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WITHDRAWAL SHEET

Ronald Reagan Library

Collection: PRESIDENT, OFFICE OF THE:
Presidential Briefing Papers

Archivist: kdb

File Folder: December 23, 1982 (case file #115123) CFOA 746

Date: 5/14/97

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
1. memo	from Richard S. Williamson to the President: 1983 Federalism Initiative - Decision Memorandum (partial of page 1)	12/21/82	P5
2. memo	pages 2-5 of the document described under item number 1	12/21/82	P5 CB 12/12/00

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P-1 National security classified information [(a)(1) of the PRA].
- P-2 Relating to appointment to Federal office [(a)(2) of the PRA].
- P-3 Release would violate a Federal statute [(a)(3) of the PRA].
- P-4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA].
- P-5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA].
- P-6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA].

C. Closed in accordance with restrictions contained in donor's deed of gift.

Freedom of Information Act - [5 U.S.C. 552(b)]

- F-1 National security classified information [(b)(1) of the FOIA].
- F-2 Release could disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA].
- F-3 Release would violate a Federal statute [(b)(3) of the FOIA].
- F-4 Release would disclose trade secrets or confidential commercial or financial information [(b)(4) of the FOIA].
- F-5 Release would constitute a clearly unwarranted invasion of personal privacy [(b)(5) of the FOIA].
- F-6 Release would disclose information compiled for law enforcement purposes [(b)(6) of the FOIA].
- F-7 Release would disclose information concerning the regulation of financial institutions [(b)(7) of the FOIA].
- F-8 Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA].

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JJ

WHITE HOUSE
OFFICE OF RECORDS MANAGEMENT
WORKSHEET

TR

- X-MEDIA
- H-INTERNAL

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

D E C 2 3 8 7

Subject Codes:

P	R	0	0	7	-	0	1
F	G	2	5	8	-	1	4
					-		
					-		
					-		
S	P	2	3	0	-	8	3
					-		
					-		
H	U	0	1	6	-		
F	G	0	0	0	-	0	1
					-		
					-		
					-		
					-		
P	R	0	0	5	-	0	1
					-		
					-		
					-		
					-		

1) Subject: Meeting to discuss final
recommendations of the Task
Force of Private Sector Initiatives

2) Meeting to discuss the options for the
State of the Union Address

3) Meeting with the White House
Coordinating Council on Women

4) Meeting with William R. SCHMIDT,
outgoing Naval Aide to the President.

5) Meeting with Senator DEEIN HATCH
in connection with a Magazine
article about the Senator -

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

Referral Note:

WHITE HOUSE
OFFICE OF RECORDS MANAGEMENT
WORKSHEET

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- H-INTERNAL

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

DEC 23 8 2

Subject Codes:

P	R	0	0	7	-	0	1
					-		
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G	I	0	0	3	-		
C	O	0	2	8	-		
A	R				-		
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F	G	0	1	0	-	0	2
					-		
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F	G	3	7	0	-		
F	G				-		
R	A	0	0	2	-		
					-		
F	I	0	0	1	-	0	1
F	I	0	0	1	-	0	2
P	E				-		
					-		

6) Subject: Meeting with Senator Jake Garn and his family

Canadian artist
7) Meeting with Glen LOATES to receive a painting of a North American Bald Eagle.

8) Meeting with the Cabinet Council on Management and Administration to discuss:

A) President's Council on Integrity and Efficiency

B) Federalism

C) Work space Standards/Space Reduction

D) Federal Managers Financial Integrity Act

E) Debt Collection

F) Cash Management

G) Federal Civilian Personnel

(Attached are unmarked decision memoranda for several of these topics)

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



Thursday, December 23, 1982

9:00 am (30 min)	<u>Staff Time</u> (Baker, Meese, Deaver)	Oval Office
9:30 am (15 min)	<u>National Security Briefing</u> (Clark) <i>Geoff Kemp, Jeane Kirkpatrick</i>	Oval Office
9:45 am (15 min)	<u>Meeting with Amb. Jeane Kirkpatrick</u> (Clark)	Oval Office
10:00 am (60 min)	<u>Meeting with Cabinet Council on Management and Administration</u> (Fuller)	Cabinet Room (distributed separately)
11:00 am (45 min)	<u>Personal Staff Time</u>	Oval Office
11:45 am (15 min)	<u>Private Sector Initiatives Meeting</u> (Moorhead) <i>re-scheduled</i>	Oval Office (Tab A)
12:00 m (60 min)	<u>Lunch with the Vice President</u>	Oval Office
1:00 pm (60 min)	<u>Personal Staff Time</u>	Oval Office
1:30 pm <i>1:30 pm</i>	Press Availability	Oval Office Press Room
2:00 pm (15 min)	<u>Briefing for Hussein Meeting</u> (Clark)	Oval Office (available in a.m.)
2:15 pm (45 min)	<u>Meeting with King Hussein of Jordan</u> (Clark)	Oval Office
3:00 pm (30 min)	<u>Speech Meeting</u> (McManus)	Oval Office (Tab B)
3:30 pm (30 min)	<u>Women's Council Meeting</u> (Dole)	Oval Office (Tab C)
4:00 pm (20 min)	<u>Administrative Time</u> (1) Departure photo with W. Schmidt (Hickey) (2) Photo with Senator Orrin Hatch (Duberstein) (3) Photo with Senator Jake Garn and family (Duberstein)	Oval Office
4:30 pm (15 min)	<u>(4) Taping of Christmas and New Year Address</u> (Bakshian/Goode) (distributed previously)	<i>Pres. Room</i> President's Study

UNP 12/22/82

5:00 pm

THE SCHEDULE OF
PRESIDENT RONALD REAGAN



Thursday, December 23, 1982

9:00 am (30 min)	<u>Staff Time</u> (Baker, Meese, Deaver)	Oval Office
9:30 am (15 min)	<u>National Security Briefing</u> (Clark)	Oval Office
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10:00 am (60 min)	<u>Meeting with Cabinet Council on Management and Administration</u> (Fuller)	Cabinet Room (distributed separately)
11:00 am (45 min)	<u>Personal Staff Time</u>	Oval Office
11:45 am (15 min)	<u>Private Sector Initiatives Meeting</u> (Moorhead)	Oval Office (Tab A)
12:00 m (60 min)	<u>Lunch with the Vice President</u>	Oval Office
1:00 pm (60 min)	<u>Personal Staff Time</u>	Oval Office
1:30	PRIVATE SECTOR INITIATIVES	Oval
2:00 pm (15 min)	<u>Briefing for Hussein Meeting</u> (Clark)	Oval Office (available in a.m.)
2:15 pm (45 min)	<u>Meeting with King Hussein of Jordan</u> (Clark)	Oval Office
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UNP 12/22/82

5:00 pm

THE WHITE HOUSE

WASHINGTON

December 23, 1982

MEETING WITH GLEN LOATES

December 23, 1982

Oval Office

4:00 p.m.

FROM: Michael K. Deaver

I. PURPOSE

Presentation of large watercolor painting of North American Bald Eagle as gift from the Canadian people to the American people to commemorate the 200th anniversary of the eagle as American symbol.

II. BACKGROUND

Artist (Glen Loates) gave volume of his wildlife prints to the President in September, 1982; The President has the book in the Residence.

III. PARTICIPANTS

The President
Ambassador Allan Gotlieb
Glen Loates
~~Charles P. Tyson~~
Dennis C. Blair, NSC Staff

Def

IV. PRESS PLAN

Press coverage and photo opportunity.

V. SEQUENCE OF EVENTS

Painting will be taken ahead of time by Mary Power into Oval Office and placed on couch.

Loates and Ambassador Gotlieb will present picture and President will respond, thanking Canadian people on behalf of American people.

Attachment: Talking Points

THE WHITE HOUSE

WASHINGTON

December 17, 1982

MEETING WITH SENATOR JAKE GARN (R-UTAH) AND
HIS FAMILY

DATE: Thursday, December 23, 1982

LOCATION: The Oval Office

TIME: 4:00 p.m. (3 minutes)

FROM: Kenneth M. Duberstein *Ker D.*

I. PURPOSE

To respond to Senator Jake Garn's (R-Utah) request for a photo opportunity.

II. BACKGROUND

Senator and Mrs. Jake Garn have seven children -- two from their marriage and five from previous marriages. This Christmas is the first time all seven children have been together (you may recall that the Senator's daughter, Jennifer, was born this past June). Garn has requested an opportunity to bring his wife and children in to meet you while the family is together during the holiday season.

On May 4, 1982, Senator Garn brought his wife, Kathleen, his youngest son, Matthew, and his in-laws to the White House to meet you.

III. PARTICIPANTS

The President
Senator Jake Garn (R-Utah)
Kathleen Garn
Jennifer Garn (age 5 months)
Matthew Garn (age 3 years)
Brook Bingham (age 10 years)
Jeff Garn (age 16 years)
Ellen Garn (age 19 years)
Sue Garn (age 22 years)
Jake Garn (age 24 years)

Staff

Kenneth M. Duberstein - ?

THE WHITE HOUSE

WASHINGTON

December 17, 1982

MEETING WITH SENATOR ORRIN HATCH (R-UTAH)

DATE: Thursday, December 23, 1982

LOCATION: The Oval Office

TIME: 4:03 p.m. (2 minutes)

FROM: Kenneth M. Duberstein *Kar D.*

I. PURPOSE

To respond to Senator Hatch's request for a photo opportunity.

II. BACKGROUND

Although Senator Hatch has been to the White House on numerous occasions to meet with you, he has never had the opportunity to have a one-on-one picture taken with you. A health-related magazine is preparing an article on the Senator and has asked Senator Hatch for such a photograph for use in the article.

You may recall that during a basketball game over the recess period prior to the lameduck session, Senator Hatch injured his Achilles tendon. He underwent surgery earlier this month, and the injury is healing well. You called him following the surgery to wish him a speedy recovery.

III. PARTICIPANTS

The President
Senator Orrin Hatch (R-Utah)

Staff

Kenneth M. Duberstein *?* ~~Staff~~

scr
IV. PRESS PLAN

White House photographer only.

THE WHITE HOUSE

WASHINGTON

MEETING WITH COMMANDER WILLIAM R. SCHMIDT

Thursday, December 23, 1982

The Oval Office

4:00 P.M.

E.V.H.

FROM: EDWARD V. HICKEY, JR.

I. PURPOSE

To recognize and bid farewell to the outgoing Naval Aide to the President

II. BACKGROUND

Commander Schmidt has served as the Naval Aide since 21 January 1981, and will depart the White House today for a new assignment with the Department of the Navy at the Pentagon.

III. PARTICIPANTS

Commander William R. Schmidt
Becky Schmidt (wife)
Amy Schmidt (daughter - age 2-1/2)
Andrew Schmidt (son - age 3 months)
Edward V. Hickey, Jr.

Commander Hoover ?

IV. PRESS PLAN

White House Photographer only

V. SEQUENCE OF EVENTS

- Mr. Hickey introduces Commander Schmidt's family to the President
- Major Brower reads citation accompanying the Legion of Merit
- The President presents the Legion of Merit to Commander Schmidt
- Photographs of the President with Commander Schmidt and his family

THE WHITE HOUSE

WASHINGTON

December 22, 1982

MEETING WITH THE WHITE HOUSE COORDINATING
COUNCIL ON WOMEN

DATE: December 23, 1982
LOCATION: Oval Office
TIME: 3:30 p.m. - 4:00 p.m.

FROM: ELIZABETH H. DOLE 

I. PURPOSE

To brief you on aspects of the two-year women's strategy, the first component of which has just been completed by the White House Coordinating Council on Women (CCW). It is our intention that you include references to the major policy initiatives in this area in your State of the Union Message.

II. BACKGROUND

You created the CCW on August 27, 1982, to serve as a focal point for the coordination of policies and issues of special concern to women. A 10-member working group was also formed.

The CCW has received a series of briefings on issues and trends affecting women and their perceptions of this Administration. A long-range strategic plan has been prepared, identifying policy and communications initiatives which will enhance the Administration's standing among groups of women who appear to be favoring Democrat candidates and policies in increasing numbers.

The theme of the strategy is "recognition of the changing role of women in the U.S.". Targeted groups include disaffected Republican women, working women, single heads of households and elderly women. The policy initiatives are divided into economic and legal initiatives, as well as a continued emphasis on appointments of women to key positions. The plan recommends several speeches on women's themes, meetings with women's organizational leaders, and an increased sensitivity in all Presidential communications to the special interests of women.

III. PARTICIPANTS

V.P. Bush

Elizabeth Dole (chair); David Gergen; Edwin Harper, Joseph Wright, & Peter Teeley.

THE WHITE HOUSE

WASHINGTON

SPEECH MEETING
STATE OF THE UNION ADDRESS

DATE: December 23, 1982
LOCATION: Oval Office
TIME: 3:00pm (30minutes)
FROM: Michael A. McManus, Jr.

I. PURPOSE

To discuss the options for the State of the Union Address with the President.

II. PARTICIPANTS

—Michael K. Deaver
—David R. Gergen
—Richard G. Darman
~~Craig L. Fuller~~
—Edwin L. Harper
—Richard S. Williamson
—Aram Bakshian, Jr.
—Dennis Blair

III. PRESS PLAN

White House Photographer

THE WHITE HOUSE

WASHINGTON

THE WHITE HOUSE
WASHINGTON

Cathy

Hussein prebrief at 1:45

The President * _____

The Vice President * _____

Sec Shultz * _____

Sec Weinberger * _____

~~Mr. B. D.~~

Judge Clark * _____

Amb Fairbanks (Richard)

Amb Richard Viets

Amb Phil Habib * _____

Bud McFarlane

Geoff Kemp

Howard Teicher

Hussein meeting will start at 2:15

Attendance will include all marked with asterisk. Others will go to Cabinet room for meeting with Jordanian counterparts

Many thanks

Bud

THE WHITE HOUSE

WASHINGTON

PRIVATE SECTOR INITIATIVES STRATEGY MEETING

DATE: 23 December 82
LOCATION: Oval Office
TIME: 11:45 A.M. - 15 minutes
FROM: Jay Moorhead, Special Assistant
to the President for Private Sector
Initiatives

I. Purpose

To review the final recommendations of the Task Force and discuss the establishment of a Private Sector Initiatives Advisory Council and review PSI strategy for 1983-84.

II. Background

On December 8, 1982, Bill Verity presented you with the Task Force recommendations and suggested action steps for future Administration activities.

III. Participants

- ✓ Michael Deaver
- ✓ Jay Moorhead, Special Assistant, Private Sector Initiatives.
- ✓ Michael Castine, Deputy Director, Private Sector Initiatives
- ✓ Robert Mosbacher, Jr., Task Force member and businessman

IV. Press Plan

White House photographer

V. Sequence of Events

- working meeting - Oval Office
- discussion led by Jay Moorhead

CABINET COUNCIL ON MANAGEMENT AND ADMINISTRATION

December 23, 1982

PARTICIPANTS

- ✓ The President
- ✓ Secretary Regan
- ✓ Secretary Weinberger
- ✓ Secretary Block
- ✓ Secretary Schweiker
- Secretary Hodel
- ✓ Secretary Bell
- ✓ Edwin Meese III
- ✓ ~~David Stockman~~ *Joe Wright*
- ✓ Deputy Attorney General Schmults
(Representing Attorney General Smith)
- ✓ Acting Secretary Coldiron
(Representing Secretary Watt)
- ✓ Deputy Secretary Fiske
(Representing Secretary Baldrige)
- ✓ Deputy Secretary Trent
(Representing Secretary Lewis)
- ✓ Loren Smith, Chairman, ACUS
- ✓ Craig L. Fuller, Assistant to the President for Cabinet Affairs
- ✓ Ed Harper, Assistant to the President for Policy Development

- ✓ Ralph Bledsoe, Executive Secretary
- ✓ Becky Norton Dunlop, Director, Office of Cabinet Affairs

For Presentation:

- ✓ Joe Wright, Deputy Director, Office of Management and Budget
- ✓ Richard Williamson, Assistant to the President for
Intergovernmental Affairs
- ✓ Robert Carleson, Special Assistant to the President for Policy
Development
- ✓ Gerald Carmen, Administrator, General Services Administration
- ✓ Don Devine, Director, Office of Personnel Management

Special Guests:

- ✓ Michael Campbell, White House Fellow, Office of Deputy Assistant
to the President
- ✓ Paula H.J. Cholmondeley, White House Fellow, USTR

Additional Attendees:

- ✓ Nancy Risque, Special Assistant to the President for Legislative
Affairs

- ✓ Frank Carlucci, Deputy Secretary of Defense
 - Jim Jenkins*
 - Alan Holmes*
 - Hal Steinberg*
 - Jim Cicconi*
 - Red Cavens*
 - Bill Kirkman*



Thursday, December 23, 1982

9.04 - OVAL

- 9:00 am Staff Time Oval Office
(30 min) (Baker, Meese, Deaver)
9:28 DAVE SWOOP -
- 9:30 am National Security Briefing - 9:45 Oval Office
(15 min) (Clark) *en. JB, Amb. KIRKPATRICK*
- 9:45 am Meeting with Amb. Jeane Kirkpatrick - 9:45-10:00 Oval Office
(15 min) (Clark)
- 10:00 am Meeting with Cabinet Council on Manage- Cabinet Room
(60 min) ment and Administration *I.G. MEETING*
(Fuller) *10:01-10:13 ROOSEVELT Rm. (distributed separately)*
10:14-11:03 CABINET Rm.
- 11:00 am Personal Staff Time 11:14-11:16 *JB, MARGARET BLUESCOTT* Oval Office
(45 min) *11:30 - PRESS BRIEFING JB, MR. DUBERSTEIN, McFARLANE, BAROOGY, M. ALVIN, GREGG, WALTER DARMAN*
12:10-12:27 PRESS ROOM - STATEMENT & AVAILABILITY
- 11:45 am Private Sector Initiatives Meeting Oval Office
(15 min) (Moorhead) (Tab A)
- 12:00 m Lunch with the Vice President 11:29- Oval Office
(60 min)
- 1:00 pm Personal Staff Time Oval Office
(60 min)
- 1:30 ~~Private Sector Meeting~~ 1:30 - PRIVATE SECTOR -
Briefing for Hussein Meeting (SEE ATTACHED SHEET) Oval Office
(15 min) (Clark) *1:45-2:20* (available in a.m.)
- 2:15 pm Meeting with King Hussein of Jordan (ATTACHED SHEET) Oval Office
(45 min) (Clark) *2:20-2:48*
- 3:00 pm Speech Meeting 3:04 - 3:40 Oval Office
(30 min) (McManus) (Tab B)
- 3:30 pm Women's Council Meeting 3:43 - 4:18 Oval Office
(30 min) (Dole) (Tab C)
- 4:00 pm Administrative Time Oval Office
(20 min) (1) Departure photo with W. Schmidt
(Hickey) *4:20 -*
(2) Photo with Senator Orrin Hatch (Tab D) *4:25*
(Duberstein)
(3) Photo with Senator Jake Garn and *4:28 -*
family (Duberstein)
- 4:30 pm Taping of Christmas and New Year Address *Observation Room* President's
(15 min) (Bakshian/Goode) (distributed previously) ~~Study~~ *4:53 - 5:05*

5:05 - 5:37 OVAL - PERS. TIME
5:38 - RESIDENCE
 UNP 12/22/82
 5:00 pm

THE WHITE HOUSE

WASHINGTON

December 22, 1982

MEETING WITH THE CABINET COUNCIL ON MANAGEMENT AND ADMINISTRATION

DATE: December 23, 1982
LOCATION: Cabinet Room
TIME: 10:00 A.M. (60 minutes)

FROM: Craig L. Fuller *CLF*

I. PURPOSE

To discuss the following issues:
-President's Council on Integrity and Efficiency
-Federalism
-Work Space Standards/Space Reduction
-Federal Managers Financial Integrity Act
-Debt Collection
-Cash Management
-Federal Civilian Personnel

II. BACKGROUND

President's Council on Integrity and Efficiency
You established the PCIE in March 1981. Eighteen Inspectors General are included in the Council. The report for the period ending in September 1982 will be given today by Joe Wright, Deputy Director of OMB. Up to this time, the effort has been concentrated on reducing fraud, waste and abuse. The focus will now turn to prevention.

A brief photo session has been set-up in the Roosevelt Room where the White House photographer will be on hand to take pictures of you with each of the IGs.

Federalism: This discussion will be based upon a draft decision memorandum written by Rich Williamson. It will include a discussion of where we are with the federalism initiative and our goals for the upcoming year.

Work Space Standards/Space Reduction:
Gerry Carman, Administrator of GSA, will present a Presidential Space Management Initiative. The purpose of the initiative is to assist the federal government in getting control over its space resources and cost. The initiative is supported by GSA and CCMA. Your approval is requested.

Federal Managers Financial Integrity Act: This Act requires that agency heads report annually to the President and the Congress on how well the internal management systems of their agency are working. GAO and OMB will outline the specific responsibilities of the agency heads and emphasize to them that the deadline for this report is December 31.

Debt Collection: The Reform'88 Task Force has been evaluating the debt owed to the federal government and developing policies and strategies to be used to strengthen credit management in the future.

Cash Management: The federal government has a cash flow of approximately \$7 billion each business day. This Administration has targeted Cash Management as an area in which reform and tightening-up was needed. This report will be an update as to the progress being made under the Reform'88 project.

Federal Civilian Employment: Don Devine, Director of the Office of Personnel Management, will make a presentation on the employment figures of the past year. The purpose of this presentation is to provide each of the Cabinet members with a clear understanding of our specific goals in this regard and an explanation of the correct numbers to use when referring to our goals.

III.

PARTICIPANTS

Members of the Cabinet Council on Management and Administration. A complete list will be attached to the Agenda.

IV.

PRESS PLAN

None

V.

SEQUENCE OF EVENTS

Go into the Roosevelt Room for a picture with the IGs. Then proceed to the Cabinet Room for the meeting. Ed Meese will be prepared to lead the discussion.

REFORM '88 UPDATE

CCMA

- o President's Council on Integrity and Efficiency
- o Reform '88
 - Internal Control
 - Cash Management
 - Debt Management

The President's Council on Integrity and Efficiency has been in existence almost two years and has submitted four progress reports with savings or improved use of funds totalling \$16.9 billion.

o The President established the PCIE in March, 1981.

-Includes 18 IG's and representatives from other agencies.

-Has submitted four progress reports totalling \$16.9 billion in increased savings and improved use of funds.

FY 81-10/80 - 3/81	-	No Savings Reported
4/81 - 9/81	-	\$5.4 Billion

FY 82-10/81 - 3/82	-	\$5.8 Billion
4/82 - 9/82	-	\$5.7 Billion

o The most recent report for the period ending September/1982 included:

-\$796 million in commitments by Federal managers to seek recoveries of amounts owed the Federal government

-\$4.9 billion in reductions in the negotiated prices of major purchases — \$3.2 billion from the work of the Defense Contract Audit Agency

-\$38 million resulting from investigations and decisions by courts to impose fines and penalties and to order restitutions.

o The IG's had to increase their activity level to obtain these results:

-Issued 57,158 audit reports, up 6% from last six-month period.

-Opened 13,336 investigations, up 1% from last six-month period.

-34,621 investigations opened since PCIE created.

-Resulted in 1,765 indictments, 1,261 convictions, 5,769 referrals to prosecutors and 229 suspensions and disbarments of contractors and grantees.

The PCIE Has Made a Significant Contribution by Focusing a Concentrated Effort to Reduce Waste, Fraud and Abuse—but is now directing efforts towards prevention.

While most of the results of the PCIE is obtained by manual auditing, the Council has been working to establish up-to-date mechanisms such as:

- o computer matching
- o pre-screening of grant awards
- o coordinated interagency projects

to continually improve our ability to plan for and prevent waste, fraud and abuse.

Computer Matching Techniques

- o Defense Audit Service identified \$3.7 million in overpayments to 214 military retirees employed by the Federal Government.

Unique characteristic:

- o Match of DOD retirement rolls with Federal payrolls
- o Massachusetts and the Federal government will recover directly more than \$8.9 million as a result of three test matches of liquid assets held in 6.2% of state banks by state welfare recipients.

Unique characteristics:

- o Commonwealth law allows verification
Banks perform the actual computer matches
- o Task Force to assure that goals of match were compatible with banks' responsibility
- o Cooperation between banking service institutions, the Commissioner of Banks, and the state Welfare Department.

- o FECA program rolls have been matched against Federal agency employment rolls. To date, 611 claimants have had their compensation reduced for annual savings of \$7.3 million.

Unique characteristics:

- o Development of a high-risk profile
 - o Cooperation with state unemployment compensation offices
 - o Training of personnel to ensure valid assessments
 - o Creation of greater awareness of magnitude of problems that exist in FECA.
- o Computer screens developed by HHS and the PCIE Computer Match project resulted in the state of Illinois identifying 220 instances of improper AFDC/food stamp benefit payments totalling \$1.1 million.

Unique characteristic:

- o Use of computer screen developed by Federal and state agencies.

Pre-Screening

The Department of Commerce's pre-screening of grant applications resulted in denying \$1.8 million in grant requests and placing special conditions on awards of \$23.6 million to assure collection of debts.

Unique characteristics:

- o Departmental board -- Financial Assistance Review Board reviews and acts on recommendations of Inspector General.
- o Inspector General reviews applications for financial assistance against records of past performance -- including prior audit reports -- and develops recommendations for FASB action.

Interagency Projects

Departments of Transportation and Justice joined to combat bid-rigging frauds in the highway programs which has resulted in pre-Grand Jury Investigations in three states, 32 convictions, and \$7.5 million in fines.

Unique characteristics:

- o Cooperative effort at Federal and state level.
- o Demonstrated strong correlation between bidrigging investigations and reduction of bid prices.

But the PCIE has the same problem in improving their approach towards "prevention" of waste, fraud and abuse as agency heads and other Federal executives have in managing their programs--they are hampered by the absence of well planned, up-to-date and coordinated management/administrative processes and systems.

REFORM '88 is a logical next step in the major government management improvement process that the President launched with the President's Council on Integrity and Efficiency when he first entered office.

Thus the PCIE has played a major role in defining the need for prevention and for increasing our management/administrative processes -- and REFORM '88 was the result.

o The REFORM '88 project was formally initiated on September 22, 1982 to:

- make long-term improvements to the management/administrative processes/systems of the Federal government, and to
- obtain short-term results in cost control, communication and internal management deregulation.

o The following has been achieved in three months:

- We are working with the agencies on 12 specific cost improvement projects to ensure that your goals are obtained. This will result in \$7.8 billion in savings. Of that amount, \$6.7 billion are revenue increases and real cost recovery, while \$1.2 are cost avoided.

- | | |
|---|--------------------------|
| -Debt Collection | -Space Management |
| -Cash Management (including Prompt Payment) | -Publications Management |
| -Audit Followup | -Surplus Property |
| -Internal Control | -Employment Reduction |
| -Unliquidated Obligations | -Procurement Reform |
| -Travel Management | -Paperwork Reduction |

An automatic tracking system will monitor each agency's achievements in each of these areas on a quarterly basis.

- The first online communication system linking the White House and Cabinet Departments through the Office of Cabinet Affairs is in operation and will be expanded in the near future.
- We have taken steps toward reducing the burden of central management agency regulations on the program agencies.
 - . In a review of OMB regulations, budget guidelines (A-11) were reduced almost 25% in time for FY 84 budget exercise.
 - . Further agency study will result in another 15-20% reduction in OMB management regulations.
 - . OMB procurement regulations are being reduced. Expected results:
 - . A 62% page reduction in primary regulations from 6,300 to 2,000.
 - . A 50% page reduction in secondary regulations from the current 50,000 to 25,000.
 - . Similar reviews of GSA, OPM and Treasury regulations also are underway --and OMB will be working with GAO on a possible cooperative examination of its requirements.

The long-term effort of REFORM '88 will be focused, in part, on upgrading the government's automated administrative support systems which are obsolete and incapable of providing management with the support required to run the government.

- o GAO has reported over the years of the dire need to upgrade our antiquated ADP systems.
- o The government's management/administrative process is largely composed of obsolete and uneconomic computer systems and processes -- the cost of running old systems (excess labor, energy, space, and maintenance) exceed the costs of purchasing newer, more efficient and functional equipment.
 - 150,000 employees operate 16,000 computers at a cost of \$6 billion per year. Almost all of these computers and systems are incompatible with each other and most are obsolete equipment.
 - In July 1979, only 2 percent of the government's computers were within 5 years of latest equipment. Government lags well behind the private sector in business applications.
 - Also, in 1979, 30% of our agency large scale computers were more than 15 years old!
- o Among the management/administrative projects of high priority for REFORM '88 are:
 - An effort to upgrade our budget system by automating the budget reporting process from the departments/agencies to and within OMB.
 - Next, major project with GAO to restructure our 325 primary financial/accounting systems and integrate them with the budget system.
 - The PCIE will be asked to develop automated audit trails and computer matching, capabilities and a major emphasis will be placed on resource management -- particularly internal control, debt management and cash management. Now, I want to report to you on these items.

THE WHITE HOUSE

WASHINGTON

December 22, 1982

MEMORANDUM FOR THE PRESIDENT

SUBJECT: 1983 Federalism Initiative

The Cabinet Council on Management and Administration has been presented with the attached recommendation from Rich Williamson concerning a 1983 Federalism Initiative. This will be the subject of discussion at the meeting of the Cabinet Council on Management and Administration on Thursday, December 23, 1982.

Outlined below are the elements of the proposal that require approval:

1. Income Maintenance: It is recommended that the administration not include a restructuring of responsibilities in the income maintenance area.

_____ approve _____ disapprove

2. Transportation Block Grant: The grant would be funded by 2 cents of the federal gas tax, allocated based on historical formulas, and would be spent on urban, secondary, non-primary bridges, Appalachia, Highway Safety, and Safety Construction transportation projects.

_____ approve _____ disapprove

3. Block Grants to the States: Most of the programs originally proposed for turnback to the states are included in this element. The programs are listed in the attached paper.

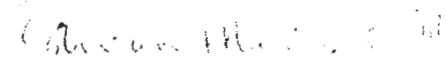
_____ approve _____ disapprove

4. Federal-Local Block Grant: This package would include a block grant to local governments for General Revenue Sharing, Community Development Block Grants, Transportation Programs which are direct federal-local in nature.

_____ approve _____ disapprove

5. Rural Housing Block Grant: A rural housing block grant is also recommended as part of the package.

_____ approve _____ disapprove


Edwin Meese III
Counsellor to the President

THE WHITE HOUSE

WASHINGTON

December 21, 1982

MEMORANDUM FOR THE PRESIDENT

FROM: RICHARD S. WILLIAMSON

SUBJECT: 1983 FEDERALISM INITIATIVE - DECISION MEMORANDUM

This memorandum outlines the major features of a federalism package which the Legislative Strategy Group recommends for your consideration. (A draft of this proposal was sent out to appropriate Cabinet members and senior White House staff for their comments three weeks ago. This recommendation reflects our consensus proposal.)

Background

As you know, in your State of the Union address last January, you outlined a \$50 billion program to return responsibilities and revenue sources to state and local governments. The package also included the proposed federalization of Medicaid.

Per your instructions, throughout the spring and early summer senior Administration officials engaged in extensive negotiations with state and local representatives on the details of the Administration's federalism package. While these discussions were useful and resolved many outstanding issues, we were unable to reach closure on an overall package which all parties could endorse.

In the first week of August, you decided to defer sending your federalism initiative to the Hill until early in the new Congress. On September 30, 1983, you chaired a meeting of governors, state legislators and local officials on the initiative. You reiterated your commitment to sending a federalism package to the Congress shortly after the first of the year and sought their further input.

Features of Package

A. Income Maintenance

The Legislative Strategy Group recommends that the proposal not include a restructuring of responsibilities in the income maintenance area.

A block grant of AFDC and Food Stamps would be sufficiently contentious on the Hill and among state and local officials that it would hinder our prospects for achieving the other parts of the package. With respect to federalization of Medicaid, the National Governors Association now appears unwilling to accept any state assumption of welfare responsibilities in exchange for Medicaid federalization. In this atmosphere, our recommendation is that we simply take Medicaid federalization off the table and proceed with other aspects of the package where we are more likely to be on common ground with state and local officials.

[NOTE: Efforts to reform AFDC, Food Stamps and Medicaid are proceeding on a separate track.]

B. Transportation Block Grant

1. This block grant would include the following transportation programs:

Urban	\$ 800*
Secondary	400
Non-primary bridges	510
Appalachia	-0-
Highway Safety	100
Safety Construction	390
TOTAL	\$2,200

*Dollars in millions.

2. The block grant would be funded by 2 cents of the federal gas tax.
3. Allocation to the states would be based on historical formulas.

C. Block Grant to States

1. Most of the programs which were originally proposed for turnback to the states would be included in a block grant to the states. The following programs would be covered:

Rehabilitation Services
Vocational and Adult Education
State Education Block Grants
WIN
Low Income Home Energy Assistance
Social Services Block Grant
Community Services
Alcohol Drug Abuse & Mental Health
Block Grant
Primary Care Health Care Centers
Maternal & Child Health Block Grants
Primary Care Research and Planning
Family Planning
Water & Sewer Grants and Loans
Community Facilities Loans
Community Development Block Grant
(State's share)
Waste Water Treatment Grants
Child Welfare Block Grant
(including child welfare services,
child welfare training, adoption
assistance, and foster care).

2. Almost all of these are programs which are currently block grants or which should be relatively uncontroversial.
3. The state's block grant would be funded by the excise taxes on tobacco, alcohol and telephones, plus whatever amounts of general revenues are necessary to make sure that it is a dollar-for-dollar exchange of programs along with the revenues to fund them.
4. The block grant would include a four-year pass-through of funds to local governments, based on the historical percentage passed through within each state.

5. Beginning in FY '88, the programs included in the block grant would be phased out. This phase-out would be accompanied by the return of a commensurate amount of revenue sources, such as federal excise taxes, to the states. A Presidential commission would be appointed to make recommendations to the President on the revenue return issue.
6. There would be a transition feature which would include a five-year phase-in of a 20%/40%/60%/80%/100% formula for transfer among programs.
7. The funds transferred could be used for any lawful purpose by the recipients -- not just within the universe of programs blocked up.
8. The package will include five-year fixed funding at the FY '84 enacted levels for each program involved.

D. Federal-Local Block Grant

1. The package would include a block grant to local governments for the following programs:
 - General Revenue Sharing
 - Community Development Block Grant
 - Transportation Programs which are direct federal-local in nature.
2. Distributions to local governments would be based on historical allocations to each government. The block grant would contain no strings, other than anti-discrimination provisions.
3. The federal-local block grant would include the same five-year phase-in of a 20%/40%/60%/80%/100% formula for transfer among programs.
4. The transferred funds could be used for any lawful purpose by the recipients.

[NOTE: DOT officials may be concerned about including transportation programs in this block grant. We will attempt to resolve any disagreements with them without having to bring the issue back to you for decision].

E. Rural Housing Block Grant

A rural housing block grant would also be included in the package.

Recommendation:

The Legislative Strategy Group unanimously recommends that you send to the Congress in early 1983 a federalism package which includes the items outlined above.

Approve _____

Disapprove _____

THE WHITE HOUSE

WASHINGTON

December 23, 1982

MEMORANDUM FOR THE PRESIDENT

FROM: CABINET COUNCIL ON MANAGEMENT AND ADMINISTRATION

SUBJECT: Work Space Management Initiative

The Federal government currently maintains almost 2.9 billion square feet of work space, of which 526 million square feet is office space. When valued at \$10 a square foot a year, this office space is worth over \$5 billion annually in Federally-owned and leased space. A 10 percent reduction, much of which could occur in leased office space, could reduce outlays by up to \$500 million annually.

The obstacle to achieving these savings has been the lack of government-wide planning, information and responsibility for Federal work space. Control over total office space is distributed as follows:

<u>Controlling Agency</u>	<u>% of Space Controlled</u>	
	<u>Total Space</u>	<u>Office Space</u>
General Services Administration	8%	27%
Department of Defense	67%	31%
Other Agencies	25%	42%

The General Services Administration (GSA) has taken steps to reduce the costs and improve the management of the office space under its control. It is streamlining the space request process and space management regulations. For example, GSA is replacing detailed, burdensome space allocation standards for different levels of employees with an average standard of 135 square feet per person and will let agencies decide how to move toward that standard.

GSA-controlled space, however, represents only a part of the total space resources and costs of the Federal government. Thus, GSA is proposing a Presidential initiative that would expand the effort to cover all Federal space, including the 2.6 billion square feet of total space and 400 million square feet of office space not under its control.

GSA's proposed Presidential Space Management Initiative would place responsibility with agency management and redirect its own role to oversight and assistance. Agency heads would be required

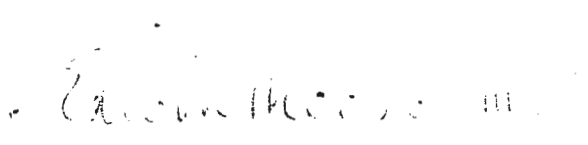
to prepare a comprehensive space management plan which relates to projected employment levels and shows progress toward the new space standard. GSA would have authority to coordinate and monitor Federal space resources and would work with agencies to develop a system to collect and report information on those resources.

Recommendation

The Federal government must get control over its space resources and costs. Establishing management plans and information and reporting systems are essential first steps. GSA and the agencies are willing and able to carry out this initiative. Therefore, the Cabinet Council on Management and Administration recommends that you institute a Presidential Space Management Initiative by having an Executive Order prepared for your signature.

Approved _____

Disapproved _____


EDWIN MEESE III
Chairman Pro Tempore

Executive Order

Government Real Property Reforms

In order to ensure effective, efficient and judicious use of publicly owned, leased, and controlled real property and related personal property, fundamental changes in the use and management of government resources are required. Therefore, by the authority vested in me as President by the Constitution and laws of the United States of America, it is hereby ordered as follows:

Section 1. To make real and related personal property use and management more effective in support of agency mission accomplishment, to minimize the acquisition and maximize the use of government resources, the heads of executive agencies shall:

- (a) Establish programs to reduce the amount of property, used or held, to that amount which is absolutely essential for known mission accomplishment.
- (b) Review the agency property inventory and declare excess and report to the Administrator of General Services for disposal all property holdings that are not necessary to satisfy existing mission requirements or known and verified planned programs.
- (c) Ensure that the amount of space used by each employee of the agency, or others using agency controlled space, is held to the absolute minimum necessary to accomplish the task that employee must perform.
- (d) Ensure that the use of furniture, equipment, decorations, drapes, carpeting, plants and other accouterments in agency real property be held to an absolute minimum so that all property used by the agency reflects a judicious and austere use of public moneys.
- (e) Establish information systems and conduct surveys in accordance with guidance issued by the Administrator of General Services, from time to time, so that a government-wide uniform reporting system is available and information collected to ensure that the objective of this order is achieved.
- (f) Ensure that each decision involving the use, acquisition or disposal of real estate is the most cost effective for the government as a whole.

(g) Ensure that all real property being retained for planned government uses, but temporarily vacant, be reported to the Administrator of General Services so that it may be made available for the temporary use of other Federal agencies during the period of its availability.

Section 2. The Administrator of General Services shall take necessary action to collect and report government-wide space information from each agency to ensure that the objectives of this order are achieved. Further, for property under the control of the General Services Administration, the Administrator shall review and revise, as appropriate, directives to ensure that such property is efficiently utilized and managed in a manner which is most cost effective for the government as a whole.

Section 3. The legislative and judicial branches are invited to participate in this program for the cost effective and efficient use of government real property resources. The General Services Administration shall continue to make available to the legislative and judicial branches assistance, in whatever way possible, to achieve the maximum efficient and economical use of government real property resources.

THE WHITE HOUSE,

Internal Control

Problems of fraud, waste, abuse, and mismanagement of government resources frequently result from weaknesses in internal controls or from breakdowns in compliance with internal controls

- o What happens when safeguards are missing? Here are a few examples:
 1. Inadequate control over loans to housing authorities permitted them to draw Federal funds long before they were needed. The result was unnecessary interest costs to Treasury of \$40 million.
 2. Weak controls in payroll systems allowed CETA workers to be paid by both the Labor Department and by the local government carrying out the program. Cost over six years was \$872,000.
 3. Over 30,000 cases of alleged mismanagement have been reported to the GAO hotline. Indeed, a recent GAO report found, and I quote, "widespread, similar and prevalent financial control weaknesses" in the federal government.
- o Good internal management of the federal government is not a parochial or partisan issue. The Congress passed the Federal Managers' Financial Integrity Act in October 1982, a year after OMB issued Circular A-123. The Act, seen as an important legislative adjunct to what the Administration had already begun, was signed into law by the President on October 8th.
- o The Act places certain responsibilities on the General Accounting Office and OMB for the further development of standards and guidelines for agency control systems.
- o OMB and GAO are already working closely to develop the guidelines called for by the Act. The responsibilities of Cabinet members and other agency heads are:
 1. Establish and maintain internal control systems in accordance with GAO standards.
 2. Assign internal control responsibilities to specific officials.

3. Complete vulnerability assessments covering all agency components by December 31, 1982, and not less frequently than biennially thereafter;
4. Perform internal control reviews on an ongoing basis, in accordance with guidelines issued by the Director of OMB;
5. Take necessary actions to correct internal control weaknesses;
6. Establish necessary administrative procedures, including provisions that performance appraisals reflect execution of internal control responsibilities; and
7. Transmit the annual report to the President and Congress.

o A number of agencies, including major departments, have already begun to make significant improvement in their systems of internal control. Vulnerability assessments are nearly complete. Managers are being asked to direct their attention to weaknesses in their programs and administrative functions that might lead to fraud, waste, or abuse.

Debt Collection

For the first time, we have been able to determine that total debts owed the Government reached \$260 billion in fiscal 1982. Although the rate of growth in total debts owed has been cut in half, the delinquency rate has skyrocketed. Of the \$260 billion total debt \$38.4 billion is delinquent.

- o About 80 percent of the total debt is loans made under 350 government programs to students, homeowners, businesses and farmers. Another \$27.3 billion is income taxes, while beneficiaries who have received overpayments under federal entitlement and assistance programs account for another \$3 billion.
- o In FY'82, OMB evaluated 82 programs/activities in 16 agencies that account for \$180 billion of the estimated \$260 billion owed the government. (Foreign debt, FFB, GNMA and CCC not included.) Of the \$180 billion, \$38.4 billion is delinquent.
- o But delinquencies have risen at an alarming rate
 - delinquency percentages of the Federal portfolio were 133% higher than the national bank portfolios in 1981 -- today they are 287% higher!
 - Federal delinquencies in dollars increased 41% in the past year versus 8% for national banks!
- o And write-offs increased at a higher rate than last year
 - write-offs in the Federal Government are more liberal than in the private sector,
 - still, write-off percentages in the Federal portfolio were 33% higher than the national bank portfolio in 1981 -- today they are 66% higher!
 - Federal write-offs increased 39% in the past year versus 13% for national banks!

The Administration has acted aggressively to attack this serious national problem.

- o President Reagan on April 23, 1981, ordered all agency heads to institute more effective debt collection and credit management practices. Agencies subsequently developed detailed plans to improve management of the entire credit cycle.

- o The Administration's debt collection efforts have been to:
 - develop a compatible system to measure debt,
 - stem the growth in debts owed the Government,
 - reduce delinquency levels, and
 - improve Federal credit management and debt collection practices.
- o Significant progress has been made. In fiscal 1982 \$2.1 billion more was collected than would have been, absent the concentrated effort.
- o We plan to follow the following strategy to attack the existing delinquency problems and improve Federal credit management and debt collection practices.
 - Automate agencies' debt portfolio data base to improve the accuracy, reliability and timeliness of receivables information;
 - Comply with the uniform aging requirements, and establish and enforce standards to write off uncollectible debts;
 - Ask agencies to prepare detailed agency plans that outline specific steps and dates to implement the Debt Collection Act of 1982
 - Automate servicing and collection functions using the latest computer and telephone technology; and,
 - Develop strategies for and dispose of portions of agencies' loan portfolios.
 - Review and plan for selective use of up-front risk analysis and credit scoring procedures.

Although Substantial Progress has been made, The Federal Portfolio has Deteriorated -- The Strategy to Improve the Situation Needs High Priority Action

- o Management information systems in most agencies lack automated systems support, provide limited data on the condition of debt portfolios, and cannot support essential credit management and debt servicing and collection functions;

- o Collection systems are labor and paper intensive;
- o Agencies do not have consistent policies and procedures for routinely aging debt portfolio and for writing-off uncollectible debts; and
- o Agencies lack the capability and resources to sustain quality servicing and collection efforts over a period of time;
- o In a recession, this can result in the Federal Government collecting their debts last -- if at all;
- o Goals have been established that result in delinquencies being reduced to \$30 billion by FY 1985
- o If the deteriorating trend is not reversed, 1984 delinquencies could be as much as \$7 - 10 billion more -- with write-offs increasing by \$1 - 2 billion.

CASH MANAGEMENT

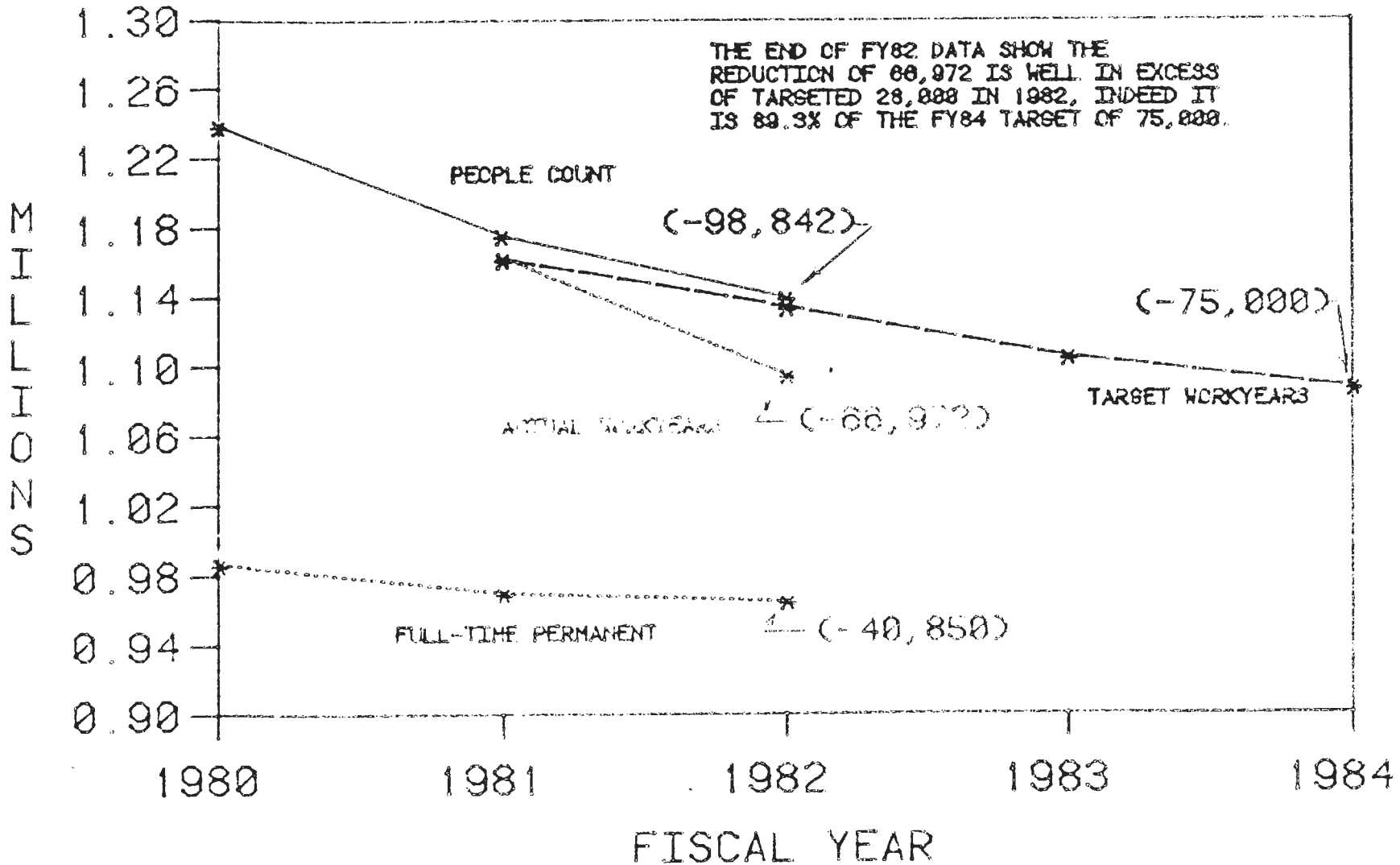
In FY 1982, the Federal Government collected almost \$808 billion and disbursed almost \$936 billion. This cash flow of almost \$7 billion each business day makes effective cash management a tremendous concern and priority.

- ° The Federal Government has not kept pace with the private sector in effecting good cash management.
- ° This costs the taxpayers hundreds of millions of dollars each year in unnecessary interest costs. For example:
 - Grantees have excess Federal cash on hand.
 - Vendors and contractors are often paid early, far in advance of due date.
 - Checks, and sometimes even cash, sit backlogged in mailrooms waiting to be processed and deposited.
 - Large dollar receipts are still being collected by mail and check instead of wire transfer.
 - No consideration is given to the cost of money to the Government in large contracts which provide for advance financing or progress payments.

- Potential for savings through improved management of the Government's cash flow is certainly great.
 - Accelerating the collection and deposit of \$808 billion in collections by only one day would result in \$269 million in interest savings each year.
 - Improving the timing and control over \$936 billion in disbursements by only one day would result in \$312 million in interest savings each year.
 - Although not all of this cash flow is subject to changes in processing time, some portions of this cash flow can be accelerated by many days or weeks.
- The Administration has targeted Cash Management as a major initiative to bring Government practices into line with the private sector.
- A Reform '88 Cash Management Staff was set up within OMB to work with the Treasury Department and the agencies in implementing needed cash management reforms.
- An OMB Bulletin on cash management was issued in October 1982, requiring each agency to:
 - Designate a senior-level Cash Management Officer; and
 - Prepare a detailed cash management action plan.
- Each agency will be assigned goals for cash management savings.
- Progress by agencies in implementing their action plans and in achieving their savings goals will be tracked under Reform '88 at OMB and at the White House.

- ° Within the next two years, we expect to have cash management systems that will rival those of the private sector.
- ° For example:
 - Collections:
 - Incoming funds will be collected by wire transfer and lockbox systems.
 - All collections will be processed and deposited to the Treasury on the same day received.
 - Payments:
 - Payments to vendors and contractors will be made exactly on the due date--not before and not after.
 - Larger grantees will be funded daily and only as checks they have issued for program needs actually clear their bank accounts.
 - Progress payments and advance financing under larger Government contracts will be more selective and controlled.
- ° Savings to the Government and the taxpayers from these improvements are expected to be in the hundreds of millions of dollars each year.

EXECUTIVE BRANCH EMPLOYMENT AND WORKYEARS RELATED TO CEILING (NON POSTAL - NON DEFENSE)

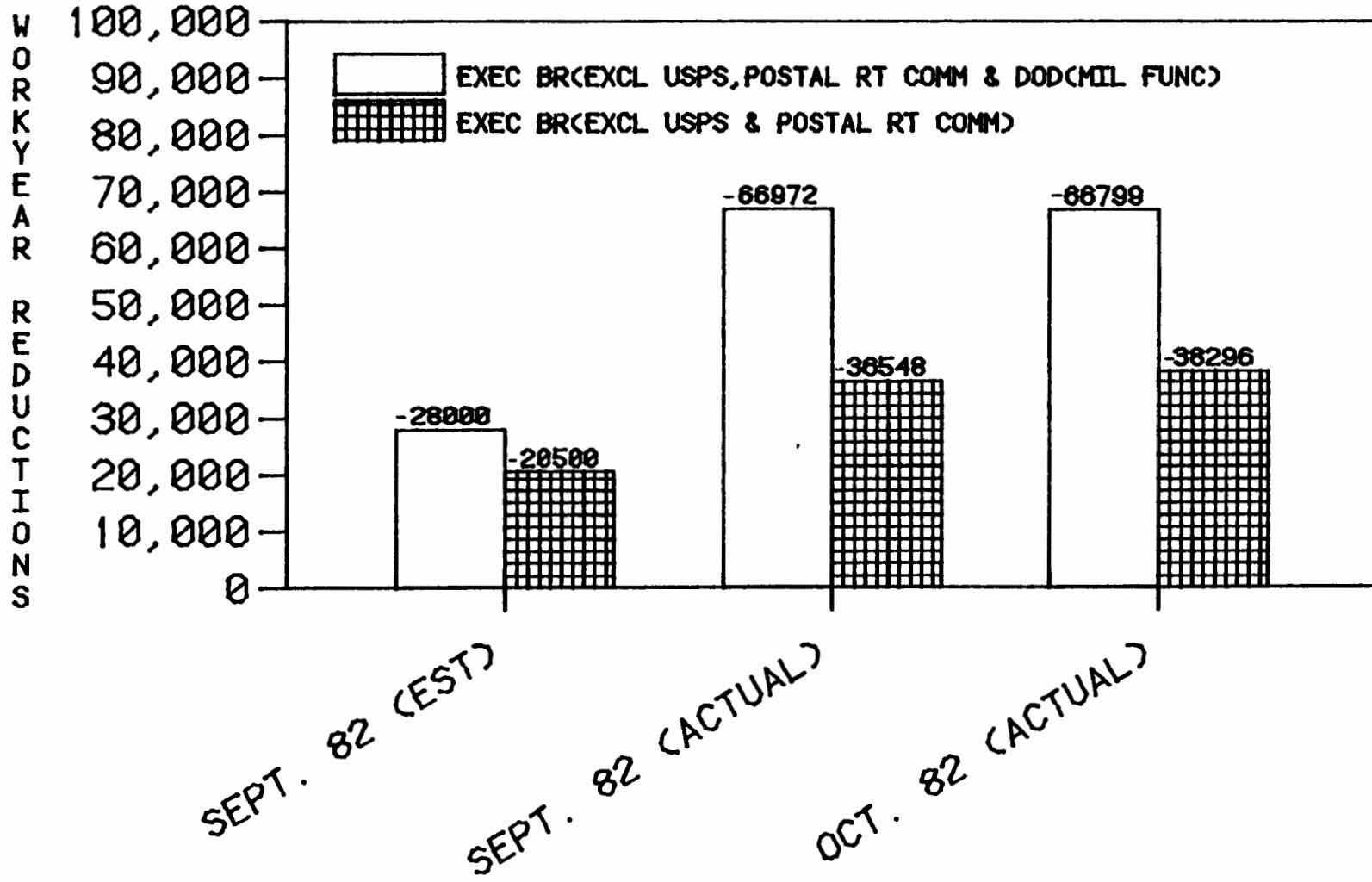


Executive Branch (Related to Ceilina) Work Year Reduction Status by Selected Agency, October 1982

Agency	Work Years FY 1981	Fiscal Year 1983 Target			Fiscal Year 1984 Target		
		FY 1983 Target	Reductions (Increases) FY 1982 to Date	FY 1983 Reductions (Increases) Remaining	FY 1984 Target	Reductions (Increases) FY 1981 to Date	FY 1984 Reductions (Increases) Remaining
DEFENSE, MILITARY TOTAL	937,700	(+ 2,100)	(+ 22,004)	(- 19,904)	(+ 9,300)	(+ 29,503)	(- 20,203)
HEALTH AND HUMAN SERVICES	154,000	- 6,080	- 6,073	- 7	- 16,800	- 12,873	- 3,927
ENERGY	18,700	- 4,097	- 580	- 3,517	- 4,500	- 880	- 3,620
ALL OTHER AGENCIES	57,200	- 2,687	- 1,593	- 1,094	- 8,500	- 5,093	- 3,407
AGRICULTURE	121,000	- 6,000	- 5,525	- 475	- 12,100	- 9,525	- 2,575
DEFENSE, (CORPS OF ENGINEERS)	32,300	- 1,600	- 1,308	- 292	- 3,200	- 1,308	- 1,892
ENVIRONMENTAL PROTECTION AGENCY	12,900	- 1,700	- 845	- 855	- 2,400	- 1,545	- 855
COMMERCE	36,300	- 1,368	- 2,980	+ 1,612	- 4,800	- 4,080	- 720
LABOR	21,600	- 600	- 189	- 411	- 3,200	- 2,589	- 611
HOUSING AND URBAN DEVELOPMENT	15,700	- 500	- 380	- 120	- 1,600	- 1,180	- 420
GENERAL SERVICES ADMIN	32,800	- 1,300	- 2,387	+ 1,087	- 3,300	- 2,887	- 413
NATL AERO & SPACE ADMIN	22,700	- 500	- 103	- 397	- 700	- 303	- 397
TENNESSEE VALLEY AUTHORITY	44,800	- 1,100	- 1,888	+ 788	- 4,500	- 4,188	- 312
EDUCATION	6,600	- 594	- 509	- 85	- 1,100	- 1,009	- 91
JUSTICE	54,400	- 82	- 1,712	+ 1,630	- 500	- 412	- 88
OFFICE OF PERSONNEL MGMT	6,600	- 500	- 512	+ 12	- 800	- 712	- 88
STATE	22,900	(+ 300)	(+ 576)	(- 276)	(+ 600)	(+ 676)	(- 76)
U.S. INFORMATION AGENCY	7,600	0	- 56	+ 56	(+ 300)	(+ 244)	(+ 56)
PANAMA CANAL COMMISSION	9,100	0	- 294	+ 294	- 100	- 394	+ 294
INTERIOR	81,700	- 3,792	- 6,155	+ 2,363	- 8,100	- 8,555	+ 455
TRANSPORTATION	69,300	(+ 1,800)	(+ 433)	(+ 1,367)	- 6,800	- 7,567	+ 767
VETERANS ADMINISTRATION	209,600	(+ 900)	(- 365)	(+ 1,265)	(+ 9,300)	(+ 5,935)	(+ 3,365)
TREASURY	124,300	(+ 800)	(- 6,354)	(+ 7,154)	- 2,200	- 8,554	+ 6,354
EXECUTIVE BRANCH (EXCLUDING USPS & POSTAL RT COMM)	2,100,800*	- 26,600	- 16,795	- 9,805	- 65,700	- 37,296	- 28,404
EXEC BR. (EXCL USPS, POSTAL RT COMM & DOD (MIL FUNC))	1,162,100	- 28,700	- 38,799	+ 10,099	- 75,000	- 66,799	- 8,201

* Includes 1,000 contingencies.

WORKYEARS REDUCTIONS SINCE FY81 AGAINST FY84 TARGET

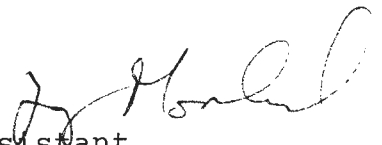


THE WHITE HOUSE

WASHINGTON

PRIVATE SECTOR INITIATIVES STRATEGY MEETING

DATE: 23 December 82
LOCATION: Oval Office
TIME: 11:45 A.M. - 15 minutes
FROM: Jay Moorhead, Special Assistant
to the President for Private Sector
Initiatives



I. Purpose

To review the final recommendations of the Task Force and discuss the establishment of a Private Sector Initiatives Advisory Council and review PSI strategy for 1983-84.

II. Background

On December 8, 1982, Bill Verity presented you with the Task Force recommendations and suggested action steps for future Administration activities.

III. Participants

Michael Deaver
Jay Moorhead, Special Assistant, Private Sector Initiatives
Michael Castine, Deputy Director, Private Sector Initiatives
Robert Mosbacher, Jr., Task Force member and businessman

IV. Press Plan

White House photographer

V. Sequence of Events

-- working meeting - Oval Office
-- discussion led by Jay Moorhead

B

THE WHITE HOUSE

WASHINGTON

SPEECH MEETING
STATE OF THE UNION ADDRESS

DATE: December 23, 1982
LOCATION: Oval Office
TIME: 3:00pm (30minutes)
FROM: Michael A. McManus, Jr. *McManus*

I. PURPOSE

To discuss the options for the State of the Union Address with the President.

II. PARTICIPANTS

Michael K. Deaver
David R. Gergen
Richard G. Darman
Craig L. Fuller
Edwin L. Harper
Richard S. Williamson
Aram Bakshian, Jr.
Dennis Blair

III. PRESS PLAN

White House Photographer

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THE WHITE HOUSE

WASHINGTON

December 22, 1982

MEETING WITH THE WHITE HOUSE COORDINATING
COUNCIL ON WOMEN

DATE: December 23, 1982
LOCATION: Oval Office
TIME: 3:30 p.m. - 4:00 p.m.

FROM: ELIZABETH H. DOLE 

I. PURPOSE

To brief you on aspects of the two-year women's strategy, the first component of which has just been completed by the White House Coordinating Council on Women (CCW). It is our intention that you include references to the major policy initiatives in this area in your State of the Union Message.

II. BACKGROUND

You created the CCW on August 27, 1982, to serve as a focal point for the coordination of policies and issues of special concern to women. A 10-member working group was also formed.

The CCW has received a series of briefings on issues and trends affecting women and their perceptions of this Administration. A long-range strategic plan has been prepared, identifying policy and communications initiatives which will enhance the Administration's standing among groups of women who appear to be favoring Democrat candidates and policies in increasing numbers.

The theme of the strategy is "recognition of the changing role of women in the U.S.". Targeted groups include disaffected Republican women, working women, single heads of households and elderly women. The policy initiatives are divided into economic and legal initiatives, as well as a continued emphasis on appointments of women to key positions. The plan recommends several speeches on women's themes, meetings with women's organizational leaders, and an increased sensitivity in all Presidential communications to the special interests of women.

III. PARTICIPANTS

Elizabeth Dole (chair); David Gergen; Edwin Harper, Joseph Wright, & Peter Teeley.

IV. PRESS PLAN

White House photographer only.

V. SEQUENCE OF EVENTS

3:30 p.m. - CCW Members enter the Oval Office and are seated. CCW Members will brief you for 3-5 minutes as follows:

Elizabeth Dole - an overview of the women's strategy themes and objectives.

Edwin Harper - on policy initiatives.

Dave Gergen/Pete Teeley - on communication initiatives.

General discussion.

4:00 p.m. - CCW Members thank you and take their leave.

THE WHITE HOUSE

WASHINGTON

MEETING WITH COMMANDER WILLIAM R. SCHMIDT

Thursday, December 23, 1982

The Oval Office

4:00 P.M.

E.V.H.

FROM: EDWARD V. HICKEY, JR.

I. PURPOSE

To recognize and bid farewell to the outgoing Naval Aide to the President

II. BACKGROUND

Commander Schmidt has served as the Naval Aide since 21 January 1981, and will depart the White House today for a new assignment with the Department of the Navy at the Pentagon.

III. PARTICIPANTS

Commander William R. Schmidt
Becky Schmidt (wife)
Amy Schmidt (daughter - age 2-1/2)
Andrew Schmidt (son - age 3 months)
Edward V. Hickey, Jr.

IV. PRESS PLAN

White House Photographer only

V. SEQUENCE OF EVENTS

- Mr. Hickey introduces Commander Schmidt's family to the President
- Major Brower reads citation accompanying the Legion of Merit
- The President presents the Legion of Merit to Commander Schmidt
- Photographs of the President with Commander Schmidt and his family

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THE WHITE HOUSE

WASHINGTON

December 17, 1982

MEETING WITH SENATOR ORRIN HATCH (R-UTAH)

DATE: Thursday, December 23, 1982

LOCATION: The Oval Office

TIME: 4:03 p.m. (2 minutes)

FROM: Kenneth M. Duberstein *Kar D.*

I. PURPOSE

To respond to Senator Hatch's request for a photo opportunity.

II. BACKGROUND

Although Senator Hatch has been to the White House on numerous occasions to meet with you, he has never had the opportunity to have a one-on-one picture taken with you. A health-related magazine is preparing an article on the Senator and has asked Senator Hatch for such a photograph for use in the article.

You may recall that during a basketball game over the recess period prior to the lameduck session, Senator Hatch injured his Achilles tendon. He underwent surgery earlier this month, and the injury is healing well. You called him following the surgery to wish him a speedy recovery.

III. PARTICIPANTS

The President
Senator Orrin Hatch (R-Utah)

Staff

Kenneth M. Duberstein

IV. PRESS PLAN

White House photographer only.

V. SEQUENCE OF EVENTS

Senator Hatch to arrive Northwest Gate, enter the West Lobby, and be escorted to the Oval Office for a photo opportunity with the President.

Attachment: Talking Points

SUGGESTED TALKING POINTS FOR MEETING
WITH SENATOR ORRIN HATCH

-- Welcome Senator Hatch.

-- Mention that you hope he is recovering from his recent "basketball" injury.

-- Wish Senator Hatch a Merry Christmas and best wishes for the New Year.

THE WHITE HOUSE

WASHINGTON

December 17, 1982

MEETING WITH SENATOR JAKE GARN (R-UTAH) AND
HIS FAMILY

DATE: Thursday, December 23, 1982

LOCATION: The Oval Office

TIME: 4:00 p.m. (3 minutes)

FROM: Kenneth M. Duberstein *Ker D.*

I. PURPOSE

To respond to Senator Jake Garn's (R-Utah) request for a photo opportunity.

II. BACKGROUND

Senator and Mrs. Jake Garn have seven children -- two from their marriage and five from previous marriages. This Christmas is the first time all seven children have been together (you may recall that the Senator's daughter, Jennifer, was born this past June). Garn has requested an opportunity to bring his wife and children in to meet you while the family is together during the holiday season.

On May 4, 1982, Senator Garn brought his wife, Kathleen, his youngest son, Matthew, and his in-laws to the White House to meet you.

III. PARTICIPANTS

The President
Senator Jake Garn (R-Utah)
Kathleen Garn
Jennifer Garn (age 5 months)
Matthew Garn (age 3 years)
Brook Bingham (age 10 years)
Jeff Garn (age 16 years)
Ellen Garn (age 19 years)
Sue Garn (age 22 years)
Jake Garn (age 24 years)

Staff

Kenneth M. Duberstein

IV. PRESS PLAN

White House photographer only.

V. SEQUENCE OF EVENTS

Senator Garn and family to arrive Northwest Gate, enter the West Lobby, and be escorted to the Oval Office for a photo opportunity with the President.

Attachment: Talking Points

SUGGESTED TALKING POINTS FOR MEETING WITH
GLEN LOATES

- On behalf of American people, may I thank you and the Canadian people for this beautiful picture.
- Thanks for the beautiful volume of your work I received in September, 1982; it is in the Residence to share with Mrs. Reagan.
- I understand that Prime Minister Trudeau has taken a personal interest in this project.
- The painting is a fine gesture of friendship from the people of Canada to commemorate our 200th anniversary of the eagle as American symbol.