went to great lengths to ensure that important protections were built into the legislation. As the bill is written, no employer would be allowed to lower the wage of a teenager already on the job. No employer would be able to fire an adult worker to hire a teenager at a lower wage. And the lower wage would be available only during the summer, when the need among teens for jobs is greatest.

Significantly, the youth wage proposal, which could provide up to 600,000 summer jobs, has been endorsed by the National Conference of Black Mayors -- who know perhaps better than anyone the disastrous effects of high teenage unemployment. In addition to the youth minimum wage, we have also worked to extend the targeted job tax credit for hiring disadvantaged youths. This credit provided 300,000 jobs in 1983.

We have also proposed the establishment of urban enterprise zones -- an entirely fresh approach for promoting economic growth and creating jobs in our inner cities. Enterprise zones would revitalize these areas through dramatic reductions in barriers to business growth and job creation, relying on market forces to stimulate economic activity and overcoming the poverty and unemployment that have for so long plagued residents of those depressed areas. Employers would receive a 10 percent tax credit for all payroll increases given to zone employees. They would receive an additional 50 percent tax credit for hiring disadvantaged zone residents.

Improvements to commercial, industrial or rental structures would be eligible for a 10 percent tax credit, federal business taxes would be substantially lowered, and firms would be allowed to carry forward operating losses and tax credits. Even employees would receive a five percent income tax credit for working in the zone.

Finally, businesses would be offered relief from federal regulations -- while protecting the civil rights, safety, and health of the zone's residents and workers. Local versions of our urban enterprise zones proposal -- which has been blocked by House Democrats -- have proved successful in moving jobs and investment to depressed inner-city areas.

Our opponents would choose a different path. Instead of building on the economic policies which produced recovery and enhanced opportunity, they would reverse these policies and go back to the tax and spend policies of the past. They have promised to roll back the tax cuts and incentives which have spurred the rise in business investment and the blazing economic recovery and to repeal the best tax reform ever enacted for low- and middle-income Americans -- tax indexing. And the Wall Street Journal has estimated that the promises made by our opponents would require up to \$90 billion in additional spending -- spending which would crowd out private, job-creating investment.

Just as important, the Democrats also would reverse our philosophy of faith in free enterprise that has led us into sustained recovery. Instead, they would resort to a series of policies that fall under the rubric of "industrial policy." No one knows exactly what programs that would entail, because the Democrats have been deliberately vague. But we do know one thing -- it means massive intervention into the free market on the part of government -- and probably more of the make-work jobs programs of the past. It is a defeatist mentality from the "era of limits" school of thought -- implying that Americans cannot outinnovate, outproduce, and outsell any country on the globe on their own.

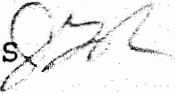
But we know we can -- if only government will give us the elbow room to reach as high as our vision and God-given talents take us. We don't have to return to the nay-saying, no-growth policies of the past. With your help and support, together we can keep one of the greatest job-creating juggernauts in American history rolling -- and produce a future of opportunity, prosperity and full employment for all Americans.

THE WHITE HOUSE

WASHINGTON

August 7, 1985

MEMORANDUM FOR FRED F. FIELDING

FROM: JOHN G. ROBERTS 

SUBJECT: Draft Article for Scholastic Magazine

David Chew has asked that comments on draft responses by the President to written questions submitted by Scholastic Magazine be sent directly to Russell Mack by August 9. The questions are general ones about the Presidency and the functioning of the Executive Branch, and the answers present no serious problems. The only response I would change is that to question 16, concerning the President's efforts to achieve tax reform. As written, the response is susceptible to criticism under the Anti-Lobbying Act. The changes suggested in the attached draft memorandum for your signature cure this problem.

Attachment

THE WHITE HOUSE

WASHINGTON

August 7, 1985

MEMORANDUM FOR RUSSELL MACK
DIRECTOR, PUBLIC AFFAIRS

FROM: FRED F. FIELDING Orig. signed by FFF
COUNSEL TO THE PRESIDENT

SUBJECT: Draft Article for Scholastic Magazine

Counsel's Office has reviewed the draft responses by the President to written questions submitted by Scholastic Magazine. As drafted, the response to question 16 raises concerns under the Anti-Lobbying Act. I recommend changing "lobbying" to "working" in the first line, and deleting the last sentence, to avoid any possible objections.

cc: David L. Chew

FFF:JGR:aea 8/7/85
cc: FFFielding
JGRoberts
Subj
Chron

THE WHITE HOUSE

WASHINGTON

August 7, 1985

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FFF:JGR:aea 8/7/85
cc: FFfielding
JGRoberts
Subj
Chron

WHITE HOUSE CORRESPONDENCE TRACKING WORKSHEET

- O - OUTGOING
- H - INTERNAL
- I - INCOMING
Date Correspondence Received (YY/MM/DD) 1 / 1 /

Name of Correspondent: D. Chew

MI Mail Report User Codes: (A) _____ (B) _____ (C) _____

Subject: Draft article for Scholastic Magazine

ROUTE TO:		ACTION	DISPOSITION			
Office/Agency	(Staff Name)	Action Code	Tracking Date YY/MM/DD	Type of Response	Code	Completion Date YY/MM/DD
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		Referral Note:				
<u>cut 18</u>		<u>D</u>	<u>85,08,06</u>		<u>5</u>	<u>85,08,09</u>
		Referral Note:				
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		Referral Note:				
		-	<u> 1 / 1 / </u>			<u> 1 / 1 / </u>
		Referral Note:				
		-	<u> 1 / 1 / </u>			<u> 1 / 1 / </u>
		Referral Note:				

- | | |
|---|---|
| <p>ACTION CODES:</p> <ul style="list-style-type: none"> A - Appropriate Action C - Comment/Recommendation D - Draft Response F - Furnish Fact Sheet to be used as Enclosure I - Info Copy Only/No Action Necessary R - Direct Reply w/Copy S - For Signature X - Interim Reply | <p>DISPOSITION CODES:</p> <ul style="list-style-type: none"> A - Answered B - Non-Special Referral C - Completed S - Suspended |
|---|---|
- FOR OUTGOING CORRESPONDENCE:**
 Type of Response = Initials of Signer
 Code = "A"
 Completion Date = Date of Outgoing

Comments: _____

Keep this worksheet attached to the original incoming letter.
 Send all routing updates to Central Reference (Room 75, OEOB).
 Always return completed correspondence record to Central Files.
 Refer questions about the correspondence tracking system to Central Reference, ext. 2590.

WHITE HOUSE STAFFING MEMORANDUM

DATE: 8/6/85 ACTION/CONCURRENCE/COMMENT DUE BY: Friday, 8/9/85

SUBJECT: DRAFT ARTICLE FOR SCHOLASTIC MAGAZINE

	ACTION FYI			ACTION FYI	
VICE PRESIDENT	<input type="checkbox"/>	<input type="checkbox"/>	LACY	<input type="checkbox"/>	<input type="checkbox"/>
REGAN	<input type="checkbox"/>	<input checked="" type="checkbox"/>	McFARLANE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
WRIGHT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OGLESBY	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BUCHANAN	<input type="checkbox"/>	<input checked="" type="checkbox"/>	ROLLINS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CHAVEZ	<input checked="" type="checkbox"/>	<input type="checkbox"/>	RYAN	<input type="checkbox"/>	<input type="checkbox"/>
CHEW	<input type="checkbox"/>	<input checked="" type="checkbox"/> ^P ^{SS}	SPEAKES	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DANIELS	<input type="checkbox"/>	<input type="checkbox"/>	SPRINKEL	<input type="checkbox"/>	<input type="checkbox"/>
FIELDING	<input type="checkbox"/>	<input type="checkbox"/>	SVAHN	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FRIEDERSDORF	<input checked="" type="checkbox"/>	<input type="checkbox"/>	THOMAS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
HENKEL	<input type="checkbox"/>	<input type="checkbox"/>	TUTTLE	<input type="checkbox"/>	<input type="checkbox"/>
HICKEY	<input type="checkbox"/>	<input type="checkbox"/>	MACK	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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KINGON	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>

REMARKS:

Please provide any comments/edits on the attached directly to Russ Mack, Room 160, by Friday, August 9th, with an information copy to my office. Thank you.

RESPONSE:

1085 AUG -8 11 3:10

David L. Chew
Staff Secretary
Ext. 2702

DRAFT ARTICLE FOR SCHOLASTIC MAGAZINE

1) The President of the United States does not have unlimited powers. In some ways, he doesn't even have the kind of power a general has. His power to shape national policy is shared with the Congress, the Supreme Court, the fifty states, and ultimately with the people. So, no, you can't just snap your fingers and make things happen. But you can persuade, you can set clear goals, you can use the good sense of the American people to set a course, convince lawmakers to do the right thing, and get things done. Most of all, you can and must be an advocate for the basic values the American people hold dear, values like faith, family, work, neighborhood, freedom, and peace.

2) That depends on what you mean by "wants." I want a constitutional amendment to require the Congress to balance the federal budget. I haven't gotten that yet. On the other hand, I wanted to bring down the roaring inflation our administration inherited, and that has been accomplished, along with reducing the tax burden, getting the economy moving, modernizing our defenses and reducing over-regulation.

3) Yes. In a democracy, power derives from the consent of the governed. The only power a government has is the power the people have decided to cede to it. And that power is only maintained as long as the elected official carries out the broad will of the people. If a leader can persuade his countrymen that a particular policy is beneficial, he'll be successful. If they're unconvinced, he's out of a job.

4) The Presidency is an enormously complex job. It's perfectly possible to work 24 hours a day and still not even begin to satisfy all of the demands made on the President. Ideally, a President should be a good manager who can delegate responsibility and keep tabs on his assistants, while keeping sight of the big picture and making the decisions.

It's my hope that the size of government can be reduced further. We have agencies and offices and bureaus and commissions for thousands of unnecessary pet projects and causes. But Americans -- who pay the cost of big government and feel its often harmful effects -- know that when government becomes too large, it becomes yet another problem.

5) The most difficult part of this job is the sad duty I have had to greet the caskets of the spirited, brave, young men who gave their lives serving their country in other parts of the world.

6) Well, some days you don't decide: events decide for you. But on long-range strategy, I regularly meet with my cabinet and advisers and then decide which policies will get top priority. Reducing the deficit, making the tax system simpler and fairer

and improving the chances for lasting peace are among our priorities now.

7) It's hard to point to any one person as the most important. My Chief of Staff, Don Regan, has done an outstanding job in managing the White House staff. Each cabinet member runs his or her department. My assistants have different areas of expertise, and I rely on them to be at their best, which has been the case.

8) I know others have complained of stress. But I think some of that comes from not budgeting time well. Come to think of it, some of them didn't budget the federal budget well either. Despite the pressures, I love the job.

9) Changing course can sometimes be problematical. It can send confusing signals to friends and foes. There's a price to be paid. If a change in course is contemplated, that price must be considered as part of the deliberations. In the case of the visit to the Bitberg cemetery, if I were making the decision today, I would do the same thing again.

10) Governments just love to spend money -- your money. And the only way to prevent them from spending like drunken sailors is to turn off the spigot. So one of our first initiatives was the 1981 tax cut, to put government on an enforced diet. You might call it a supply-side approach to dealing with Congress.

The Grace Commission, which I empanelled to come up with suggestions for cutting the size of government, submitted a report with more than 3,000 ideas. We know where the fat in the budget is. The great challenge now is to get Democrats in Congress to take spending reduction seriously. Or, if they can't bring themselves to do what is so urgently necessary for the health of the economy, let them pass the line-item veto and I'll make the cuts, and I'll take the heat . . . and I'll enjoy it.

11) Government will never work as efficiently as a business. It's just not in the cards because it's a rare person who's as careful with other people's money as with his or her own.

Once you recognize that government is often inefficient by its very nature, you begin to want to scale back the jobs government is given to perform -- leaving only those which government alone is equipped to handle.

12) Sure. There are thousands of dedicated and conscientious government workers. I suppose the ideal is someone who is always looking for ways to save the taxpayers money, and who considers his or her job as a public trust.

13) Federal workers have negotiated good contracts for themselves. But then, so have many private sector workers. As a former union-man myself, I have nothing against workers organizing to improve their circumstances. But I do believe that

oaths should be obeyed. When the air traffic controllers union violated their oath not to strike against the public, I fired them. I believe government workers should be treated fairly, and that, since taxpayers pay their salaries, they are accountable to those taxpayers.

14) There is a severe scrutiny of top-level appointees which I think sometimes verges on illegitimate hounding. I do worry that some very fine people may be reluctant to subject themselves to that glare of hostile publicity, which can end up being counterproductive to the public interest.

15) That so-called friction has been exaggerated. Middle-level civil servants know that each new administration arrives with its own agenda and its own ideas and their job is to carry out the policies of those elected by the American people, within the law. There are some who disagree with what we're trying to accomplish. But the place for them to express that disapproval is the voting booth, not on the job. Most of them understand that and are cooperative.

16) I'll be lobbying hard to make the federal income tax system fairer over the next several months. Members of Congress have already been hearing from me. The important thing though, is that they hear from you. And if I can stimulate letters to Congressmen by travelling this country and explaining the plan, then that's what I'll do.

17) Our plan will do a great deal for young people just starting out. The most important thing from their point of view will be the fact that almost all of them will have lower tax rates.

What we aim to do, through tax simplification, is further enhance incentives to work, save, and invest in a better future. This is particularly important for young couples just starting out. They need breathing room from the IRS if they're going to create a nest egg for their children's education and for their own chances of owning a home.

If you are interested in starting a small business, which a lot more young people are doing these days, our plan helps there, too. The smaller enterprises -- the so-called unincorporated ones -- have their profits taxed at the personal tax rate scale. So, if we're cutting that for individual workers and savers, we're also giving every unincorporated business a similar break and for everybody, we're making the system simpler, with fewer loopholes and more of a chance to keep a bigger chunk of your paycheck.

18) In the domestic sphere there is no single problem as threatening to young people as the federal budget deficit. Their elders have been on a spending spree for most of the past 40 years and have shown none of the courage necessary to break the cycle of debt.

Before long, the monkey of debt on the backs of our children will become a gorilla which will choke the economy. Buying a home, for so long a mainstay of the American dream, will become impossible for all but the very rich as interest rates rocket upwards. Capital for new business ventures will dry up. The value of the dollar will plunge. The whole economy will rust and decay. Unless we correct the problem soon, our young people face the very real prospect of an America less bountiful than their parents had known, and of lives dominated by crippling obligations instead of opportunities. That is why I'm working so hard to make Congress get spending under control once and for all.

19) Young Americans need to educate themselves about the history of governments -- particularly in the twentieth century. They need to familiarize themselves with the horrors totalitarian governments have perpetrated so that they can put our own system into perspective, and realize how precious our freedoms really are.

I would also like to tell young Americans that the government belongs to them. It's not some all-powerful, totalitarian behemoth like those in the communist world. Those countries call themselves "People's Republics" but the only true people's republics in the world are the democracies. And in this people's democracy of ours, every single person can make a difference. And everyone should. Don't let that mountain of debt crush the economy. Don't break faith with freedom fighters around the globe struggling to achieve a small portion of what we have in so much abundance. Don't allow our national strength to flag. Be good to America as she has been good to you--and go as far as your energy and dreams will take you in this blessed land.

20) I'd remind them that generations of Americans have worked, struggled and often suffered to produce this marvel we call the American democracy. I'd ask them to reflect that never before in human history has a society produced so much freedom, so much opportunity as ours has. Our government in itself isn't what makes America the "last, best hope of mankind." It's the freedom to reach for the stars, unimpeded by government, that has marked our history and unlocked the restless genius of our people.



Scholastic Inc.
730 Broadway
New York, NY 10003
(212) 505-3000

304

June 21, 1985

Mr. Frederick J. Ryan, Jr.
Director, Presidential Appointments
and Scheduling
The White House
1600 Pennsylvania Avenue N.W.
Washington, D.C. 20500

RE: Written questions from Scholastic UPDATE;
Request for Presidential schedule and photographs

Dear Mr. Ryan:

Thank you for your letter of June 5, informing us that President Reagan will be pleased to answer written questions for Scholastic UPDATE's September issue on "Today's Executive Branch." We know that his comments will make a memorable impression on our more than one million teenage readers and their teachers.

We expect to send you our questions for the President within the next week. We also hope to supplement his answers with a special feature describing what the President does during a typical day. The idea is to picture the wide range of duties -- from decision-making to ceremonial appearances -- that our nation's chief executive performs. In other words, a day in the life of the President.

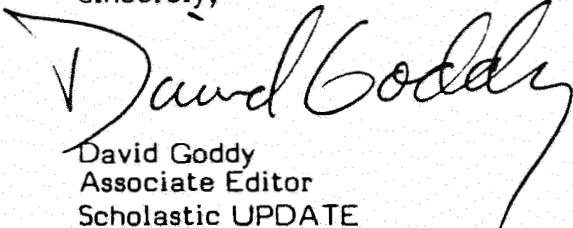
For this, we would like to run a copy of the President's schedule -- preferably of a day on which the Cabinet meets -- combined with a series of photographs of six events from that particular day. For instance, the photographs might picture President Reagan at a morning Cabinet meeting, discussing legislation with Congressional leaders over lunch, meeting with a foreign dignitary, conferring with top aides, and perhaps making a speech or special appearance in the evening.

Similar features have appeared in civics textbooks and such magazines as American Heritage. I will be calling your office soon to follow-up this request and clear up any further questions you may have. Our deadline for this issue, which will appear September 20, is in early August.

Again, we would like to thank you, and the President, for your gracious help -- to Scholastic UPDATE, and through us, to tomorrow's voters.

With best wishes,

Sincerely,


David Goddy
Associate Editor
Scholastic UPDATE



Scholastic Inc.
730 Broadway
New York, NY 10003
(212) 505-3000

July 9, 1985

Mr. Frederick J. Ryan, Jr.
Director, Presidential Appointments
and Scheduling
1600 Pennsylvania Avenue N.W.
Washington, D.C. 20500

RECEIVED
1985
SCHEDULING
OFFICE

RE: Written Questions from Scholastic UPDATE
Request for Presidential Schedule and Photographs

Dear Mr. Ryan:

Thank you for your continuing help in arranging to have President Reagan answer written questions for Scholastic UPDATE's September 20 issue, "The Executive Branch At Work." Enclosed you will find our carefully prepared questions. They focus primarily on how President Reagan views the federal bureaucracy. We also have enclosed several policy questions, dealing, for instance, with the impact of President Reagan's tax proposals on young people.

We at UPDATE look forward to President Reagan's answers. We know the President's insights will be invaluable to our readers, and will give them the dramatic opportunity of seeing the challenges and the pressures of today's Presidency through the eyes of our chief executive.

As we mentioned in our letter of June 20, the editors at UPDATE hope to supplement President Reagan's answers with a special feature describing a day in the life of the President. For this feature, we would like to run a copy of the President's schedule on a particular day, preferable a day in which the Cabinet meets, along with information describing the significance or outcome of each of the day's events. We would like to illustrate this feature with a series of six photographs from that particular day.

I am enclosing copies of similar features which have appeared in the American Heritage Magazine and in a civics textbook. Our deadline for this issue which will appear September 20, is in early August. If you have any questions, please call me at (212) 505-3079.

Again, we thank you and President Reagan for your help and cooperation.

Sincerely,

Ms. Maura Christopher
Associate Editor
Scholastic UPDATE

encl.

Scholastic UPDATE

QUESTIONS FOR PRESIDENT REAGAN

1) President Truman once remarked, "I thought I was the President, but when it comes to these bureaucracies I can't make 'em do a damn thing." Later, when he was to turn over the White House to President Eisenhower, he said, "He'll sit here and he'll say, 'Do this! Do that!' and nothing will happen. Poor Ike -- it won't be a bit like the Army. he'll find it very frustrating."

Do you agree with President Truman's description? how responsive is the machinery of government to your commands?

2) A young intern with UPDATE this summer suggests that her peers would like to know whether everything the President wants done actually gets done. Does it?

3) Some say the basis of Presidential power is really the power to persuade. Do you agree?

4) In your five years in office, what lessons have you learned about the nature of the Presidency and about governing the world's largest organization?

5) What is the most difficult part of your job?

6) How would you describe your management style? How do you decide what issues get top priority?

7) Who, among your top advisers, do you rely on most -- and why?

8) The pressures of office have affected Presidents in different ways. Some have complained of frustration and stress. How does the job affect you from day to day?

9) Once a decision has been made and is being implemented, how hard is it for a President and your staff to reverse course? Many outside observers thought this contributes to problems, such as the one that occurred over your visit to the Bitburg cemetery.

10) You took office with the clear intention of reshaping government -- cutting its size and making it more efficient. What have you accomplished? Has this been more difficult than you expected? What still needs to be done?

11) Government is often criticized for not operating as efficiently as businesses. Is this true? And should government, which must service social as well as economic goals, operate like a business?

12) Is there such a thing as a "good bureaucrat"? What, in your view, is the "ideal" government worker?

13) Many complain that government workers get an "easier ride" than workers in the private sector. Do you agree?

Scholastic UPDATE
Questions for President Reagan
Page 2

- 14) Do you or your top aides find that it's hard to attract top-notch people to government service?
- 15) There's been much friction in your administration between top-level political appointees and middle-level career civil servants. Why has this happened? What is the effect of this friction?
- 16) What are you doing to renew your campaign for tax reform? Are you worried that your proposals will be too watered down by the time they're voted on in Congress?
- 17) What impact would your tax reform proposals have on young Americans who'll be going to work in the next few years?
- 18) What impact will large federal budget deficits have on young Americans?
- 19) What would you like to tell young Americans about their government?
- 20) Would you encourage young Americans to consider government service as a career?

THE WHITE HOUSE

WASHINGTON

December 19, 1985

MEMORANDUM FOR TOM GIBSON
SPECIAL ASSISTANT TO THE PRESIDENT
DIRECTOR, PUBLIC AFFAIRS

FROM: JOHN G. ROBERTS *JGR*
ASSOCIATE COUNSEL TO THE PRESIDENT

SUBJECT: Martin Luther King Day

Counsel's Office has reviewed the above-referenced public service announcement, and finds no objection to it from a legal perspective.

cc: David L. Chew

WHITE HOUSE CORRESPONDENCE TRACKING WORKSHEET

- O - OUTGOING
 H - INTERNAL
 I - INCOMING
 Date Correspondence Received (YY/MM/DD) 1 1

Name of Correspondent: Dave Chew

MI Mail Report User Codes: (A) _____ (B) _____ (C) _____

Subject: Martin Luther King Day

ROUTE TO:		ACTION	DISPOSITION			
Office/Agency	(Staff Name)	Action Code	Tracking Date YY/MM/DD	Type of Response	Code	Completion Date YY/MM/DD
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	<u>CUAT18</u>	<u>R</u>	<u>85 12 11 19</u>	<u>S</u>		<u>85 12 11 19</u> <u>5 PM</u>
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ACTION CODES:

- | | |
|---|--|
| A - Appropriate Action | I - Info Copy Only/No Action Necessary |
| C - Comment/Recommendation | R - Direct Reply w/Copy |
| D - Draft Response | S - For Signature |
| F - Furnish Fact Sheet
to be used as Enclosure | X - Interim Reply |

DISPOSITION CODES:

- | | |
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| A - Answered | C - Completed |
| B - Non-Special Referral | S - Suspended |

FOR OUTGOING CORRESPONDENCE:

- Type of Response = Initials of Signer
 Code = "A"
 Completion Date = Date of Outgoing

Comments: _____

Keep this worksheet attached to the original incoming letter.
 Send all routing updates to Central Reference (Room 75, OEOb).
 Always return completed correspondence record to Central Files.
 Refer questions about the correspondence tracking system to Central Reference, ext. 2590.

WHITE HOUSE STAFFING MEMORANDUM

DATE: 12/19/85 ACTION/CONCURRENCE/COMMENT DUE BY: 5:00 P.M. TODAY

SUBJECT: MAGAZINE TEXT PUBLIC SERVICE ANNOUNCEMENT FOR MARTIN LUTHER KING DAY

	ACTION FYI			ACTION FYI	
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	McFARLANE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
REGAN	<input type="checkbox"/>	<input checked="" type="checkbox"/>	OGLESBY	<input checked="" type="checkbox"/>	<input type="checkbox"/>
MILLER	<input type="checkbox"/>	<input type="checkbox"/>	RYAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BUCHANAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SPEAKES	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CHAVEZ	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SPRINKEL	<input type="checkbox"/>	<input type="checkbox"/>
CHEW	<input type="checkbox"/>	<input checked="" type="checkbox"/>	SVAHN	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DANIELS	<input checked="" type="checkbox"/>	<input type="checkbox"/>	THOMAS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FIELDING	<input checked="" type="checkbox"/>	<input type="checkbox"/>	TUTTLE	<input type="checkbox"/>	<input type="checkbox"/>
HENKEL	<input type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
HICKS	<input type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
KINGON	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
LACY	<input type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>

REMARKS: Please provide any comments/recommendations directly to Tom Gibson, with an info copy to my office, by 5:00 p.m. today. Thank you.

RESPONSE:

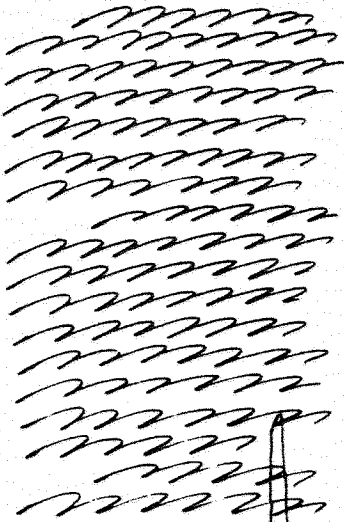
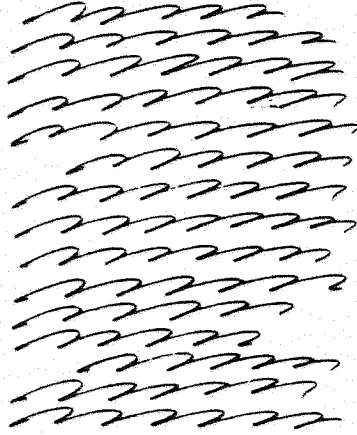
Draft Magazine Text Public Service Announcement for Martin Luther King Holiday

More than twenty years ago, Martin Luther King Jr. stood on the steps of the Lincoln Memorial in Washington, D.C. and summoned America to her own best ideals. He yearned for the day when "this nation will rise up and live out the true meaning of its creed, 'we hold these truths to be self-evident, that all men are created equal.'" He also spoke of his dream -- that his "four little children will one day live in a nation where they will not be judged by the color of their skin, but by the content of their character."

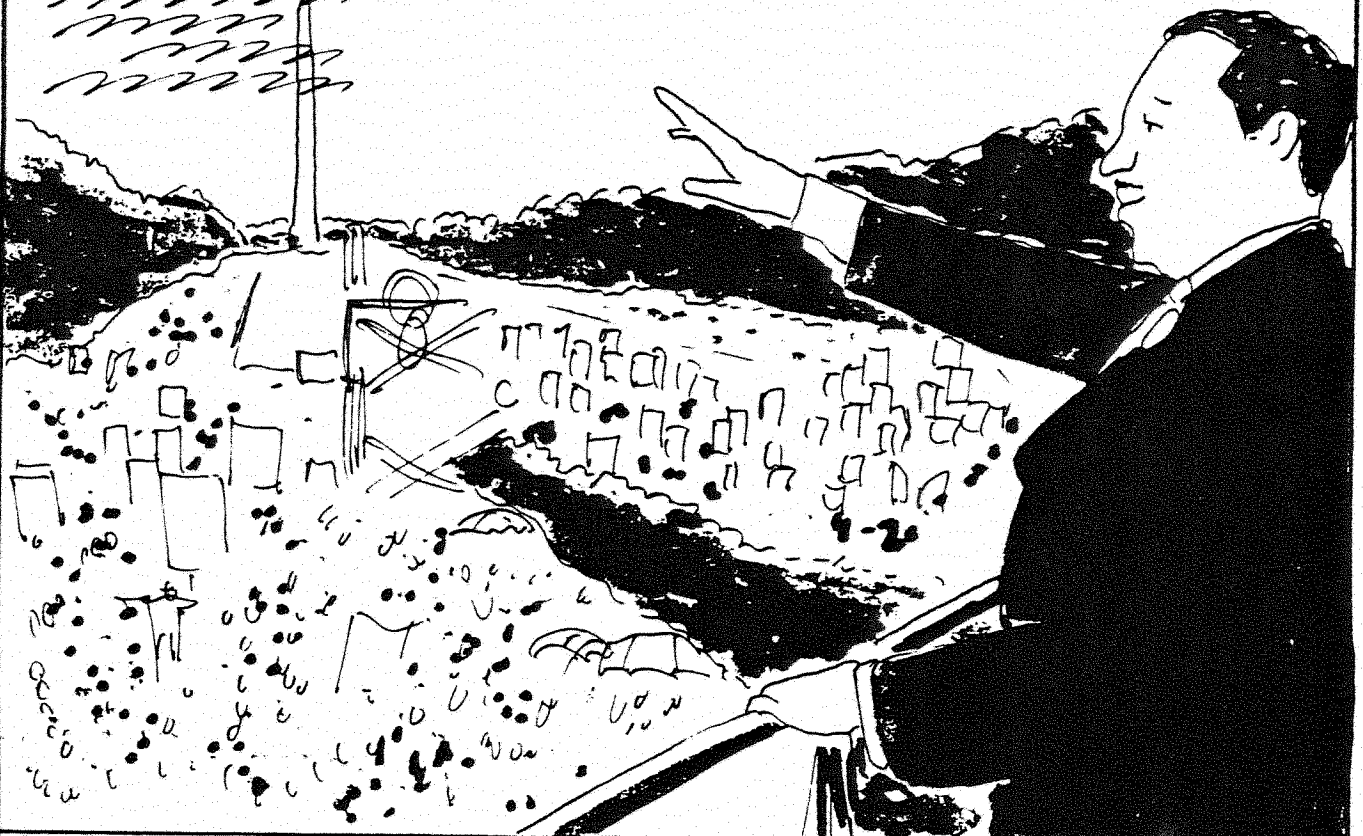
Dr. King would be proud -- and perhaps even a little surprised -- if he could see how far we've come in the past twenty years. What he struggled and longed for has become reality for millions. Much of the credit belongs to that man who stood in the August sun and called a nation to account. And much of the credit also belongs to a nation with a soul big enough to hear and take heed.

There can be no greater memorial to Martin Luther King than to defend the principle of equality of opportunity against all challenges. Let us not only preserve the dream, but continue working to make it a final reality.

On Monday, January 20th, Show the world that peace is not just a dream.



Celebrate
Monday
January 20th, 1986
Martin Luther King, Jr.
National Holiday
IF FOR ONLY ONE DAY
LIVE THE DREAM

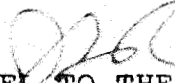


THE WHITE HOUSE

WASHINGTON

March 18, 1986

MEMORANDUM FOR THOMAS F. GIBSON III
SPECIAL ASSISTANT TO THE PRESIDENT AND
DIRECTOR OF PUBLIC AFFAIRS

FROM: JOHN G. ROBERTS 
ASSOCIATE COUNSEL TO THE PRESIDENT

SUBJECT: Draft Presidential Article
for Highlights Magazine

Counsel's Office has reviewed the above-referenced draft Presidential article and finds no objection to it from a legal perspective.

cc: David L. Chew

WHITE HOUSE CORRESPONDENCE TRACKING WORKSHEET

- O - OUTGOING
- H - INTERNAL
- I - INCOMING

Date Correspondence Received (YY/MM/DD) 1 / 1

Name of Correspondent: Dave Chew

MI Mail Report User Codes: (A) _____ (B) _____ (C) _____

Subject: Draft Presidential article for Highlights magazine

ROUTE TO:

ACTION

DISPOSITION

Office/Agency	(Staff Name)	Action Code	Tracking Date YY/MM/DD	Type of Response	Code	Completion Date YY/MM/DD
<u>CUTROLL</u>		<u>ORIGINATOR</u>	<u>86103118</u>			<u>1 1</u>
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		<u>Referral Note:</u>				

ACTION CODES:

- A - Appropriate Action
- C - Comment/Recommendation
- D - Draft Response
- F - Furnish Fact Sheet to be used as Enclosure
- I - Info Copy Only/No Action Necessary
- R - Direct Reply w/Copy
- S - For Signature
- X - Interim Reply

DISPOSITION CODES:

- A - Answered
- B - Non-Special Referral
- C - Completed
- S - Suspended

FOR OUTGOING CORRESPONDENCE:

- Type of Response = Initials of Signer
- Code = "A"
- Completion Date = Date of Outgoing

Comments: _____

Keep this worksheet attached to the original incoming letter.
 Send all routing updates to Central Reference (Room 75, OEGB).
 Always return completed correspondence record to Central Files.
 Refer questions about the correspondence tracking system to Central Reference, ext. 2590.

WHITE HOUSE STAFFING MEMORANDUM

DATE: 3/18/86 ACTION/CONCURRENCE/COMMENT DUE BY: 3/20/86

SUBJECT: DRAFT PRESIDENTIAL ARTICLE FOR HIGHLIGHTS MAGAZINE

	ACTION FYI			ACTION FYI	
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	LACY	<input type="checkbox"/>	<input type="checkbox"/>
REGAN	<input type="checkbox"/>	<input checked="" type="checkbox"/>	POINDEXTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
MILLER	<input type="checkbox"/>	<input type="checkbox"/>	RYAN	<input type="checkbox"/>	<input type="checkbox"/>
BALL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SPEAKES	<input type="checkbox"/>	<input checked="" type="checkbox"/>
BUCHANAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SPRINKEL	<input type="checkbox"/>	<input type="checkbox"/>
CHAVEZ	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SVAHN	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CHEW	<input type="checkbox"/> P	<input checked="" type="checkbox"/> SS	THOMAS	<input type="checkbox"/>	<input type="checkbox"/>
DANIELS	<input type="checkbox"/>	<input type="checkbox"/>	TUTTLE	<input type="checkbox"/>	<input type="checkbox"/>
FIELDING	<input checked="" type="checkbox"/>	<input type="checkbox"/>	GIBSON	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HENKEL	<input type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
HICKS	<input type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
KINGON	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>

REMARKS: Please provide any comments on the attached directly to Tom Gibson by Thursday, March 20th, with an info copy to my office. Thank you.

RESPONSE:

103 MAR 19 11:12:51

March 18, 1986

DRAFT PRESIDENTIAL ARTICLE FOR HIGHLIGHTS MAGAZINE

"The Meaning of the Statue of Liberty"

For 100 years now Miss Liberty, that grand statue in New York Harbor, has been a symbol of the freedom and the opportunity that we enjoy in the United States. Freedom and opportunity that many people in the world are not allowed by their governments to have.

She has welcomed millions of new immigrants to this country, maybe even your grandparents or great grandparents. To them, the Statue of Liberty was their first real glimpse of America, the land they chose as the place to build a better life for themselves and their families.

To young Americans, Miss Liberty takes on a special meaning. She is the link from the past to the present, and she is the promise of the future.

With her torch held high, she is lighting the way through "the golden door" of opportunity and showing you that the path to the future is in freedom. Soon it will be your duty to make certain that our country will always be the place where those who dare to dream can succeed.

The millions of new Americans who sailed past Miss Liberty were drawn here by the dream that with hard work and freedom there was no limit to what they could do.

We were blessed by these new people who became citizens and helped build our country and protect our freedom.

They helped make our country great because they brought something special from every corner of the world. And in doing so we have been able to prove that people who are different can live together.

Miss Liberty has been standing guard, watching our progress as we worked to build America and keep her free.

She has seen our armed forces sail off to fight in foreign wars for the freedom and democracy of others and to keep our country safe. And she welcomed them home again as heroes.

During the past 100 years Miss Liberty has seen all the progress that we have made as a nation. She has seen us go from wooden sailing ships to space ships that let us explore the final frontier. There we will develop new ways to help all of us here on Earth.

Whenever you see the Statue of Liberty, remember what she means to us and to the world. She is standing guard over the promise of freedom and opportunity that is the real meaning of the American dream.