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DR
**WHITE HOUSE
OFFICE OF RECORDS MANAGEMENT
WORKSHEET**

- X - MEDIA
- H - INTERNAL

Name of Document: BRIEFING PAPERS FOR
PRESIDENT'S SCHEDULED APPOINTMENTS FOR NOV 0981

Subject Codes:
PR 007.01
HE 001.
WH 002.01
PR 016.
PP 002.
PR 014.05
FG
PR 011.
ST
LG
WE 004.
PR 005.02
FG 038.
CO 165.
FO
FO 006.
FO 009.

- 1 - **Subject:** Meeting with and talking points for American Lung Association to receive 1981 Christmas Seals.
- 2 - Ribbon cutting ceremony to reopen the Press Room
- 3 - Interview with Hugh Sidey for World Book Year Book
- 4 - Video taping session for dinner honoring Red Auerbach to benefit Jimmy Fund for cancer.
- 5 - Breakfast meeting with and talking points for Presidential appointees to discuss Administration's goals, programs, and budget cuts.
- 6 - Interview with Gerald Udwin of Westinghouse Broadcasting Company.
- 7 - Meeting with and talking points for local elected officials regarding general revenue sharing.
- 8 - "Excerpts from Brezhnev's Printed Answers" as printed in New York Times, November 4, 1981.
- 9 - Working lunch with staff for briefing before November 10 press conference.
- 10 - Vice President's schedule for November 9.

ROUTE TO:		ACTION		DISPOSITION	
Office/Agency	(Staff Name)	Action Code	Tracking Date YY/MM/DD	Type of Response	Completion Date YY/MM/DD
RMMATT		RSZ	81/11/24		81/11/24

Referral Note: _____

**WHITE HOUSE
OFFICE OF RECORDS MANAGEMENT
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Subject Codes:

Name of Document: BRIEFING PAPERS FOR
PRESIDENT'S SCHEDULED
APPOINTMENTS FOR NOV 09 81

Subject: ^{Meeting with and talking points for} 1- American Lawyers Association, to
receive 1981 Christmas SEALS.

2- Ribbon-cutting ceremony ^{to reopen the} Press
Room

3- ~~Hugh Sidney, Waynesville, ~~Service~~~~
~~Brecht and Kara Small Interview~~

with "Hugh Sidney" for World Book
Year Book.

4 video Taping session for dinner honoring
Red Clearback to benefit Jimmy Fund

5 ^{for Cancer} Breakfast meeting with
Presidential appointees to discuss administration's
goals, programs, and budget cuts.

6 Mr. Gerald Volvin to ^{be video} taped for
interview with ^{broadcast on}
Westinghouse Broadcasting Co.

7 ^{meeting with and talking points for} local elected officials to discuss
revenue sharing, ^{responsibility to state and local}
responsibility to state and local
governments.

"Excerpts from Brezhnev's Printed answers" as
printed in New York Times, Nov 4, 1981

PR 007.01

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ROUTE TO:

Office/Agency (Staff Name)

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Tracking Date
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81 11/16

DISPOSITION

Type of Response

Completion Date

Code YY/MM/DD

FO 009.

CO 165.

FO

FO 006.

C 81 11/16

Referral Note:

JAF

THE WHITE HOUSE
WASHINGTON

THE PRESIDENT'S SCHEDULE
Monday, November 9, 1981

8:28 8:30 am (15 min)	8:33- <u>Staff Time</u> (Baker, Meese , Deaver)	<u>OVAL</u> <u>Residence</u>
8:45 am-9:14 (75 min)	<u>Breakfast Buffet with Presidential Appointees</u> (Helene von Damm/Peter McCoy)	Residence (TAB A) (Draft Remarks Attached)
9:15 9:14 am (15 min)	<u>Senior Staff Time</u>	Oval Office
10:30 am (15 min)	<u>Personal Staff Time</u>	Oval Office
10:45 am (10 min)	<u>Presentation of Christmas Seals</u> - 10:54 (Elizabeth Dole) <i>PHOTO OPP.</i>	Oval Office (TAB B)
11:00 am (60 min)	<u>Personal Staff Time</u>	Oval Office
12:00 m (15 min)	<u>Re-opening of West Wing Press Room</u> (Larry Speakes)	Briefing Room (TAB C)
12:15 pm (2 hrs)	<u>Working Lunch - Pre-News Conference Briefing</u> (David Gergen/Larry Speakes)	Cabinet Room
2:15-2:38 2:30 pm (30 min)	<u>Interview with Hugh Sidey for World Book Yearbook</u> 2:39-3:27 (Karna Small)	Oval Office (TAB D)
3:30 pm (20 min)	<u>Dropby Meeting with Local Elected Officials re revenue return</u> 3:33-4:02 (Richard Williamson)	Cabinet Room (TAB E)
4:12 4:00 pm (50 min)	<u>Taping Session</u> (Mark Goode) (1) Interview with Westinghouse Broadcasting - 45 mins (2) Message for dinner honoring Red Auerbach and to benefit Jimmy Fund for Cancer Research <i>PHOT JACOBSEN, MKD - DIPLOMATIC ROOM</i>	Library (TAB F) (Auerbach Remarks Attached)
5:01 - 5:00 pm (30 min)	<u>Staff Time</u> (Baker, Meese, Deaver)	<u>Residence</u>
5:30 pm 5:03	<u>To Private Quarters</u>	Residence

LIST OF PARTICIPANTS -- THE AMERICAN LUNG ASSOCIATION

PARTICIPANTS

CASEY, Dr. Edmund C. (President, American Lung Association)
CASEY, Luliane W. (wife of President, ALA)
LINDEMAN, Bard — (Director of Communications, ALA)
SCHROEDER, Dawn (Sister of Ricky Schroeder)
SCHROEDER, Diane (Mother of Ricky Schroeder)
SCHROEDER, Richard (Father of Ricky Schroeder)
SCHROEDER, Ricky
SPAGNOLO, Lucy (wife of pulmonary medicine specialist)
SPAGNOLO, Samuel, M.D. (Pulmonary Medicine Specialist)
SWOMLEY, James A. (Managing Director, ALA)
THUMIN, Roberta (Director of Media Relations, ALA)
WEYMUELLER, Robert (Director, Government Relations, ALA)

ADMINISTRATION OFFICIALS

The President
The First Lady
Thelma Duggin

THE WHITE HOUSE

WASHINGTON

November 6, 1981

RIBBON-CUTTING CEREMONY FOR PRESS ROOM

DATE: November 9, 1981
LOCATION: Press Room - West Wing
TIME: 12 noon (10 minutes)
FROM: Larry Speakes

I. PURPOSE

To inaugurate the reopening of the White House Press Room, and to cut a ribbon officially beginning its use.

II. BACKGROUND

The press room temporarily moved to the Executive Office Building in early August while the West Wing Press Room was having extensive renovation. That work is now complete and the press will move back on November 9.

Press Secretary James Brady will be in attendance at this ceremony, and will cut the ribbon with the President. It will be his first time back at the Press Room since March 30. Mrs. Sarah Brady and Jim's mother, Mrs. Dorothy Brady, will accompany Jim.

III. PARTICIPANTS

The President
James Brady

SARAH BRADY - WIFE
DOROTHY BRADY - MOTHER
FRANCI
Mrs. A. Kemp - SARAH'S MOTHER

IV. PRESS PLAN

The President's remarks and ribbon-cutting will be open coverage.

V. SEQUENCE OF EVENTS

The President makes brief remarks (attached)

The President proceeds in front of the podium, where Jim Brady will join him in cutting the ribbon.

The President departs

THE WHITE HOUSE

WASHINGTON

November 9, 1981

MEETING WITH STAFF

DATE: November 9, 1981

LOCATION: Cabinet Room

TIME: 12:15-2:15 p.m.

FROM: Dave Gergen/Larry Speakes

I. PURPOSE

Working lunch for briefing before November 10, 1981, press conference.

II. BACKGROUND

Briefing books will be handed out.

III. PARTICIPANTS

~~Mort Allin~~
~~Martin Anderson~~
~~James A. Baker~~
~~Dick Darman~~
~~Michael Deaver~~
~~Craig Fuller~~
~~David Gergen~~
~~Lyn Nofziger~~
Larry Speakes
~~David Stockman~~

G. BUSH

DICK ALLEN

ED RAWLINS

MARY FRISVOLDSON

IV. PRESS PLAN

No coverage

THE WHITE HOUSE

WASHINGTON

November 9, 1981

MEETING WITH STAFF

DATE: November 9, 1981

LOCATION: Cabinet Room

TIME: 12:15-2:15 p.m.

FROM: Dave Gergen/Larry Speakes

I. PURPOSE

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III. PARTICIPANTS

Mort Allin
Martin Anderson
James A. Baker
Dick Darman
Michael Deaver
Craig Fuller
David Gergen
Lyn Nofziger
Larry Speakes
David Stockman

IV. PRESS PLAN

No coverage

THE WHITE HOUSE

WASHINGTON

November 6, 1981

INTERVIEW WITH HUGH SIDNEY ON THE
PRESIDENCY FOR WORLD BOOK YEAR BOOK

DATE: Monday, November 9, 1981
LOCATION: The Oval Office
TIME: 2:30 p.m.
FROM: Karna Small *KS*

I. PURPOSE:

Hugh Sidey is writing a lengthy analysis of the presidency for the World Book Year Book (Encyclopedia). He will be developing approximately 20 pages of information from his interview with you. He will not dwell on current issues, but instead be asking you questions about your view of the office of President, its relationship to other institutions and your personal experiences and feelings about your position. (See attached anticipated questions).

II. BACKGROUND:

Mr. Sidey wrote the definitive article on this subject for the last edition of World Book Year Book when President Carter was in office -- he did a lengthy interview with Mr. Carter at that time.

III. PARTICIPANTS

- The President
- Hugh Sidey
- Wayne Wille, Editor of WORLD BOOK YEAR BOOK
- Dennis Brack, Photographer for WORLD BOOK YEAR BOOK
- Karna Small

IV. PRESS PLAN

White House Photographer
WORLD BOOK YEAR BOOK Photographer

V. SEQUENCE OF EVENTS

Hugh Sidey and others will enter Oval Office - Mr. Sidey will conduct conversational interview on the presidency for 30-45 minutes.

VI. REMARKS

See anticipated questions TAB A
See memo from Tony Dolan TAB B

THE WHITE HOUSE

WASHINGTON

TAPING SESSION

DATE: November 9, 1981

LOCATION: Library

TIME: 4:45 PM

FROM: Mark Goode

I. PURPOSE

To video tape a message for a dinner honoring Red Auerbach on November 12 and to benefit the Jimmy Fund for Cancer Research.

II. BACKGROUND

The tribute, which usually features a giant of the sports world, is held in Boston annually to benefit the Jimmy Fund. The Fund was founded by the Red Sox back in the 1940's to research the causes of cancer in children. The dinner on November 12th will be taped to be broadcast over WNAC-TV, the Boston CBS affiliate at a later date.

III. PARTICIPANTS

The President

IV. PRESS PLAN

none

V. SEQUENCE OF EVENTS

The President will be seated in a chair in front of the fireplace and read his message off a teleprompter.

THE WHITE HOUSE

WASHINGTON

INTERVIEW WITH MR. UDWIN

DATE: November 9, 1981

LOCATION: Oval Office

TIME: 4:00 PM

FROM: Mark Goode

I. PURPOSE

To video tape an interview with the President on his priorities for the coming months and the fresh approach he has brought to the presidency.

II. BACKGROUND

Mr. Jerry Udwin, Vice President and Washington Bureau Chief of Group W (Westinghouse Broadcasting Company) will conduct the interview which will air in a series of five segments on both their Westinghouse television and radio stations beginning the week of November 16, 1981.

III. PARTICIPANTS

The President

Gerald Udwin - Interviewer

IV. PRESS PLAN

Westinghouse is bringing their own photographer for some shots before the interview.

V. SEQUENCE OF EVENTS

The President and Mr. Udwin will be seated in the Oval Office in front of the desk. The interview, in it's entirety will last approximately 30 minutes.

THE WHITE HOUSE

WASHINGTON

November 6, 1981

MEETING WITH PRESIDENTIAL APPOINTEES

DATE: November 9, 1981
LOCATION: State and East Rooms
TIME: 7:45 AM to 9:45 AM

FROM: E. Pendleton James and Helene von Damm

I. PURPOSE

To meet your appointees who came on board over the past seven months; to give them an overview of your administration's goals; and enlist their wholehearted support of your programs and budget cuts.

See attached talking points.

II. BACKGROUND

This is the second of what will be an ongoing series of meetings throughout your administration with new appointees to become acquainted and to ensure their loyalty and commitment. The first such get-together took place on March 30.

III. PARTICIPANTS

Approximately 200 confirmed and announced appointees.

IV. PRESS PLAN

White House Photographer Only

V. SEQUENCE OF EVENTS

7:45 AM Appointees arrive for a buffet breakfast in the State Dining Room

8:10 AM Everyone proceeds to East Room

8:15 AM Program begins:
Welcoming Remarks by the Vice President, who will also M C the meeting
The guests will then be addressed by:
Don Regan
Dave Stockman
Pen James

8:45 AM The President arrives and makes remarks (10 minutes)

9:00 AM The President proceeds to Foyer for receiving line and photographs

10:00 AM The President departs for Oval Office

TALKING POINTS: BREAKFAST WITH PRESIDENTIAL APPOINTEES
NOVEMBER 9, 1981

- Thank you very much. Since most of you have already been on the job for some time, my message to you today is not so much one of welcome, but to thank you for your hard work and to rally you once again to the causes that brought us into office.
- Earlier this year, I spoke to some of your colleagues of teamwork, and told them that only by working together would we be able to face the great challenges ahead. We were elected in the midst of the worst economic mess in our history, and that mess -- one that took 40 years to accumulate -- was not going to be straightened out over night. The difficulties we face today only prove that assessment right. Our challenges have not diminished, and neither has the need to work together.
- But I think the most important message I had for those first members of this Administration is the message I most want to leave with you today: You and I are only temporary stewards of this great land. We will be in office for only a short while. Remember that every day of your tenure. We of this Administration are not here to become bureaucrats -- advocates of the status quo. We are here to return Government to the limited role it was meant to take.

-- Each day as you walk into your offices, I want you to remember your mission: We came to this place to cut Government back, to reduce its massive bulk, its powers and its waste; to free our people and our economy from its oppressive hand. The minute any of you start to think of Government as we, instead of they, we will have begun to lose the fight. We will have forgotten our mission.

-- I want to emphasize what Pen probably has already stressed -- that all the people you employ in your Departments and Agencies are committed to the goals and policies of our Administration.

-- It gives me great confidence to look out on you today. I know the exceptional qualities and talents you bring, and the sacrifices many of you have made to be here. I thank you for all you have done so well so far. But I hope you will leave this morning with renewed determination and reach your desks rededicated to the mission we share.

-- If our priorities are clear, and if we pull together, there is nothing we can't accomplish. We must only remember why we are here.

B

THE WHITE HOUSE

WASHINGTON

November 9, 1981

MEETING WITH: American Lung Association

LOCATION: Oval Office

TIME: 10:45 a.m. - 10:55 a.m.

FROM: ELIZABETH H. DOLE 

PURPOSE: To be presented with the 1981 Christmas Seals.

BACKGROUND: The 77-year old American Lung Association (ALA) is our oldest voluntary health organization. With a victory first against tuberculosis and now battling lung disease, the ALA is supported by 150,000 volunteers in 149 associations in every state. Last year ALA raised \$60 million, 75 percent of which came from contributions to Christmas Seals. ALA President Edmund C. Casey, M.D.; Samuel V. Spagnolo, M.D. (a pulmonary medicine specialist who attended you on March 30); and Ricky Schroeder will make the traditional Christmas Seals presentation to you and the First Lady. Eleven-year old Ricky Schroeder, who starred in The Champ, is leading the ALA Los Angeles Thanksgiving Parade. The First Lady is a former California Christmas Seals Chairman.

PARTICIPANTS: See attached list.

PRESS COVERAGE: Press pool photo coverage.

SEQUENCE OF EVENTS:

10:45 a.m. You and Mrs. Reagan will be joined in the Oval Office by Ricky Schroeder, his family, Drs. Casey and Spagnolo, and ALA officials, for a brief conversation prior to photographs.

10:50 a.m. The Press Pool enters the Oval Office for photographs. You are presented with the Norman Rockwell design for the Christmas Seals by Dr. Casey, and the First Family Christmas Seals by Ricky Schroeder. You express your gratitude and support for the Christmas Seals Campaign.

10:55 a.m. The Press departs the Oval Office.
The ALA group departs the Oval Office.

Attachments: Participants/Talking Points

LIST OF PARTICIPANTS -- THE AMERICAN LUNG ASSOCIATION

PARTICIPANTS

CASEY, Dr. Edmund C. (President, American Lung Association)
CASEY, Luliane W. (wife of President, ALA)
LINDEMAN, Bard (Director of Communications, ALA)
SCHROEDER, Dawn (Sister of Ricky Schroeder)
SCHROEDER, Diane (Mother of Ricky Schrøeder)
SCHROEDER, Richard (Father of Ricky Schroeder)
SCHROEDER, Ricky
SPAGNOLO, Lucy (wife of pulmonary medicine specialist)
SPAGNOLO, Samuel, M.D. (Pulmonary Medicine Specialist)
SWOMLEY, James A. (Managing Director, ALA)
THUMIN, Roberta (Director of Media Relations, ALA)
WEYMUELLER, Robert (Director, Government Relations, ALA)

ADMINISTRATION OFFICIALS

The President
The First Lady
Thelma Duggin

SUGGESTED TALKING POINTS FOR MEETING
TO RECEIVE CHRISTMAS SEALS

--Nancy and I are pleased to join you today to launch a 74-year old American tradition -- the annual Christmas Seals campaign.

--Through the work of the American Lung Association, we long ago won the battle against tuberculosis. Now, as our country's oldest voluntary health organization, it raised some \$60 million last year to fight asthma, emphysema, lung cancer, and other disabling lung diseases.

--I know how important it is to have respiratory health and how agonizing it can be when good breathing is impaired. Dr. Spagnolo, I'm sure glad you were around on March 30.

--And, Ricky, I'm glad that California has you leading the Annual ALA Thanksgiving Parade in Los Angeles. Your presence will represent the thousands of children who suffer from lung disease.

--For all the volunteers throughout the country who are actively working in support of the Lung Association, let me say, "Thank you." You're part of what makes America great -- the volunteer spirit where we take a little time and exert a little energy to extend a helping hand to those in need. Without this volunteer effort, many of the larger problems in our society would not have been solved.

--I urge all Americans to extend the Chirstmas spirit the year round by supporting the Christmas Seals Campaign -- and by participating in the American tradition of volunteerism.

c

THE WHITE HOUSE

WASHINGTON

November 6, 1981

RIBBON-CUTTING CEREMONY FOR PRESS ROOM

DATE: November 9, 1981
LOCATION: Press Room - West Wing
TIME: 12 noon (10 minutes)

FROM: Larry Speakes

I. PURPOSE

To inaugurate the reopening of the White House Press Room, and to cut a ribbon officially beginning its use.

II. BACKGROUND

The press room temporarily moved to the Executive Office Building in early August while the West Wing Press Room was having extensive renovation. That work is now complete and the press will move back on November 9.

Press Secretary James Brady will be in attendance at this ceremony, and will cut the ribbon with the President. It will be his first time back at the Press Room since March 30. Mrs. Sarah Brady and Jim's mother, Mrs. Dorothy Brady, will accompany Jim.

III. PARTICIPANTS

The President
James Brady

IV. PRESS PLAN

The President's remarks and ribbon-cutting will be open coverage.

V. SEQUENCE OF EVENTS

The President makes brief remarks (attached)

The President proceeds in front of the podium, where Jim Brady will join him in cutting the ribbon.

The President departs

(Parvin/TD)
November 7, 1981

TALKING POINTS: REOPENING OF PRESS ROOM
NOVEMBER 9, 1981

- First, let me welcome the orphans home. You know, I've sort of missed you -- it's been too quiet over here, kind of like when the kids are gone.
- Let me reassure you the press room is still built over a swimming pool, so you can still claim to walk on water. (Or, the press room is still built over a swimming pool, which is appropriate. After all, there's been more than one press secretary to take a dive here.)
- And we've installed some new features while you've been gone. We can now press a button and get recorded helicopter noises during briefings.
- We have also made improvements that will help Larry and David in answering your questions. The microphone on the lectern now has a scrambler built right in.
- And I might add, Nancy has gotten you a very good deal on some china for the snack bar.
- Although the press room is often filled with lightheartedness, I do not need to stress the serious and essential role you play in our democracy. You are the ultimate example

of the private sector providing for the public good. We here at the White House depend on the press to communicate our ideas to the public and the public depends on you to keep an eye on the presidency.

-- But of course, as happy as we are about the reopening today, we are even more elated by the presence of a man who belongs in this room -- Jim Brady. Jim, I can say from the heart your courage has affected us all. I'm proud you're my press secretary -- we all await the day you're back for good. And in dedicating these new facilities, let me just say I hope this room is always filled with as much integrity and good humor as Jim Brady himself.

-- Now, I've been looking forward to cutting this ribbon. In fact, I've been practicing all morning on Ed Meese's tie.

D

THE WHITE HOUSE

WASHINGTON

November 6, 1981

INTERVIEW WITH HUGH SIDNEY ON THE
PRESIDENCY FOR WORLD BOOK YEAR BOOK

DATE: Monday, November 9, 1981
LOCATION: The Oval Office
TIME: 2:30 p.m.
FROM: Karna Small *KS*

I. PURPOSE:

Hugh Sidey is writing a lengthy analysis of the presidency for the World Book Year Book (Encyclopedia). He will be developing approximately 20 pages of information from his interview with you. He will not dwell on current issues, but instead be asking you questions about your view of the office of President, its relationship to other institutions and your personal experiences and feelings about your position. (See attached anticipated questions):

II. BACKGROUND:

Mr. Sidey wrote the definitive article on this subject for the last edition of World Book Year Book when President Carter was in office -- he did a lengthy interview with Mr. Carter at that time.

III. PARTICIPANTS

The President
Hugh Sidey
Wayne Wille, Editor of WORLD BOOK YEAR BOOK
Dennis Brack, Photographer for WORLD BOOK YEAR BOOK
Karna Small

IV. PRESS PLAN

White House Photographer
WORLD BOOK YEAR BOOK Photographer

V. SEQUENCE OF EVENTS

Hugh Sidey and others will enter Oval Office - Mr. Sidey will conduct conversational interview on the presidency for 30-45 minutes.

VI. REMARKS

See anticipated questions TAB A
See memo from Tony Dolan TAB B

TAB A

Anticipated questions about the Presidency - for interview with Hugh Sidey

- How do you feel about the role of President -- as an educator, a persuador or what?

- How do you relate, as President, to other institutions such as the Congress, the Supreme Court, the Federal Reserve?

- What about direct contact with the people -- do you feel more comfortable talking to them and dealing with them directly and is it much different from dealing with their elected representatives?

- What experiences in your life best prepared you for this job? (any individuals or personal experiences that had special meaning or impact on your role today?)

- What part of being President do you like the best? The least?

- How do you keep from becoming discouraged by criticisms or frustrations? Have you ever had a day when you think the job is more than one should have to handle?

- Of all the powers that you possess as President, which is the most important?

THE WHITE HOUSE

WASHINGTON

TAB B

November 6, 1981

MEMORANDUM FOR THE PRESIDENT

FROM:

ANTHONY R. DOLAN *ARD*

Here is something that was written earlier this year over your signature on the presidency. Karna thought it might be useful for your Sidey interview.

THE PRESIDENTS: FORWARD

The Presidency -- "a splendid misery."

Thomas Jefferson would lament the "loss of friends caused by its hard decisions; Teddy Roosevelt said it was a chance to make "some kind of a place in history . . ." but would note that even a President's powers are limited -- "Sometimes I wish I could be President and Congress too."

He had never dreamed that "such loneliness and desolation of heart possible," Woodrow Wilson would write of his duties. Most assuredly, "not a rosewater affair. This is an office in which a man must put on his war paint", the scholar-President said.

And Harry Truman -- blunt as usual, succinct as usual: "Being a President is like riding a tiger. A man has to keep on riding or be swallowed."

Today the office remains what it has been for those Presidents: an opportunity, a burden; sometimes a delight, always a tiger.

In those first few days after an inauguration -- before an administration settles in -- a President and those who work with him will frequently find themselves stopping short -- perhaps South Portico awaiting the arrival of a foreign leader or during a walk from the West Wing past the Rose Garden into the residence and they will feel, suddenly, inexplicably, the force of history and reflect on the greatness of the place and the man who have gone before them there.

The story of that greatness is found here in the pages of "The Presidents." A few were greatly gifted; some made notable mistakes; many were good hearted; most did their best, all were patriots.

About the intentions of those men who have occupied this office, James Buchanan has spoken for them: "I have no other object of earthly ambition than to leave my country in a peaceful and prosperous condition, and to live in the affections and respect of my countrymen."

Buchanan's Presidency was a failed one -- a prelude to a terrible Civil War -- but there, in his words, is the reason for a small fledgling Nation's survival and growth: the honesty of her good intentions.

Today, the very basis of those good intentions -- the idea of self-government under God -- is gravely challenged, and yet reading these pages one cannot help but smile and realize that, always, at the moment of great crisis, America has mustered more than good intentions; she has always found wise leadership, resolute spirit and decisive action.

A President must provide a good part of that leadership, spirit, action -- he must speak for America's intentions and set her national agenda. And though he can shape events in this way, he must also respect and reflect the honest desires and good wishes of his countrymen.

This is paradox of public office and especially the high office of the Presidency: One must serve the people but be willing to lead them too in sometimes new or controversial directions.

At the end of a term of office, each of the men in these pages -- and I hope all those who follow them in this high office -- hoped to say with Teddy Roosevelt: "Someone else might have done better than I did, but I could not, for I did my best."

There is a simple criteria for such success. No one suffered more during his duties and no one stood more upright -- so it should not surprise us that it was Lincoln who stated that criteria simply:

"I desire so to conduct the affairs of this administration that if at the end, when I come to lay down the reins of power, I have lost every friend on earth, I shall at least have one friend left, and that friend shall be down inside of me."

There is good advice here, but not just for Presidents. It is good advice for a country. It is advice that should be thought upon and followed by all our citizens. One's first duty is always to conscience -- which is another way of saying, especially in the case of America -- to God and the human freedom he enjoins. The recognition of this duty began this Nation and I am confident will inspire it during the proud centuries and many Presidencies ahead.

E

THE WHITE HOUSE

WASHINGTON

MEETING WITH LOCAL ELECTED OFFICIALS
ON REVENUE RETURN

DATE: Monday, November 9, 1981
TIME: 3:00 - 3:50 p.m.
(You will attend from 3:30 - 3:50)
LOCATION: Cabinet Room

I. PURPOSE

This is an opportunity for you to discuss the issue of revenue source return with local officials and to reiterate your commitment to returning responsibility and resources to state and local governments.

II. BACKGROUND

In the campaign, you promised to support continuing General Revenue Sharing (see Attachment I). Your September 24th economic package proposed a 12 percent cut in revenue sharing. A White House statement was released at that time stating that you did not support a "phase out" of revenue sharing (see Attachment II).

In light of the Administration's proposal to cut funding for revenue sharing by 12 percent in fiscal year 1982, local officials have serious doubts about the Administration's commitment to the turnback of revenue sources. In addition, Norm Ture's recent statement (see Attachment III) expressing his view that the Administration has already acted on the tax turnback in the form of the recently enacted tax cut, has also eroded the confidence of state and local officials in the Administration's desire to return revenue sources.

III. PARTICIPANTS

The Vice President
Secretary Donald Regan
Richard S. Williamson

12 Mayors and 2 County Commissioners (see Attachment IV)

IV. PRESS PLAN

The Mayors and county officials will meet with local and regional press immediately following the meeting. There will be no press coverage during the meeting.

V. SEQUENCE OF EVENTS

- 3:00 - 3:05 Rich Williamson will welcome the group, introduce staff and call on the Vice President.
- 3:05 - 3:10 The Vice President will make brief remarks and call on Secretary Regan.
- 3:10 - 3:30 Secretary Regan will make brief remarks (5 minutes) on the economy in general and open the meeting for general discussion.
- 3:30 You will arrive, make brief remarks (5 minutes - see Attachment V -- talking points) and open the meeting for general discussion.
- 3:50 You may leave.
- 3:50 Meeting adjourned.

ATTACHMENT I

"I am astonished that the Carter Administration and the Democratic Congress have allowed the general revenue sharing program to expireI pledge that when elected, reenactment of revenue sharing will be among my highest priority (sic)."

Telegram to the National Association of Counties,
October 4, 1980

"One of the goals of my administration will be to decentralize responsibility and resources to Mayors under federal revenue sharing."

Speech to the U.S. Conference of Mayors,
Seattle, Washington, June 8, 1980

"We should maintain general revenue sharing, at least until the transfer program (of returning responsibilities to state and local governments) is completed."

Speech to the National Urban League,
St. Louis, Missouri, August 5, 1980

ATTACHMENT II

September 25, 1981
FOR IMMEDIATE RELEASE

Due to press inquiries and some confusion on General Revenue Sharing, the White House Press Office is releasing the following clarification.

The President has proposed a 12% reduction in General Revenue Sharing funding for the 1982 fiscal year. No Presidential decision has been made to phase out revenue sharing in FY '84. The President has informed the Executive Committee of the National Governors' Association that he would like to find an alternate source of funding, such as transfer of a federal excise tax, in lieu of General Revenue Sharing. The President has stated that until such an alternative funding source is identified and a transfer mechanism developed, he does not support a "phase out" of General Revenue Sharing. The President asked Treasury Secretary Donald Regan and OMB Director David Stockman to work with state and local elected officials to develop options addressing this matter.

Tax Turnback to States Is Done, Aide Says

By David S. Broder
Washington Post Staff Writer

A senior Treasury Department official said yesterday that the Reagan administration has "already substantially accomplished" all it can to make new tax sources available to state and local governments, as President Reagan has periodically promised to do.

Norman Ture, the Treasury undersecretary for tax and economic affairs, said the administration had given the states and local jurisdictions this extra taxing room through last summer's federal income tax cut that he said would provide "an average per-state turnback" of \$2.24 billion when fully effective in 1984.

Ture's declaration that "we can't do much more than that" to help states and localities finance federal programs being turned over to them drew expressions of astonishment and protest from members of Congress, state legislatures, county and city governments who met as the "revenue source return subcommittee" of Reagan's advisory committee on federalism.

Richard S. Williamson, Reagan's assistant for intergovernmental relations, had opened the meeting with a long list of questions about the desirability of earmarking the proceeds of various federal taxes for state-local governments or turning those tax sources over to the states and localities. Reagan has long promised to turn back both program responsibilities and the revenue sources to sustain them.

But Ture, who would help draft any legislation the administration offered in this area, put a twist on the discussion by saying that the alternative to "returning specific revenue sources" is for the federal government to "preempt less of the revenue

resources." That alternative, he said, "has already been substantially accomplished" by the three-year, 25-percent tax cut passed last summer.

He conceded that state and local officials who had to raise taxes to finance programs the federal government is dropping would not be in "an enviable position" in the short run, but insisted that "true federalism" required that the same unit of government collect the taxes as spent the money.

That triggered a wave of protests. Benjamin L. Cardin, the Democratic speaker of the Maryland House of Delegates, said that the federal tax cuts were being made to "reduce taxation, not to shift taxes to state and local governments," Indianapolis Mayor William H. Hudnut III, a Republican, said that constitutional limits on local taxes made it "difficult, if not impossible" for many cities to do what Ture was suggesting.

They and several others of both parties argued strongly against the administration's proposed 12-percent cutback in general revenue sharing with the states and cities. Rep. Clarence Brown (R-Ohio) said that reduction in the no-strings federal aid program is "absolutely inconsistent" with the president's professed desire to return authority to localities.

But Ture argued that "any kind of revenue-sharing—whatever form it takes—interferes with the efficiency and rationality of decisions made when the same unit does the taxing and spending."

Sen. David Durenberger (R-Minn.) said, "I strongly disagree," because the federal tax system offers "a much fairer way" to collect and redistribute revenues.

Cardin asked Ture what he would do about financing services "in a jurisdiction that has one-

fourth the fiscal resources of the neighboring jurisdiction?"

"You don't do anything," Ture said. "You decide where you want to live."

Williamson told reporters after the session that the commission would meet again to frame recommendations but said it was "hard to speculate whether the 1983 budget would contain any revenue-return measures. "The president would like to have something we can point to, something that goes beyond what Norm says we have done. Remember," he said, "Norm Ture is expressing Norm Ture's point of view."

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The Emperor's New Tax Cut

Though the occasion attracted little attention, the Reagan Administration last week unveiled the final, and most miraculous, phase of its economic plan for the country.

Phase One, it will be recalled, followed the supply-side prescription for economic recovery: tax less so people save and invest more, thus stimulating growth. Phase Two was get the Federal Government off people's backs and let states and local governments look after domestic needs. The next step was to answer the question, where would they get the money? What revenue stream would Washington relinquish for them to tap instead?

Now Norman Ture, a Treasury Under Secretary, has revealed the answer. The cut in *Federal* income taxes, he noted, makes new billions available to state and local taxation — available, that is, if governors and mayors have the nerve to try to tap it.

That is a puzzle and a contradiction, but not an answer. Either the tax cut is intended to leave more money in private pockets, and thus stimulate the economy; or it means there is more money for state and local governments to take out of private pockets, to pay for public services. Unless it wishes to be regarded as cynical and insincere, the Administration cannot have it both ways.

Last spring President Reagan told some county officials that, like Martin Luther King, he had a dream. To compensate them for assuming prime responsibility for welfare and other programs, he contemplated turning back tax sources that Washington had pre-empted. Now, Mr. Ture says, the mission is substantially accomplished. The three-year, 25 per-

cent cut in Federal personal income taxes will by 1984 provide states with an average of \$2.24 billion in new taxing room.

Does the President really want states to pursue this source? Obviously not, if that would torpedo his recovery plan. No matter what one thinks of other aspects of the Reagan program, his brand of federalism looks suspiciously like a shell game, whose only sure losers are the poor.

The Administration's concept of federalism turns on Mr. Reagan's conviction that the units of government that spend taxpayers' money should answer directly to those who pay taxes. He also says he knows that states cannot cope with added social welfare responsibilities unaided. But last summer's cuts were deeper than expected, and they aren't the last. Instead of absorbing welfare, Medicaid and food stamps, White House planners talk of dumping more of the burden on states.

What chance, realistically, have states to finance mounting social welfare obligations with higher taxes? A beleaguered state like Michigan, in its automotive industry in trouble, finds ever more people dependent on unemployment, welfare and other social programs; just at the time it needs more help it is getting less.

What should a resident of Detroit, say, do as a result? For Mr. Ture, that's easy: move. "You decide where you want to live," he says. That means Americans who don't have much choice about where to live are left stranded. Washington, able to help, has become unwilling. The states, willing for the most part, are not able. Mr. Reagan may consider his vision of federalism a dream; to America's needy people and communities, it's a hoax.

MAYORS AND COUNTY OFFICIALS ATTENDING REVENUE RETURN MEETING

November 9, 1981

Mayor Robert Isaac (R- Colorado Springs)
Mayor William Hudnut (R-Indianapolis)
 President, National League of Cities
Mayor Helen Boosalis (D-Lincoln, NE)
 President, U.S. Conference of Mayors
Mayor George Latimer (D-St. Paul)
Mayor Jane Byrne (D-Chicago)
Mayor George Voinovich (R-Cleveland)
Mayor George Israel (R-Macon, GA)
Mayor William Donald Schaefer (D-Baltimore)
Mayor Henry Cisneros (D-San Antonio)
Mayor Patience Latting (D-Oklahoma City)
Mayor Lewis Murphy (R-Tucson)
Mayor Richard Carver (R-Peoria, IL)
County Commissioner Richard Conder (D-Richmond County, NC)
 President, National Association of Counties
County Commissioner Virgil Brown (R-Cuyohoga County, OH)

SUGGESTED TALKING POINTS FOR MEETING
WITH LOCAL ELECTED OFFICIALS
NOVEMBER 9, 1981

- I AM HAPPY ALL OF YOU COULD BE WITH US TODAY.

- FIRST OF ALL, I UNDERSTAND YOUR CONCERNS WITH RESPECT TO THE 12% CUT IN GENERAL REVENUE SHARING. DICK CONDER MADE THOSE VERY CLEAR TO ME AT OUR MEETING IN THE OVAL OFFICE IN SEPTEMBER, AND RICH WILLIAMSON GIVES ME A WEEKLY UPDATE OF THE LETTERS, TELEGRAMS, AND PHONE CALLS WHICH WE RECEIVE ON REVENUE SHARING.

- BUT OUR FEELING WITH RESPECT TO THE 12% CUT WAS THAT IT HAD TO APPLY ACROSS THE BOARD TO ALL PROGRAMS. THE EXCEPTIONS WERE EXTREMELY LIMITED AND APPLIED ONLY TO SUCH THINGS AS THE VETERANS ADMINISTRATION HOSPITAL CARE, THE IMMIGRATION AND NATURALIZATION SERVICE, AND THE PEACEKEEPING FORCES. AND, I MIGHT ADD, THE 12% CUT APPLIES TO THE WHITE HOUSE STAFF AND THERE ARE A SIGNIFICANT NUMBER OF PEOPLE WHO WORKED VERY HARD FOR ME DURING THE CAMPAIGN WHO WILL NO LONGER BE WORKING HERE.

- NOW, THERE HAVE BEEN MANY RUMORS ABOUT THE "PHASE-OUT" OF REVENUE SHARING. I DO NOT SUPPORT ANY KIND OF PHASE OUT OF REVENUE SHARING UNTIL SUCH TIME THAT AN ALTERNATE SOURCE OF FUNDING SUCH AS AN EXCISE TAX CAN BE IDENTIFIED

AND A TRANSFER MECHANISM DEVELOPED TO TURN THAT REVENUE SOURCE BACK TO STATE AND LOCAL GOVERNMENTS.

-- LET ME TURN NOW TO THE QUESTION OF REVENUE TURNBACKS.

I THINK THAT MANY OF YOU HEARD ME SAY DURING THE DEBATE ON BLOCK GRANTS THAT MY ULTIMATE GOAL WAS TO RETURN REVENUE SOURCES TO STATE AND LOCAL GOVERNMENTS, IN ADDITION TO PROGRAM AUTHORITY AND RESPONSIBILITY. THIS WOULD END THE ROUND TRIP OF THE PEOPLES' MONEY THROUGH WASHINGTON, WHERE A CARRYING CHARGE IS DEDUCTED AND STRINGS ARE ATTACHED.

-- I KNOW THAT THERE ARE SOME WHO HAVE SAID THAT THE REVENUE TURNBACK HAS ALREADY TAKEN PLACE IN THE FORM OF OUR RECENTLY-ENACTED TAX CUT. IT IS TRUE THAT THE TAX CUT IS A TYPE OF REVENUE TURNBACK IN THAT IT REDUCES OPPRESSIVE LEVELS OF FEDERAL TAXATION WHICH HAVE USURPED REVENUE SOURCES WHICH OTHERWISE MIGHT HAVE BEEN AVAILABLE TO STATE AND LOCAL GOVERNMENTS.

-- BUT MORE WORK REMAINS TO BE DONE. MANY OF YOU KNOW THAT DON REGAN'S CABINET COUNCIL ON ECONOMIC AFFAIRS HAS ESTABLISHED A WORKING GROUP ON REVENUE SOURCE RETURN, CHAIRED BY ED GRAY. I AM PLEASED THAT THAT WORKING GROUP IS NOW MOVING ON A BRISK SCHEDULE AND I HOPE THEIR WORK CAN PROGRESS SUFFICIENTLY SO THAT SOME OF THEIR

IDEAS AND PROPOSALS CAN BE CONSIDERED AS PART OF THE
FY '83 BUDGET PROCESS.

-- IN CLOSING, LET ME JUST SAY THAT I KNOW THE TRANSITION
WHICH IS TAKING PLACE IN FEDERAL-STATE-LOCAL RELATIONS
IS NOT PAINLESS. YOU AT THE LOCAL LEVEL OF GOVERNMENT
ARE ON THE FRONT LINES EVERY DAY. BUT IF WE ALL TIGHTEN
OUR BELTS AND CARRY THE LOAD TOGETHER, I AM CONVINCED WE
CAN TURN THE ECONOMY AROUND AND MAKE GOVERNMENT WORK MORE
EFFECTIVELY FOR ALL OF OUR CITIZENS.

-- I WOULD NOW LIKE TO HEAR FROM YOU AND I UNDERSTAND THAT
DICK CONDER HAS THE FIRST COMMENT.

THE WHITE HOUSE

WASHINGTON

INTERVIEW WITH MR. UDWIN

DATE: November 9, 1981

LOCATION: Oval Office *Library*

TIME: 4:00 PM

FROM: Mark Goode

I. PURPOSE

To video tape an interview with the President on his priorities for the coming months and the fresh approach he has brought to the presidency.

II. BACKGROUND

Mr. Jerry Udwin, Vice President and Washington Bureau Chief of Group W (Westinghouse Broadcasting Company) will conduct the interview which will air in a series of five segments on both their Westinghouse television and radio stations beginning the week of November 16, 1981.

III. PARTICIPANTS

The President

Gerald Udwin - Interviewer

IV. PRESS PLAN

Westinghouse is bringing their own photographer for some shots before the interview.

V. SEQUENCE OF EVENTS

The President and Mr. Udwin will be seated in the Oval Office in front of the desk. The interview, in it's entirety will last approximately 30 minutes.