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House of Representatives

Washington, D.C. 20515

MEMORANDUM

8/11/83

Morton-

Here's the list of systems that
we talked about.

Hope it's of some help.

Janis

SYSTEMS NEEDED TO COORDINATE THE COS MOVEMENT

+ COMMUNICATION SYSTEMS

- Among the coordinating committees = share meeting minutes
- Throughout the entire network = Newsletter (COS media group)
- Between the coordinating committees and individual quality circles
 - = Meetings/Briefings
 - = Coordination notebook (information sheets) - Attachment 1
- To propagate the COS movement
 - = COS activists' notebook - Attachment 2
 - = COS media group

+ OPERATING PROCEDURES - suggestions for effective behavior

+ STAFFING/RECRUITING

+ TRAINING

- COS activists' notebook - Attachment 2
- Courses (?)

+ PRINCIPLES - used in checklist format to very quickly determine whether a bill, action, news article, etc. is consistent with the COS philosophy

+ PUBLICITY - COS media group

+ HOLDING BOX - for ideas/projects that are not yet built into the COS structure

+ TOOLS - generic tools that can be used by all COS people to make their job easier

- Calendar of events
- Checklists
- COS media group
- Legislative tools (for COS Congressmen)
- Others . . .

+ LEARNING - to analyze projects and feed lessons learned back into the movement

+ REWARDS/TEAM SPIRIT

- Banquets
- Plaques
- Conventions
- Generic phrases and symbols (seed corn; Jedi; optimistic vs. defeatist; national vs. political)

COORDINATION NOTEBOOK
TABLE OF CONTENTS

- I. CURRENT AGENDA
 - A. Current Agenda
 - 1. Agenda and Note Sheets
 - 2. Handouts
 - B. Active Projects - Key Task Sheets
 - C. Minutes From Last Meeting
- II. GENERAL ORGANIZATION
 - A. Members
 - B. Statement of Purpose
- III. CALENDAR
- IV. EXECUTIVE SUMMARY OF STRATEGIC AND OBJECTIVE GOALS
- V. PROJECT DETAILS
- VI. COMPLETED GOALS AND PROJECTS
- VII. MINUTES OF PAST MEETINGS

COS ACTIVISTS' MANUAL

TABLE OF CONTENTS

- I. The COS Movement - What Is It?
 - A. Introduction
 - B. The Vision
 - C. The Framework
 - D. The Systems
 - E. Selected Papers
- II. Principles
 - A. Introduction
 - B. COS Principles
 - C. An Evaluation Tool
 - D. Examples
 - E. Selected Papers
- III. The Framework
 - A. A Macroscopic View
 - B. A Closer Look at the COS Zones
 - C. Strategic Goals
- IV. The COS Teams
 - A. Who They Are
 - B. How To Join
- V. Communication
 - A. Within the Movement
 - B. To Other Groups/Organizations/Individuals
- VI. Operating Procedures - Examples
 - A. Forming an Effective Group
 - B. Examples of Effective Procedures
 - C. Examples of Tactical Actions
- VII. Tools
 - A. COS media group
 - B. Calendars
 - C. Checklists
- VIII. Feedback and Learning
- IX. Unity
 - A. Strategy Meetings
 - B. COS Symbols and Phrases
 - C. Team Spirit

file Gingrich

MAJOR PROJECTS DISCUSSED AT PAST MEETINGS

<u>Project</u>	<u>Assigned</u>	<u>Status</u>
Hispanics	-	Unknown
PACs	Gingrich	PAC breakfast scheduled for 10/12 in GA
Blacks	Pines	Group to forward names to Pines
Fairness Rule	Hoppe	Lott agreed to introduce; champion needs to be found
Central Amer.	Weber Blackwell	Outside group set up; Member task force set up
Normal Amer. (San Francisco)	-	Unknown
Budget	Rahn	Looking for Gramm replacement
Radical/liberal Democrats	K-Roberts	Paper being written by Heritage; foreign policy paper in draft form
Delegates to convention	Weber	Unknown
COS newsletter	Pines	Dummy issue to be provided by editor
Education	Weber	Member task force set up
Catholics	Weber Carlisle	Unknown
NIP	Pines	Taken on by Heritage as a project
Optimistic wing of Senate	Gingrich Thompson	Unknown

PROPOSED PROJECTS FOR COS NOON GROUP

- + COS pamphlet (underway?)
- + Paper to analyze the victories of 1981 and the current defensive position of the conservative movement for distribution to the movement (Hoppe paper)
- + CNP Executive Committee project list
- + Organization of the Red Fox meeting
- + COS newsletter (underway)
- + Identify organizations that need to be changed and development of a strategy to implement that change
- + Publication of paper that explains the radical view of some Members of Congress (underway)
- + Put COS Congressmen in Republican leadership positions (see attached)
- + Make the Reagan Administration amenable to COS objectives (see attached)

Subject: COS leaders

In the House, we should try to put at least one COS congressman in the Republican leadership in 1984, 1986, and 1988. There should be an agreement among COS members that no other COS member will challenge him.

In the Senate, it is important to elect McClure Majority Leader in 1984 because he will be surrounded by staffers devoted to COS objectives. (Note that this also raises the question of identifying COS staff for conservative offices in both the House and the Senate.) In 1986, and assuming he is re-elected, we should make every effort to get Senator Kasten the job of Campaign Committee chairman so that he can use the position to help elect other COS-minded candidates to the Senate.

1988 should be the year in which a COS member is nominated by the Republican Party for President of the United States -- a man who believes in the COS vision for America, not one who may use COS friendships for his own personal gain. We should begin now testing our people as potential presidential candidates through carefully designed media exposure. A good place to start would be to arrange for Newt Gingrich to meet with CBS news personnel. This was suggested in a recent meeting conservatives had with CBS executives, and Weyrich is supposed to be in charge of lining it up.

Subject: Making the Reagan Administration amenable to COS objectives.

How easy it would be to pass COS legislation and to enlist the American people in our cause if the Reagan Administration had the same goals and the courage to stick by them. While not expecting miracles, there are some things that might bring this about *(at least in part)*:

There is a slight chance we could control the Republican convention next year if someone like Jesse Helms were to head a national organization to elect delegates pledged to Reagan/Bush. The difference is that those individuals would be conservatives. They could write COS planks into the platform. And if for some reason Reagan could not run at the last minute, Senator Helms would control the convention and the decision as to whom the nominee would be.

Heritage must do another "Mandate for Change" -- a transition book from the first Reagan Administration to the second, including a restructuring of the White House staff. Considering how the Administration followed the first book, I don't see how they could ignore the second one. Presumably, the book might also spell out the kinds of persons who should fill the various policy-making positions, even recommending some by name.

Ronald Reagan's presidency was unusual in that he didn't have a honeymoon lasting the traditional 100 days; it lasted a full year. He won't have that luxury the next time. He'll be lucky if it lasts 100 days. I would hope we might map out his first 100 days for him, especially with an eye toward what he can do by executive order to fulfill COS goals, many of which ought to be Reagan goals. Some of them could merely be symbolic. At the risk of being repetitious (for I have said this often in the past), Reagan could demonstrate his support for school prayers by issuing an order permitting prayer in schools run

by the Defense Department -- an act that would be reassuring to his supporters on the right and would give impetus to congressional actions involving school prayer. Once we have decided exactly what COS goals are to be in the area of public policy, I would bet we can find at least some small action the President could take demonstrating Administration support for these policies.

In power poker, defeatists hope they hold the winning hand

Louisville

Courier Journal Sept. 28, 1983

John Guaynick



Commentary by
William Safire

New York Times
columnist

WASHINGTON — The fear that I fear is winning is the fear of winning.

A new confidence can be found in the legion of self-doubt. Isolationist legislators and dovish pundits sense that their brand of defeatism is gaining the upper hand in the formation of public opinion. In debates and polls on our involvement in Lebanon and El Salvador, we have been witnessing the triumph of Losers, Inc.

Defeat is its flight plan, dialogue its panacea, the quagmire its symbol.

In Central America, Losers, Inc., assured us, the dispatch of 55 military advisers to El Salvador would be the beginning of a new Vietnam; that the socially progressive guerrillas were certain to win the hearts and minds of the peasants, and resistance by our thuggish allies, with their right-wing death squads (there are never any left-wing death

squads), was futile. Therefore, our goal must be negotiations for peace, not (ugh!) military victory by the elected government.

However, even the limited military supplies sent to El Salvador seem to be helping to stop the Communists from overthrowing the government. Military pressure on Nicaragua through overt/covert aid to insurgents in that country has discouraged Sandinista assistance to El Salvador's Communists. In the face of this, Losers, Inc., has been trying to cut off the overt/covert CIA help and has been holding down military and economic aid to the Salvadoran government to a level that prevents clear-cut success.

Spokesmen for Losers were furious at the ploy adopted by the Reagan administration to conceal its support for the thugs chosen by the people in elections replete with Western observers. Our roaming ambassador, Richard Stone, invited the Communists to a "dialogue," which Losers thinks of as the ultimate goal. Most reluctantly, the guerrillas came, only to make it clear that a free election was not their cup of coffee. They wanted "power-sharing," imposed by the U.S. over their people's heads, which was an embarrassment to negotiationists.

However, Losers' strategists were delighted at the speech made by Un-

dersecretary of Defense Fred Ikle, who actually said "we seek victory for the forces of democracy," which included "defeating militarily those organized forces of violence that refuse to accept the democratic will of the people."

That gladdened dovish hearts because it proved that the administration goal was to win. Not to negotiate endlessly, not to have a dialogue as an end in itself, not to not lose and to bug out after a decent interval, but to (ugh!) win. To the growing army led by Losers, Inc., "victory" is not only a quaintly Goldwateresque word, but is (a) impossible, (b) immoral for us to seek, and thus (c) must be ripped out root and cause. To Losers, Inc., winning is losing.

Apply that same approach to our involvement in Lebanon. A year ago, when Israel struck at the decade-long Syrian-PLO takeover of Lebanon, Losers, Inc., suddenly discovered the "territorial integrity" of that Syrian-occupied land. In its war with the PLO, Israel was out to win; to Losers, that was unacceptable.

Accordingly, a firestorm of protest was loosed against the Israelis, who did not understand that in a world dominated by Losers, victory is villainy. Reagan and his national security adviser were swept away in that tide; in a blunder comparable only to President Dwight Eisenhow-

er's Suez mistake in 1956, the U.S. president ordered the Israelis to stop winning. In a colossal misjudgment, he accepted Losers, Inc.'s assumption — abetted by the State Department's Philip Habib — that the problem would be to get the Israelis, not the Syrians, out of Lebanon.

Today, some of the same anti-victorians who urged Reagan to intervene in Lebanon when the Israelis had the Syrians and PLO reeling are now demanding that he pull out our Marine contingent because we are in a no-win situation.

Their litany is familiar: It's none of our business; the locals are all corrupt; the Syrians, with Soviet backing, cannot be beaten; as in Central America, the U.S. public won't stand for an escalation of our involvement. And now some defeatists are adding a new, ironic twist: Why can't the Israelis take care of this and let our Marines come home?

The answer to all the predictions of failure, and the sure cure for the prevailing defeatism in American public opinion, is one success. To

achieve that success, the administration and its supporters in Congress must go against the tide of public opinion led by Losers, Inc., today. Some evidence is needed to show that perseverance pays, that winning — yes, even local military victory if necessary — is possible.

We do not have to win everywhere. Nor do we have to take the military route everywhere. But we do need to win somewhere for the possibility of our victory to change the nature of negotiations everywhere.

file Giorgich

RAHN 8/3/83

COS WEDNESDAY LUNCH GROUP

Proposed Operating Procedures:

The group has essentially agreed upon a unified vision and principles. It has served reasonably well as a communications and co-ordinating device among members for short run tactical actions. It ought to continue this role looking for targets of opportunity.

The group has not functioned well as a long range strategy group. To correct this, I suggest that group members, particularly those with support services, should pick one or more topics that fit within our basic goal statement and agree to be the project director - realizing some projects may take six or more years to complete. Initially, I suggest we each develop a game plan for our projects which will be subject to revision. Each member will then be asked to report the progress that he or she has made with each project each week.

RAHN 8/3/83

OUTLINE OF PROJECT GAME PLAN USING FEDERAL BUDGET CONTROL AS AN EXAMPLE

- I. STRATEGIC GOAL
 - To reduce federal spending as a percent of GNP to 19% to 20%, from current 25%

- II. OPERATIONAL GOALS
 - A. Ensuring passage of declining GNP Share budgets each year.
 - B. Passage of constitutional amendment to limit taxing and spending.

- III. ESTABLISH OPERATIONAL PLANNING GROUP - (# IIA)
 - A. House
Gramm, Kemp, Bethune, Mack
 - B. Senate
Armstrong, Hatch, Symms, Kasten
 - C. Administration
(informal?)
 - D. Outside
COCUSA (Rahn, Utt), NTLC, NFIB
NAWD, ACCF, ABC, NAM, NTU, etc.

- IV. FUNCTIONS OF PLANNING GROUP
 - A. Develop specific short run and long run game plans (PERT Charts)
 - B. Develop organization structure
 - C. Acquire necessary staff and other resources.
 - D. Develop legislative game plan
 - E. Develop media game plan

file
NEWT GINGRICH
SIXTH DISTRICT, GEORGIA

COMMITTEES:
PUBLIC WORKS AND
TRANSPORTATION
HOUSE ADMINISTRATION

WASHINGTON OFFICE:
1005 LONGWORTH HOUSE OFFICE BLDG.
WASHINGTON, D.C. 20515
(202) 225-4501



Congress of the United States
House of Representatives
August 2, 1983

SUITE 5, PHOENIX CENTER
1657 PHOENIX BOULEVARD
COLLEGE PARK, GEORGIA 30349
(404) 221-3854

POST OFFICE BOX 848
GRIFFIN FEDERAL BUILDING
GRIFFIN, GEORGIA 30224
(404) 228-0389

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CARROLLTON, GEORGIA 30117
(404) 834-8398

COUNTY OFFICE BUILDING
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NEWNAN, GEORGIA 30263
(404) 253-8355

To: Paul Weyrich
Morton Blackwell
Joe Gaylord
From: Newt Gingrich *[Signature]*

Is it useful and possible to have a meeting with the key direct mail writers and senders on our side in the Washington area so that we could go into a meeting with the six to ten key words, phrases, and themes that we want to pound away at for the next 15 months? If they are going to raise money, it's useful for us to get them sending out millions of pieces of mail raising money using our language so that language really begins to sink in in the countryside. Themes such as anti-take-home pay on the part of the Democrats, who spends your money as the central issue for 1984, the concept of the radical wing of the Democratic party, radical lifestyles vs. traditional values, pro- and anti- tax increase party, a whole range of specifics, some of which we have already developed in terms of the conservative opportunity society vs. the liberal welfare state.

If we could pick the ten most powerful themes and simply get an agreement that everybody would whenever possible drop those codewords and phrases into their mail, I think we would have a major breakthrough, and possibly if we put together a meeting in late September to which we invited all the key writers and all the key people who control those large direct mail programs whether it is right-to-life or right-to-work or NCPAC or FCM or you name it, I think we could collectively have an enormous impact.

A similar meeting might be useful with the writers of various newsletters or the editors of various newsletters. If all the major newsletters on our side of the ideological war were to collectively again agree to these kind of patterns, I think we might well have the beginning of a real breakthrough.

Thank You.

NG/db

file Gingrich

FREE MARKET ISSUES

Fiscal Policy

- + Create a COS Budget
- + Balance the Budget
- + Veto strategy on spending
- + Make domestic spending discretionary
- + Base COLA's on economic performance
- + Reform the budget process
- + Save third year tax cut
- + Save indexing
- + Repeal withholding on interest

Subsidies

- + Reassess maritime programs to eliminate some subsidies

Regulatory Policy

- + Broadcasting spectrum deregulation
- + Deregulate the cable industry
- + Eliminate regulatory distinctions among common carrier, broadcasting, and private radio use
- + Eliminate ICC
- + Remove obstacles to health care competition

Equal Access to the Market

- + Oppose forced unionization of gov't employees
- + Repeal exclusive representation of workers by union
- + Repeal authorization of compulsory unionism
- + Amend Hobbs Act

Monetary Policy

Trade

- + Port development to promote trade
- + Agricultural trade

Encourage Productivity

- + Revitalize work ethic
- + Small business investment deductions
- + Revise Fed. procurement laws
- + Repeal Davis-Bacon

Privatization of Infrastructure

- + Promote user fee concept
- + Privatization of mass transit
- + Privatization of air traffic control
- + Eliminate postal monopoly

TRADITIONAL VALUES

- + Make abortion illegal
- + Prohibit Fed. abortion funds
- + Voluntary school prayer
- + Pass Denton's bill on extra-curricular religious activities
- + Church Audit Procedures Act
- + Eliminate pornography
- + Strengthen family
- + Defeat ERA
- + Eliminate federal support of agencies weakening traditional values

HIGH TECH/FUTURE

- + Encourage technology
- + Encourage learning
- + Home work regulations
- + Promote space policies
- + Encourage space commercialization

NATIONAL DEFENSE

Defense

- + Support "High Frontier"
- + Strengthen intelligence community
- + Construct and deploy a non-nuclear anti-ballistic missile defense
- + Strengthen merchant marine
- + Coordinate votes for defense preparedness
- + DOD authorization
- + MX resolution
- + Explain Soviet threat

Military Reform

- + Reform the military
- + Pension reform

Educate Citizenry

- + Create pro-freedom spirit
- + Explain Soviet threat

Foreign Affairs

- + Pro-American foreign policy
- + Work for survival of Israel
- + Lebanon authorization
- + IMF authorization
- + Immigration bill

Fight Communism

- + Crush Communism in this hemisphere
- + Free Central America
- + Get surface-to-air weapons to Afghanistan
- + Bolster foreign broadcast agencies
- + Radio Marti
- + VOA
- + Yellow rain

LIMITED, OPEN GOVERNMENT

Campaign Regulations

- + Defuse FEC
- + Campaign finance reforms
- + Eliminate contribution limits on individuals
- + Eliminate restraints on parties helping their own candidates
- + PACs

Defunding Special Interests

- + Remove funding for political advocacy
- + Cut funding for LSC
- + Abolish CPQ
- + Prohibit use of compulsory union dues in politics

Public Sector

- + Increase public sector productivity
- + Civil Service retirement reform
- + Change personnel rules
- + Institute capital budgeting
- + Develop long-term funding mechanisms for infrastructure
- + Efficient management of real property assets
- + Limit gov't role to coordination of interstate infrastructure

Open Government

- + TV in the Senate

BUILDING A MOVEMENT

- + Inventory Members' interests
- + Conduct polls
- + Correct media bias
- + Publish conservative articles
- + Create pro-freedom spirit

QUALITY OF LIFE ISSUES

Crime and Justice

- + Judicial reform
- + Juvenile justice reform
- + Crime bill
- + Amend Gun Control Act

Energy

- + Reduce dependence on foreign energy
- + Promote alternative energy sources
- + Decontrol natural gas
- + Streamline nuclear licensing
- + Clinch River Breeder
- + Abolish Synthetic Fuels Corp.

Environment

- + Restore balance between environmental protection and resource development
- + Reform environmental laws
- + Waste management
- + Clean air act
- + Clean water bill
- + Wetlands protection
- + Acid rain

Health

- + COS healthcare policy
- + Shared payment of medical costs
- + Base payments for Medicare/Medicaid for services only
- + Encourage enrollment in efficient plans
- + NIH authorization

Education

- + Local control
- + Eliminate funds for curriculum
- + American Education Coalition
- + Tuition tax credit
- + Science education bill
- + Make guaranteed student loans based on strict income test
- + Loan rates based on gov't securities rate

Needy-Poor Policies

- + Provide temporary assistance rather than redistribute wealth
- + Reprivitization of welfare
- + Focus on needy poor only
- + Restructure entitlements
- + Encourage volunteer organizations
- + Change assistance to cash payments
- + Restructure benefit programs
- + Housing authorization
- + Retraining tax credits
- + Train dislocated workers
- + Encourage private savings for retirement
- + Restructure Social Security

NEWT GINGRICH
SIXTH DISTRICT, GEORGIA

COMMITTEES:
**PUBLIC WORKS AND
TRANSPORTATION**
HOUSE ADMINISTRATION

WASHINGTON OFFICE:
1005 LONGWORTH HOUSE OFFICE BLDG.
WASHINGTON, D.C. 20515
(202) 225-4501



Congress of the United States
House of Representatives
October 1, 1983

SUITE 5, PHOENIX CENTER
1657 PHOENIX BOULEVARD
COLLEGE PARK, GEORGIA 30349
(404) 221-3854

POST OFFICE BOX 848
GRIFFIN FEDERAL BUILDING
GRIFFIN, GEORGIA 30224
(404) 228-0389

CARROLL COUNTY COURTHOUSE
CARROLLTON, GEORGIA 30117
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(404) 253-8355

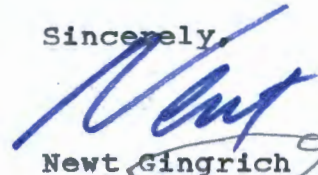
Mr. Morton Blackwell
The White House
Washington, D.C. 20500

Dear Morton:

The attached letter from Reverend Jim Tomlin is an example of how we throw away opportunities to build a majority. Why would a Republican guided IRS pick a fight with preachers. If we are going to build a right of center majority preachers have to be a part of it. Can't ruling 83-3 be reversed? Can't our appointees at IRS and on tax policy learn which coalition they are supposed to help build?

I just wanted to share this with you as an example of how we cripple ourselves.

Sincerely,


Newt Gingrich

NG/jv

file

Church of Christ

HWY. 27 NORTH—P. O. BOX 31
CARROLLTON, GEORGIA 30117

CS 7-5-83

EVANGELIST
JIM TOMLIN
OFFICE 834-2722
RESIDENCE 832-1795

JUNE 30, 1983

SUBJECT

ASSIGNED

JUL 5 1983

Congressman Newt Gingrich
House of Representatives
Washington, D.C. 20515

PARAGRAPHS

COMMENTS

Dear Congressman Gingrich:

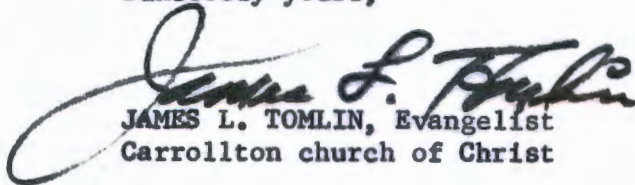
I wish to bring to your attention the fact that the Internal Revenue Service has published Revenue Ruling 83-3, which significantly reduces the buying power of ministers of the gospel. As you are aware, I.R.C. Code Section 107 and Revenue Ruling 62-212 specifically allowed ministers of the gospel to deduct from their income an amount equal to the cost of their housing and if they owned their own home they could deduct interest and taxes payable on that home as allowed by other sections of the Internal Revenue Code.

At a time in which the Federal Government is relying more and more on the private sector to provide the social services necessary, I believe it is incomprehensible that this Revenue Ruling should be allowed to stand. In a time of economic distress, some people have actually received large increases in salaries, and some have had their salaries frozen. The IRS Revenue Ruling 83-3 would, in effect, decrease the effective buying power (income) of ministers of the gospel. I think this is reprehensible.

Please do whatever you can to prevent this ruling from taking effect. I specifically urge you to prepare legislation that would state that it was congress' intent that the housing interest and tax deduction for ministers of the gospel be allowed in addition to the statutory housing allowance.

I look forward to hearing from you and to know that you will be able to help us in this matter.

Sincerely yours,


JAMES L. TOMLIN, Evangelist
Carrollton church of Christ

TRANSPORTATION
HOUSE ADMINISTRATION

WASHINGTON OFFICE:
1005 LONGWORTH HOUSE OFFICE BLDG.
WASHINGTON, D.C. 20515
(202) 225-4501

Congress of the United States
House of Representatives

August 2, 1983

548
1005 FEDERAL BUILDING
CARROLTON, GEORGIA 30117
(404) 228-0189
CARROL COUNTY COURTHOUSE
CARROLTON, GEORGIA 30117
(404) 834-6398
COUNTY OFFICE BUILDING
22 EAST BROAD STREET
NEWNAN, GEORGIA 30261
(404) 253-8355

Jim Tomlin
Church of Christ
Hwy. 27 North
Carrollton, Georgia 30117

Dear Jim,

Thanks for writing to me about Internal Revenue Ruling 83-3. It's good to hear from you.

Ruling 83-3, as you know, keeps the clergy from excluding the interest and taxes they pay on their homes from gross income.

I oppose this ruling. That's why I've cosponsored H.R. 1905, introduced by Congressman Stan Parris. This bill would prevent Ruling 83-3 from taking effect.

The Housing allowance tax benefit this ruling takes away is intended to encourage people to make careers of modest income jobs. If Ruling 83-3 is allowed to stand, the precedent may apply to military people, too.

Thanks again for your thoughts. Please keep in touch.

Sincerely,


Newt Gingrich

NG/rs

file
NEW GINGRICH
SIXTH DISTRICT, GEORGIA

COMMITTEES:
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HOUSE ADMINISTRATION

WASHINGTON OFFICE:
1005 LONGWORTH HOUSE OFFICE BLDG.
WASHINGTON, D.C. 20515
(202) 225-4501



Congress of the United States

House of Representatives

October 28, 1983

SUITE 5, PHOENIX CENTER
1657 PHOENIX BOULEVARD
COLLEGE PARK, GEORGIA 30349
(404) 221-3854

POST OFFICE BOX 848
GRIFFIN FEDERAL BUILDING
GRIFFIN, GEORGIA 30224
(404) 228-0389

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CARROLLTON, GEORGIA 30117
(404) 834-6398

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NEWNAN, GEORGIA 30263
(404) 253-8355

Mr. Morton Blackwell
The White House
1600 Pennsylvania Avenue NW
Washington, DC 20500

Dear Morton:

America stands at a crossroads. The conservative movement is also at a crossroads. Neither our nation nor our movement has a clear vision of its future.

We will take our first steps away from the crossroads at the Red Fox meeting being held this year on December 5. We'd like for you to join us.

We know that previous Red Fox meetings have not been as useful as we had hoped. This year we've restructured the meeting and developed a very exciting agenda. We think that you'll find it very new, positive and dynamic.

It is clear the Reagan Administration has slowed the momentum of the liberal welfare state. However, it has not developed a clear proposal for an alternative to that high

tax, high inflation, high deficit, and highly centralized bureaucracy.

We believe that the country is eager for a positive alternative to the failed policies of the past - that they are eager for a prosperous, safe, free America based on a Conservative Opportunity Society.

The Red Fox meeting will focus on developing and implementing that alternative. With your help, we can develop a new, more powerful vision of America's future and of our role in that future.

Because we're trying something very different at this year's Red Fox meeting, we'd like to meet with you ahead of time to put the meeting in context. We'll be contacting you soon to schedule that meeting.

Went D. Bagin

Ed F. Salzman

Tom Zieby

Bob Walth

Paul M. Weyant

Bill Dammeyer

Philip M. Crane
