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# CALENDAR YEAR

# 1981

# STRATEGIC PLAN

# OVERVIEW

(UNCLASSIFIED/SENSITIVE)

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
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## BUDGET

<b>FY 81, 82</b> Budget Revisions; <b>83, 86</b>	<b>FEB 16:</b> Budget Reform Plan announced	<b>MAR 10:</b> FY 81 and 82 budget resolutions and FY 82-83 budget targets submitted to Congress <b>MAR 16:</b> Administration's economic assumptions questioned by CSO	<b>MAY 20:</b> 1st budget resolution setting spending and covering deficits with reconciliation for FY 82 adopted by Congress	<b>MAY 20:</b> Congress passes appropriation bills and sends them to President for approval. If appropriations tables are completed by EOL, programs must be funded by continuing resolution	<b>MAY 20:</b> OMB sends to agencies the President's decisions on FY 82-83 budget planning	<b>JUL 15:</b> OMB approves to operate the President's decisions on FY 82-83 budget planning	<b>SEP 15:</b> Congress adopts 3rd budget resolution, setting spending and revenue ceilings for FY 82	<b>7th DAY AFTER LABOR DAY:</b> Congress completes action on all bills providing new budget authority in FY 82	<b>OCT 1:</b> FY 82 begins	
	<b>FY 83-86</b>	<b>MAR 16:</b> FY 83-86 economic assumptions developed by OMB	<b>MAY 1:</b> OMB, with Treasury and CIA, develops recommendations to President on fiscal policy	<b>MAY/JUN:</b> Spring Planning Review - OMB discusses FY 83-86 program, management, and budget issues with agencies and prepares spending estimates	<b>JUN 15:</b> OMB approves to operate the President's decisions on FY 83-86 budget planning	<b>JUL 15:</b> OMB approves to operate the President's decisions on FY 83-86 budget planning	<b>SEP 15:</b> Congress adopts 3rd budget resolution, setting spending and revenue ceilings for FY 82	<b>SEP/OCT:</b> OMB examines agency submissions and hold hearing with agency officials	<b>OCT 1:</b> OMB Director's Review - OMB examines agency programs and budgets and develops recommendations for the President. OMB meets Treasury and CIA to reassess economic assumptions and fiscal policy	<b>NOV 15:</b> President reviews FY 83-86 budget recommendations, hears agency reports and decides on agency budget amounts and overall budget

## POLICY

	PHASE I (1/20-4/30/81)	PHASE II (5/1-9/30/81)	PHASE III (10/1/81-1/15/82)
<b>JAN 27:</b> Task Force on Regulatory Relief, under leadership of Vice President Bush, announced	<b>FEB 18:</b> Economic Recovery Program announced, with 4 major elements: - budget reform - tax reductions - commitment to stable monetary policy - combat fraud and waste	<b>JUN 15:</b> Progress Report issued by Task Force on Regulatory Relief	<b>OCT 1:</b> Preparation of State of Union Speech
<b>JAN 27-28:</b> Policy on fighting terrorism announced	<b>FEB 18:</b> National Security strengthening proposed	<b>JUN 16:</b> Other deregulatory actions announced by Task Force on Regulatory Relief	<b>OCT 30:</b> Housing Commission interim report due
<b>JAN 27-28:</b> Policy on fighting terrorism announced	<b>MAR 2:</b> U.S. to send military advisors to El Salvador <b>MAR 17:</b> ANACs to be sent to South Africa <b>MAR 24:</b> Vice President designated as head of crisis management	<b>JUN 16:</b> UN condemnation of Israeli attack on Iraqi reactor backed by U.S. <b>JUN 25:</b> Report by Task Force on Immigration and Refugee Policy	<b>SEP 30:</b> Lines which expire September 30, 1981 include: - Head Start - Student Loan Insurance - Clean Air - Clean Water - Council on Environmental Quality - Emergency Petroleum Allocation - Health Maintenance Organization - Food Stamp - Export Administration - AMTAR Reorganization - National Consumer Cooperative Bank - Food and Agriculture loan part price and deficiency payments for major crops
<b>JAN 28:</b> Oil decontrolled	<b>MAR 11:</b> 5 million given to Alabama for help in solving murders	<b>MAY 11:</b> Social Security policy announced	<b>SEP 30:</b> Lines which expire September 30, 1981 include: - Head Start - Student Loan Insurance - Clean Air - Clean Water - Council on Environmental Quality - Emergency Petroleum Allocation - Health Maintenance Organization - Food Stamp - Export Administration - AMTAR Reorganization - National Consumer Cooperative Bank - Food and Agriculture loan part price and deficiency payments for major crops
<b>JAN 30:</b> Freeze on federal civilian employment announced	<b>FEB 26:</b> Cabinet Council structure announced	<b>MAY 17:</b> Phase I Report by Task Force on Vietnam	<b>SEP 30:</b> Lines which expire September 30, 1981 include: - Head Start - Student Loan Insurance - Clean Air - Clean Water - Council on Environmental Quality - Emergency Petroleum Allocation - Health Maintenance Organization - Food Stamp - Export Administration - AMTAR Reorganization - National Consumer Cooperative Bank - Food and Agriculture loan part price and deficiency payments for major crops

## POLITICAL

	REAPPOINTMENT & COALITIONS	EVENTS & ANALYSIS	APPROVAL RATINGS
<b>FEB 17:</b> Seats to shift from East & Midwest to South and West. GOP to net 8-10 seats. Conservatives to net 5-8.	<b>MAR 6:</b> President addresses nation on economic program	<b>FEB 4:</b> President visits Capitol Hill <b>FEB 6:</b> President addresses nation on economic program	<b>FEB 17:</b> Seats to shift from East & Midwest to South and West. GOP to net 8-10 seats. Conservatives to net 5-8.
<b>JAN 28:</b> Inauguration	<b>MAR 20-21:</b> Extensive media coverage of controversy over Helms role	<b>APR 27:</b> GOP retains Mink, but in landslide (50-49) <b>APR 28:</b> Joint session ("papa") speech <b>APR 29:</b> Helms speech	<b>MAR 16:</b> Popularity begins to sag in light of budget cuts
<b>JUN 29:</b> Demo join 188 GOP in procedural victory 217-210	<b>MAY 2:</b> Graham-Latta I passes House easily <b>MAY 5:</b> Social Security reforms passed - stars over margin <b>MAY 10:</b> Demo rush Mkt. Bid (Royer)	<b>JUN 29:</b> Demo join 188 GOP in procedural victory 217-210 <b>JUN 29:</b> Demo join 188 GOP in passage of G.L.H. (217-211) Only 21 Demo loyal on all related votes	<b>MAY 14:</b> Opinion polls take sharp dip
<b>JUL 12:</b> Tax legislature convenes special session for reappointment. 27 coalition votes needed on tax cut bill not yet there	<b>JUL 7:</b> Demo captures Mkt. 4th in tight race as result of Black vote <b>JUL 7:</b> President nominates Spotts O'Connor to Supreme Court <b>JUL 27:</b> Pk. 2nd election (Dem. favored)	<b>JUL 7:</b> Demo captures Mkt. 4th in tight race as result of Black vote <b>JUL 7:</b> President nominates Spotts O'Connor to Supreme Court <b>JUL 27:</b> Pk. 2nd election (Dem. favored)	<b>SEP/OCT:</b> State election campaigns in N.J., Va. and Ky. Mkt. electoral districts in various states

## OTHER EVENTS

	DOMESTIC	FOREIGN
<b>FEB 12:</b> Lincoln's Birthday	<b>MAR 17:</b> St. Patrick's Day	<b>APR 7:</b> Attempted coup in Thailand fails <b>APR 8:</b> U.S. submarine rescues Japanese freighter
<b>JAN 28:</b> Hostages return home	<b>FEB 16:</b> Washington's Birthday <b>MAR 20:</b> Shooting	<b>APR 28:</b> Syria launches SAM missiles in Lebanon
<b>MAR 17:</b> St. Patrick's Day	<b>APR 12-14:</b> Successful mission of Space Shuttle <b>MAY 25:</b> Jet crash on USS Minck	<b>MAY 12:</b> Pope shot in Rome <b>MAY 28:</b> Mitterrand elected President of France <b>MAY 28:</b> Italian gov't. falls
<b>MAR 20-21:</b> Extensive media coverage of controversy over Helms role	<b>MAY 25:</b> Jet crash on USS Minck	<b>JUN 7:</b> Israel destroys Iraqi nuclear reactor <b>JUN 28:</b> 70 Islamic leaders killed in bomb attack <b>JUN 29:</b> Israel election
<b>MAR 20-21:</b> Extensive media coverage of controversy over Helms role	<b>MAY 25:</b> Jet crash on USS Minck	<b>JUN 29:</b> Israel election

\*Signifies proposed event

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
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(UNCLASSIFIED/SENSITIVE)

# CALENDAR YEAR **1982** STRATEGIC PLAN OVERVIEW

	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
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## BUDGET

<b>FY 83-87</b>	<p><b>JAN:</b> President transmits recommended FY 83-87 budget to Congress within 15 days after Congress convenes</p>	<p><b>MAR 18:</b> Budget committees receive views and testimony of all committees</p>	<p><b>APR 7:</b> Budget committees receive fiscal policy report from CBO</p>	<p><b>MAY 18:</b> Congress adopts 1st budget resolution setting spending and revenue targets for FY 83</p>	<p><b>MAY 28P:</b> Congress passes appropriation bills and sends them to President for approval. If appropriation action not completed by 9/30, programs must be funded by continuing resolution.</p>	<p><b>7th DAY AFTER LABOR DAY:</b> Congress completes action on all bills providing new budget authority for FY 83</p>	<p><b>SEP 15:</b> Congress adopts 2nd budget resolution, setting spending and revenue ceilings for FY 83</p>	<p><b>OCT 1:</b> FY 83 begins</p>
<b>FY 84-87</b>	<p><b>MAR:</b> OMB develops FY 84-87 economic assumptions</p>	<p><b>APR/MAY:</b> President discusses FY 84-87 budget outlook with OMB and Cabinet</p>	<p><b>APR/MAY:</b> Spring Planning Review - OMB discusses FY 84-87 program, management, and budget levels with agencies and prepares spending estimates</p>	<p><b>MAY:</b> OMB, with Treasury and CIA, develops recommendations to President on fiscal policy</p>	<p><b>JUN:</b> OMB conveys to agencies the President's decisions on FY 84-87 budget planning targets</p>	<p><b>SEP 15:</b> Agencies submit to OMB formal estimates for FY 83 budget and projections for FY 84-87</p>	<p><b>SEP/OCT:</b> OMB assesses agency submissions and holds hearing with agency officials</p>	<p><b>OCT NOV:</b> Director's Review - OMB leadership reviews agency programs and budgets and develops recommendations for the President, OMB, with Treasury and CIA, reassesses economic assumptions and fiscal policies</p>
					<p><b>JUL/SEP:</b> Agencies compile detailed estimates w/OMB advice</p>			<p><b>NOV/DEC:</b> President review FY 84-87 budget recommendations (also hears agency appeals and decides on agency budget amounts and overall budget policy)</p>
								<p><b>DEC:</b> OMB prepares President's FY 84-87 budget message budget and supporting materials</p>

## POLICY

	<b>PHASE IV (1/16-5/15/82)</b>	<b>PHASE V (5/16-9/30/82)</b>	<b>PHASE VI (10/1/82-1/15/83)</b>
<p><b>JAN:</b> President delivers State of the Union Address</p> <p><b>JAN:</b> President submits FY 83-87 budget to Congress</p>	<p><b>APR 30:</b> Final report of Housing Commission due</p>	<p><b>JUN/AUG:</b> Budget Reconciliation</p> <p><b>MAY 18:</b> Final date for authorizing legislation</p> <p><b>MAY/JUN:</b> President develops fiscal policies for FY 1984-87</p>	<p><b>OCT/DEC:</b> Preparation of State of Union Speech</p>
	Report National Indicators	Report National Indicators	Report National Indicators
		<p><b>SEP 30:</b> Laws which expire September 30, 1982</p> <ul style="list-style-type: none"> <li>- Vocational Education</li> <li>- Work study program</li> <li>- Clean Water</li> <li>- Endangered Species</li> <li>- Health Planning and Resources Development</li> <li>- Nurse Training</li> <li>- Community Services Admin</li> <li>- CETA</li> <li>- Trade adjustment assistance</li> <li>- Federal Highway</li> <li>- Consumer Product Safety</li> </ul>	<p><b>DEC 31:</b> Presidential Advisory Committee on Federalism Termination Date</p>

## POLITICAL

<b>EVENTS &amp; ANALYSIS</b>	<p><b>JAN:</b> 2nd session 97th Congress convenes</p>	<p><b>FEB:</b> Fundraiser - Ra</p>	<p><b>MAR:</b> Filing period opens in various states for spring primaries</p>	<p><b>MAY 7:</b> Texas primary</p> <p><b>MAY 6:</b> Indiana, North Carolina primaries</p> <p><b>MAY 11:</b> Nebraska primary</p> <p><b>MAY 30:</b> Pennsylvania, Oregon primaries</p> <p><b>MAY 30:</b> Arkansas, Idaho, Kentucky primaries</p>	<p><b>JUN 1:</b> Mississippi, New Mexico primaries and North Carolina runoff</p> <p><b>JUN 8:</b> Texas runoff</p> <p><b>JUN 8:</b> California, Maine, Montana, New Jersey, Ohio, Virginia, West Virginia, South Dakota, Iowa, South Carolina primaries and Arkansas runoff</p> <p><b>JUN 23:</b> South Carolina, Mississippi runoffs</p> <p><b>JUN 30:</b> ERA deadline expires</p>	<p><b>AUG 3:</b> Michigan, Missouri, Kansas, Georgia primaries</p> <p><b>AUG 5:</b> Tennessee primary</p> <p><b>AUG 24:</b> Alaska, Oklahoma primaries</p> <p><b>AUG 31:</b> Georgia runoff</p>	<p><b>SEP 7:</b> Florida, North Dakota, Alabama primaries</p> <p><b>SEP 8:</b> Arizona, Connecticut</p> <p><b>SEP 11:</b> Delaware, Louisiana</p> <p><b>SEP 16:</b> Maryland, Wisconsin, Massachusetts, Minnesota, Nevada, New York, Utah, Vermont, Washington, New Hampshire, Colorado, Wyoming primaries and Oklahoma runoff</p> <p><b>SEP 18:</b> Hawaii primary</p> <p><b>SEP 21:</b> Rhode Island primary</p>
<b>APPROVAL RATINGS</b>	<p>70</p> <p>60</p> <p>50</p> <p>40</p> <p>30</p>						

## OTHER EVENTS

<b>DOMESTIC</b>	<p><b>JAN 15:</b> Martin Luther King Birthday</p> <p><b>JAN 18:</b> Robert E. Lee Day</p> <p><b>JAN 30:</b> Ford's 100th Birthday</p>	<p><b>FEB 12:</b> Lincoln's Birthday</p> <p><b>FEB 15:</b> Washington's 200th Birthday</p>	<p><b>MAR 17:</b> St. Patrick's Day</p>	<p><b>APR 12:</b> Thomas Jefferson's Birthday</p>	<p><b>MAY 16:</b> Armed Forces Day</p> <p><b>MAY 31:</b> Memorial Day</p>	<p><b>JUN 16:</b> Flag Day</p>	<p><b>JUL 4:</b> Independence Day</p>	<p><b>SEP 8:</b> Labor Day</p>	<p><b>OCT 12:</b> Columbus Day</p>	<p><b>NOV 11:</b> Veterans' Day</p>	<p><b>NOV 28:</b> Thanksgiving</p> <p><b>DEC 25:</b> Christmas</p>
<b>FOREIGN</b>											

<small>*Signifies projected event</small>	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
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CALENDAR YEAR

1981

STRATEGIC PLAN

(UNCLASSIFIED/SENSITIVE)

OVERVIEW  
8/7/81

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
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BUDGET

<b>FY 81, 82</b> Budget Revisions: 83-86	<b>FY 83-86</b>	<p>MAR 70: FY 81 and 82 budget revisions and FY 83-86 budget targets submitted to Congress</p> <p>MAR 14: Administration's economic assumptions questioned by CSO</p> <p>FEB 19: Budget Reform Plan announced</p>	<p>MAR 26: 1st budget resolution setting spending and revenue targets forth recommended for FY 82 released by Congress</p> <p>MAY 6: Congress passes appropriation bills and sends President for approval. If reauthorized action not completed by 1/30, programs must be funded by continuing resolution.</p>	<p>MAY 26: OMB, with Treasury and CIA, develops recommendations to President on fiscal policy</p> <p>MAY 27: Spring Planning Review - OMB discusses FY 83-86 program, management, and budget issues with agencies and prepares spending estimates</p>	<p>JUL 16: Congress passes detailed estimates</p>	<p>AUG: OMB surveys to agencies to specify the President's decisions on FY 83-86 budget planning targets</p>	<p>SEP 15: Agencies submit to OMB formal estimates for FY 83 budget and objectives for FY 84-87</p> <p>SEP 20: OMB examines agency submissions and hold hearings with agency officials</p>	<p>OCT 1: FY 83 budget</p> <p>OCT-NOV: Director's Review - OMB leadership reviews agency programs and budgets, and develops recommendations for President. OMB, with Treasury and CIA, examines economic assumptions and fiscal policies</p> <p>NOV-DEC: President reviews FY 83-87 budget recommendations, issues agency spending, and decides on agency budget amounts and overall goals</p> <p>DEC: OMB prepares President's FY 83 budget message, budget, and supporting materials</p>
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POLICY

JAN 20: INITIAL ACTION PROJECT REPORT		Economic Recovery & National Security Program Announced	APR 8: STRATEGIC PLAN PRIORITY LISTS	JUL 14: STRATEGIC PLAN MEMORANDUM 1	Economic Recovery & National Security Legislative Action	Implement Economic Recovery & National Security Legislative Action. Develop Budget Renewal & National Resources Enhancement	
<b>PHASE I (1/20 - 4/30/81)</b>							
<p>JAN 22: Task Force on Regulatory Relief, under leadership of Vice President Bush, announced</p> <p>JAN 27: Policy on Righting Termination announced</p> <p>JAN 28: OS discontinued</p> <p>JAN 29: Focus on federal civilian employment announced</p>	<p>FEB 18: Economic Recovery Program announced, with 4 major elements: - budget reform - regulatory relief - commitment to stable monetary policy - combat fraud and waste</p> <p>MAR 22: U.S. to send military advisors to El Salvador</p> <p>MAR 27: AWACS to be sold to Saudi Arabia</p> <p>MAR 28: Vice President designated as head of crisis management</p> <p>FEB 27: Cabinet Task Force on Immigration and Refugee Policy established</p> <p>MAR 28: Focus on federal civilian employment announced</p>	<p>MAR 12: Budget Reform Plan submitted to Congress</p> <p>MAR 26: Council on Integrity and Efficiency announced</p> <p>MAR 2: U.S. to send military advisors to El Salvador</p> <p>MAR 17: AWACS to be sold to Saudi Arabia</p> <p>MAR 28: Vice President designated as head of crisis management</p> <p>APR 8: Presidential Advisory Commission on Federalism created by exec. order</p> <p>APR 11: \$1.8 million given to Atlanta for help in solving nuclear</p> <p>APR 2: Specific actions to reduce regulation of U.S. auto industry submitted to President</p> <p>FEB 26: Cabinet Council structure announced</p>	<p>APR 26: Open embargo to USSR lifted</p> <p>APR 10: Creation of Task Force on Vietnam Crisis</p> <p>APR 8: Presidential Advisory Commission on Federalism created by exec. order</p> <p>APR 21: \$1.8 million given to Atlanta for help in solving nuclear</p> <p>APR 2: Specific actions to reduce regulation of U.S. auto industry submitted to President</p>	<p>MAY 5, JUN: Hable mission to Moscow East</p> <p>JUN 14-18: Hable mission to China</p> <p>JUN 15: UN condemnation of Israeli attack on Iraqi reactor backed by U.S.</p> <p>JUN 26: Report by Task Force on Immigration and Refugee Policy</p> <p>JUN 17: President's Council on Immigration and Refugee Policy</p> <p>JUN 17: Phase I Report by Task Force on Vietnam Crisis</p>	<p>AUG 19: Press Statement or Address in Nation on Economic Recovery Program</p> <p>JUL 14: Policy Statement on Immigration and Refugee</p>	<p>SEP 7: Labor Day Remarks</p> <p>SEP 16: Policy Statement on Social Security Reform</p> <p>SEP 20: Policy Statement on Energy, Surface Mines and Drugs</p> <p>SEP 20: Meeting with Departmental Agencies to Kick Off FY 83</p> <p>SEP 20: Lunch which begins September 20, 1981 include: - Head Start - Student Loan Insurance - Clean Water - Council on Environmental Quality - Emergency Petroleum Allocation - Food Stamp - Export Administration - FEDERAL REORGANIZATION - Comprehensive Anti-Inflation and Inflation Reduction - Report on the Inflation Reduction Program</p>	<p>OCT-DEC: Preparation of State of Union Speech</p> <p>*OCT: Policy Statement on Social Security Reform</p> <p>*OCT: Policy Statement on Community Renewal/Enterprise Zones</p> <p>*OCT: Presidential Proclamation</p> <p>*NOV: Speech on Excellence in Education</p> <p>*DEC: State Remarks on Regulatory Reduction TFP</p> <p>*DEC: Policy Statement on Housing Program</p> <p>*DEC: Policy Statement on Workforce Improvement</p> <p>*NOV: Social Security legislation</p> <p>*NOV: State Remarks to Nation on American Values</p> <p>*DEC: "Mending Fences" interview</p> <p>*DEC: Social Security review</p>
<b>PHASE II (5/1 - 9/30/81)</b>							
<b>PHASE III (10/1/81 - 1/15/82)</b>							

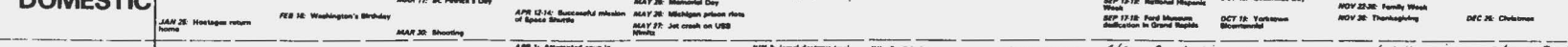
POLITICAL

<p>JUN 30: Dems join 188 GOP in opposing H.R. 1319</p> <p>JUN 29: 48 Dems join 188 GOP in opposing H.R. 1319</p> <p>JUN 28: 48 Dems join 188 GOP in opposing H.R. 1319</p> <p>JUN 27: 48 Dems join 188 GOP in opposing H.R. 1319</p> <p>JUN 26: 48 Dems join 188 GOP in opposing H.R. 1319</p> <p>JUN 25: 48 Dems join 188 GOP in opposing H.R. 1319</p> <p>JUN 24: 48 Dems join 188 GOP in opposing H.R. 1319</p> <p>JUN 23: 48 Dems join 188 GOP in opposing H.R. 1319</p> <p>JUN 22: 48 Dems join 188 GOP in opposing H.R. 1319</p> <p>JUN 21: 48 Dems join 188 GOP in opposing H.R. 1319</p> <p>JUN 20: 48 Dems join 188 GOP in opposing H.R. 1319</p> <p>JUN 19: 48 Dems join 188 GOP in opposing H.R. 1319</p> <p>JUN 18: 48 Dems join 188 GOP in opposing H.R. 1319</p> <p>JUN 17: 48 Dems join 188 GOP in opposing H.R. 1319</p> <p>JUN 16: 48 Dems join 188 GOP in opposing H.R. 1319</p> <p>JUN 15: 48 Dems join 188 GOP in opposing H.R. 1319</p> <p>JUN 14: 48 Dems join 188 GOP in opposing H.R. 1319</p> <p>JUN 13: 48 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EVENTS & ANALYSIS

<p>FEB 17: 1st seats to shift from East to Midwest to South and West. GOP to net 812 seats. Conservatives to net 812.</p> <p>FEB 4: President visits Capitol Hill</p> <p>FEB 3: President addresses nation on economic program</p> <p>JAN 20: Investigation</p>	<p>MAR: Adv. reorganization: no problems or changes</p> <p>MAR 20-21: Extensive media coverage of emergency over Hong Kong</p>	<p>APR: Reapportionment to affect dozens of other seats in addition to 17 shifting seats. GOP likely to break even - may lose 23 seats due to Dem. control in states</p> <p>APR 21: GOP reaches Mich. in landslide (Snyder)</p> <p>APR 20: Joint session "Fighting" speech</p> <p>APR 11</p>	<p>MAY 7: Ind. reorganization. Dem. reorganized 138-102</p> <p>MAY 6: Dem. join 188 GOP in opposing H.R. 1319</p> <p>MAY 5: Dem. join 188 GOP in opposing H.R. 1319</p> <p>MAY 4: Dem. join 188 GOP in opposing H.R. 1319</p> <p>MAY 3: Dem. join 188 GOP in opposing H.R. 1319</p> <p>MAY 2: Dem. join 188 GOP in opposing H.R. 1319</p> <p>MAY 1: Dem. join 188 GOP in opposing H.R. 1319</p>	<p>MAY 7: Dem. join 188 GOP in opposing H.R. 1319</p> <p>MAY 6: Dem. join 188 GOP in opposing H.R. 1319</p> <p>MAY 5: Dem. join 188 GOP in opposing H.R. 1319</p> <p>MAY 4: Dem. join 188 GOP in opposing H.R. 1319</p> <p>MAY 3: Dem. join 188 GOP in opposing H.R. 1319</p> <p>MAY 2: Dem. join 188 GOP in opposing H.R. 1319</p> <p>MAY 1: Dem. join 188 GOP in opposing H.R. 1319</p>	<p>AUG 4: Congressional recess</p>	<p>SEP-NOV: Reapportionment continues in many States; R. Ph. N.Y. Call</p> <p>SEP: Congress reconvenes</p> <p>SEP: O'Connor nomination overwhelmingly approved in Senate</p>	<p>OCT: Population trends favor GOP in 48 states except LA and N.Y. suburbs</p> <p>OCT: President/Vice President campaign in N.J./Pa.</p> <p>SEP-OCT: State election campaigns in N.J., Va., and Ky.; also, municipal elections in various states</p> <p>OCT: Rife (D) leads wide lead in N.J.; Rife (D) has only slight lead in Va.</p>	<p>NOV 2: Election Day. GOP rebounded in N.J., wide close race in Va. election seen as slight rebuff to Administration</p> <p>NOV: Senator Williams (D-NJ) resigns Senate seat. Gov. Byrne (D) fills vacancy with prominent Dem.</p> <p>DEC 14: Bill pending open. Bill in motion</p>
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APPROVAL RATINGS



OTHER EVENTS

<p>MAR-MAY: Atlanta murders continue</p> <p>FEB 12: Lincoln's Birthday</p> <p>MAR 17: St. Patrick's Day</p> <p>FEB 16: Washington's Birthday</p> <p>MAR 20: Shrove Tuesday</p>	<p>APR 12-14: Successful mission of Space Shuttle</p> <p>APR 11: Attempted coup in Thailand fails</p> <p>APR 8: U.S. submarine name chosen</p> <p>APR 26: Syria installs SAM missile in Lebanon</p>	<p>MAY 20: Memorial Day</p> <p>MAY 20: Michigan prison riots</p> <p>MAY 27: Jet crash on USS Intrepid</p> <p>MAY 12: Pope shot in Rome</p> <p>MAY 8: UN General Assembly elects President of France</p> <p>MAY 20: Italian gov't. falls</p>	<p>JUN 14: Flag Day</p> <p>JUN 7: Israel destroys Iraqi nuclear reactor</p> <p>JUN 2: 70 Israeli leaders killed in Israeli attack</p> <p>JUN 20: Israeli election</p>	<p>JUL 4: Independence Day</p> <p>JUL 6: English riots</p> <p>JUL: Fighting in Lebanon</p>	<p>AUG 2: Air Controllers strike begins</p> <p>8/5-7 3rd grad test</p>	<p>SEP 4: Los Angeles Bicentennial</p> <p>SEP 7: Labor Day</p> <p>SEP 19: National Hispanic Week</p> <p>SEP 17-18: Ford Museum dedication in Grand Rapids</p> <p>9/9-10 Begins visit</p>	<p>SEP 4: Los Angeles Bicentennial</p> <p>SEP 19: National Hispanic Week</p> <p>OCT 12: Columbus Day</p> <p>OCT 10: Yorktown Bicentennial</p> <p>10/13 Carlos Alcala 1st trial</p> <p>10/22-23 Alcala 2nd trial</p>	<p>NOV 11: Veterans' Day</p> <p>NOV 11-12: American Education Week</p> <p>NOV 22-26: Family Week</p> <p>NOV 26: Thanksgiving</p> <p>11/23 Menem</p> <p>11/17-18 Campesino Venezuela</p>	<p>DEC 26: Christmas</p> <p>12/18-9 Price Fall (Saudi Arabia)</p>
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\*Signifies projected event

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
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CALENDAR YEAR

# 1982 STRATEGIC PLAN

(UNCLASSIFIED/SENSITIVE)

OVERVIEW  
8/7/81

	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
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## BUDGET

<b>FY 83-87</b>	<b>JAN:</b> President transmits recommended FY 83 budget to Congress within 18 days after Congress convenes	<b>MAR 15:</b> Budget committees receive House and Senate versions of all committees	<b>APR 1:</b> Budget committees receive fiscal policy report from CBO	<b>MAY 15:</b> Congress adopts 1st budget resolution setting spending and revenue targets for FY 83	<b>MAY 25:</b> Congress passes appropriations bills and sends them to President for approval. If appropriation action not completed by 9/30, programs must be funded by continuing resolution.	<b>70 DAY AFTER LABOR DAY:</b> Congress completes action on all bills providing new budget authority in FY 83	<b>SEP 15:</b> Congress adopts 2nd budget resolution, setting spending and revenue targets for FY 83	<b>OCT 1:</b> FY 83 begins
<b>FY 84-87</b>	<b>MAR:</b> CEA, OMB, and Treasury develop FY 84-87 economic assumptions	<b>APR/MAY:</b> President discusses FY 84-87 budget outlook with OMB and Cabinet	<b>APR/MAY:</b> OMB, with Treasury and CEA, develops recommendations to President on fiscal policy	<b>JUN:</b> OMB receives to agencies the President's decisions on FY 84-87 budget planning targets	<b>APR/MAY:</b> Spring Planning Review - OMB discusses FY 84-87 program, management, and budget issues with agencies and prepares spending estimates	<b>JULY-SEP:</b> Agencies complete detailed estimates	<b>SEP/OCT:</b> OMB examines agency submissions and holds hearing with agency officials	<b>OCT/NOV:</b> Director's Review - OMB leadership reviews agency programs and budgets, and develops recommendations for the President, OMB, with Treasury and CEA. <b>NOV/DEC:</b> President reviews FY 84-88 budget recommendations and fiscal policies. <b>DEC:</b> OMB prepares President's FY 84-88 budget message, budget, and hearing materials.

## POLICY

	<b>PHASE IV (1/16 - 5/15/82)</b>	<b>PHASE V (5/16 - 9/30/82)</b>	<b>PHASE VI (10/1/82 - 1/15/83)</b>
<b>JAN:</b> President delivers State of the Union Address <b>JAN:</b> President submits FY 82-83 budget to Congress	<b>JAN:</b> President announces Social Security Disability and Priorities <b>JAN:</b> President announces National Resources Enhancement Goals and Priorities <b>JAN/FEB:</b> Congress to vote on Human Life Bill and Amendment <b>APR 20:</b> Final report of Housing Commission due <b>APR 25:</b> Final report of Housing Commission due <b>MAR 15:</b> President announces Report National Indicators	<b>JUN/AUG:</b> Budget Reconciliation <b>MAY 15:</b> Final date for authorizing legislation <b>MAY/JUN:</b> President develops fiscal policies for FY 1984-87 <b>SEP 20:</b> Least which expire September 30, 1982: - Vocational Education - Work study program - Endangered Species - Youth Planning and Resource Development - Home Training - Community Services Admin. - CETA - Trade adjustment assistance - Federal Highway - Consumer Product Safety <b>Report National Indicators</b>	<b>OCT/DEC:</b> Preparation of State of Union Speech <b>DEC 21:</b> Presidential Advisory Committee on Federalism Terminated <b>Report National Indicators</b>

## POLITICAL

<b>EVENTS &amp; ANALYSIS</b>	<b>JAN:</b> Reapportionment committee in balance of States, Pa. Mich., etc. <b>JAN:</b> 2nd session 97th Congress convenes <b>JAN:</b> Rep. Rostenkowski (D-N.J.) in hospital; Gov. of N.J. resigns; House seat	<b>FEB:</b> Fundraiser - Pa. <b>MAR:</b> Filing period opens in various states for spring primaries <b>MAR:</b> Special election in N.J. set to fill House House seat won by Dent <b>MAR 15:</b> R. primary	<b>MAY 7:</b> Tex. primary <b>MAY 11:</b> Neb. primary <b>MAY 12:</b> Tenn. Gov. primary <b>MAY 20:</b> Ark., Md., Ky. primaries <b>JUN 7:</b> GOP open after Sen. Stennis' death in Miss. <b>JUN 8:</b> Bihar primaries in N.J. and Ohio reduce GOP chances; Bihar primaries in both parties in Calif.	<b>JUN:</b> Reapportionment probably completed in all 50 states; GOP gains 3 seats <b>JUN 7:</b> Miller, N.M., S.D., W.Va. primaries and R.C. runoff <b>JUN 8:</b> Tex. runoff <b>JUN 9:</b> Cal., Ill., Mont., N.J., Ok., Va., R.I., Tenn., S.C. primaries and Ark. runoff <b>JUN 20:</b> S.C. runoff <b>JUN 21:</b> GOP open after Sen. Stennis' death in Miss. <b>JUN 22:</b> Bihar primaries in N.J. and Ohio reduce GOP chances; Bihar primaries in both parties in Calif.	<b>AUG 2:</b> GOP nominates strong candidate against Sen. Wright in Michigan <b>AUG 2:</b> Mich., Ill., Kan. primaries <b>AUG 3:</b> Tenn. primary <b>AUG 6:</b> Senate to face Sen. Stennis in Tenn. <b>AUG 16:</b> Ga. primary <b>AUG 24:</b> Ala., Okla. primaries <b>SEP 7:</b> Great interest in 4 open House seats in Pa. <b>SEP 7:</b> Ill., Ark., Conn., Ala. primaries <b>SEP 11:</b> Del., La. primaries <b>SEP 14:</b> Md., Wyo., N.J., Mass., Minn., Nev., S.D., Utah, Va., Wash., N.H., Colo., Wyo. primaries and Ohio runoff <b>SEP 16:</b> Gov. Conroy upset in N.Y. Dem primary; GOP gains chance to pick, also to beat Sen. Markey <b>SEP 18:</b> Hawaii primary	<b>NOV 2:</b> Election Day; GOP scores gains but falls short of bipartisan expectations; gain of 3 Senate seats and 4 House seats; loss of 3 Governors <b>NOV 2:</b> Negotiations begin with Southern Democrats for control of House <b>NOV 10:</b> GOP gains not large enough to take control; Calif. and N.J. gubernatorial elections; GOP gains in both <b>NOV 17:</b> Possible working coalition forged in House <b>DEC:</b> Future Presidential candidates begin to emerge in both parties
<b>APPROVAL RATINGS</b>	70 60 50 40 30					

## OTHER EVENTS

<b>DOMESTIC</b>	<b>JAN 12:</b> Martin Luther King Birthday <b>JAN 15:</b> Robert E. Lee Day <b>JAN 20:</b> Ford's 100th Birthday	<b>FEB 12:</b> Lincoln's Birthday <b>FEB 18:</b> Washington's 250th Birthday <b>MAR 17:</b> St. Patrick's Day	<b>APR 11:</b> Thomas Jefferson's Birthday <b>MAY 1:</b> Annapolis Day <b>MAY 31:</b> Memorial Day	<b>JUN 4:</b> Flag Day <b>JUN 4:</b> Independence Day	<b>SEP 2:</b> Labor Day	<b>OCT 12:</b> Columbus Day	<b>NOV 11:</b> Veterans' Day <b>NOV 28:</b> Thanksgiving <b>DEC 25:</b> Christmas
<b>FOREIGN</b>	1-2/82 Premier Zhao Ziyang China 4/14-20 Russia Barents (Netherlands)						

*Signifies projected event	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
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Indonesia - Pres Suharto  
Philippines - Pres. F. Marcos

## Purpose of Planning

- processing agenda content
- select the President's issues, policy projects
- determine timing with other
- determining sequencing
- decide <sup>policy</sup> process, influence where, how and where
- the public debate will occur
- determine strategies for articulation, communication, adoption, implementation and evaluation.
- reactive agenda control
- coping strategies for issues not of President's choosing

## Agenda Control in Phase I and II

- Democrats being forces
- Presidents need to explain, communicate and persuade.
- High ranking officials.
- Cabinet Council process. (regular high level process, more issues, policy/political - Build Coalitions)
- Phase III Agenda
- Manage Economic Recovery Program (Pres. Agent as Executive/Manager) Main focus for completing process
- Communicate content and

## Credibility

- Implement program
- Federal - cost containment
- Savings and disincentives
- Budget restraint/cuts
- State/Local - Reagan Federalism, block grants; Revenue Resource Shifts
- Specific Cost Constraint
- Defense Spending, Social Security, Medicare, Housing.

## Prefer to Expand the Agenda

- Acons - proactive agenda control (not necessarily in control of later)
- build additional governing coalitions
- Foreign assets/potential
- Soft Social.
- Hard Social

- Social Renewal
- National Resources
- Strategy

- Transition from policy to political  
State-of-Union.

Table 1

Meetings Between U.S. Administration Officials and Their  
Foreign Government Counterparts

Months in Office	Administration							
	1969 Nixon 1st Term		1973 Nixon 2nd Term		1977 Carter		1981 Reagan	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
February	27	23.4	53	36.1	37	31.4	8	9.0
March	17	15.3	26	17.7	20	16.9	10	11.2
April	25	22.5	16	10.9	14	11.9	14	15.7
May	30	27.0	26	17.7	34	28.8	27	30.3
June	<u>13</u>	11.7	<u>26</u>	17.7	<u>13</u>	11.0	<u>30</u>	33.7
Total	111		147		118		89	
Average	22.2		29.4		23.6		17.8	

Table 2

Total Number of Nations Involved in Meetings

Administration			
Nixon 1st Term	Nixon 2nd Term	Carter	Reagan
53	40	49	33



# CHART A

## COALITION POSSIBILITIES ALL SOUTHERN DEMOCRATS

<u>LIBERALS</u>	<u>MODERATE-LIBERAL</u>	<u>MODERATES</u>	<u>MODERATE-CONSERVATIVE</u>	<u>CONSERVATIVES</u>	<u>ULTRA-CONSERVATIVE</u>
LEHMAN (FL) PEPPER (FL) FASCELL (FL) PERKINS (KY) GORE (TN) FORD (TN) LELAND (TX)	MAZZOLI (KY) NATCHER (KY) DERRICK (SC) BONER (TN) FOWLER (GA) BOGGS (LA) LONG (LA) ROSE (NC) SYNAR (OK) BROOKS (TX) WRIGHT (TX) PATMAN (TX) GONZALEZ (TX) FROST (TX)	HUTTO (FL) MICA (FL) TAUZIN (LA) WILSON (TX) FLIPPO (AL) FUQUA (FL) HOLLAND (SC) JONES (TN) ANTHONY (AK) GIBBONS (FL) ANDREWS (NC) ALEXANDER (AK) HEFNER (NC) MATTOX (TX) PICKLE (TX) KAZEN (TX)	IRELAND (FL) EVANS (GA) NELSON (FL) BREAUX (LA) WHITE (TX) BENNETT (FL) GINN (GA) LEVITAS (GA) BEVILL (AL) HUBBARD (KY) MCCURDY (OK) DELA GARZA (TX) WHITTEN (MS) JONES (NC) WHITLEY (NC) NEAL (NC) JONES (OK)	NICHOLS (AL) SHELBY (AL) CHAPPELL (FL) BARNARD (GA) HUCHABY (LA) MONTGOMERY (MS) S. HALL (TX) GRAMM (TX) LEATH (TX) HIGHTOWER (T) STENHOLM (TX) HANCE (TX) HATCHER (GA) ROEMER (LA) R. HALL (TX) BRINFLEY (GA) BOWEN (MS) FOUNTAIN (NC) ENGLISH (OK) BOUGUARD (TN) JENKINS (GA) WATKINS (OK)	MCDONALD (GA) DANIEL (VA)

## NON-SOUTHERN DEMOCRATS

LUNDINE (NY) DICKS (WA) HALL (OH) PATTERSON (CA)	GLICKMAN (KS) LONG (MO) ALBOSTA (MI) YOUNG (MO) BIAGGI (NY) GEPHARDT (MO) D'AMOURS (NH) DASCHLE (SD)	MOTTL (OH) ATKINSON (PA) DYSON (MO) LUFEN (OH) YATRON (PA) JACOBS (IN) SKELTON (MO) VOLKMER (MO) HUGHES (NJ) STRATTON (NY)	BYRON (MD) SANTINI (NV) EVANS (IN)  <b>LEGEND</b> VOTED WITH PRESIDENT ON 4 ROLL CALL VOTES VOTED WITH PRESIDENT ON 3 ROLL CALL VOTES VOTED WITH PRESIDENT ON 2 ROLL CALL VOTES VOTED WITH PRESIDENT ON 1 ROLL CALL VOTE NO SUPPORT	STUMP (AZ)
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# CHART B

## SOFT REPUBLICANS

LIBERAL

MODERATE-  
LIBERAL

MCCLOSKEY (CA)  
 MCKINNEY (CT)  
 CONTE (MA)  
 HECKLER (MA)  
 PURSELL (MI)  
 HOLLENBECK (NJ)  
 GREEN (NY)  
 SCHNEIDER (RI)  
 JEFFORDS (VT)

MODERATE

DENARDIS (CT)  
 MARTIN (IL)  
 FENWICK (NJ)  
 ROUKEMA (NJ)  
 RINALDO (NJ)  
 FISH (NY)  
 GILMAN (NY)  
 HORTON (NY)  
 DOUGHERTY (PA)  
 COYNE (PA)  
 NELLIGAN (PA)  
 MCOADE (PA)  
 MARKS (PA)  
 FRITCHARD (WA)

MODERATE-  
CONSERVATIVE

RAILSBACK (IL)  
 FINDLEY (IL)  
 LEACH (IO)  
 EMERY (ME)  
 SNOWE (ME)  
 DUNN (MI)  
 FRENZEL (MN)  
 FORSYTHE (NJ)  
 CONABLE (NY)  
 WILLIAMS (OH)  
 COUGHLIN (PA)

LEGEND:

VOTED WITH THE PRESIDENT ON 4 ROLL CALL VOTES

VOTED WITH THE PRESIDENT ON 3 ROLL CALL VOTES

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Proposed & Tentative For Administrative use only  N — First Lady ★ — Away from White House T — Tentative						N★ T Camp David
2	3	4	5	6	7	8
N★ T Camp David  N Rel/Wash. D.C.  ON WASHINGTON D.C.	Congress Recess .....  9:45—Sec. Lewis 10:25—R. Deaton 10:30—Sen. Wallop 11:00—Press Announce. 11:35—Photo Opps. 11:40—State & Local Gov Drophy 12:00—Lun/Stockman et al 2:00—NSC  ON WASHINGTON D.C.	10:30—Press Briefing 11:45—Photo Op ★ 12:00—Lunch 2:00—Cabinet Mtg. 3:30—Sadat Briefing  ON WASHINGTON D.C.	N 10:00—Arrival/Sadat 10:50—Mtg./Sadat 11:30—Mtg./Sadat 12:00—Lunch/VP 1:30 Cabinet Council 3:00 NSC 4:15—Tapings 5:00—To Residence N 7:30—State Dinner  N-SUIT ON WASHINGTON D.C.	11:00—Mtg/Sadat 11:45—Mtg/Sadat  1:15—Speech Conf. 1:45—11-Hold N★ 3:30—To California  N★ 6:30 Arr/Ranch  ON RANCH	N★ Personal  ON RANCH	ON CAMP DAVID  N★ Personal  ON RANCH
9	10	11	12	13	14	15
N★ Personal  ON RANCH	Congress Recess  N★ Personal  ON RANCH	N★ Personal  ON RANCH	N★ Personal  ON RANCH	N★ Personal  ON RANCH	N★ Personal  ON RANCH	N★ Personal  ON RANCH
16	17	18	19	20	21	22
N★ Personal  ON RANCH	Congress Recess  N★ 9:30—To Los Angeles ★ 11:00—Staff Time ★ 11:30—NSC ★ 12:30—Lunch/NSC  ★ 1:30—Staff Time ★ 2:30—11-Hold N★ 7:00—LA Political Rec  ON LOS ANGELES	N★ Personal  ON LOS ANGELES	19 ★ 10:00—Briefing ★ 10:30—Press Announce. ★ 12:00—Lunch/Budget Group  ★ 2:00—Photo Opps ★ 3:00—Pres. of Cyprus  ON LOS ANGELES	20 N★ 11:00—To Military Installation N★ 12:00—Lunch N★ 1:00—Tour N★ 3:15—To Orange Cnty N★ 4:00—Political Event N★ 4:45—To LA  ON LOS ANGELES	21 ★ 10:00—Staff Time ★ 11:00—Private Initiative Lunch/Meeting  ON LOS ANGELES	N★ 11:00—To Ranch  ON RANCH
23	24	25	26	27	28	29
N★ Personal  ON RANCH	N★ Personal  ON RANCH	N★ Personal  ON RANCH	N★ Personal  ON RANCH	N★ Personal  ON RANCH	N★ Personal  ON RANCH	N★ Personal  ON RANCH
30	31					
N★ 1:00—To Los Angeles  ON LOS ANGELES	31★ 9:30—11-Hold 10:00—Staff Time N★ 11:30—Mtg/W/Riles N★ 1:00—Lunch N★ 5:00—Press Party  ON LOS ANGELES				N★ Eve—Political Event Santa Barbara  ON RANCH	

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1 Congress Recess <del>1A</del> N* Hawaii (P) N* 1:00-American (P) Legion Speech N* 2:30-Pacific Basin Tour (P) N* 4:00-Ethnic Event (P) ON HAWAII	2 N* Hawaii (P) N* 1:00-Rel/Calif. (P) ON CALIFORNIA	3 N* California ON CALIFORNIA	4 N* California ON CALIFORNIA	5 N* California ON CALIFORNIA
6 N* California ON CALIFORNIA	7 Labor Day 4:30-(PIT) Radio Speech (1:30-7:30) (P) <del>Remarks Speech on unemployment</del> ON CALIFORNIA	8 <del>2</del> 3 N Rel/Wash., D.C. ON WASHINGTON D.C.	9 Congress Recovers <del>1A</del> N 10:00-Arr. Cere/ Israel PM 10:30-Mig. N 7:30-State Dinner B-TIE ON WASHINGTON D.C.	10 12:00-Lunch/VP ON WASHINGTON D.C.	11 ON WASHINGTON D.C.	12 ON WASHINGTON D.C.
13 Nat. Hispanic Week SIawn-Hispanic Event (P) ON WASHINGTON D.C.	14 N* 9:00-Crime Speech ON WASHINGTON D.C.	15 Hold-JWC 9:00-GOP Ldrs. ON WASHINGTON D.C.	16 Policy <del>1A</del> 3 Press statement on Valentines 5:30-WII Recep. Senate Trust ON WASHINGTON D.C.	17 3 N* 2:30-Grand Rapids Gala-Ford Museum N* 6:30-Dinner ON GRAND RAPIDS	18 N* 11:00-Ford Museum Dedication N Rel. Wash. D.C. 3:00-Carlos Briefing (1) ON WASHINGTON D.C.	19 ON WASHINGTON D.C.
20	21 N 10:00-Arr. Cere. Carlos (1) 10:30-Mig. Carlos (1) N* 7:30-State Dinner B-TIE (1) ON WASHINGTON D.C.	22 ON WASHINGTON D.C.	23 ON WASHINGTON D.C.	24 12:00-Lunch/VP N Eve WH Rec. Supreme Court Justices (1) ON WASHINGTON D.C.	25 N* To Camp David ON CAMP DAVID	26 N* Camp David ON CAMP DAVID
27 N* Camp David ON CAMP DAVID	28 N* New Orleans 12:00-Internal Assoc. of Police Chiefs Policy Statement Personal Safety Serious Crimes & Drug Abuse ON NEW ORLEANS	29 Rosh Hoshana 9:00-GOP Ldrs. ON WASHINGTON D.C.	30 ON WASHINGTON D.C.			

Proposed & Tentative  
Administratively Confidential

N - First Lady  
\* - Away from White House



SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1 All Saints ON WASHINGTON D.C.	2 N 10:00-Arr. Cere. King Hussein 10:30-Mtg./Hussein  N 7:30-State Dinner <u>B-TIE</u> ON WASHINGTON D.C.	3 Election Day ON WASHINGTON D.C.	4 ON WASHINGTON D.C.	5 Let Freedom Sing Taping (T) 12:00-Lunch/VP ON TEXAS	6 ON WASHINGTON D.C.	7 ON WASHINGTON D.C.
8 ON WASHINGTON D.C.	9 American Ed. Week Academic Mtg. Education Event <u>Speech on Excellence in Education</u> ON WASHINGTON D.C.	10 <u>10</u> ON WASHINGTON D.C.	11 Veterans N* Tomb of Unknown Soldier <del>Speech on Education</del> ON WASHINGTON D.C.	12 N* 1:00-Future Farmers of America Kansas City, MO (P) N* To California ON CALIFORNIA	13 N* California ON CALIFORNIA	14 N* California ON CALIFORNIA
15 N* California N* PM-SCOPUS (P) ON LOS ANGELES	16 N 11:00 P.M.-Arrive Wash. D.C. ON WASHINGTON D.C.	17 <del>TV address on Socialism</del> ON WASHINGTON D.C.	18 N 11:00-Arr/King & Queen Sweden (T) N 12:00-Lun/King & Queen ON WASHINGTON D.C.	19 12:00-Lunch/VP ON WASHINGTON D.C.	20 ON WASHINGTON D.C.	21 ON WASHINGTON D.C.
22 Family Week N Church (P) ON WASHINGTON D.C.	23 ON WASHINGTON D.C.	24 ON WASHINGTON D.C.	25 N Pre Thanksgiving Dinner - WII ON WASHINGTON D.C.	26 Thanksgiving N Church (P) N Dinner ON WASHINGTON D.C.	27 <u>11</u> N* Camp David <u>TV coverage of comments on American values</u> ON CAMP DAVID	28 N* Camp David ON CAMP DAVID
29 N* Camp David ON CAMP DAVID	30 N* Camp David ON CAMP DAVID				Short Remarks to Nation on ON CAMP DAVID	Proposed & Tentative Administratively Confidential N - First Lady * - Away from White House



SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
<p>Proposed &amp; Tentative For Administrative use only</p> <p>N — First Lady ★ — Away from White House T — Tentative</p>						<p>N★ T Camp David</p> <p>ON CAMP DAVID</p>
2	3	4	5	6	7	8
<p>N★ T Camp David</p> <p>N Re/Wash. D.C.</p> <p>ON WASHINGTON D.C.</p>	<p>Congress Recess .....</p> <p>9:45—Sec. Lewis 10:25—R. Nealon 10:30—Sen. Wallop 11:00—Press Announce. 11:35—Photo Opps. 11:40—State &amp; Local Gov Drophy 12:00—Lun/Stockman et al 2:00—NSC</p> <p>ON WASHINGTON D.C.</p>	<p>10:30—Press Briefing 11:45—Photo Op ★ 12:00—Lunch 2:00—Cabinet Mtg. 3:30—Sadat Briefing</p> <p>ON WASHINGTON D.C.</p>	<p>N 10:00—Arrival/Sadat 10:50—Mtg./Sadat 11:30—Mtg./Sadat 12:00—Lunch/VP 1:30 Cabinet Council 3:00 NSC 4:15—Tapings 5:00—To Residence N 7:30—State Dinner</p> <p>B-SUIT ON WASHINGTON D.C.</p>	<p>11:00—Mtg/Sadat 11:45—Mtg/Sadat</p> <p>N★ 1:15—Speech Conf. 1:45—11-Hold N★ 3:30—To California</p> <p>N★ 6:30 Arr/Ranch</p> <p>ON RANCH</p>	<p>N★ Personal</p> <p>ON RANCH</p>	<p>N★ Personal</p> <p>ON RANCH</p>
9	10	11	12	13	14	15
<p>N★ Personal</p> <p>ON RANCH</p>	<p>Congress Recess</p> <p>N★ Personal</p> <p>ON RANCH</p>	<p>N★ Personal</p> <p>ON RANCH</p>	<p>N★ Personal</p> <p>ON RANCH</p>	<p>N★ Personal</p> <p>ON RANCH</p>	<p>N★ Personal</p> <p>ON RANCH</p>	<p>N★ Personal</p> <p>ON RANCH</p>
16	17	18	19	20	21	22
<p>N★ Personal</p> <p>ON RANCH</p>	<p>Congress Recess</p> <p>N★ 9:30—To Los Angeles ★ 11:00—Staff Time ★ 11:30—NSC ★ 12:30—Lunch/NSC</p> <p>★ 1:30—Staff Time ★ 2:30—11-Hold N★ 7:00—LA Political Rec</p> <p>ON LOS ANGELES</p>	<p>N★ Personal</p> <p>ON LOS ANGELES</p>	<p>Explain FY 1982 budget and tax bill</p> <p>★ 10:00—Briefing ★ 10:30—Press Announce. ★ 12:00—Lunch/Budget Group</p> <p>★ 2:00—Photo Opps ★ 3:00—Pres. of Cyprus</p> <p>ON LOS ANGELES</p>	<p>N★ 11:00—To Military Installation N★ 12:00—Lunch N★ 1:00—Tour N★ 3:15—To Orange Cnty N★ 4:00—Political Event N★ 4:45—To LA</p> <p>ON LOS ANGELES</p>	<p>★ 10:00—Staff Time ★ 11:00—Private Initiative Lunch/Meeting</p> <p>ON LOS ANGELES</p>	<p>N★ 11:00—To Ranch</p> <p>ON RANCH</p>
23	24	25	26	27	28	29
<p>N★ Personal</p> <p>ON RANCH</p>	<p>N★ Personal</p> <p>ON RANCH</p>	<p>N★ Personal</p> <p>ON RANCH</p>	<p>N★ Personal</p> <p>ON RANCH</p>	<p>N★ Personal</p> <p>ON RANCH</p>	<p>N★ Personal</p> <p>ON RANCH</p>	<p>N★ Personal</p> <p>ON RANCH</p>
30	31					
<p>N★ 1:00—To Los Angeles</p>	<p>★ 9:30—11-Hold 10:00—Staff Time N★ 11:30—Mtg/W/Riles N★ 1:00—Lunch N★ 5:00—Press Party</p>			<p>N★ Eve—Political Event Santa Barbara</p>		



SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1 <i>Congress Recess</i> <del>WA</del>	2	3	4	5
		N★ Hawaii (P) N★ 1:00-American (P) Legion Speech N★ 2:30-Pacific Basin Tour (P) N★ 4:00-Ethnic Event (P)	N★ Hawaii (P) N★ 1:00-Rec/Calif. (P)	N★ California	N★ California	N★ California
		ON HAWAII	ON CALIFORNIA	ON CALIFORNIA	ON CALIFORNIA	ON CALIFORNIA
6	7 Labor Day <del>WA</del>	8 <i>13</i>	9 <i>Congress Recovers</i> <del>WA</del>	10	11	12
N★ California	4:30-(P) Radio Speech (P) <i>Remarks on workforce improvement</i>	N Rec/Wash., D.C.	N 10:00-Arr. Cere/Israel PM 10:30-Mtg. N 7:30-State Dinner <i>B-TIE</i>	12:00-Lunch/VP		
ON CALIFORNIA	ON CALIFORNIA	ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.
13 Nat. Hispanic Week	14	15	16 <i>5A</i>	17	18	19
Slawn-Hispanic Event (P)	<i>WA</i>	Hold-JWC 9:00-GOP Ldrs.	<i>Press statement on volunteerism</i> 5:30-WII Recep. Senate Trust	N★ 2:30-Grand Rapids Gala-Ford Museum N★ 6:30-Dinner	N★ 11:00-Ford Museum Dedication N Rec. Wash. D.C. 3:00-Carlos Briefing (P)	
ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON GRAND RAPIDS	ON WASHINGTON D.C.	ON WASHINGTON D.C.
20	21	22	23	24	25	26
	N 10:00-Arr. Cere. Carlos (P) 10:30-Mtg. Carlos (P) N★ 7:30-State Dinner <i>B-TIE</i> (P)			12:00-Lunch/VP N Eve WH Rec. Supreme Court Justices (P)	N★ To Camp David	N★ Camp David
ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON CAMP DAVID	ON CAMP DAVID
27	28 <i>6</i>	29 Rosh Hoshana	30			
N★ Camp David	N★ New Orleans 12:00-Internal Assoc. of Police Chiefs (P) <i>speech on importance of personal safety</i>	9:00-GOP Ldrs.	<i>Describe management needs for economic recovery program</i>			
ON CAMP DAVID	ON NEW ORLEANS	ON WASHINGTON D.C.	ON WASHINGTON D.C.			

Proposed & Tentative Administratively Confidential

N - First Lady  
★ - Away from White House

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Proposed & Tentative Administratively Confidential  N - First Lady * - Away from White House				1	2	3
				N* To California (T)	N* California (T)	N* California (T)
				ON CALIFORNIA	ON CALIFORNIA	ON CALIFORNIA
4	5	6	7	8	9	10
N* California	N* To New York  N* 1:00-U.N. Speech (P) N Rel. Wash. D.C.	9:00-GOP Cong. Ldrs.  <div style="border: 1px solid black; padding: 2px;">3 Initial meetings on Reagan Federalism with state and local officials</div>	<del>Speech on management of economy</del> Social Security reform	8 Yom Kippur House Recess .....  12:00-Lunch/VP		
ON CALIFORNIA	ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.
11	12	13	14	15	16	17
	12 Columbus Day Senate Recess .....	13 House Recovers	N 10:00-Arr/Cerc/Prince Fahd of Saudi Arabia (T) 10:30-Mig. Fahd  N 7:30-State Dinner B-TIE	<div style="border: 1px solid black; border-radius: 50%; padding: 5px;">9-15 Announce policies on community renewal</div> 12:00-Lunch/VP  N* Al Smith Dinner (T) New York		11ob Hope-USO (T)
ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.
18	19	20	21	22	23	24
	* Yorktown, VA Bicentennial	9:00-Bipart Cong Ldrs. <div style="border: 1px solid black; padding: 2px;">8-12 Presidential Proclamation on Bicentennial celebrations</div>	HOLD	12:00-Lunch/VP  N* To Cancun-Mexico	23 House Adjournment Target Date  N* N.S. Summit Cancun-Mexico	24 U.N. Day House Recess.....  N Rel. Wash. D.C.
ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON MEXICO	ON MEXICO	ON WASHINGTON D.C.
25	26	27	28	29	30	31
25 Daylight Sav Ends	<div style="border: 1px solid black; padding: 2px;">Speech on Social Security/medicare legislation</div>			12:00-Lunch/VP	UNICEF	31 Halloween
ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON MEXICO	ON MEXICO	ON WASHINGTON D.C.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1 All Saints  ON WASHINGTON D.C.	2 <del>W</del> N 10:00-Arr. Cere. King Hussein 10:30-Mig./Hussein  N 7:30-State Dinner <i>B-TIE</i> ON WASHINGTON D.C.	3 Election Day  ON WASHINGTON D.C.	4  ON WASHINGTON D.C.	5 <del>W</del>  Let Freedom Sing Taping (T) 12:00-Lunch/VP  ON TEXAS	6  ON WASHINGTON D.C.	7  ON WASHINGTON D.C.
8  ON WASHINGTON D.C.	9 American Ed. Week Academic Mig. <del>W</del> Education Event <i>Speech on excellence in education</i> ON WASHINGTON D.C.	10 <i>10</i>  ON WASHINGTON D.C.	11 Veterans <del>W</del> N* Tomb of Unknown Soldier <del>Speech on excellence in education</del> ON WASHINGTON D.C.	12 <del>W</del> N* 1:00-Future Farmers of America Kansas City, MO (P) N* To California  ON CALIFORNIA	13  N* California  ON CALIFORNIA	14  N* California  ON CALIFORNIA
15 <del>W</del> N* California N* PM-SCOPIUS (P)  ON LOS ANGELES	16  N 11:00 P.M.-Arrive. Wash. D.C.  ON WASHINGTON D.C.	17 <del>W</del> <i>TV address for Social Security</i>  ON WASHINGTON D.C.	18 <del>W</del> N 11:00-Arr/King & Queen Sweden (T) N 12:00-Lun/King & Queen  ON WASHINGTON D.C.	19  12:00-Lunch/VP  ON WASHINGTON D.C.	20  ON WASHINGTON D.C.	21  ON WASHINGTON D.C.
22 Family Week  N Church (P)  ON WASHINGTON D.C.	23  ON WASHINGTON D.C.	24  ON WASHINGTON D.C.	25  N Pre Thanksgiving Dinner - WII  ON WASHINGTON D.C.	26 Thanksgiving  N Church (P)  N Dinner  ON WASHINGTON D.C.	27 <del>W</del> <i>11</i> N* Camp David  <i>TV coverage of comments on American values</i>  ON CAMP DAVID	28  N* Camp David  ON CAMP DAVID
29  N* Camp David  ON WASHINGTON D.C.	30  N* Camp David  ON WASHINGTON D.C.					

Proposed & Tentative  
Administratively Confidential  
  
N - First Lady  
\* - Away from White House

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1	2	3	4	5 72. Statement
		ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.
6	7	8	9	10	11	12
ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON NEW YORK	ON NEW YORK
13	14	15	16	17	18	19
ON NEW YORK	ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON WASHINGTON D.C.	ON CALIFORNIA	ON CALIFORNIA
20	21 Hanukkah	22	23	24	25 Christmas Day	26
ON CALIFORNIA	ON CALIFORNIA	ON CALIFORNIA	ON CALIFORNIA	ON CALIFORNIA	ON CALIFORNIA	ON CALIFORNIA
27	28	29	30	31 New Years Eve		
ON CALIFORNIA	ON CALIFORNIA	ON CALIFORNIA	ON CALIFORNIA	ON CALIFORNIA	ON CALIFORNIA	ON CALIFORNIA

*Handwritten scribble:*  
 Vice President  
 of the  
 production  
 requirements

*Handwritten note:*  
 Press conference  
 on housing  
 program

*Handwritten note:*  
 TV interview on  
 national security  
 enhancement

*Handwritten note:*  
 "mending  
 fences"

*Handwritten note:*  
 State-of-the-Union  
 speech and message

Proposed & Tentative  
 Administratively Confidential

N - First Lady  
 \* - Away from White House

(UNCLASSIFIED/SENSITIVE)

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

STRATEGIC PLANNING MEMORANDUM #1

TO: Edwin Meese  
FROM: Richard S. Beal  
SUBJECT: Phase III Policy Focus  
DATE: July 16, 1981

A. PHASE I & II OVERVIEW

The strategic policy planning process of the Reagan Administration has been useful in establishing and maintaining the President's desired policy direction. The Strategic Plan includes a short list of high priority items for Presidential focus during Phases I and II which are arrayed and sequenced to achieve the President's policy objectives. The purpose of the Strategic Plan is to give a sense of direction to the Administration and in turn to the country, and project an image of governance that leadership from the President makes a difference. The plan is also intended to be a governing statement to avoid the dissipation of the President's time and resources.

The Initial Action Project for Phase I contained two major objectives: (1) domestic economic recovery and (2) strengthening the image of the U.S. as a world power. It also delineated strategies designed to articulate and foster the short- and long-term success of the President's two major policy objectives. In essence, the Phase I strategies called for strong Presidential leadership by restricting the focus to a short-list of objectives, being consistent, guarding against foolish errors, undertaking the difficult early, and demonstrating that the President is in charge. It was essential to begin the President's term by relying on his skills as communicator-in-chief to explain the central policy thrust of the new Administration.

To restore the working relationship between the President and Congress, the strategy was to initiate a bold economic recovery program, and to use the budget reconciliation process to show that the new President would fulfill his Constitutional responsibilities. He would stand firm to his principles, but negotiate as needed with the Congress in working out the best possible new beginning for the country.

The Phase II plan continued the focus on the two major objectives of Phase I, but shifted the emphasis from the articulation of the economic recovery program to the legislative adoption of the President's proposals. Strategies that were initiated in Phase II included:

- o Establish a legislative strategy group to plan and coordinate the content and process of budget reconciliation.
- o Improve the decision-making processes in the White House for policy development and crisis management.

(UNCLASSIFIED/SENSITIVE)

- o Recognize the existence of multiple and frequently competing agenda, and minimize the possible negative impact on Presidential priorities.
- o Improve the quality of Federal government general services and personnel management.
- o Recognize that national security requires a strong economy and develop a foreign policy around President Reagan's commitments to peace through strength and good relations with our hemispheric and Western Allies.

It is generally felt that Phases I and II have proceeded according to the Plan, with only a few areas not receiving the intended attention.

B. PHASE III PLANNING GUIDELINES

Phase III is the period between October 1, 1981 and January 15, 1982 -- a period which coincides with important executive, legislative and budgeting dates. During Phase III, the Administration's emphasis will be on:

- o Implementing and managing the FY 1982 programs and budgets outlined for economic recovery and national security.
- o Assessing the impact of Phases I and II on other issues and policy areas, and developing policies to respond effectively to the needs in these areas.
- o Initiating the policy planning process for Phase IV and beyond.

Consistent with the communications strategy of Phase I, the President's policies, goals and priorities should be announced and described by the President. It should be made clear that these policy goals and priorities are the President's proactive agenda -- policy areas of the President's own design and control. Policy areas and issues on the proactive agenda are governed by the President's basic principles, timetable and subject to his strategies of articulation, communication, adoption, implementation and management. The proactive agenda is of the President's initiation, and not a reaction to the demands of special interests. The decision process controlling the proactive agenda is of a wholly different character than the one invoked for the reactive agenda items. The principal difference is that items on the reactive agenda are manipulated by individuals or institutions other than the Presidency.

The following policy planning guidelines should discipline the development of the proactive agenda for Phase III:

- o Policy areas, goals and priorities for Phase III should be consistent with the President's achievements and actions in Phases I and II.
- o A few major goals and priorities that are truly the responsibility of the Federal government should be set and tenaciously pursued.

- o The short list of policy goals should be attainable and require a modest level of government financing consistent with the economic recovery program.
- o The impact of the economic recovery program on each policy area, especially budgetary projections for FY 1982-1986, will be assessed.
- o Organizational responsibilities for achieving policy goals must be assigned through the Cabinet Council structure.
- o Specific actions for implementation during FY 1982 and FY 1983 will be identified.
- o The job in 1982 and beyond becomes one of managing the President's policies effectively and adjusting to changing domestic and world conditions.

C. PHASE III PRINCIPLES AND POLICY AREAS

1. Principles

In Phase III, to ensure continuity with what President Reagan has been stating for many years, policy areas, goals and priorities should be based upon the following principles:

- o Place maximum responsibility possible on private individuals, organizations and the free enterprise system to meet personal, social and economic objectives.
- o Expend the minimum amount of dollars with the maximum level of innovation possible to fulfill priority policy goals.
- o Encourage a feeling of confidence and security among all Americans.
- o Reduce the involvement of the Federal government in the lives of all Americans.
- o Make Presidential decisions on the basis of what is good for the country, rather than on the basis of election expediency.
- o Do not raise expectations beyond what is reasonably achievable.
- o Do not permit long-term policy objectives to be foreclosed by short-term interests or events.
- o Be guided by the fact that the power to govern rests with the support of a majority of the people.

- o Trust the values of American society.
- o Treat America's leaders as accountable stewards.

## 2. Policy Areas

Consistent with the above principles and guidelines, and based on an assessment of the President's achievements in Phases I and II, the Administration must unfold a few carefully selected initiatives in Phase III. They should complement economic recovery, but must also have separate goals and meet specific needs not emphasized to date by the Administration. Thus, the President's policy areas and goals would be:

- a. Economic Recovery - The economic recovery theme emphasized in Phases I and II is primarily an effort to reduce the involvement of government in people's lives. Each of the following goals were designed to accomplish some aspect of this:

- o Reduce the growth of the Federal budget
- o Reduce regulatory burdens
- o Reduce tax rates
- o Stabilize monetary supply
- o Reduce Federal waste and fraud

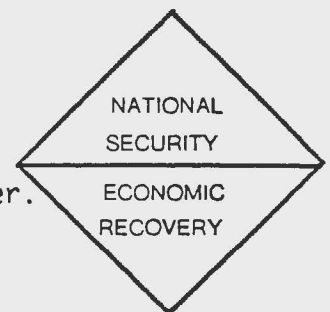


In Phase III, we must continue focusing on these goals, but we must move from stress on simply achieving specific reduced budgets and tax levels to new policies that drive the formulation of the budget and tax rates. The theme of these policies must enable people to feel that government is being brought closer and made more responsive to them individually. The emphasis on national security, block grants, and trade decisions that sometimes alternate between protectionism and free market approaches are examples of Administration policies that must be developed and clearly described in this context.

- b. National Security - The strengthening of national security is a basic Constitutional responsibility of the Federal government. And, national security policy should be shown to be complementary to economic recovery. Thus, national security and its specific goals will continue as a major Administration focus.

These goals are:

- o Strengthen military defense
- o Establish a consistent foreign policy
- o Strengthen domestic defenses against disorder and disaster.





In this policy area, we must make a concerted effort to establish that we are properly managing and controlling the tax monies dedicated to national security, and that these expenditures are, in fact, increasing our security.

The agreement and clear acceptance of Presidential focus for Phases I and II contributed significantly to our successes. The task now before us is to determine Presidential focus for Phase III. The financial and organizational dimensions of many Phase I and Phase II policies are enormous and their implications must be addressed in Phase III as logical extensions of the two previous phases. In addition, basic policy and budget decisions will be made during Phase III that cover the entire remainder of the first term of the Administration and beyond. Thus, the decisions made and the policy areas selected for focus by the President will represent key elements of the President's agenda through Fiscal Year 1986.

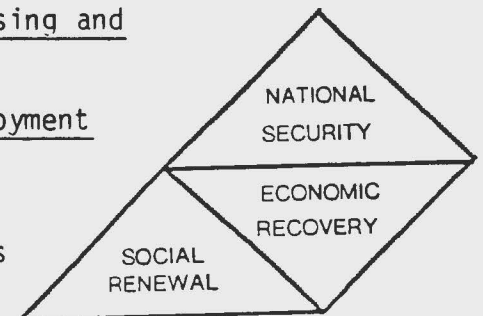
It is suggested, therefore, that the policy focus for Phase III be:

- o Reform the financing of large social programs
- o Recognize the careful financial planning and programming necessary for sound development and use of national resources to sustain economic recovery
- o Include a means for effectively managing the government.

Two policy areas appear to be appropriate for detailed design and development during Phase III. The areas are social renewal and national resources enhancement.

- c. Social Renewal - Social policies appear to demand the most immediate attention since such issues have a direct impact on all Americans and on the budget of the Federal government. Further, the Administration runs the risk of increasing its image of insensitivity to social concerns unless some actions are taken. The social renewal goals which seem appropriate (and which link to the President's campaign and recent pledges) are:

- o Reduce financial problems of Social Security, housing and health care.
- o Develop innovative approaches for reducing unemployment and welfare dependency.
- o Encourage State/local government and volunteer efforts by individuals, families and organizations to solve community problems.



- o Improve the quality of life through the reduction of fears over personal safety and by raising the confidence level of the American people in their future.
- o Provide for appropriate leadership on the values of American society.

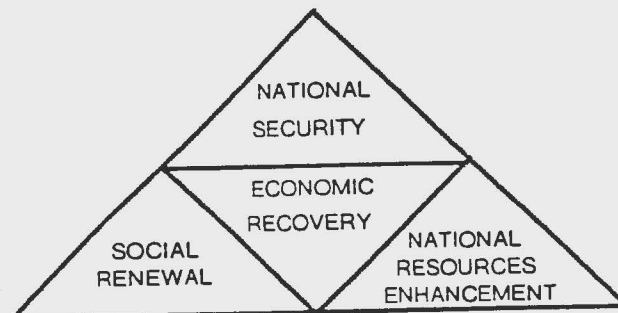
In Phase III, we must ensure that the policies and goals adopted and implemented are stressed as being the right things for the greatest number of people, and not as "give-backs" to special and single-issue interest groups. We should also look closely at the concept of "entitlements" and "income transfers."

- d. National Resources - The success of economic recovery, national security and social renewal depends on America's national resources -- the work force, natural resources, business and industry, and government. Thus, during Phase III, the President needs to propose a cohesive positive approach to the management of these national resources.

National Resources Enhancement policies should consist of the following goals:

- o Improve the capabilities, opportunities and productivity of the work force.
- o Increase the availability of reasonably priced food, energy and other natural resources.
- o Modernize business and industrial capabilities.
- o Improve government management.

There is a degree of overlap and interdependence in all of these policy areas. Taken together, these four policy areas will form the core of the Reagan Administration's Strategic Plan for Phases I through IV. Specific policies and programs must be developed through the White House decision process and by the different departments and agencies.



D. Phase III Strategic Considerations

1. Content and Credibility of the President's Economic Recovery Program

Once the budget reductions and tax bill have completed the legislative process, it will be essential for the President to explain to the public the content of the economic package in relation to:

- o What the President wanted and received;
- o What he wanted and did not receive; and
- o What he did not want, yet was included in the legislation.

The President and other high ranking Administration officials will be needed to establish the credibility of the program in light of the condition of the economy and the commitment to a balanced budget in Fiscal Year 1984. Despite the extraordinary efforts made during the reconciliation process, the budget is not balanced; the more difficult and painful process is still ahead for the Administration to plan the Fiscal Year 1983-1986 budgets. In a word, the task of reducing the size and role of the federal government by budgetary restraints remains "undone."

The statement should be made as follows:

- o When: August 4, 1981 (if budget and tax bills have been adopted).
- o Where: From Oval Office
- o Form: National TV address.
- o Policy Area and Goal(s): Economic Recovery; Reduce the growth of the Federal budget and reduce tax rates.

2. Management of the Economic Recovery Program

We cannot afford to think narrowly about the transformation of the federal government caused by the President's Economic Recovery Program and future budget reductions. Hence, the President must demonstrate that the Administration has not only the ability to design a new role for the federal government, but that it can manage that new role as well.

The critical Phase III management issues are:

- o Implement the economic recovery at all levels of government, especially through strategies such as block grants and revenue source shifts.
- o Target, monitor and control the defense expenditures.

- o Integrate the career executives into the President's program. The scope and magnitude of the changes in the federal role are fairly drastic; federal executives will, therefore, be required to make some major adjustments. The long-term success of the President's program depends on the short-term steps he takes to obtain the assistance of senior civil servants into this massive governmental reform.

In order to implement this policy, the President should:

- o Establish a President's Council on Policy Planning and Management. Membership should include the President, Vice President, Secretary of State, Secretary of Defense, Secretary of Treasury, Secretary of Health and Human Services, Attorney General, Counsellor to the President, Chief of Staff and Director of the Office of Management and Budget.
- o Make a policy statement, as follows:
  - o When: October 12, 1981 (Columbus Day - to symbolize "new opportunity and responsibility").
  - o Where: At Columbus Day event in New York City.
  - o Form: Short speech with press coverage.
  - o Policy Area and Goal(s): Economic Recovery; Reduce growth of federal budget and reduce tax rates. National Resources Enhancement; Improve government management.

### 3. Excellence in Education

The focus of Phases I and II was designed to allow the President to concentrate on the most salient problems facing the country and to do the difficult early. The agenda control strategy for Phases I and II was to retain a critical mass trained against the country's economic and national security problems, and defer as many issues as possible until the basic problems were addressed. As Phase II closes, however, and the initial budget reduction and tax bills are finalized, the President will be pressured from all quarters of society to extend his focus to include those deferred issues.

The most perplexing, politically sensitive and pressure packed of the issue areas that is likely to peak in Phase III is the social cluster, which includes busing, school prayer, family and community values.

To exert control over the emergence of the educational element of the social agenda in Phase III, the following should guide the President's actions:

- o The President has taken firm, public stands on virtually all of these issues over the years. It is, therefore, not so much a question of where does the President stand, but which social issue(s) he wants to advance during Phase III.

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- o Every effort possible should be made to build on the relevant values the President articulated in his acceptance speech--family, individual responsibility, work ethics, equality of opportunity, religious freedom and liberty--as the context.
- o Make a major policy statement on the need for excellence in education in the family and in the community. It is possible within the context of the excellence in education theme for the President to reaffirm his positions on school prayer, busing, Jeffersonian themes (e.g., good citizenship based on education of the masses, value of private education).

The policy statement should be made as follows:

- o When: On or around the beginning of school, Fall 1981.
- o Where: At an appropriate educational setting or at the dedication of the Ford Museum in Grand Rapids.
- o Form: Major speech with TV coverage.
- o Policy Area and Goal: Social Renewal; Encourage State/local government and voluntary efforts to solve community problems.

4. Reforming the Social Security and Medicare System

Social Security reached the forefront of public debate following the May 12, 1981, announcement of the financial problems and the Reagan Administration's proposed solutions. The Administration has, consequently, already taken the initiative on this serious problem and advanced the public debate. Several high ranking officials, other than the President, have presented the Administration's policy with varying degrees of success.

In Phase II, the Administration received considerable criticism for its Social Security proposals. In the main, the President did not take an active role in the public debate. But given the problems facing the Social Security fund and that the Administration has already absorbed the first volley of criticism, it will be necessary for the President to exert his personal leadership to ensure the viability of the Social Security system and make the necessary changes in the financing and benefits of the fund. In addition, the similar problems of Medicare financing must be dealt with.

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This should be done following a review by the President of the FY 1983-1986 budget estimates to be presented in January, 1982. The status of the legislation can be reviewed in December, and any changes needed in strategy incorporated in the January State-of-the-Union address.

The policy statement should be made as follows:

- o When: Late October.
- o Where: From Oval Office.
- o Form: National TV address.
- o Policy Area and Goal: Social Renewal; Reduce financial problems of Social Security and health care.

5. Importance of Personal Safety

Early in Phase III, the Administration should show its interest in the personal safety of Americans through several actions:

- o The President should make a major policy statement to a national organization in which he (a) describes the extent of the serious crime problems, (b) points out that the solution of the problem is principally the responsibility of state and local government, with some assistance from the Federal government, (c) reports on the results of the Presidential Violent Crime Task Force, and (d) suggests the need to utilize the block grant process. This statement should be made as follows:
  - o When: September 28, 1981.
  - o Where: National convention of the International Association of Chiefs of Police (New Orleans).
  - o Form: Speech, with national TV coverage.
  - o Policy Area and Goal: Social Renewal; Improve quality of life by reduction in fears over personal safety.
- o The President should ask OMB to identify ways in the budget process to make Federal law enforcement and criminal justice activities more efficient and effective (e.g., consolidate drug abuse control activities, consolidate research and statistics activities, improve education and training assistance).
- o The President should initiate the appointment of members of the Federal judiciary who are competent and who subscribe to the general view of the President on the role of the court.

6. Ideal American Values

By the fall of 1981, the Reagan revolution of governance and social change will have already taken shape and the initial stages of implementation will have begun. There is every reason to hope that a sense of optimism will overlay the public's reserve of concern about what is happening to America. Thanksgiving week would be an excellent time for the President to make a major statement on American values.

As a followup to the acceptance speech and the indicated desires of the electorate, the President should describe what he believes are the ideal values for America that can serve as a framework for greater independence, opportunity and responsibility.

In order to symbolize the need for a return to some traditional ethics, the President could make such a policy statement as follows:

- o When: Thanksgiving Week, 1981.
- o Where: From Camp David or Plymouth Rock.
- o Form: Comments to an intimate gathering of citizens or family, with TV coverage.
- o Policy Area and Goal: Social Renewal; Provide leadership on values of American society.

7. Workforce Improvement

As a core of the national resources enhancement program, the President should make a major policy statement on the need to improve workforce productivity, capability and opportunity. If possible, results of productivity commission or specific legislative proposals could be announced.

This policy statement should be made as follows:

- o When: Labor Day, 1981.
- o Where: From a labor group family picnic in the mid-West.
- o Form: Speech.
- o Policy Area and Goal: National Resources Enhancement; Improve workforce.

8. National Resource Enhancement

Phases I-III continue the largely unidimensional focus of the economic recovery program and its national security component. Within these phases several important national resource enhancement decisions have been made (e.g., gas decontrol, synfuels) and others will continue to be made. There is, however, an opportunity for the President to make a major statement about national resources at his State-of-the-Union address in January, 1982. A precursor theme and media event which would come in Phase III would be the airing of a 30 minute television program of President Reagan at his ranch "mending fences."

The theme of this television interview is to have the President concretize his hopes for America by the sustained enhancement of the country's key resources--its people, creativity, natural resources and capacity to use widely its energies.

The Santa Barbara Ranch would be a marvelous backdrop: The President's own enthusiasm for the setting, and the possibility of making a positive natural environment statement are principal reasons for arguing in favor of taping it and showing it in late December.

The policy statement should be given as follows:

- o When: Christmas Week, 1981.
- o Where: From Santa Barbara ranch.
- o Form: Interview taped for TV.
- o Policy Area and Goal: National Resources Enhancement; Increase availability of natural resources, improve workforce.

9. Economic Recovery Program Progress and Plans

As a transition into the second year (and fourth phase) of his Administration, the President should make a State-of-the-Union speech describing the progress of his economic recovery program to date, and his proposal for the FY 1983 budget.

The policy statement should be given as follows:

- o When: Mid-January, 1982.
- o Where: To Joint Session of Congress.
- o Form: Nationally televised speech.
- o Policy Area and Goals: Economic Recovery; Reduce growth of Federal Budget; reduce tax rates and stabilize monetary supply.



10. Hold-Out Against Clamour for Foreign Policy Speeches While Quietly Conducting the New Diplomacy

The press corps is clamouring for a foreign policy statement when, curiously enough, they have not been able to read the text of President Reagan's actions. The President's own public response to the criticism that he has not delivered a major foreign policy address was that it did not seem necessary to spell out either the details or formula guiding our foreign policy moves (June 22, 1981 press conference in Washington, and the July 7, 1981 fund raising speech in Chicago). The President has asserted that we have a foreign policy and no one should be in doubt about his basic views.

For many reasons, the President is probably correct that it is unnecessary to state what should be obvious to most. There will come a time when a major statement is appropriate--more so because the President is the leader of the free world than that an articulation of U.S. foreign policy is required.

The proposed Phase III focus on foreign affairs is to continue to act to change the parameters of our foreign relations, but do so without the fanfare of Presidential speeches asserting the principles or specific changes.

Early statements on foreign policy by some Presidents have created expectations that the reality of international affairs demonstrates to be naive. The result is an unnecessary decline in Presidential credibility. Let our friends and foes alike read the actual behavior of the new Administration and, at least for the moment, determine the thrust of our foreign policy from the actions taken, rather than the pronouncements made.

Already in Phases I and II, the Administration has set in motion the initial parameters of U.S. foreign policy, and there are many hard decisions facing us in Phase III. The strategy during this difficult period should be to have the Secretaries of State and Defense explain policy on a case by case basis as the need arises.

E. SUMMARY

Economic recovery and the strengthening of national security have begun. If social renewal and national resource enhancement are carefully designed and introduced in the President's State-of-the-Union address in January, 1982, it will represent significant leadership effort by the President in his first year. The remaining years should be devoted to implementing and managing the Federal government's activities on these four fronts, responding to changing domestic and world situations as they might affect the goals and priorities of the Administration, and the continued development of the nation.

The following pages contain a summary of the Administration's Phase III policy areas and goals; a list of issues or activities within each Phase III policy area; and the relationship of the Phase III policy areas, goals and Cabinet Councils to those for Phases I and II.

# THE ADMINISTRATION'S POLICY AREAS AND GOALS

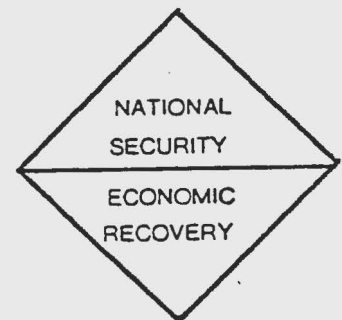
## I. ECONOMIC RECOVERY

- Reduce the growth of the Federal *budget*
- Reduce *regulatory* burdens
- Reduce *tax rates*
- Stabilize *monetary supply*
- Reduce Federal *waste and fraud*



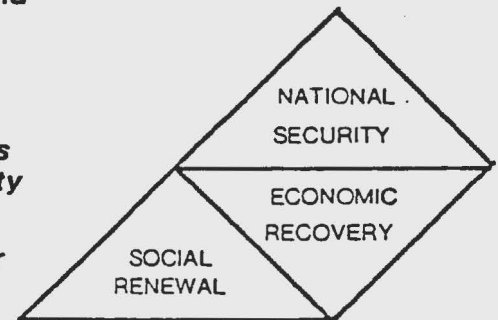
## II. NATIONAL SECURITY

- Strengthen *military* manpower and weapons systems
- Establish a consistent *foreign policy*
- Strengthen *domestic defenses* against disorder and disaster



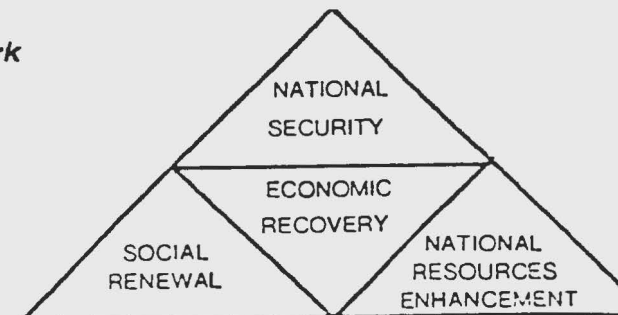
## III. SOCIAL RENEWAL

- Reduce *financial problems of social security, housing and health care*
- Develop *innovative approaches for reducing unemployment and welfare dependency*
- Encourage *State/local government and volunteer efforts* by individuals, families, and organizations to *solve community problems.*
- Improve the *quality of life* through the reduction of fears over personal safety and by raising confidence levels of American people in their future
- Provide appropriate leadership on the *values* of American society



## IV. NATIONAL RESOURCES ENHANCEMENT

- Improve capabilities, opportunities and productivity of the *work force*
- Increase the availability of reasonably priced food, energy and other *natural resources*
- Modernize *business and industrial capabilities*
- Improve *government management*



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Proposed issues or activities for each policy area during Phase III are:

<u>POLICY AREA</u>	<u>GOALS</u>	<u>ISSUES OR ACTIVITIES</u>
I. ECONOMIC RECOVERY	A. Reduce the growth of the Federal <u>budget</u>	<ol style="list-style-type: none"><li>1. FY 1982 budget implementation</li><li>2. FY 1983 budget announcement</li><li>3. FY 1983-1986 budget planning</li><li>4. Balanced budget and spending limitation</li><li>5. Integration of policy development and budget process</li><li>6. Annualized cost-of-living increases</li><li>7. Private financing of government activities</li><li>8. Surplus property disposal</li><li>9. Local reimbursement to F.B.I. for some services</li></ol>
	B. Reduce <u>regulatory</u> burdens	<ol style="list-style-type: none"><li>1. Free trade</li><li>2. Telecommunications</li><li>3. Natural gas</li><li>4. Environmental quality (air, water)</li><li>5. Prevailing wage payments (Davis-Bacon Act)</li><li>6. Defense contract profit limits (Vinson-Trammell Act)</li><li>7. Minority enterprise/Expanded ownership</li><li>8. Multi-fiber agreement</li><li>9. Trucking</li><li>10. Ships (e.g., Ship American, Construction Differential)</li><li>11. Cotton dust</li><li>12. International commodity markets</li><li>13. Coal exports</li><li>14. Mine inspections</li></ol>

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POLICY AREA	GOALS	ISSUES OR ACTIVITIES	
I. ECONOMIC RECOVERY (Continued)	C. Reduce <u>tax rates</u>	<ol style="list-style-type: none"><li>1. Individual rate reduction</li><li>2. Accelerated cost recovery</li><li>3. Research and development tax credit</li><li>4. Investment tax credits</li><li>5. Marriage Penalty</li><li>6. Retirement accounts</li><li>7. Savings Certificate Exemptions</li><li>8. Foreign earned income</li><li>9. Estate and gift taxes</li><li>10. Windfall profits</li><li>11. Commodity straddles</li><li>12. Fringe benefit taxation</li><li>13. Refund offset</li><li>14. Tuition tax credits</li><li>15. Farm taxes</li><li>16. Targeted job credits</li><li>17. WIN tax credits</li><li>18. Underground economy</li><li>19. Economic Bill of Rights</li><li>20. Home mortgage exemptions</li><li>21. Payment in lieu of taxes</li></ol>	
	D. Stabilize <u>monetary supply</u>	<ol style="list-style-type: none"><li>1. Interest rates</li><li>2. Exchange rates</li><li>3. Limits on national debt</li><li>4. Federal Credit policy (e.g., subsidies, collection methods)</li><li>5. Currency standard</li><li>6. Foreign investment in U.S.</li><li>7. Thrift industry stability</li><li>8. Olympic Coins</li><li>9. Balance of payments</li><li>10. Export-import bank</li><li>11. International banking</li></ol>	
		E. Reduce Federal <u>waste and fraud</u>	<ol style="list-style-type: none"><li>1. Federal building lease or purchase</li><li>2. DOD/DOJ concern over Inspector General roles</li><li>3. Committee on Economy and Integrity</li><li>4. Special Prosecutor utilization</li><li>5. Procurement procedures</li><li>6. Personnel ceilings/hiring freezes</li><li>7. Travel procedures</li><li>8. Public relations limitations</li><li>9. Role of whistleblowers</li></ol>

POLICY AREA	GOALS	ISSUES OR ACTIVITIES
NATIONAL SECURITY	A. Strengthen <u>military</u> defense	<ol style="list-style-type: none"><li>1. Strategic Nuclear capability: M-X Bomber, Trident D-5</li><li>2. Survivability of government: telecommunications, civilian population (civil defense)</li><li>3. General Purpose Forces: modernization and force expansion, readiness, Southwest Asia, mobility</li><li>4. NATO - revitalize the alliance: redress conventional/theater nuclear forces imbalance (LRTNF, Binary CW weapons, Enhanced Radiation Weapons), political leadership</li><li>5. Southwest Asia: Extensive US Commitment, oil reliance, threat of USSR, Rapid Deployment Force - separate unified command</li><li>6. Northeast Asia: credible strategic defense, Japan, Korea</li><li>7. South America and Caribbean Basin economic assistance, security support, resist rising Cuban/Soviet aggression</li><li>8. Africa: mineral war, protect US/Western interests in Africa, protect continent's mineral resources vital to US defense</li><li>9. Sustainability: Industrial Base, mobilization, manpower (1984 manpower shortages, esp. high skill and middle grade NCO)</li><li>10. Security Assistance - dependable Allies: cash sales, FMS credits, grant aid, training, Turkey, Pakistan, Egypt, Israel, Portugal, Korea, Saudi Arabia, Caribbean Basin: El Salvador, Honduras, Guatemala</li></ol>

<u>POLICY AREA</u>	<u>GOALS</u>	<u>ISSUES OR ACTIVITIES</u>
NATIONAL SECURITY (Continued)	B. <u>Establish consistent foreign policy</u>	<ol style="list-style-type: none"><li>1. Poland: concern over Soviet response-favor political evolution and assist with Poland's economic problems</li><li>2. Persian Gulf and Southwest Asia: AWACS; military forces and infrastructure; RDF</li><li>3. Arab/Israel: peace treaty Egypt and Israel, Lebanon crisis, autonomy negotiations on status of Gaza Strip and West Bank, Habib mission</li><li>4. Afghanistan/Pakistan/India: Pakistan military build-up, non-nuclear military strength, India relations, Soviet withdraw of Afghanistan</li><li>5. Eastern Europe: internal liberalization, foreign policy autonomy</li><li>6. East-West contacts: policy of differentiation - Poland, Hungary, Yugoslavia (liberal); Romania (independent); GDR, Bulgaria, Czechoslovakia (Moscow-aligned, rigid)</li><li>7. Europe: Quasi-neutralist, pacifist sentiment</li><li>8. China/Taiwan-balance: Taiwan - arms, trade Peking - exchanges, strategic consultations, licensing dual-technology transfer</li><li>9. Soviet Union: succession, new leadership, arms reductions, expansion - Afghanistan</li><li>10. African 'Z' States: Soviet destabilization of Zaire, Zambia, Zimbabwe</li><li>11. South Africa/Namibia (independence)</li><li>12. Cuba-subversion, RFC</li><li>13. Nicaragua: going wholly Communist</li><li>14. El Salvador: war, Guatemala, Honduras</li><li>15. Latin America: giants - Mexico, Columbia, Brazil, Argentina, Venezuela, trade, security, non-proliferation, Quadrupartite meeting Nassau</li><li>16. Vietnam/Cambodia/Thailand/ASEAN: Vietnamese threat; solution to occupation, refugees</li></ol>

POLICY AREA	GOALS	ISSUES OR ACTIVITIES
NATIONAL SECURITY (Continued)	B. Establish consistent <u>foreign policy</u> (Continued)	17. International Economic: <ul style="list-style-type: none"><li>. Polish Economy - debt</li><li>. Siberian gas pipeline</li><li>. International trade: rising tide of protectionism export credits</li><li>. East-West trade: trade restrictions with Soviets</li><li>. International Debt - external debt; LDC beyond capacity</li><li>. North-South: traditional bilateral trade ineffective</li><li>. Energy - assurance of adequate oil supply - preoccupation for American foreign policy</li><li>. Exchange Policy - exchange stability policy of non-intervention in exchange markets</li><li>. International Financial Institutions - leaner, more efficient</li></ul> 18. Global Issues: <ul style="list-style-type: none"><li>. Non-Proliferation</li><li>. Human Rights</li><li>. Law of the Sea</li><li>. International Communications VOA, RFE, RFL</li><li>. Terrorism</li></ul> 19. Intelligence: <ul style="list-style-type: none"><li>. re-establish role</li><li>. relationship between policy making and intelligence</li><li>. budget</li><li>. integrated national-level counter intelligence</li></ul>

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POLICY AREA	GOALS	ISSUES OR ACTIVITIES
II. NATIONAL SECURITY (Continued)	C. Strengthen <u>domestic</u> <u>defenses</u>	1. Survivability of government 2. Crisis management procedures 3. Civil disorder 4. Disaster assistance



POLICY AREA	GOALS	ISSUES OR ACTIVITIES
III. SOCIAL RENEWAL	A. Reduce financial problems of <u>Social Security, housing and health care</u>	1. Social Security financing 2. Medicare/Medicaid financing and health policy 3. Housing financing, subsidies, weatherization
	B. Develop innovative approaches for reducing <u>unemployment and welfare dependency</u>	1. Unemployment eligibility/ placement 2. AFDC eligibility/ workfare/day care 3. Youth minimum wage 4. Enterprise Zones 5. Child nutrition 6. Native Americans 7. Food stamp eligibility 8. Immigration 9. Veterans benefits (e.g., Agent Orange, G.I. Bill) 10. Pension policy
	C. Encourage <u>State/local government and voluntary efforts to solve community problems</u>	1. Block grant implementation 2. Volunteerism 3. Aging 4. Child development 5. Handicapped 6. Defederalization of airports 7. Clarification of Federal role in education, (e.g., enhancement, impact aid, land grant colleges) 8. Disaster loans
	D. Improve the <u>quality of life by improving personal safety and raising confidence of people in the future</u>	1. Violent crime reduction 2. Drug/alcohol abuse reduction 3. Prison construction 4. Traffic safety 5. Hazardous material use 6. Juvenile justice 7. Victims rights 8. Exclusionary rule 9. Federal payment of legal fees 10. Death penalty

(UNCLASSIFIED/SENSITIVE)

POLICY AREA	GOALS	ISSUES OR ACTIVITIES
III. SOCIAL RENEWAL (Continued)	E. Provide leadership on the <u>values</u> of American society	1. Family 2. Individual responsibility 3. Work ethics 4. Equality of opportunity 5. Religious freedom 6. Liberty 7. Privacy 8. Specific issues: a. voting rights b. abortion c. busing to achieve integration d. school prayer e. bi-lingual education f. equal access to justice g. Family Protection Act h. gun control

(UNCLASSIFIED/SENSITIVE)

POLICY AREA	GOALS	ISSUES OR ACTIVITIES
IV. NATIONAL RESOURCES MANAGEMENT	A. Improve <u>workforce</u>	1. Productivity 2. Labor relations 3. Employee stock ownership 4. Pre- and Post-employment education and training 5. Employment placement
	B. Increase availability of <u>natural resources</u>	1. Farm bill 2. Energy development (e.g., oil leases, nuclear use) 3. Insecticides, fungicides, and rodenticides 4. Land conservation 5. Strategic minerals and strategic petroleum reserve 6. Water quality/marketing subsidies 7. Tobacco price supports 8. Waste disposal/recycling 9. Space exploration 10. Tourism 11. Timber harvest 12. National parks 13. Wildlife conservation 14. Power marketing 15. Emergency preparedness 16. Ocean resources 17. User fees 18. Forest service receipts 19. Agricultural extension services 20. Brucellosis eradication 21. Crop insurance 22. Weather services 23. Superfund management 24. Wilderness programs 25. Barrier Islands

POLICY AREA	GOALS	ISSUES OR ACTIVITIES
IV. NATURAL RESOURCES MANAGEMENT (Continued)	C. <u>Modernize business and industrial capabilities</u>	<ol style="list-style-type: none"><li>1. Assistance to ailing industries</li><li>2. Small business assistance</li><li>3. Growth industries</li><li>4. Science and technology transfer</li><li>5. Anti-trust policy</li><li>6. Industrial homework</li><li>7. Transportation services (e.g., mass transit, Conrail/Amtrak)</li><li>8. Patent/copyright practices</li><li>9. Trade agreements</li><li>10. Trade in services</li><li>11. Arts Task Force</li><li>12. Puerto Rican development</li><li>13. Native Hawaiian Claims Commission</li><li>14. Louisiana Exposition</li><li>15. Role of National Bureau of Standards</li><li>16. Industrial revenue bonds</li><li>17. Trade adjustment assistance</li></ol>
	D. <u>Improve government management</u>	<ol style="list-style-type: none"><li>1. Career service utilization, pay and R.I.F.</li><li>2. Key official protection</li><li>3. Executive decision making process</li><li>4. Postal services</li><li>5. Public service strikes</li><li>6. Citizens' Task Forces</li><li>7. Policy orientation for executive personnel</li><li>8. Public corporations</li><li>9. Presidential and legislative veto methods</li><li>10. Presidential Library</li><li>11. Consultant use</li><li>12. Agency reorganizations (e.g., abolition of Department of Education, consolidate some DEA/Customs/INS functions)</li><li>13. General Services Administration</li><li>14. Regional office restructuring</li><li>15. Freedom of information</li><li>16. New Hoover Commission</li><li>17. Election law reform</li><li>18. International control of public spending</li><li>19. Utilization of research and development results</li></ol>

(UNCLASSIFIED/SENSITIVE)

The policy areas proposed for Phase III have the following relationship to Phase I and II policy areas and priorities for Cabinet Councils:

A. DOMESTIC POLICY	<u>Phase I</u>	<u>Phase II</u>	<u>Phase III</u>
1. <u>Economic Affairs</u>	/-----	Budget-----	/
	/-----	Regulations-----	/
	/-----	Tax Rates-----	/
	/-----	Monetary Policy-----	/
	/-----	Waste and Fraud-----	/
2. <u>Commerce and Trade</u>	/-----	Community -----	---
		Self-Renewal	
	Automobile Indus-	---	Business/Industry
	try/Imports		Modernization
	---	---	Improve Workforce
3. <u>Human Resources</u>	/-----	Reagan Federalism )	Federalism;
	---	Volunteerism )	Volunteerism
	---	Violent Crime )	Quality of Life
	---	Immigration )	---
	---	Drug Abuse Educa-	
		tion/Interdiction )	---
	---	Housing Financing )	Social Security,
	---	Health Care )	Housing, Health
	---	Social Security )	Care Financing
	---	---	Unemployment,
			Welfare Innova-
	---	---	tions
			Values
4. <u>Natural Resources</u>	Synfuels	---	) Energy and
<u>and Environment</u>	/-----	Natural Gas-----	) Natural Resource
		Decontrol	) Availability
	/-----	Clean Air-----	/
5. <u>Food and Agriculture</u>	Dairy Price	---	) Food Availability
	Supports		)
	---	Farm Price Supports)	
	Grain Embargo	---	)
	---	---	Government
			Management
			Improvement

B. NATIONAL SECURITY

<u>Phase I</u>	<u>Phase II</u>	<u>Phase III</u>
/-----	Defense Capabilities	) Military
/-----	Intelligence, Information and Foreign Assistance Programs	) Manpower, Weapons Systems and Intelligence
/-----	Crisis Planning	)
/-----	Alliance Relations and Consultations	) Consistent Foreign Policy
/-----	Middle East Regional Security	)
/-----	East-West Discussions	)
/-----	Arms Reduction Process	)
/-----	Caribbean and Central America Regional Security	)
/-----	Presidential Diplomacy and Summitry	)
/-----	U.S. Credibility in World Affairs	)
/-----	African Relations	)
/-----	Major Foreign Policy	)
/-----	Statements on U.S. - Soviet Relations, Defense Strategy	)
---	---	) Domestic Defenses

(UNCLASSIFIED/SENSITIVE)

## MEMORANDUM

THE WHITE HOUSE

WASHINGTON

STRATEGIC EVALUATION MEMORANDUM #1

TO: Edwin Meese

FROM: Richard S. Beal

SUBJECT: Summary of Cabinet Council Activities  
March 6 - July 7, 1981

DATE: July 16, 1981

Introduction

This memorandum summarizes Cabinet Council activities from March 6, 1981 - the date the first Cabinet Council meeting was held - through July 7, 1981. It is based on a review of the agenda and minutes of Cabinet Council meetings as well as attendance at some of those meetings. The National Security Council was not included in the scope of this review.

The purpose of this first memorandum on Cabinet Councils is to describe the actions and decisions of the five domestic Cabinet Councils during the past four months. Later reviews and memoranda will assess the function and use of Cabinet Councils generally, and their role in Administration decision making in particular.

The highlights of the review are presented below. The table shown on page 3 contains summary data on each Cabinet Council including: number of meetings, agenda topics, and types of action taken on individual agenda items. Also listed below are a set of questions which could be used to guide future reviews and evaluations. Charts containing detailed data on the activities of each Cabinet Council begin on page 6. An overview of the methodology used to prepare the charts and short definitions of the chart headings are provided on page 5.

Highlights

1. As of July 7, the five domestic Cabinet Councils have met 55 times and covered 58 different topics.
2. Combined, the five domestic Cabinet Councils met 11 times in March, 11 times in April, 15 times in May, and 15 times in June.
3. Of the 13 domestic policy topics assigned a High or Medium priority in Phases I and II of the President's Strategic Plan, eight have been covered at least once in a Cabinet Council meeting. They include:
  - Budget Policy
  - Tax Policy
  - Monetary Policy
  - Regulatory Policy
  - Free Trade Policy
  - Social Security Financing
  - Clean Air
  - Farm Price Supports

4. Of the 55 Cabinet Council meetings, the President attended 5 and the Vice President attended 19 meetings.
5. Five Presidential policies have been established either at a Cabinet Council meeting or shortly thereafter, as follows:
  - Youth Differential Minimum Wage (Economic Affairs)
  - Ottawa Summit: East-West Trade (Commerce and Trade)
  - Trade Relations: Mexico (Commerce and Trade)
  - Shoe Import Restrictions (Commerce and Trade)
  - Social Security (Human Resources)
6. As to the disposition of agenda items, in about one-third of the cases Cabinet Councils directed further study. In about one-fourth of the cases, the Councils reviewed and discussed the item but took no further action. Decisions of a strategy or policy nature occurred in about one-third of the cases. This means that two-thirds of the time, items were simply reviewed and discussed, directed for further study, or postponed.
7. Following are brief summaries of each Cabinet Council:

Economic Affairs: Met 30 times, which is more than the other four Councils combined. It has handled 27 (47%) of the total topics covered by all Councils. Measured in terms of how frequently a topic appears on meeting agendas, its principal discussions have centered on:

- Thrift Industry (10 meetings)
- Budget Reduction (6 meetings)
- Polish Debt (5 meetings)
- Economic Outlook (5 meetings)

Commerce and Trade: Met 7 times and handled 8 topics. Enterprise Zones has been an agenda item 3 times.

Human Resources: Met 3 times, once to organize, once to act on social security proposals, and once to review the ACTION proposal on Vietnam Veterans. The Secretariat to this Council meets more often.

Natural Resources and Environment: Met 12 times, handling 15 different topics. Major discussions have been on:

- Clean Air Act (7 meetings)
- Oil Exploration/Outer Continental Shelf (4 meetings)
- Natural Gas Decontrol (4 meetings)

Food and Agriculture: Met 3 times to cover 6 topics. Its last meeting was on May 20.



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## SUMMARY DATA ON CABINET COUNCIL ACTIVITY

July 15, 1981

(Percentages Vertically)

(Percentages Horizontally)

Cabinet Council	(Percentages Vertically)		(Percentages Horizontally)						Total* Dispositions
	Times Met	Agenda* Topics	Reviewed/ Discussed	Directed Further Study	Decided Strategy	Council Policy	Presidential Policy	Postponed/ Did Not Discuss	
ECONOMIC AFFAIRS	30 55%	27 47%	23 31%	29 39%	7 9%	11 15%	1 1%	4 5%	75 100%
COMMERCE & TRADE	7 13%	8 14%	--- ---	5 42%	3 25%	1 8%	3 25%	--- ---	12 100%
HUMAN RESOURCES	3 5%	2 3%	--- ---	--- ---	--- ---	1 50%	1 50%	--- ---	2 100%
NATURAL RESOURCES & ENVIRONMENT	12 22%	15 26%	9 25%	13 36%	6 17%	5 14%	--- ---	3 8%	36 100%
FOOD AND AGRICULTURE	3 5%	6 10%	4 50%	--- ---	--- ---	3 38%	--- ---	1 13%	8 101%
	55 100%	58 100%	36 27%	47 35%	16 12%	21 16%	5 4%	8 6%	133 100%

\* Numbers under "Total Dispositions" may exceed those under "Agenda Topics" due to coverage of a single topic in more than one meeting.

Preliminary Questions for Further Analysis

Many questions could be posed on the basis of the summary data contained in the table and in the detailed charts at the end of this memoranda. Following are examples:

1. Are some Councils "overworked" while others are under-utilized?
2. Does the number of topics handled (58) represent a "reasonable" workload?
3. How much time and money does it cost to maintain the Cabinet Council structure? What are the results and benefits of the structure? Do they outweigh the costs?
4. Can the time required for handling a specific agenda item or topic be predicted? If so, would this be of any value?
5. What is the relationship between the quality, format, and style of background materials prepared for Council meetings, and the results of those meetings?
6. What impact does attendance have on the results of Cabinet Council meetings? Whose attendance?
7. Will Councils be able to manage or oversee the implementation of policies? Should they? Or is their main utility in studying, developing, and establishing policy?

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SUMMARIES OF CABINET COUNCIL ACTIVITY  
Methodology

Attached are summaries of Cabinet Council activities between March 6 and July 7, 1981. The activities of Cabinet Councils were analyzed by reviewing and comparing the agenda and minutes of each Cabinet Council meeting. This enabled us to determine:

- If the Cabinet Councils were able to meet their agenda goals,
- which agenda topics received the greater consideration by the Councils over time,
- the subsequent action(s) on each agenda topic, and
- which agenda topics were not considered.

From this data, we were able to determine the agenda items which received the greatest attention by the Councils. This provided a measurement point to determine whether the Councils were addressing policy areas contained in the Strategic Plan. Information from Secretariat or work group meetings was not considered in preparing these summaries.

The attached charts list the agenda topics for each Cabinet Council and the specific Council meeting dates to which the topics correspond. The dates are displayed under a series of columns which indicate the type of action taken by the Council in that meeting.

Six possible types of Council action are shown on the charts. Brief descriptions of each follow:

1. Reviewed/Discussed: The Council reviewed or discussed the topic, but took no further action.
2. Directed Further Study: The Council directed formation of a work group or task force, or assigned further study to an individual or an organization.
3. Strategy: The Council formulated a plan or strategy to move the topic closer to development or approval as a policy.
4. Council Policy: The Council officially adopted a position or policy statement on the subject, or on a significant element or part of the subject.
5. Presidential Policy: The President approved a policy on the agenda topic at the Council meeting or shortly thereafter.
6. Postponed/Did Not Discuss: The topic was on the meeting agenda, but was not discussed due to time constraints or other reasons.

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SUMMARY OF CABINET COUNCIL ACTIVITY: ECONOMIC AFFAIRS

July 15, 1981

Page 1 of 3

Agenda Topic	Reviewed/ Discussed	Directed Further Study	Decided			Postpone Did Not Discuss
			Strategy	Council Policy	Presidential Policy	
Economic Outlook (Review)	3/6 3/23 5/12 6/16	4/7				
Budget Reduction*	3/6 5/7 6/18	4/24 5/12		5/22		
President's Canada Trip: Economic Issues		3/6 3/9	3/9			
Thrift Industry	3/18 6/4	3/26 5/7 6/30 7/7	4/9	5/29	3/6 3/9	
Polish Debt		5/26	3/18 3/23	4/24 5/29	3/9	
Youth Differential Minimum Wage	3/18	3/20			3/23	
Tax Program*	3/23 7/7	3/20 4/24				
Cost of Living Adjustments		3/26 6/10			3/20	
Coal Miner's Strike	3/23					
Targeted Jobs Tax Credit		3/26	3/31			
Conrail	3/31	3/26				
Strategic Petroleum Reserve		4/28		3/31 5/5 5/22		
Northeast Rail Service		4/7				
IRS Federal Debt Collection	5/14	4/16				

## SUMMARY OF CABINET COUNCIL ACTIVITY: ECONOMIC AFFAIRS

July 15, 1981

Page 2 of 3

Agenda Topic	Reviewed/ Discussed	Directed Further Study	Decided		Postpone Did Not Discuss
			Strategy	Council Policy	
Tax Refund Offset			4/16		
Federal Credit Applicants			4/16		
Defaulted Federal Loans				4/16	
Monetary Policy*		4/30			
Developments in Financial Markets	5/26 6/16 7/7	4/30			
Accelerated Cost Recovery	5/14	5/5		6/2	
Exchange Rate Intervention	5/5				
Ottawa Economic Summit	5/26	6/23 6/25		6/30	
Savings Rate	6/30	6/2 7/7			
Regulatory Relief*		6/4			
Davis-Bacon				6/18	
Air Controller's Negotiations	6/18				
Longshoremen's Compen- sation Act		7/7			

Meeting Dates (Number of attendees in parentheses)

March 6, 1981 (19)  
 March 9, 1981 (22)  
 March 18, 1981 (16)  
 March 20, 1981 (16)  
 March 23, 1981 (28) (President and Vice President attended)  
 March 26, 1981 (16) (Vice President attended)  
 March 31, 1981 (22)

SUMMARY OF CABINET COUNCIL ACTIVITY: ECONOMIC AFFAIRS

July 15, 1981

Page 3 of 3

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Meeting Dates (Continued)

April 7, 1981 (17)  
April 9, 1981 (21) (Vice President attended)  
April 16, 1981 (20)  
April 24, 1981 (22)  
April 28, 1981 (23)  
April 30, 1981 (21) (Vice President attended)  
May 5, 1981 (26)  
May 7, 1981 (19)  
May 12, 1981 (26) (Vice President attended)  
May 14, 1981 \*\*  
May 22, 1981 (24)  
May 26, 1981 (22)  
May 29, 1981 (25) (Vice President attended)  
June 2, 1981 (22) (Vice President attended)  
June 4, 1981 (22) (Vice President attended)  
June 10, 1981 (19) (Vice President attended)  
June 16, 1981 (20)  
June 18, 1981 (24)  
June 23, 1981 (24) (Vice President attended)  
June 25, 1981 (21)  
June 30, 1981 (23)  
July 7, 1981 (25) (Vice President attended)  
July 9, 1981 \*\*

\* Presidential Priority in Strategic Plan

\*\* No meeting minutes received

## SUMMARY OF CABINET COUNCIL ACTIVITY: COMMERCE AND TRADE

July 15, 1981

Page 1 of 1

Agenda Topic	Reviewed/ Discussed	Directed Further Study	Decided			Postponed Did Not Discuss
			Strategy	Council Policy	Presidential Policy	
Enterprise Zones*		3/19	4/2 5/6			
Exports to Eastern Bloc		3/19	4/2			
Coal Export Policy		4/15		5/6		
Ottawa Summit		4/15				
Ottawa Summit: East-West Trade					5/20	
Trade Relations-Mexico					5/29	
U.S. Trade Policy		5/20				
Shoe Import Restrictions					6/23	

Meeting Dates (Number of attendees in parentheses)

March 19, 1981 (21)  
 April 2, 1981 (19)  
 April 15, 1981 (24) (Vice President attended)  
 May 6, 1981 (23) (Vice President attended)  
 May 20, 1981 (35) (President and Vice President attended)  
 May 29, 1981 (25) (President and Vice President attended)  
 June 23, 1981 (26) (President and Vice President attended)

\* Presidential Priority in Strategic Plan

SUMMARY OF CABINET COUNCIL ACTIVITY: HUMAN RESOURCES

July 15, 1981

Page 1 of 1

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Agenda Topic	Reviewed/ Discussed	Directed Further Study	Decided		Postponed Did Not Discuss
			Council Policy	Presidential Policy	
Social Security*				5/11	
Vietnam Veterans			6/9		

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Meeting Dates (Number of attendees in parentheses)

March 16, 1981 (13) (organizational meeting)  
May 11, 1981 (23) (President and Vice President attended) \*\*  
June 9, 1981 (16) (Vice President attended)

\* Presidential Priority in Strategic Plan

\*\* No meeting minutes received



## SUMMARY OF CABINET COUNCIL ACTIVITY: NATURAL RESOURCES AND ENVIRONMENT

July 15, 1981

Page 1 of 2

Agenda Topic	Reviewed/ Discussed	Directed Further Study	Decided		Postponed Did Not Discuss
			Strategy	Council Policy	
Clean Air Act*	5/13 5/28 6/10	3/13	4/22 6/16 6/19		
Water Policy	4/29				3/13
Strategic Minerals		5/13			3/13
Energy Development	7/1				3/13
Oil Exploration/Outer Continental Shelf	5/13 5/28			4/3 6/8	
Fuel Use Act		6/8		4/22	
Petroleum Allocation & Price Controls		5/13 5/28	6/19		
Strategic Petroleum Reserve		5/13			
Natural Gas Decontrol*	5/28	4/29 6/8		4/22	
Animal Damage (Predator) Control		5/13			
National Parks	5/13				
Oil Lease Revenues		5/13			
Nuclear Power				6/8	
Power Marketing Organizations		5/28 6/24			
Alaskan Gas Transport Act		5/28	6/24 7/1		

SUMMARY OF CABINET COUNCIL ACTIVITY: NATURAL RESOURCES AND ENVIRONMENT

July 15, 1981

Page 2 of 2

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Meeting Dates (Number of attendees in parentheses)

March 13, 1981 (12)  
April 3, 1981 (17) (Vice President attended)  
April 22, 1981 (24) (Vice President attended)  
April 29, 1981  
May 13, 1981  
May 28, 1981 (24)  
June 8, 1981 (24)  
June 10, 1981 (25)  
June 16, 1981 (26)  
June 19, 1981 (30)  
June 24, 1981 (21)  
July 1, 1981 \*\*

\* Presidential Priority in Strategic Plan

\*\* No meeting minutes received

(UNCLASSIFIED/SENSITIVE)

SUMMARY OF CABINET COUNCIL ACTIVITY: FOOD AND AGRICULTURE

July 15, 1981

Page 1 of 1

Agenda Topic	Reviewed/ Discussed	Directed Further Study	Decided		Postpone Did Not Discuss
			Strategy	Council Policy	
Farm Bill*	3/16 5/5				
Dairy Price Support*				3/16	
Commodity Loans	3/16				
Grain Embargo*	3/16				
Humanitarian Wheat Reserve				5/5	
International Wheat Reserves				5/20	5/5

Meeting Dates (Number of attendees in parentheses)

March 16, 1981 (15)  
May 5, 1981 (11)  
May 20, 1981 (10)

\* Presidential Priority in Strategic Plan

(UNCLASSIFIED/SENSITIVE)

STRATEGIC PLANNING MEMORANDUM #3

TO: Edwin Meese  
FROM: Richard S. Beal  
SUBJECT: The 1982 State of the Union Message  
DATE: September 21, 1981

*\* an evaluation of the President's first year initiatives and goals for the term,*

This Strategic Planning Memorandum contains twenty-four recommendations on the 1982 State of the Union message. The recommendations are based on the President's election mandate, an extensive analysis of previous messages (see Strategic Evaluation Memorandum #3),\* plans for Phases IV and V of the President's Strategic Plan, and an assessment of the political focus that will be required during 1982.

The first seven recommendations pertain to the proposed form of delivery, the date of delivery, and preparation of the 1982 message. Recommendations #8, #9, and #10 cover the proposed three major goals of the message:

- To assure and inspire the American people about the President's understanding of their problems, his visions for the future, and his leadership goals;
- To enhance the coalition-building needed for the 1982 political processes; and
- To set the tone and pace for the policy focus of the President's Strategic Plan.

Recommendations #11 through #22 contain more specific thoughts on how these goals of the message might be accomplished. The final two recommendations concern the general communications strategy and the overall commitment needed to make the President's first global address in a year one of his very best yet.

THE STATE OF THE UNION MESSAGE

The Constitution states: "[The President] shall from time to time give to the Congress information of the state of the Union, and recommend to their consideration such measures as he shall judge necessary and expedient". Past presidents have employed several means for carrying out this responsibility. Basically, the President has these options:

- Transmit a written message;
- Deliver an oral address; or
- Communicate both a written message and an oral address.

Following 112 years of written delivery of messages, President Woodrow Wilson renewed the personal address used by Presidents Washington and Adams. Since Wilson's address in 1913, the personal delivery has become the dominant method used in this century. The State of the Union message is one of the most important opportunities for the President to talk to the American people and their Congressional representatives simultaneously. The people need to see and hear the President as he delivers his leadership message.

Recommendation #1: For the above reasons, and because this is an excellent opportunity for the President to employ his outstanding communication skills, it is recommended that the President deliver an oral address, and permit the Fiscal Year 1983 budget message and subsequent legislative proposals to serve as the written, accompanying information.

The 1982 State of the Union message comes at the beginning of the President's second year in office, which is also a critical year of elections. The message also initiates Phase IV of the President's Strategic Plan. It is of vital importance therefore, that the message be a "top-down", global speech that recognizes each of the above facts. It must be "top-down" in the sense that it continues the style of leadership and programs initiated at the top by the President thus far.

The speech must contain major statesmanship quotes that will be remembered. It should be a direct, understandable, and persuasive presentation of the President's philosophy and views, which will solidify his popular support. It must be the President's view of the nation and where he truly believes we are going. It should not simply be a compilation of statements about programs put together by the various units of the Executive Branch and floated up to speechwriters in the White House. Nor, can it be a potpourri of material presented in the styles of Presidents Johnson, Nixon, and Carter. Rather, it should be part of a sequence of leadership actions by the President, cues to which would have begun in the Fall of 1981, and which will carry over into the 1982 political activities.

Recommendation #2: It is recommended that the address be a sterling, visionary speech containing impactful statements which will be remembered historically, and that 1) inspire support for the goals the President has set for the nation during his Presidency, and 2) encourage the coalition-building and policy focus urgently needed for the 1982 political processes.

Date of the Message

Recommendation #3: It is recommended that the message be presented on Wednesday, January 20, 1982, the anniversary of the inauguration and a mid-week day less likely to compete with other national events.

Preparation of the Message

Preparation of the message is of high priority, and will require concerted efforts by the White House Staff. Absolutely the best person to prepare the speech must be selected. That person must have direct knowledge of the interests and style of the President, and be given ample time and support to compile the necessary information, and to ensure that all persons who might be able to contribute to the speech are consulted. The President must be involved from the very beginning, and be given adequate time prior to the date of the speech for final polishing and practice.

Recommendation #4: A top person to write the speech should be selected and at work no later than October 1, 1981. The individual selected should be free from other commitments, and should be allowed complete access to individuals whose contributions are required.

Recommendation #5: The President should be the first person consulted about the content of what he wishes to convey to the American people.

Recommendation #6: Key members of the Republican leadership, Cabinet members, and others of equal stature should be consulted on their ideas for the speech.

Recommendation #7: The President should receive a draft copy of the address no later than January 1, 1982. He should have at least 3 consecutive, uninterrupted days between then and the speech, preferably away from the White House, to provide time for reflection and to make final preparations.

OVERALL GOALS FOR THE ADDRESS

The President is viewed by most people as a strong individualist, who is pursuing conservative policies that have been absent from a major leader in a position of power for many years. People feel pretty good about the President thus far, for a variety of reasons, but this relationship can be fragile and continually needs to be solidified. That is why people should get from the State of the Union message some answers to questions they may have about why they trust Ronald Reagan. They should hear the views about the condition of the country he expressed in his campaign - but now as the President would express them. They should hear some of the promises he made in the campaign - but now as the President would make them.

People must react to the speech by saying "I hadn't really looked at it that way before, but the President has hit squarely on the nose what has happened to this country. His views of our society are quite accurate, thus I will presume that what follows (visions and leadership actions) will be equally correct and insightful." This is a lot to hope for, since an analysis of the news coverage of past

speeches has shown that State of the Union messages have had little impact on public opinion. But it is very important to gain the confidence of those people on the fence, and to reassure those who have believed in the President but not known quite why. More will be said about this in a later section.

> Recommendation #8: It is recommended that the first major goal of the speech be to express, in terms the American people can understand and accept, inspiration and assurances about the President sharing their views of the current conditions in the country, visions of where the country should go, and his proposed leadership actions. ✓

While it has not in the past had a measurable impact on public opinion, the State of the Union message can and should be a valuable political tool.

The message must be carefully tailored to appeal to various groups important to preserving and extending the coalitions needed for further implementation of the economic recovery program and national security strengthening. The cooperative spirit of Congress during the first year must be warmly acknowledged. Subtle messages should be sent to all parts of the country that the President understands their problems and that his visions and leadership cover those problems.

We have an extraordinary political situation in Congress. This is the first time since 1931 that control of Congress is split. (It also occurred in 1911, the only other time in the 20th century, ten times in the 19th century, and once in the 18th century.) Also, this is the first time the Republicans have controlled either House since the 83rd Congress (1953-54), 27 years ago. These facts might be pointed out as reminders to confused voters. More will be said in a later section about the political nature of the address.

Recommendation #9: It is recommended that the second goal of the State of the Union address be to set in motion the political focus which must occur in support of coalition-building needed for the 1982 political processes. (The press will say that it is a partisan political speech, anyway.)

The State of the Union message initiates Phase IV of the President's Strategic Plan. Phase IV concludes on May 15, 1982, the final date for submitting Fiscal Year 1983 authorizing legislation to Congress. During this period there will be a great deal of interaction between the Administration and Congress, through introduction of the President's legislative proposals, testimony at Congressional hearings, and general attempts to build coalitions and influence one another. (Since these interactions will continue through the Summer of 1982, Phase V (May 16 - September 30, 1982) will be treated with Phase IV for planning purposes.)

In the message, the President's agenda should be outlined, and the entire "team" of White House staff, Cabinet members, and agency executives should be poised to follow up through assigned roles. They should be prepared to interact with congressional committees and subcommittees and important constituent groups, e.g. mayors, business leaders, labor leaders, professional associations, and to provide management direction to their respective departments and agencies. Following the speech and throughout the year, the President must be able to spend the bulk of his time on the agenda outlined in the speech, and not be drawn into issues and items not contained in the message. Members of the "team" should handle as many of these as possible.

Recommendation #10: It is recommended that the third goal of the State of the Union message be to set the tone and pace for the policy focus needed in Phases IV and V of the President's Strategic Plan for management of economic recovery and national security strengthening. It is also recommended that the speech provide the overall guidance and direction for the interactions between the Administration and Congress.

The following sections contain further recommendations and comments on how the above three goals might be achieved.

GOAL NO.1 - TO ASSURE AND INSPIRE THE AMERICAN PEOPLE ABOUT THE PRESIDENT'S UNDERSTANDING, VISIONS, AND LEADERSHIP

Tradition of the State of the Union Message

There are some important traditions attached to the message that the President should observe. Perhaps the most important is reference to the relationship between the President and Congress, and the President's view of that alliance. He might wish to acknowledge belief in the separation of powers, but should point out that there is a mutuality of responsibility for governing that must be shared by all three branches, and indeed by all levels of government, Federal, State, and local.

There is usually some mention during the speech of the two-party system. This might be particularly appropriate to mention in 1982 because, as previously mentioned, for the first time in 27 years Republicans are in the majority in one of the Houses of Congress. The point might also be made about the importance of transcending party or partisanship in the national interest, another theme which has occasionally appeared in the messages of the last 70 years.

A review of past messages shows that in their first annual message, most presidents describe a long list of national and international problems inherited from preceding Administrations. This is usually followed in future messages by reports of success in meeting those problems, or blame on Congress for failing to act on presidential



initiatives. This may be a "tradition" that President Reagan should not choose to respect.

Recommendation #11: It is recommended that the President warmly thank the Members of Congress for their hard work and bi-partisan efforts on behalf of his major goals, that he stress the difficult decisions and sacrifices that still are ahead, and that he appeal to Congress, to the judiciary and to States and local governments to make government work better for the the American people and at much less cost, in other words "less government - better governance."

#### The President's Views - National Heritage

While the more important parts of the State of the Union message will be those which emphasize the President's visions and leadership for the future, there must be some important reminders of America's heritage. This is especially timely with the various 200th anniversaries occurring during the President's term(s) of office. In fact, the 200th anniversary in 1989 of the ratification of the Constitution may be as important, if not more important, as that of the Declaration of Independence. The Constitution, it might be pointed out, is actually the instrument that makes us a Union and that has kept us a Union throughout some very turbulent times. And, it is the continued life of that instrument which will shape the future of the Union and the directions we take.

America's religious heritage should also be mentioned. While some care must be exercised in the exact choices of words, various messages can be communicated to specific groups as well as to the general population. Phrases can be liturgical or cultural in character without offending.

Recommendation #12: It is recommended that the President stress the importance of remembrance, and indeed celebration of our heritage, through reference to some of the more noteworthy 200th anniversaries that will occur between now and 1989, the 200th anniversary of the ratification of the Constitution.

#### The President's Views - National Conditions

The President must frankly and honestly present his views on the problems the country now faces, and the solutions which he feels are the right ones. The views must be those of a citizen, a patriot, and a President. The views must offer hope, but not paint over difficulties.

Since Ronald Reagan may be seen as "different" from recent presidents, in whatever respect and for whatever reasons, the State of the Union message should perhaps be "different" from those given in recent years. That is, rather than single out issues, major and minor, the President might take a more global approach and truly describe how he sees our "205-years young" country. His view should

not be a 20th-century version of de Tocqueville's visit to America. Rather, it can and should be a contemporary description of what the United States of America has become.

The purpose is, as stated before, to give people confidence that the President indeed has a correct perspective of modern America. And, he should make clear that his policies and actions are based on this contemporary view. All of this should be aimed at overcoming whatever concerns people have that the President is wedded to the past, and not in touch with current conditions and life styles.

Throughout the discussion of his views on national conditions, the President must stress his continued belief that we are and will continue to be a Union, despite the fact that we are a much different Union than that which existed 200 years ago, or 100 years ago, or even 10 years ago. He should point out that we must constantly look at ourselves in the mirror of honesty to be sure of what we have become, since what we have become is the real foundation on which changes and solutions can be based.

With the above in mind, the President's analysis of "the state of the Union" should be kept relatively simple, but still different from that of his predecessors. A sociological (not social) assessment of the country might accomplish this.

In fact, this part of the address might be in two parts: 1) a look at the people who constitute the "Union", the individual citizens who reside in all parts of the country; and, 2) a look at the "uniting" that has taken place, in terms of the many organizations and interest-groups that people have joined for all the many reasons. Thus, the "state of the people", and the "state of their associations" equate to the "state of the Union."

In discussing the people who make up the Union, the President must be careful not to simply present a census briefing. However, he should stress some of the important points about where people live, how they live, their divergent behaviors, their hopes, fears, wishes, concerns, and what all of this really means, i.e. a country in which values are multiplying rather than becoming more uniform, and one in which government is less able to meet the diverse individual demands, hopes, and expectations of its people.

This part of the speech can send subtle messages to all parts of the country by covering conditions in each - east, west, south, and north; or, northeast, southeast, midwest, north central, southwest, far west, northwest. Areas need not necessarily be mentioned by name for people to know which is being addressed. This type of coverage might be valuable in the appeal for coalitions needed for citizen-based, private-focused, governmental or political initiatives to follow. It would also show an awareness by the President of conditions in all parts of the country and how they vary. (For a detailed listing of the primary issues of concern to various regions of the country, see Table 1 on the following page.)

In reviewing the "uniting", or the phenomenon of people joining organizations, social groups, professional associations, clubs, committees, and for hundreds of purposes, the President must analyze thoughtfully what this "organizational society" we have become means for the concept of "Union". He must not simply describe this phenomenon. He must point out that it means that people are most likely turning to these special interest organizations because they are more nearly satisfying the many needs people have that are not being met by big government. And, rather than discouraging this trend toward joining, it is encouraged as a means for ensuring that local conditions are developed and maintained by and for the people who will benefit from them and have a stake in them, not from strangers in Washington.

TABLE 1: REGIONAL ISSUES AND CONCERNS

For the ultimate purpose of providing a political analysis of the State of the Union message, the primary issues of concern to each region of the country are listed.

NEW ENGLAND - Energy Costs, Social Security, Enterprise Zones, Nuclear Power, Catholic Issues, Defense Spending

MID ATLANTIC - Crime, Unemployment, Enterprise Zones, Railroads, Coal, Steel, Shipping (International Trade), Catholic Issues, Dairy, Nuclear Power, Energy Costs, Minority Issues, Auto Industry, Foreign Policy

SOUTH ATLANTIC - Defense Spending, Federal Workers Issues, Shipping (International Trade), Cotton Tobacco, Peanuts, Government Regulation of Industry, Minority Issues, Fundamentalist Issues

FLORIDA - Crime, Immigration, Drugs, Defense Spending, Social Security, Hispanic Issues, Interstate Citrus Problems, Shipping (International Trade)

DEEP SOUTH - Defense Spending, Shipping (International Trade), Sugar, Cotton, Minority Issues, Unemployment, Coal, Steel, Oil, Tobacco, Housing/Lumber, Interstate Citrus Problems, Fundamentalist Issues

TEXAS-OKLAHOMA - Oil, Gas, Shipping (International Trade), Immigration, Defense Spending, Interstate Citrus Problems, Hispanic Issues, Cotton

GREAT LAKES - Unemployment, Auto Industry, Steel, General Farm Issues, Dairy, Catholic Issues, Coal, Energy Costs, Minority Issues, Nuclear Power

FARM BELT - General Farm Issues, Land and Water Rights, Indian Issues, Social Security

SOUTHWEST - Immigration, Hispanic Issues, Land and Water Rights, Indian Issues, Social Security

ROCKY MOUNTAIN - Railroads, Coal, Oil, Synfuels, Land and Water Rights, Environmental Issues

PACIFIC NORTHWEST - Defense Spending, Housing/Lumber, Environmental Issues, Nuclear Power, Unemployment, Shipping (International Trade)

CALIFORNIA - Defense Spending, General Farm Issues, Oil, Environmental Issues, Nuclear Power, Shipping (International Trade), Hispanic Issues, Foreign Policy, Interstate Citrus Problems

ALASKA AND HAWAII - Shipping (International Trade), Defense Spending, Land and Water Rights, Oil, Environmental Issues

This part of the speech is quite tricky, in that there are still many who are suspicious of and frightened by groups, no matter what their purpose. Therefore, it must be treated as a fact of life and another way in which the "Union" is changing. And, it is one that has numerous implications for leadership in all parts of the nation.

Recommendation #13: It is recommended that the President's views on national conditions be a major part of the State of the Union message, and that it lay the foundation for the President's visions for the future of the country.

#### The President's Visions and Leadership Actions

The President should present strong, statesman-like views when recounting his visions for where the country should be headed and the leadership he intends to provide. These sterling, visionary statements should be the rationale for the legislative agenda that he can promise will follow. In keeping with his personal principles, the President should perhaps recall that in the campaign he asked the question "Are you better off now than you were four years ago?" He should stress that he has not forgotten that statement, he has not forgotten what the condition of the economy was, he has not forgotten the sad shape of our defense capabilities, he has not forgotten that people were frustrated and without leadership and direction, and he has not forgotten that he promised to do something about this if elected.

Here he might also present some of the fundamental values he holds for America, and that indeed have held up throughout the values explosion that occurred in recent decades, i.e. the sixties and seventies. The two most prominent values that all Americans can and should relate to are 1) dignity of the person, and 2) the rule of law. The President should reference the deep body of literature and his study of government that has shaped a strong belief that "less government, but better governance", is the way to ensure greater individual freedom and control over the pursuit of happiness, treatment with dignity and adherence to laws.

He should not simply roll out and recount program after program that will address all the nation's ills. Instead, he should embellish the principles he stood for during the campaign with the Presidential cloak of confidence and the authoritative ring of concern. These principles should include, but not be limited to the following: shifting much of the responsibility for personal, social and economic objectives to private individuals, organizations, and the free enterprise system; encouraging a feeling of confidence and security among all Americans; reducing the involvement of the federal government in people's lives; making Presidential decisions on the basis of what is good for the country rather than for political expediency; not permitting long-term policy goals to be foreclosed by short-term interests or events; not raising expectations beyond what is reasonably achievable; trusting in the values of American society; and expending minimum amounts of dollars to achieve maximum levels of innovation in fulfilling priority policy goals.

While much of what should be in this part of the speech is well known and very personal to the President, the caution might still be heeded of not roaming too far and wide from reality. Just as people should believe the President has a correct view of the country today, so too must they believe at the end of the address that he has a balance of realism to go with the all-important idealism they expect of him. In other words, people must also say "By golly, the President has a down-to-earth view of things, and is not as caught up in the world of his wealthy friends as I thought he was. He seems to really remember what the small-town, regular working person hopes and wishes for and is concerned about and fears."

Recommendation #14: It is recommended that the President include in the State of the Union message his visions for the country that were stated in the campaign, and which he has had time to refine following the real experiences of his first year in office. It is also recommended that he clearly describe the leadership actions he personally will take during his time at the helm to achieve "less government - better governance," while holding to the two fundamental American values of 1) dignity of the person and 2) the rule of law.

GOAL NO.2 - TO ENHANCE COALITION-BUILDING AS A NECESSARY POLITICAL PROCESS THROUGHOUT 1982 ✓

The State of the Union message should be the vehicle which sets in motion the focusing of political issues that are critical to the important democratic processes that will occur in 1982. It should sound the themes and set the tone for those endeavors. In January, 1982, State elections will be well underway. The party control situation in Congress has already been noted as a somewhat unique, or at least quite rare, one. It has also been pointed out that the need for coalitions with Congress are crucial to achievement of the President's visions, leadership, and legislative proposals. Not stressed as much, but of equal importance, are the public coalitions to which the President can appeal, and has appealed, to win support for his initiatives. These two different but very important political coalitions must be treated in the message.

The Electoral Coalitions

First and foremost, electoral coalitions deserve credit for the President winning the office. Thus, the speech must be carefully tailored to appeal to the various individuals and groups in these coalitions. And, these coalitions must be thought of in terms of geography as well as individual and group identity. (The major issues of interest and concern in different geographical sections of the country were listed in Table 1.)

In appealing to citizens and citizens groups comprising the Reagan coalitions, two approaches can be taken. The first is to appeal to the Reagan supporter as an individual who identifies with the Presi-

dent's aspirations and goals. This type of appeal must be made to appear inclusive rather than exclusive. That is, these individuals must feel that they are a part of the majority rather than a special, exclusive minority supporter. Second, the speech can be tailored to appeal to the various groups of Reagan supporters. In this approach the message cannot simply list proposals aimed at every group in the country, such as Nixon and Carter offered. On the contrary, it should be a precisely defined appeal that will serve to unite and increase the intensity and numbers of like coalitions. The news media will notice any omission of major population groups, such as Blacks. Even though this group is not a major part of Reagan coalitions, it may be necessary to reference their concerns.

To draw into the coalitions those who voted against Carter, the following strategy might be employed. If the country is doing well, we must draw comparisons to the Carter Administration performance. If the country is not doing well, we must speak in broader terms and of ultimate goals. We must stress the deep-seated problems of the past 20 years, and emphasize permanent solutions to problems. We must also indicate a longer time frame needed to accomplish goals, and stress, to a certain extent, social issues and moral ideals.

Recommendation #15: It is recommended that the State of the Union message be directed to Eleanor and Joe Q. Public. They are truly the audience, and the ultimate members of the coalitions the President will need to accomplish his goals and visions.

### The Congressional Coalitions

Currently, many segments of the American public may be confused as to which party controls the House. There is a general feeling, according to the polls, that Congress is doing a better job than it was, perhaps partly due to Republican control. However, it would be politically astute to mention in the speech that the Senate is controlled by the Republican Party and the House by the Democratic Party.

For Congress generally, preserving and extending coalitions is a question of appealing to mostly conservatives and mostly Southerners. Seventeen of the 20 who supported the President on all four roll calls on budget and tax legislation were from the South, as were 9 of 11 who voted with us three of the four and 13 of 16 who voted with us two of the four times.

Great care must be taken not to offend any Democratic members of our House coalitions. This could be difficult in a time when we are sounding the battle cry for the 1982 elections. On the other hand, the bulk of our Democratic support comes from the South, and most of the "boll weevils" are from safe Democratic districts. About half of these Southern Democrats are from Democratic districts and can easily do as they please, while the other half represent potential Republican districts. Thus, there is the two-fold dilemma of not appearing too partisan for the "backwoods boll weevils" from Democratic dis-

tricts, while determining whether or not to contest a strong supporter's district. The prospect cannot be discounted, no matter how slim, of persuading a few conservative Democrats to switch parties.

In the drive to gain control over the House, there has been much ado over the 17 shifting seats. These alone will not get us even half-way toward control; in fact, the absolute best we can hope for among these seats is a net gain of 12. A gain of 8 to 10 is more realistic, perhaps. Almost all of these seats will be predetermined for one party or the other, anyway.

The real political focus for the State of the Union message should be on the industrial states of the East and Great Lakes areas. In these states are found the vast majority of seats which have a realistic potential of changing hands. Most of the vulnerable Republicans are there, and they must be defended if we are to register even modest gains, let alone control. Most important, the bulk of Democrats who represent Republican districts, and who did not support the President, are there. It is in this group that GOP hopes for control lay. These are mostly urban or suburban seats with high percentages of Catholics, ethnics, working people, and unemployed.

In a state such as New York, due to momentous reapportionment as many as 12 seats are capable of switching parties. In similar states, the numbers are also high: New Jersey - 9, Pennsylvania - 9, Ohio - 7, and Michigan - 7. This is not to say that there are not other significant battlegrounds. However, most are in the nature of sideshows. North Carolina and Texas are examples, as are Governor's races in the rocky mountain states.

Clearly, center stage belongs to the old industrial states if we are to register significant gains in the House. Thus, the speech must not only be a statement of the President's beliefs and programs, they must also be tailored to these older industrial states.

Recommendation #16: It is recommended that the political focus in the State of the Union message be certain to appeal to the industrial States of the East and upper Midwest, since these areas possess the greatest potential for preserving and expanding needed coalitions by defending vulnerable Republicans, and for winning Democratic-held seats. It is further recommended that care be taken not to destroy coalitions developed during 1981.

GOAL NO.3 - TO SET THE TONE AND PACE FOR POLICY FOCUS AND STRATEGY OF THE PRESIDENT'S LEGISLATIVE PROPOSALS AND STRATEGIC PLAN

To complement his visionary remarks on the "state and future of the Union", the President should set forth a limited number of relatively specific recommendations that link the coming year to his actions during the first year in office. The tone should be that of a leader providing the guidance and direction appropriate for coordinating the efforts of many individuals, groups, and activities. There must be



toughness for those who better respond to this type of direction. There must be understanding and compassion for those who need this from a leader. There must be analytic thoughtfulness and logic for those who require these in leadership dicta. And, there must be political reasoning and focus for those who expect, and even demand it.

Recommendation #17: It is recommended that the pace suggested by the President be one of continued intensity in working on the major Administration policy areas and goals set at the outset: economic recovery and national security strengthening; while increasing the activity on adjustments to the other Administration policy areas and goals impacted by the many changes in the size and scope of the Federal government initiated during 1981.

As recommended previously, the Fiscal Year 1983 budget message and subsequent legislative proposals (in February or March) should serve as the detailed written references for the State of the Union message. Thus, in this part of the speech the President should really only outline his agenda. The topics included should be those the President sincerely feels must be attended to by Congress and the Administration. This is the part of the speech in which visual aids would be quite impactful, except the logistics may be too difficult to arrange.

a. Economic Recovery - This policy area must be explained first, and should include a review and brief status report of each of the major goals i.e. budget reduction, tax cuts, regulatory relief, stability of monetary policy, and waste and fraud elimination. The President might hit hard on why this is needed at this time, recalling how bad things were a year ago, and why any additional delay only makes it more difficult and the nation more vulnerable. Some reflection on the "Dunkirk" analogy might be appropriate. The management aspects of economic recovery should also be stressed, since the Fall, 1981 initiatives in this area may have had some impact. Regardless, the President must provide some evaluation of the results, and make reference to more hopeful and realistic economic expectations.

Evaluation of the President's initiatives and policies in connection with the economic recovery program will most likely be based on a wide range of judgements about issues and events. However, there are several basic indicators which are fundamental reference points and which could be adopted for general evaluation purposes, both internally and externally. The following are suggested as those the Administration should propose to monitor more closely than others, and which the President might use in the State of the Union message.

1. Overall Economic Recovery

- Growth of national income (GNP in real terms)
- Total number of persons employed (a goal of 13 million new jobs)
- Level of inflation (both CPI and deflator)
- Annual housing starts and domestic auto sales
- Rate of increase in productivity

2. Reduction of the Growth of Government
  - Quarterly estimate of deficit in national income terms
  - Total federal civilian employment
  - Annual rate of the budget deficit
3. Regulatory Relief
  - Level of paperwork burden
  - Savings in regulatory costs
  - Imposition of new regulations
4. Monetary Policy
  - Growth of money supply
  - Level of interest on federal borrowing
  - Housing interest rates

It is important to have a base period for these measures.

Recommendation #18: It is recommended that the President review the major goals of the economic recovery program, that he make strong arguments as to why his actions in this program are needed now, that he explain in layman's terms what the budget reduction and tax cut legislation really mean, that he report on selected economic indicators and again in understandable terms describe what they mean, and that he list with very brief explanations the further economic steps that are necessary in 1982.

b. Foreign Policy and National Security - These topics can be mentioned separately or together. The President must stress that the state of our Union is closely linked to the state of the larger Union - the World. And, he must point out that in this larger context, we still stand first and foremost for PEACE. Unless there are significant international problems that confront us, concentration should be on the President's establishment of positive relationships with our true international friends and allies. Special mention should be made of North American neighbors Canada and Mexico.

Defense initiatives and budgets, and their relationships to economic recovery must not be skirted, but should be met head-on. If Congressional support is pending on any defense decisions or policies, these might be mentioned. On foreign policy, he should emphasize the twin themes of Peace and Respect. Peace is important because of the importance of the issue among women voters. Trouble spots might be listed if they can show that we have preserved the peace and gained or held respect.

Recommendation #19: It is recommended that the President remind the audience that our country stands for Peace, and stress the positive aspects of our relationships with friendly nations, purposely omitting any other specific policy than being a good partner to those countries that respect us and our ways.

Recommendation #20: It is recommended that the President explain in straightforward terms the major initiatives aimed at strengthening the nation's defenses, especially those with high price tags, but that the major stress be that they are needed for peace, not war. Care should be exercised in using comparisons with the Soviet Union military strength.

c. Social Renewal - This major policy area of the President's Strategic Plan should be also linked to economic recovery. It should be stressed that social programs are not being overlooked so much as they are being re-examined. And, since the President does not wish to appear insensitive to social concerns, he will ensure that the policies and goals adopted are those which will provide the right protection for the most people.

Social security, housing and health care must still be financed; however, the responsibilities should be refocused away from the idea that there is an unlimited federal government bank account from which to draw. Unemployment and welfare are still issues we must all work at, speak out on, and do something about; but the Federal government cannot provide all the solutions. Federalism and voluntarism, shifting the scene of the truly innovative public action programs to States and local governments and private individuals and institutions, must occur. The improvement of personal safety and confidence in the future of the social fabric of the nation must be reinstilled, and these should not be the responsibility of but a few. And, the development and respect for American values must persist as we continue struggling with our own future - we can't stop the world to get off.

Recommendation #21: It is recommended that the President stress that the Administration is still laboring at restructuring the social programs that are for the truly needy, but that help is needed from other levels of government and private individuals and organizations. He should also link the success of this reexamination of social renewal to the success of economic recovery.

d. National Resources - The enhancement and management of our national resources - the labor force, natural resources, business and industry, and government - is vital to the success of economic recovery. This major policy area should also be cited as one in which some refocusing will occur. Especially in the areas of improving the workforce, by stressing that people become more proficient and skilled with each passing generation; increasing the availability of the needed natural resources such as food and energy supplies; modernizing our business and industry, so that people are again satisfied that our places of work are indeed worthy of the workers who spend great parts of their lives there; and, of much importance, ensuring that with less government there is better governance, and that government management is improved to the point that it again gains the confidence of the people who support it through taxes.

Recommendation #22: It is recommended that the President make brief mention of goals for enhancement of national resources, and that it be pointed out that they are directly linked to economic recovery as both beneficiaries and determinants.

Some care must be exercised in these latter two areas, c. and d. above, that the speech does not begin to sound like a listing of something for everyone. This is not in keeping with the President's intent of less government - better governance.

#### POST-ADDRESS ACTIVITY

For media purposes, some attention should be given to the time slot. All four time zones should view the speech in either prime time, access, or news. We should encourage greater coverage by cable and radio, plus major independents, so as to provide a better chance of blocking other programs. We must not pre-empt a highly-rated show, or an on-going show such as a movie or sporting event, if possible.

We should not go much over 30-minutes. Some networks will cut back to regular programming quickly, while others will not. The time frame should be close to the half-hour so that a network has the option of not pre-empting the next time slot.

We might consider a delayed broadcast for Alaska and Hawaii, otherwise the speech will be at 4:00 p.m. for some. We might consider greater foreign coverage if the world situation justifies it.

An analysis of newspaper coverage of past State of the Union addresses indicates that newspaper coverage lags after one or two days unless special effort is made to keep one or more issues alive. Some advance information might be provided columnists and analysts, so that they have ample time to prepare their more thorough and thoughtful commentaries.

Comments by Republicans afterwards must be carefully orchestrated. We must be ready immediately to respond to Democratic criticism. Thus, the White House must monitor the instant Democratic rebuttals, and have responses ready by 11 p.m. EST news broadcasts. This means press availability of Baker, Michel, and others half an hour after the speech is completed.

We must expect some press criticism. However, press reaction will die down after only a day, except for the little-read editorial page. It may be possible to orchestrate an extra day's coverage by having prominent people (supporters) continue to comment on it for a few days.

Recommendation #23: It is recommended that the communications package be prepared sufficiently in advance so that the media are most effectively able to provide detailed, specific coverage of the speech, and that post-address activities are well coordinated.

COMMITMENT

As a concluding comment, if there is not sufficient support for the notion that in January, 1982 the country will need and should receive from the President the most inspirational and assuring message possible, then it would be unwise to expend more than minimum resources in preparation of the State of the Union message. In fact, a lead might be taken from President Truman in which he, in one year, delivered only a written message, which included the budget with his state of the Union message. These were read by the clerk, as is the custom, to a very uninterested and ill-attended session.

On the other hand, if we wish to leave a sustained and lingering after-effect, that would be of historical significance for President Ronald Reagan, the wherewithal should be applied to putting together a first-class bit of staff work and speechwriting. That notwithstanding, the task of turning the ship of state around, and applying power in a different direction has proceeded so rapidly through a very complex set of political and procedural stages that one could not excuse even the most enlightened citizen of needing a box score on what has occurred. And of most importance is that they deserve that it come from their "communicator-in-chief", whom they must grow more to trust and respect every day.

Recommendation #24: It is strongly recommended that the President's 1982 State of the Union Message be a statesman-like, inspirational message that receives first-rate attention because of the national, political significance, or that it be simply a written message compiled by OMB and sent forward without waste of the President's precious time.

DRAFT 9/11/81

*Rich -  
These were the  
earlier propositions.  
Ralph*

TO: Richard Beal, Charles Smith  
FROM: Ralph Bledsoe *Ralph*  
SUBJECT: ANALYSIS OF CABINET COUNCILS

The following are ideas relative to the more thorough analysis of Cabinet Councils that should be completed sometime in September, 1981.

#### PURPOSE AND SCOPE

Cabinet Councils were announced on February 26, 1981 "to operate as subgroups of the full Cabinet,...", and procedures were developed and endorsed by the President "to create an orderly process for reviewing issues requiring a decision by the President." Since the initial meetings in March, 1981, Cabinet Councils have been operational for approximately six months as policy mechanisms for serving the President.

While previous presidents have employed various types of councils as advisory and decision-making entities, the specific structure and procedures developed by President Reagan are unique in many respects.

As with anything innovative, it is advisable to examine the impact following an appropriate lapse of time, and to make any modifications that might improve the functioning that was intended. This analysis is for that purpose - to examine the Cabinet Councils and their activities during the first six months of their existence, and to make recommendations for any modifications that might be needed to improve the quality of their operation.

This analysis will be limited to the activities of Cabinet Councils and the staff support of the Councils. It will include examination of the issues addressed by Cabinet Councils, methods used by the Councils, and results of Council activity. Specifically excluded will be activities of Council members or support staff relative to issues or policies that do not appear on Cabinet Councils agendas or minutes, and that take place outside the Cabinet Council process.

#### STRUCTURE OF THE ANALYSIS

The analysis will focus on five (5) major areas:

1. The General Design of the Cabinet Councils - The primary interest in this area will be on the relationships between Councils and the full Cabinet, and whether or not any changes are needed to improve these relationships. Also of interest will be the membership of the Councils and any changes that may be necessary in how Councils are now constituted.

2. Cabinet Council Issues - This area will focus on the agendas of the Councils, and whether or not the issues being discussed by Cabinet Councils are truly of Presidential priority. Other facets of Council issues such as the numbers being handled, the timeliness of the issues, and the comprehensiveness of the agendas will also be examined.

3. Cabinet Council Meeting Processes - Attention will also be focused on some of the meeting procedures and processes. The timing and frequency of meetings will be examined, as will be the techniques of charimen pro tem and various members.

4. The Executive Secretaries, The Office of Cabinet Administration, and the Executive Secretariat - For this area, attention will be on the functioning of these entities in handling meeting agendas and minutes, preparing background materials and policy options, and generally coordinating and assisting in the operation of the Councils.

5. Presidential Decisions - The fifth area of the analysis, and perhaps the most important, will concentrate on the bottom line of the Cabinet Council system - the value to the President's policy and decision-making capability. Emphasis in this area will be on how Cabinet Councils may have enhanced the President's decisions and policies, with some comparison of decisions which have and have not been worked through the Cabinet Councils.

#### ANALYSIS METHODS

Two methods will be employed in conducting the analysis:

- Interviews of Cabinet Council Members and Senior White House Staff, and

- Review of meeting minutes, agendas, working papers, and previous activity summaries.

Interviews will be scheduled and conducted by senior staff members of the Office of Planning and Evaluation, using the interview guide attached to this memorandum. A list of individuals to be interviewed will be developed and discussed prior to scheduling. The Office of Cabinet Administration will be a valuable resource for materials needed for the review of minutes, agendas and working papers.

#### PRESENTATION OF RESULTS

Results of the analysis will be provided in two forms:

- A document containing an executive summary and sections on the purpose and scope of the analysis, methodology used, findings and conclusions, and recommendations. This document, or various parts of the document, will be distributed to selected individuals to be determined later.

- A brief (5-10 minute) presentation of the information contained in the above document, with appropriate visual displays.

#### ANALYSIS SCHEDULE

It is anticipated that this analysis can be completed within the month of September, 1981, if approval to proceed is received by September 4, 1981. A report of results should be available by September 30, 1981.

#### PROPOSITIONS

The following propositions will be addressed by the analysis:

1. Cabinet Council procedures are orderly processes for reviewing issues which require decisions by the President.\*
2. Cabinet Councils permit full discussion by any Cabinet member who wishes to participate?\*
3. Cabinet Councils cover a comprehensive range of issues and policies of interest to the President.
4. Cabinet Councils are operational subgroups of the full Cabinet.\*
5. The President chairs each Cabinet Council.\*
6. Chairmen pro tempore guide the direction of Cabinet Councils.\*
7. Executive secretariats provide background information and policy options and recommendations.\*
8. The Office of Cabinet Administration works with executive secretaries in preparing agendas and meeting summaries for Cabinet Councils.\*
9. The timing and frequency of Cabinet Council meetings is important to their effectiveness.
10. Cabinet Councils are intended to be cost beneficial.

\*From the February 26, 1981 Statement by The Press Secretary

#### QUESTIONS

The following questions might be posed in collecting data to test each proposition.

1. Cabinet Council procedures are orderly processes for reviewing issues which require decisions by the President.

- Do Cabinet Council agenda items result in Presidential decisions?



- What evidence is there that the President benefits in his decision-making from Cabinet Council processes?

- Are Cabinet Councils able to adequately review issues so as to prevent or minimize major problems for the President?

2. Cabinet Councils permit full discussion by any Cabinet member who wishes to participate?

- Are Cabinet members participating in Cabinet Council discussions?

- Is communication between Cabinet members enhancing the quality of decisions and strategies?

- Is the amount of discussion time available sufficient for quality decision-making and/or position-taking?

3. Cabinet Councils cover a comprehensive range of issues and policies of interest to the President.

- Are the truly major issues and policies of Presidential priority being addressed by Cabinet Councils?

- Are the Cabinet Councils addressing a sufficient number of issues and policies?

4. Cabinet Councils are operational subgroups of the full Cabinet.

- Are Cabinet Council agenda items forwarded to the full Cabinet for further deliberation and/or action?

- Are full Cabinet discussions and actions consistent with and complementary to discussions and actions of Cabinet Councils?

- Are matters directed by the full Cabinet to Cabinet Councils for further discussion and/or action?

5. The President chairs each Cabinet Council.

- How many meetings has the President attended?

- What role does the President take in Cabinet Council meetings?

6. Chairmen pro tempore guide the direction of Cabinet Councils.

- What role(s) have chairmen pro tempore taken in Cabinet Council meetings?

- How effective are chairmen pro tempore in guiding direction of Cabinet Councils?

7. Executive secretariats provide background information and policy options and recommendations.

- Have executive secretariats been fully staffed?
- How frequently have executive secretariats met?
- Have executive secretariats consistently met deadlines for staff work set by the Cabinet Councils?
- How satisfied are Cabinet Council members with the work and results of executive secretariats?
- Do executive secretariats have sufficient time and resources to adequately support Cabinet Councils?
- How do executive secretariat members rate acceptance of their work by Cabinet Councils?

8. The Office of Cabinet Administration works with executive secretaries in preparing agendas and meeting summaries for Cabinet Councils.

- Are minutes and agendas distributed in a timely and useful manner?
- What are the best roles for the Office of Cabinet Administration to take in support of Cabinet Councils?

9. The timing and frequency of Cabinet Council meetings is important to their effectiveness.

- Are Cabinet Council meetings too long?
- Are Cabinet Council meetings held frequently enough?
- Is too much staff time required in support of Cabinet Council activities?
- Are Cabinet Council meetings scheduled to coincide with the need for results by the Cabinet or by the President?
- How do Cabinet Council members feel about the timing and frequency of meetings?

10. Cabinet Councils are intended to be cost beneficial.

- How much has it cost to operate the Cabinet Council process?
  - What benefits have accrued to the President as a result of Cabinet Council actions to date?
  - How does the President rate the effectiveness of Cabinet Councils in supporting his policy-making and position-taking?

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

TO: Edwin Meese  
FROM: Richard S. Beal  
SUBJECT: ANALYSIS OF CABINET COUNCILS  
DATE: September 8, 1981

As discussed at the August 12 planning meeting, OPE will undertake a more detailed analysis of Cabinet Councils, to provide information and recommendations that might improve their operation. The analysis will focus on five (5) areas:

1. The General Design of the Councils - relationships between the Councils and the full cabinet, and whether or not changes are needed in membership on the Councils,
2. Issues Being Discussed by Cabinet Councils - importance, timeliness, numbers, and comprehensiveness of agenda items,
3. Cabinet Council Meeting Processes - timing and frequency of meetings, and general procedures being employed,
4. Staff Support to the Councils - adequacy of Council coordination, preparation of background and policy options, and general handling of agendas and minutes of Council meetings, and
5. The Role of the Councils in Presidential Decisions - the value of Council discussions to the President.

We will employ two basic methods in the analysis:

- Interviews with Cabinet Council members and Senior White House Staff, and
- Review of meeting minutes, agendas, working papers, and previous Cabinet Council activity summaries done by OPE.

If you approve this approach, we will make the necessary appointments and begin interviewing. A list of potential interviewees is attached. All interviews will be conducted by OPE Senior Staff members, Dr. Richard Beal, Dr. Charles Smith, and Dr. Ralph Bledsoe, using an interview guide we have developed for this task. We will work closely with the Office of Cabinet Administration on the review of documentation. I will be glad to go over the detailed analysis plan with you as you wish.

It is anticipated that this analysis can be completed by the end of October, if approval is received by September 11. A report of results should be available to you by October 30.

Approved \_\_\_\_\_

Not Approved \_\_\_\_\_

Discuss With Me \_\_\_\_\_

## CABINET COUNCIL ANALYSIS

### Proposed Interviewees

The following are proposed interviewees associated with the detailed analysis of Cabinet Councils:

#### CABINET COUNCIL MEMBERS

Vice President Bush	Ex officio member of all Councils
Secretary Baldrige	
Secretary Regan	
Secretary Block	Chairmen pro tempore
Secretary Schweiker	
Secretary Watt	
Secretary Donovan	
Secretary Lewis	Members of several Councils
Director Stockman	and frequent attendees
Chairman Weidenbaum	
Chairman Brock	

(Six cabinet members are omitted. Secretaries Edwards and Bell because they are only on one Council each; Secretary Pierce and Attorney General Smith because they more often send representatives to the meetings; and Secretaries Weinberger and Haig because they are more active with the National Security Council.)

#### FREQUENT MEETING ATTENDEES AND COUNCIL PARTICIPANTS

OPD - Anderson, Gray, Kass, Porter, McClaughery, Carleson, Boggs  
OCA - Fuller, Cribb  
Offices of the Chief of Staff - Darman, Hodsoll, Swanson  
State - Hormats  
Defense - Marienthal  
HUD - Savas  
Justice - Schmults  
CEA - Niskanen  
OMB - Kudlow

(These individuals have had an opportunity to observe and participate for the entire period of existence of the Cabinet Councils. Thus, they should have formed valuable opinions about the operation of the Council system, including its strengths and weaknesses.)

## NON-PARTICIPANTS

OMB - Harper

OPD - Frankum, Uhlmann

Offices of the Chief of Staff - Gergen, Freidersdorf,  
Speakes, Williamson, Dole

The above 37 interviewees include all chairmen pro tem, a large majority of members on all five Councils, an ex officio member, all Executive Secretaries, several attendees who represent other members, a cross-section of individuals who attend meetings of several Councils and who quite frequently are active participants, and some White House Staff members who do not directly participate very often in Cabinet Council activities, but who have some involvement in the outcomes of their deliberations.

There was no intent to omit anyone who might have views important to the evaluation. Any suggestions for additions or omissions would be welcomed.

Interviews should not exceed 30 minutes.