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# President's Liaison Staff Is Purged

By Juan Williams and Kathy Sawyer Washington Post Start Writers

Six of President Reagan's.

11 special assistants for public liaison have been fired by Faith Ryan Whittlesey, the new director of the White House office of public liaison.

Whittlesey, who succeeded Elizabeth Hanford Dole on Monday as head of the office that deals with public interest groups, on Tuesday fired the White House representatives to organized labor, environmentalists, major business groups, blacks, Hispanics and those concerned with crime and education. No replacements have been named.

Last night Whittlesey said the firings were done on her second day in office to make room for the "team of people" she has asked to join her.

She said the firings were done immediately upon arrival to make clear that they were not due to ideology or job performance.

"These people are a mixed bag," Whittlesey said. "No one is more conservative than Wayne Valis," who dealt with business groups, she said. "He came from the American Enterprise Institute. It's not a question of ideology. I am just bringing in people as any new coach would do when he comes in. I'm bringing in people I've been associated with and can

See STAFF, A9, Col. 1

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# 6 of Reagan's Public Liaison Aides Ousted

STAFF, From A1

count on based on my own experi-

"This is a fresh start," added Whittlesey, who resigned as ambassador to Switzerland to take the White House job. "I'm held accountable for what happens in this office, and I want people I know and trust."

Whittlesey, 43, is no newcomer to administrative purges. In 1975, her first act as new chairman of the county commission in Delaware County, Pa., was to fire 300 holders of patronage jobs.

Whittlesey said her decision to dismiss the six aides was made after "close contact" with Dole. She added that while she did not consult Reagan on the firings she is "a team player," and reports to White House chief of staff James A. Baker III. Whittlesey would not say if she had spoken to Baker about the firings.

Whittlesey added that she is reorganizing the public liaison office because the number of people in it has been reduced from 35 to 30.

The organization of the office is under study by consultant John Herrington. Herrington, who has been named the new White House director of personnel, also is reviewing the organization of the White House communications office and the press office.

Herrington was unavailable for comment last night. When his review of the organization of the three offices was announced in January, it was widely taken as a signal of Baler's dissatisfaction with their performance.

The six special assistants fired:



FAITH RYAN WHITTLESEY
... "as any new coach would do"

Robert F. Bonitati, liaison to organized labor and environmental groups; John F. Burgess, liaison to Catholics and agriculture group; Wayne Valis, liaison to major basinesses and trade associations; Theima Duggin, liaison to blacks and head of the Fifty States Project, review of discrimination against women in state laws; Henry Zungaliaison to Hispanics and other minorities, and William Triplett, liaison to groups concerned with crime and education.

According to Whittlesey, the special assistants asked to stay were Dee Jepsen, the White House liaison to women's groups; Michael Gale, liaison to Jewish groups; did Vila, the youth liaison; Morton C. Blackwell, who handles veterans groups and national security organizations, and Virginia Knauer, the liaison with consumer groups.

Whittlesey said Burges has been offered another job in the administration, but she would not make a training the said of the s

Some of those fired may follow Dole to her new position as escretary of the Department of Transportation, where a similar shakeup s under way, according to one source.

# Reagan will seek re-election in '84

By Ron Cordray WASHINGTON TIMES STAFF

President Reagan has decided to seek re-election in 1984 and will announce his decision this June, The Washington Times has learned.

Close friends of the president are letting key supporters around the nation know that Reagan will seek a second term. Strong hints about Reagan's decision have been dropped in recent weeks, namely by the White House telling GOP senators that Reagan would be unavailable to them in 1984 for fund-raising purposes.

Reagan also said at the annual Conservative Poltical Action Conference that the job he has undertaken could not be completed in two more years.

Publicly, Reagan continues to maintain that he has not made up his mind on 1984 and that the people will make that decision. Only Reagan's closest friends are aware of his intent to announce formally this summer.

Also, The Washington Times has learned that Reagan has told key supporters that Richard G. Darman, deputy to White House Chief of Staff James A. Baker III, will leave his post within three months, which would place the departure close to Reagan's announcement timetable. This leads to speculation that should Darman go, Baker may not be far behind.

There is a continuing struggle between Baker and Sen. Paul Laxalt, R-Nev., on who will take the reins in Reagan's re-election bid. It is a strug-

see REAGAN, page 12A

# REAGAN

From page one

gle that Laxalt appears to be winning. Sources also told The Times that Michael K. Deaver, Jr., deputy chief of staff; will leave to return to the private sector this July.

As a possible prelude to more major changes to come, seven of nine key advisers who act as liaison to interest groups have been fired. The only two survivors were Morton Blackwell and Dee Jepson - staunch conservatives.

The firings were instituted by Faith Ryan Whittlesay, who succeeded Elizabeth Dole as head of the Office of Public Liaison. While she said the firings were to permit her to have a "fresh start," sources said she had the blessing of the president.

The public liaison office is overseen by Baker.

Fired were Virginia Knauer, consumer affairs adviser; Robert Bonitati, labor adviser; Wayne Vallis, liaison to business groups; Henry Zuniga, the contact person for Hispanics; Michael Gale, liaison for Jewish groups; Jack Burgess, liai-son to Catholics and farm groups; and Thelma Duggin, liaison for minorities and women.

Baker has been attacked contin-

uously by conservatives who believe he is exerting too much influence in The Washington Post regarding on the president's decisions, diverting Reagan from the conservative path expressed rhetorically. Baker was Vice President George Bush's campaign manager when Bush challenged Reagan in the primaries leading up to the 1980 GOP National Convention.

Throughout Reagan's first two years as president, there have been widespread reports that Baker and presidential counselor Edwin Meese III were in a near-constant power struggle. Reportedly, Meese — after losing the early infighting — has begun to regain some of the authority lost to Baker.

Insiders have speculated for some time that should Baker leave he would be replaced as chief of staff by National Security Adviser William P. Clark, who is aligned with Meese and presents the conservative view at high-level staff meetings

Baker also has been at odds with Reagan confidant and former staffer Lyn Nofziger, who remains one of the president's closest political advisers.

Nofziger continues to meet with conservatives around the country who formed the backbone of the 1980 Reagan presidental campaign, the latest meeting occurring about 12 days ago in Denver. Meanwhile, a White House aid told

The Times that an article appearing Nofziger and Meese was "totally false." The article claimed that Meese was attempting to bring Nofziger back to the White House as communications director, a job currently held by David R. Gergen.

Nofziger, commenting yesterday on the article, said it would appear the Post continues to print fiction on page one.

The major question about Reagan's plans for 1984 had been his age. He will be 73 during the next presiden-

Conservative supporters have been urging Reagan to announce his intentions early to head off any possibility of a third-party challenge from the right and to take away any possibility on Capitol Hill that Democrats view themselves dealing with a lame-duck president.

Democrats have been lining up to take Reagan on in 1984, or perhaps hoping that he will not be a candidate Those who already have announced include Sen. Alan Cranston of California, Sen. Gary Hart of Colorado, former Vice President Walter Mondale of Minnesota and former Florida Gov. Reubin Askew. Expected to announce their candidacies soon are Sen. John Glenn of Ohio, Sen. Ernest Hollings of South Carolina and Sen. Dale Bumpers of Arkansas Tong and and head

goals is securing logalization of lesbian agenda. ... One of their major legislative different philosophical and political rights, among other things the rights of The National Organization for Women has "a

# Dee Jepsen Thinks Feminist Leaders Are 'Filled With Bitterness Reagan's Cheerleader on Women's Issues

DENVER—The "gender gap" is a myth, most merican women oppose the Equal Rights mendment, Rocald Resgan has appointed

economy and social spending issues. However, Jopeen has not been carrying her message to modestic groups, such as the League of Women Voters. That has exacerbated tansians between the White House and woman's groups at a time when the administration is trying to woo women voters with programs to the mhade sex discrimination in persons and insur-

"I think shot a sham," Mary Crisp said. Crisp quit as GOP national on-chairman when Heagan supporters removed the ERA from the platform as the 1909 Rapublican National Convention.

"Sepsen is not the woman to represent all the remem of this country to the president," Crisp

We have serious reservations about Dee dep-eas, Quincale Brown, executive director of the American Association of University Women, said. 'Her attitude about women is very ususual ... She does not come out of the women's movement. She hasn't dealt with women's equify issues."

"Dee depson is something of a mystery to women leaders," Cathy Wilson, unitional chearman of the National Women's Political Caucus, and. "She's only interested in dealing with women and organizations in line with the pressurement of the comment o



ward programs of greatest benefit to women and chairm. \*Jopen was not sent a copy of the letter. The outgresswamen are scheduled to meet with the president this week to discuss their abjectors to his policies.

\*Jopen who said many leaders of women's groups are "filled with hitterness" and are out of touch with American women, acknowledged her limited postest with non-consequents resume. Last month a group of Republican women at Congress arrote to Rasgan that "a disproportion ale share of budget reductions are directed to

record as being opposed the this president, opposed to Republican candidates. They have a different philosophical and political agenda.

So if you hear criticain from that source you know why. One of their major legislative goals is securing legislation of lesban rights, among offer things the rights of prostitutes, ton.

Saying that the administration has a good record of women, she told her authenta: "Be

Dismissing the gaider sap as "a code would for the gay gap," Schlafly said, "The gays are very politically active and they have decided to go with. Democratic conditions regardless.

"You see a lot of figures," depinen said. "The

under siege from "militant" feminists besdquar-tered in Washington as he tries to do what is best for the majority of American women. She cited 650 women appointed to high-level

WASHINGTON

May 10, 1982

MEMORANDUM FOR ELIZABETH H. DOLE

THRU:

DIANA LOZANO

FROM:

MORTON C. BLACKWELL

SUBJECT:

Getting Specific on Presidential Initiatives

As we have discussed, the time is at hand to pry wording from the decision-making process on some key Presidential initiatives.

The President's announcement last week of support for a constitutional amendment to allow voluntary school prayer was marred by our failure to announce the specific language of an amendment.

We did hand out a helpful background paper and a well-worded set of questions and answers, but we are losing precious time and credibility by each day of delay.

While we delay issuing specific wording, opponents of the President's proposal know the general outline and are free to attack us. Many major supporters of the President, on the other hand, are hesitating to commit themselves fully to the battle for our voluntary school prayer amendment until they see the exact language. Experience makes them cautious. To them, even nuances of wording may determine how hard or even whether they will fight for our proposal.

The fact that the Attorney General and Mr. Meese had signed off on an amendment last Wednesday afternoon was apparently not sufficient. Later objections by lower Justice Department officials to issuing the approved amendment text caused us to conclude "our act was not together" in time for the Rose Garden announcement. This raises the familiar question of who is in charge here.

I realize that our easy-going, consensus method of decision making has its advantages. It makes us less likely to err in haste. There are times, however, when deadlines must be met, when opportunities can be lost, when our allies need tools to work with, when the President's interests require that we not satisfy every last minute objection raised anywhere in this big, diverse Administration.

The background paper we distributed at the Rose Garden on Thursday specified that the President would issue the text of his proposed amendment by the end of this week. As surely as there are foes of voluntary school prayer employed by this government, they will be working to raise additional objections which would delay issuance of the proposed text beyond our self-imposed Friday deadline.

I urge you to use every means to urge at Senior Staff meetings that we must act as promised on or before Friday. We do not serve the President's interest by denying our allies on this issue the specificity they need to organize support while according our foes time to organize opposition.

Similarly, we are sure to be hampered by delays in reaching agreement on tuition tax credit legislation.

That discussion is not yet ripe. The major alternatives are being hammered out now, and one acceptable to the major supporters of tuition tax credit will in the next few days be ready to submit to Mr. Meese per his request to see all options.

Those in the Treasury Department, for example, who have not yet shown any sensitivity to the President's intentions on this issue, may very well delay the process to the extent of their ability. This could be accomplished either by delay in submitting alternative language or by delay in commenting on language we submit as acceptable to the major supporters of the President on this issue.

Either way, we must be prepared to goad and prod those whose purpose or effect is to delay a decision.

Another analogous case is the Balanced Budget-Tax Limitation Amendment. The President has announced himself in support of such an amendment but has not thrown his weight behind the specific proposal which has generated immense support in and out of the Congress.

Again, we lose most of the benefit of Presidential leadership on the issue. The process of delay on specifics saps the enthusiasm of our supporters for this amendment and it dilutes the effect a serious, anti-inflationary move toward balanced budgets would have on the financial markets. Large, effective groups are poised to act when the President takes the lead.

One reason for these delays may be a lack of appreciation of the good which will come to us as these proposal are advanced in Congress.

Opponents would be smoked out by record votes. Liberal elites which oppose one or more of these proposals would have to face increased unrest from their grassroots members whom all the polls show side with the President on these issues. Far better to fight and lose on these issues than not to fight at all.

If you asked the average Republican challenger to a liberal Democratic incumbent this year about these three matters, our candidate would almost surely say, "Let's force as many record votes as possible, as soon as possible. We need to get my opponent on record early and often."

Time is running out on this Congress. Even with televised Presidential messages urging specific votes in this Congress, the legislative wheels will turn slowly.

If we do not "get our act together" soon on these and other issues, the President will be forced to explain to leaders of his winning coalition why he did not act. These leaders waited patiently through the economic issue battles last year on the promise that the President would provide leadership on social issues this year.

Our supporters are ready for action. Are we? We don't want the President to have to say to these vital supporters, "Gee, fellows, my legal advisors couldn't get their act together on these issues until it was too late to get votes in this Congress."

THE WHITE HOUSE WASHINGTON

June 29, 1982

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MEMORANDUM FOR PORTFOLIO MANAGERS

FROM:

DIANA LOZANO

SUBJECT:

Presidential Diary

Please note our responsibility to follow up on each Presidential event for the Presidential Diary.

cc: Red Cavaney Fred Ryan

WASHINGTON

JUNE 28, 1982

#### MEMORANDUM

TO: DIANA LOZANO

FROM: FREDERICK J. RYAN, DEPUTY DIRECTOR

PRESIDENTIAL APPOINTMENTS AND SCHEDULING

SUBJ: PRESIDENTIAL DIARY

A Presidential Diary is being maintained by Ellen M. Jones of the Presidential Appointments and Scheduling Office. The Diary is a comprehensive log of all the President's telephone calls, meetings, briefings, visitors, recreational and social activities, and travel.

The log is used by the Appointments and Scheduling staff in reviewing previous participation and planning of a balanced schedule for the President.

Other uses of the Daily Diary include responding to press inquiries, coordination of memos for the President's file, preparation of briefing papers, action memos or other Administration reports, and personal use by the President. With the increasing demand for accountability, the log has proven to be an invaluable source document for White House legal matters. The log also provides a record of lasting interest for future scholarly research.

It is the responsibility of the Project Officer for each Presidential event to prepare a confirmed list of actual attendees including their full names and business titles. This list must be received in Presidential Appointments and Scheduling within five days after each event.

Thank you for your cooperation.

cc: Michael A. McManus



# Tending to Fences

"Good fences make good neighbors," says a character in Robert Frost's poem, *Mending Wall*. The menders of political fences in the Reagan White House accept that wisdom but also seem receptive to Frost's advice: "Before I built a wall, I'd ask to know what I was walling in or walling out."

One of the first moves by the image-conscious White House staff has been to do some walling-out. Diplomatically but firmly, senior presidential aides have moved to pen up their boss's flamboyantly wealthy "kitchen cabinet" advisers in a somewhat less conspicuous pasture. Office space in the Old Executive Office Building is no longer afforded to Reagan's coterie of self-made millionaire buddies, and their scheme to raise big bucks to boost his economic program—The Coalition for a New Beginning—was brought to a swift end.

This is not to say that the advice and support of big business are no longer welcome at the White House, but rather that the President's political advisers recognize that they must build and maintain a much broader structure of support if the Reagan Administration is to succeed. In blunt terms, they want to get out from under the rap that the Republican Party is the captive of big business and the well-to-do.

To get a sense of the drift of the White House image makers—and the obstacles they must overcome—consider the following two passages characterizing Reagan's following. The first is written by Aram Bakshian Jr., a former speechwriter for Presidents Nixon and Ford, who now works in the Reagan White House's office of public liaison. He describes the night of Reagan's election:

"Sometime between 8 and 9 that election evening a strange thing happened: 'Middle America' descended on the nation's capital. Jubilant citizens by the thousands started pouring into Washington; Chevrolets, Pontiacs, Dodges, Fords and the occasional battered Volkswagen flooded Connecticut Avenue and the other approaches to GOP headquarters at the Hilton."

Contrast that with Fortune magazine's description of an entirely different sort of traffic jam at Reagan's inaugural: "An armada of 400 corporate jets snarled traffic at National Airport; the streets were bumper to bumper with limousines, some imported from Baltimore, Philadelphia and New York; cloakrooms all around the capital were chockablock with mink"

The inaugural balls and galas enabled corporate America to whoop it up, but the White House caretakers of the Reagan electoral constituency don't want to offend the "bookkeepers, construction workers, housewives, clerks, engineers [and] small businessmen" that Bakshian described as "cheering, waving Reagan banners and exchanging greetings from car to car" on Nov. 4.

Writing in The Future Under President Reagan (Arlington House, 1981), Bakshian's phraseology stirs memories of the

Nixon-Agnew era as he talks of building a broadly based Republican coalition. "These were not the big money people or the power brokers," he wrote of the Reagan election celebrants. "They were representative of the 'silent majority,' which had been divided and demoralized in the wake of Watergate."

The White House public liaison office, headed by Elizabeth H. Dole, has been carefully staffed to address the various components of the hoped-for Republican coalition: blue-collar workers, businessmen, professionals, "ethnics" and defecting southern Democrats. Dole has organized her small staff around functional areas, however, rather than around special voter groups (blacks and Hispanics, for instance), as was the case in the latter years of the Carter White House.

In an interview, Dole said there is a "need to have a home in the White House" for the various non-governmental constituencies. The trend of affording representation to various citizen groups, she said, began in the late 1950s. She added that she intends to work closely with the Reagan Cabinet and sees her function as largely one of "putting people in touch" with the appropriate officials in the agencies who can address their problems. Her office also provides a forum for "educating" groups about the President's objectives and for receiving their suggestions.

Dole said she chose her staff on the basis of "managerial skills" and the ability to handle a "portfolio" of diverse issues and interest groups. Women and minorities are well represented, but not necessarily to deal with those constituencies or to produce newsletters or publications for special groups, such as those cranked out in the Carter years.

The public liaison staff is organized under two deputy directors, Jack Burgess (commerce), and Diana Lozano (human services). Other key staffers include Bakshian (humanities), Jacob Stein and Wayne H. Vallis (business), Robert F. Bonitati (labor), Morton C. Blackwell (membership groups), Virginia H. Knauer (social services), Thelma Duggin (youth, volunteers), Ernest E. Garcia (resources) and Sally Hartwig (scheduling).

It is, of course, no accident that Lozano and Garcia are Hispanics, that Duggin is black and Stein is Jewish. Burgess is a second generation Lithuanian-American long active in the "ethnic movement of the Republican Party." Blackwell has ties to "New Right" groups and, as a Louisiana GOP official, was involved in expanding the party's base in the Deep South. Bonitati previously worked for the Air Line Pilots Association (AFL-CIO).

Dole's team, together with White House political affairs adviser Lyn Nofziger and intergovernmental liaison Rich Williamson, tends to an extensive system of political fences. Their goal is to "wall in" a diversity of supporters, not all of whom have traditionally voted Republican or identified themselves with a party of the well-to-do. Many of them, in fact, have exceedingly little in common with the wealthy sophisticates of Reagan's kitchen cabinet.

The OPL

Red Cavaney, Deputy Assistant to the President, serves as deputy to Elizabeth H. Dole, Assistant to the President for Public Liaison. The Office of Public Liaison is responsible for assuring that the views of constituent groups are considered by the President in developing his agenda. The office is also a key interact point for increased participation in the government process by the private sector.

Formerly President and CEO of Ericson Yachts Inc. of Irvine, California, Mr, Cavaney served as a volunteer advance representative during the general campaign. He served as President of one of our nation's most prominent yacht manufacturers from 1977 until joining the administration.

Between 1973 and 1977, Mr. Cavaney served on the White House staff as Special Assistant to the President and Director of the Advance office. Prior to his appointment to the Executive Office of the President, he was a Commercial Loan Vice President for Security Pacific National Bank in Newport Beach, California. He joined Security Pacific as a management trainee in 1969.

An NROTC graduate of the University of Southern California in 1964, Mr. Cavaney was honorably discharged from the U. S. Navy in 1969 with the rank of Lieutenant. As a line officer in the Navy, he served three tours of combat duty in Vietnam and was awarded the Navy Commendation Medal, and the Vietnam Services Medal with six clusters and numerous others.

Mr. Cavaney is married to the former Victoria West and they have two children, Tom and Kristin. He lives with his family in Balboa, California, Mr. Cavaney is 37 years old.

#### Office of the Press Secretary

For Immediate Release

March 17, 1981

The President today announced the following appointments to the Office of Public Liaison:

Red Cavaney to be Deputy Assistant to the President and Deputy to Elizabeth H. Dole, Assistant to the President for Public Liaison. Formerly President and Chief Executive Officer of Ericson Yachts Inc., of Irvine, California, Mr. Cavaney served as a volunteer advance representative during the 1980 general election campaign. In 1973-77 he served as Special Assistant to the President and Director of the Advance Office. Previously he was Commercial Loan Vice President for Security National Bank in Newport Beach, California. He was graduated from the University of Southern California (1964). Mr. Cavaney is married and has two children. He resides in Balboa, California. He is 37 years old.

Jack Burgess to be Special Assistant to the President and Deputy Director for Public Liaison, with management responsibilities for the business, labor and agriculture sectors. He served as Peace Corps Country Director in Micronesia in 1975-78, and for several years prior to that was the Executive Assistant to the Director of ACTION. Mr. Burgess is a former Assistant Dean of the Georgetown University School of Foreign Service and was Dean of Freshmen of the College of Arts and Sciences. Mr. Burgess was graduated from Georgetown University (A.B., 1963; M.A., 1966). He was ethnic media liaison of the Reagan-Bush Committee's Nationalities Division and was Director of the Nationalities Division of the Republican National Committee in 1968.

Diana Lozano to be Special Assistant to the President and Deputy Director for Public Liaison, with management responsibility for Human Services.

Miss Lozano was National Account Marketing Representative with the IBM Corporation in New York. In 1973-77 she was Executive Assistant to the Director of the Minority Business Development Administration of the U.S. Department of Commerce. In 1972 Miss Lozano was a member of the White House Staff. In 1971-72 she served as Special Assistant to the Chairman of the Cabinet Committee on Opportunities for Spanish Speaking People. She was graduated from the University of California (B.A., 1970). She was born on October 30, 1947, in San Jose, California. Miss Lozano resides in Great Neck, New York.

Aram Bakshian, Jr., to be Special Assistant to the President for Public Liaison, with responsibilities including maintaining liaison with leaders in the arts, humanities and private foundations. An author, critic and essayist, Mr. Bakshian served as consultant to former Treasury Secretary William Simon in 1976-77. He was Deputy Special Assistant to the President in 1972-75. In 1971 Mr. Bakshian was Special Assistant to the Chairman of the Republican National Committee. In 1966-70 he was an aide to former Representative to William E. Brock (R-Tenn.). A native of Washington, D.C., Mr. Bakshian was educated in local public and private schools and, in

the autumn of 1975 was appointed a Fellow of Harvard University's Institute of Politics.

Thelma Duggin to be Deputy Special Assistant to the President for Public Liaison. Formerly Ms. Duggin served as a Field Coordinator with Wright McNeill & Associates. During the 1980 General Election she a volunteer in the National Black Voters Program as a liaison from the Republican National Committee. In 1973-77 Ms. Duggin was a senior merchandise manager with the J.C. Penney Company in Columbus, Georgia. In 1971-73 she worked with the Catholic School Systems in Mobile, Alabama, as a teacher at Holy Family Elementary School. She has served as a member of the Mayor's Community Relations Commission, Columbus, Georgia, and served on the Board of Governor's for the Georgia Health System Agency. She was graduated from Edgewood College in Madison, Wisconsin (1971). Ms. Duggin was born in Mobile, Alabama, on December 23, 1949. She resides in Alexandria, Virginia.

Morton C. Blackwell to be Special Assistant to the President for Public Liaison, with responsibilities for Veterans, Fraternal Organizations, Native Americans, Religious Affairs, and Limited Government Organizations. Formerly Policy Director for Senator Gordon Humphrey (R-N.H.), Mr. Blackwell has also served recently as Deputy Director of Congressional Clearance in the Office of the President-Elect. Mr. Blackwell oversaw the Youth for Reagan effort in the 1980 campaign. He founded and was chairman of the Committee for Responsible Youth Politics in 1972-79. In 1973-79 he was editor of "The New Right Report" and a contributing editor of "Conservative Digest" in 1974-81. Mr. Blackwell has held a number of posts in Republican youth organizations, including Executive Director of the College Republican National Committee and National Vice Chairman of the Young Republican National Federation. He is married and has one child. He resides with his family in Arlington, Virginia. Mr. Blackwell was born in LaJara, Colorado, on November 16, 1939.

Virginia H. Knauer to be Special Assistant to the President for Public Liaison, with responsibilities for Consumers, Aging, Health Care and the Disabled. Mrs. Knauer was Founder and President of Virginia Knauer and Associates, Inc., a consulting firm specializing in consumer issues. In 1969 she was appointed Special Assistant to the President for Consumer Affairs. In addition, she was Executive Secretary of the President's Committee on Consumer Interests, Director of the U.S. Office of Consumer Affairs and U.S. Representative and Vice Chairman of the Consumer Policy Committee of the Organization for Economic Cooperation and Development (OECD). Mrs. Knauer has been Chairman of the Council for the Advancement of Consumer Policy, a nonprofit, nonpartisan educational organization, and served as a member of the Executive Committee of the Board of the Council of Better Business Bureaus, Inc., and many other consumer organizations. Mrs. Knauer was the consumer advisor to the Reagan-Bush Committee and was a transition advisor on the federal government's consumer programs and policies. Mrs. Knauer was graduated from the University of Pennsylvania. She has two children and she resides in Washington, D.C. She was born in Philadelphia, Pennsylvania, on March 28, 1915.

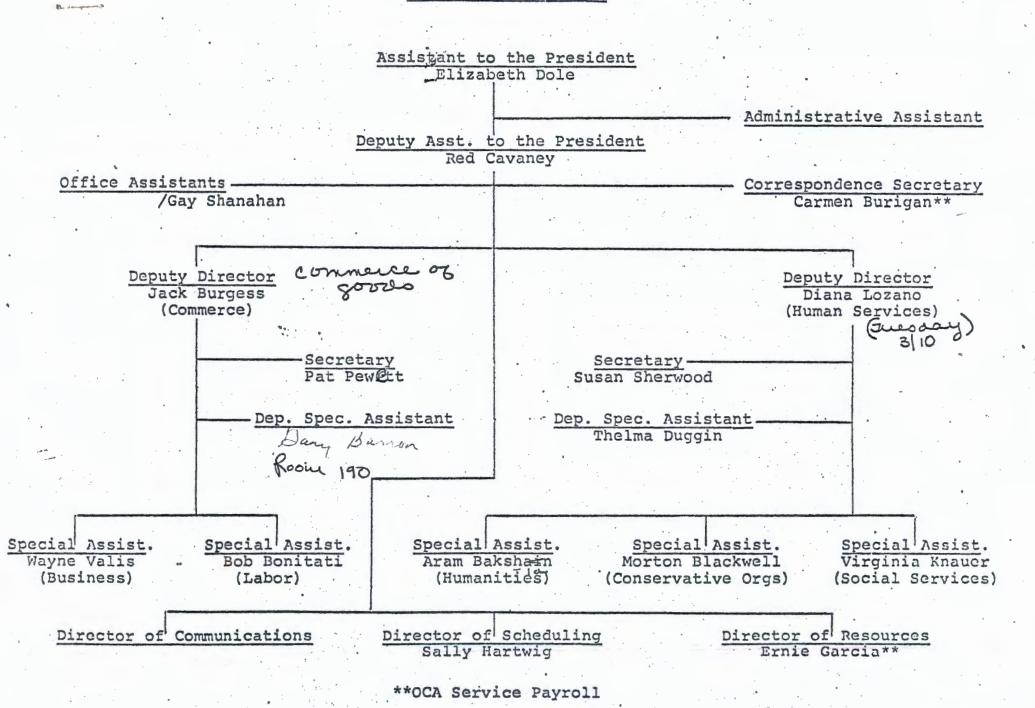
Robert F. Bonitati to be Special Assistant to the President for Public Liaison, with responsibilities for Labor, Public Services and Natural Resources. Mr. Bonitati was Director of Public Affairs for the Air Line Pilots Association responsible for Government Relations and Political Activities of the pilot's union since 1975. He was Assistant to the Director of the Office of Management and Budget in 1973-74, and Associate Director of the Cost of Living Council in 1973-74. He served as Campaign Director for Senator Howard Baker (R-Tenn.) in 1966 and 1972 and as Executive Assistant to Senator Baker in 1966-67. Mr. Bonitati was Assistant Dean of Students for the University of Tennessee in 1964-66 and Assistant Dean of Men at Arizona State University in 1962-64. He was graduated from the University of Connecticut (B.A., 1960). Mr. Bonitati resides in Alexandria, Virginia. He was born in Bridgeport, Connecticut, on September 19, 1938.

Ernest Eugene Garcia to be Director of Resources, Office of Public Liaison, and Deputy Director, Office of Consumer Affairs. In addition, Mr. Garcia will serve as liaison with the Hispanic Community. He was Administrative Assistant and Legislative Coordinator to Elizabeth Dole during the transition. He has previously worked for Senator Robert Dole (R-Kan.) as Legislative Assistant and Administrative Assistant in 1977-80. In 1976-77 he was a Policy Analyst with the Division of State Planning and Research, Policy Research/Intergovernmental Relations Section, State of Kansas. He was a Research Analyst with InterAmerica Research Associates in 1975-76. In 1974-76 Mr. Garcia was Assistant to the Dean of Men at the University of Kansas. He was Leadership Training Coordinator, El Centro de Servicios Para Mexicanos in 1973-74. Mr. Garcia is a member of the U.S. Marine Corps Reserve. He is married and has one child. He resides with his family in Lawrence, Kansas. Mr. Garcia was born in Garden City, Kansas, on July 12, 1946.

Wayne H. Valis to be Special Assistant to the President for Public Liaison, with responsibilities for Trade Associations, Corporations, Small Business, and Chambers of Commerce. Since 1977 Mr. Valis has served as Special Assistant to the President of the American Enterprise Institute. In 1973-77 he was first Staff Assistant to the President, and then, Director of Planning and Research, Office of Public Liaison. In 1976 he was Director of Opposition Research to the President Ford Committee. Mr. Valis was Assistant to the Director for Legislative Analysis of the American Enterprise Institute in 1972-73. In 1966-72 he was Editor, "The Intercollegiate Review", Intercollegiate Studies Institute, Bryn Mawr, Pennsylvania. Mr. Valis has written many articles and books including The Future Under President Reagan. Mr. Valis was graduated from Rutgers University (B.A., 1966). He resides in Falls Church, Virginia, with his daughter. Mr. Valis was born in Somerville, New Jersey, on June 14, 1944.

# OFFICE C UBLIC LIAISON

#### ORGANIZATIONAL CHART



#### OFFICE OF PUBLIC LIAISON

#### PORTFOLIO MANAGEMENT RESPONSIBILITIES

#### COMMERCE

#### HUMAN SERVICES

## Deputy Director Portfolio

## Deputy Director Portfolio

Agriculture Ethnic Affairs Catholic Affairs

Recreation Entertainment

# Business, Trade & Finance Portfolio

Humanities Portfolio

Corporations Small Business Finance . Chambers of Commerce Construction (Mgmt) Energy (Mgmt)

Arts Education Foundations Foreign Affairs Academics Journalism

## Labor, Natural Resources & Public Services Portfolio

# Membership Groups Portfolio

Labor Natural Resources Public Services Construction (Labor) Energy (Labor)

Fraternal Organizations Veterans National Security Orgs. Limited Government Orgs. Religious Organizations Native American Affairs

# Deputy Special Assistant Portfolio

# Social Services Portfolio

Business Portfolio Deputy Jewish Affairs

Aging Consumers Disabled Health Care

# Deputy Special Assistant Portfolio

Volunteers Youth Black Affairs

# Director of Resources Portfolio

Social Services Portfolio Deputy Hispanic Affairs

# THE WHITE HOUSE WASHINGTON

February 19, 1981

file OPL

Plan of Action Regarding the Economic Package Over Next Few Weeks Morton C. Blackwell

- Monitoring Conservative, Veterans, Nationalities, and Religious organizations with respect to their plans of action regarding the Package. Providing them with detailed information regarding the Package by mail and in response to their requests.
- 2. Expediting contacts between these groups and Administration officials in the policy areas of most interest to them.
- 3. Setting up events with the President and with leaders of a) the major veterans groups; b) the major religious groups supportive of the Package; and c) the major ethnic nationality groups.

file Addwnes

# MEMBERS OF PRESIDENT REAGAN'S CABINET

The Honorable Alexander Meigs Haig, Jr. Secretary of State Washington, D.C. 20520

The Honorable Donald T. Regan Secretary of the Treasury Washington, D.C. 20220

The Honorable Caspar Willard Weinberger Secretary of Defense Washington, D.C. 20301

The Honorable William French Smith The Attorney General Washington, D.C. 20530

The Honorable James Gaius Watt Secretary of the Interior Washington, D.C. 20240

The Honorable John R. Block Secretary of Agriculture Washington, D.C. 20250

The Honorable Malcolm Baldrige Secretary of Commerce Washington, D.C. 20230

The Honorable Raymond J. Donovan Secretary of Labor Washington, D.C. 20210

The Honorable Richard S. Schweiker Secretary of Health and Human Services Washington, D.C. 20201

The Honorable Samuel R. Pierce, Jr. Secretary of Housing and Urban Development Washington, D.C. 20410

The Honorable Andrew L. Lewis, Jr. Secretary of Transportation Washington, D.C. 20590

The Honorable James B. Edwards Secretary of Energy Washington, D.C. 20585

The Honorable T. H. Bell Secretary of Education Washington, D.C. 20202

WASHINGTON

Please que us some direction on Action Heurs

February 25, 1982

MEMORANDUM FOR: ELIZABETH H. DOLE

FROM: DIANA LOZANO

SUBJECT: Action Items: Morton Blackwell Portfolio Review

February 23, 1982

#### I. Indians

\* Track development of Administration policy statement, due within 60 to 90 days. Currently going through Cabinet Council process.

- \* EHD to make courtesy telephone calls to Larry McDonald and Ron Andrade. MB to do talker on each.
- \* Provide EHD the file on Indian Land Claims

#### II. Veterans

- \* MB to draft memo for EHD re. the need to have the President attend VFW convention in L.A. in mid-August. EHD to address Women's Auxiliary
- \* Track on Voice of Democracy event, which is tentatively pencilled in on the President's calendar.

#### III. Conservatives

- \* EHD scheduled to do Religious Broadcasters and NRA conventions.
- \* Coordinate Administration spokesmen for Conserv. PAC convention.
- \* Explore idea of responding to Conservative Digest via letter to the editor.
- \* Major thrust needs to be to keep the focus on the opposition—we don't have identifiable "bad guys". Per MB, "Mad people fight", and we are not giving our supporters anybody to be mad at. Key nominees are advocacy groups funded by U.S. Govt.

\* No motion on major social issues. Key issues are:

Forced busing School prayer Tuition tax credits Right to Life

Of these, busing and school prayer are the easiest to move forward on.

- \* Tuition tax credits--now moving forward. MB to talk to Jack Burgess. Prior consultation and notice should be givin to conservatives, Catholics and Jews. Cabinet council meeting Friday, Feb. 26 on this issue.
- \* Family Protection Act--an opportunity to take the initiative on social issues. Many elements fairly unobjectionable. Suggested plan of action needed for EHD. MB should consult with W. Borcherdt on this.
- \* Boards and Commissions--Conservatives are not being appointed. EHD has most updated list and will present to Helene von Damm on Feb. 25.
- \* Conservs. not being invited to White House functions. No invitees to State Dinners, for example. MB to develop list of top 5 candidates. Also suggestions for an evening at Kennedy Center with EHD.

#### IV. Religious Leaders

\* MB working on meeting with 100 religious leaders on PSI with Bill Verity. Meeting originally planned for mid-March-now looking at mid-April.

Regula Way to

### "A" Priority Issues

Clean Air -- Valis

Small Business Development -- Valis/Buniga

KFY '83 Budget

Defending Advocacy Groups -- Blackwell

Anti-Semitism -- Stein

## "B" Priority Issues

Soviet Jewry -- Stein ckTax Bill II -- Valis Title IX Regulations -- Borcherdt Voluntarism - Borcherdt/Burgess ok Davis-Bacon -- Bonitati/Valis A以Immigration -- Bonitati/Zuniga/Duggin/Stein Middle East Autonomy Talks -- Stein Foreign Aid to Israel -- Stein Fahd Plan - Stein Tuition Tax Credit -- Blackwell/Burgess/Stein Criminal Code Reform -- Triplett/Blackwell Department of Education Reogranization -- Triplett/Blackwell Voting Rights Act -- Duggin/Blackwell/Zuniga Black Colleges -- Duggin Unemployment -- Duggin Budget Cut Effects -- Duggin **EKMinority Business -- Zuniga** Bilingual Education -- Zuniga Refugees -- Zuniga Van de Water Nomination -- Valis

# "C" Priority Issues

OSHA -- Bonitati

N Slow Payment of Federal Bills -- Valis
William Bell Nomination -- Valis/Zuniga/Duggin
N Natural Gas Deregulation -- Valis
Clean Water Act -- Valis
PLO -- Stein
American-Israel Strategic Cooperation -- Stein
N Trade Policy -- Burgess/Valis
N Busing -- Blackwell
Prayer in School -- Blackwell
N Block Grants -- Blackwell
N Indian Policy -- Blackwell
N ERA -- Borcherdt

cile OPL

# ELIZABETH H. DOLE

# TELEPHONE CALL REQUEST FORM

DATE REQUESTED:	( )	DATE SUBMITTED:
;	( ) OPEN F	RECOMMENDED BY:
		VIA RED:
PERSON TO CALL:		(Name & Title)
		(Organization)
,		(Address)
	(Office #)	(Residence #)
PURPOSE OF CALL:		
PURPOSE OF CALL:		
BACKGROUND:	Material Attached (	) Yes ( ) No
Call Completed:	(Date) Route v	ria Red:
	(Time)	To:
Action Required/C	omments:	

# EHD BRIEFING PAPER

GROUP:		
DATE:	TIME:	PLACE:
PROJECT OFFICER:		
TYPE:		
DURATION:		
PURPOSE:		
BACKGROUND:		
•		

PARTICIPANTS:

TALKING POINTS:

PRESS:

EHI	)
RC	
DD	

OFFICE OF PUBLIC LIAISON
EVENT FOLLOW-UP CHECKLIST

Event		
Date		Project Officer
	1.	Thank you letters  participants  speakers  others  (list)
	2.	Press releases
	3.	Follow-up (if any)
		Presidential EHD

WASHINGTON

MEMORANDUM TO:

BARBARA J. SMITH

FROM:

SUBJECT:

WHITE HOUSE BRIEFING - OFFICE OF PUBLIC LIAISON

NAME OF ORGANIZATION:

DATE:

TIME:

PLACE:

TOPICS:

(Specify those requested by the group, or

your own recommendations)

PARTICIPANTS:

(Number, profession, composition of group)

BACKGROUND:

(Info on organizations represented, national membership, political activity, areas of support or potential problems. Attach

correspondence.)

PREVIOUS

PARTICIPATION:

(History of contact with Administration,

past and present.)

CONTACT:

(Group representative in charge of their arrangements; name, address, phone. Also who is providing names and info for security

clearance.)

SPEAKERS:

(Specify those requested by group, or those

you recommend.)

PRESS:

ADDITIONAL INFORMATION:

RECOMMENDED BY:

(Your endorsement that we do the briefing,

EHD, members of Congress, Administration

officials, etc.)

WASHINGTON

OFFICE OF PUBLIC LIAISON WHITE HOUSE BRIEFINGS

LOGISTICS CHECKLIST

RECONFIRM SPEAKERS:

Time:

Topic:

Name of staff Contact:

Phone:

Provide background schedule sheet on group.

RECONFIRM ROOM:

SECURITY CLEARANCE

LIST:

Name, address, date of birth and Social Security

number if President or Vice President in attendance.

Provided by:

Cut-off date:

Received:

OPL STAFF TO CHECK GROUP IN:

TIME AND ENTRANCE FOR SECURITY CLEARANCE:

CHAIRMAN FOR BRIEFING:

MATERIALS TO BE DISTRIBUTED

PRESS ARRANGEMENTS:

TALKING POINTS REQUIRED:

FOLLOW-UP:

Thank you letters to speakers

Letter to chief organizer for group

Letters to participants

MAILING OF ADDITIONAL BRIEFING MATERIALS:

PHOTOGRAPHS:

ADD NAMES TO MAILING LIST FOR FUTURE:

WRAP-UP MEMO FOR FINAL FILE:

WASHINGTON July 28, 1982

MEMORAMDUM FOR OPL STAFF

FROM:

RED CAVANE

SUBJECT:

Correspondence for Scheduling Office

Effective immediately, all Schedule Proposals and other memoranda directed to the Scheduling Office should be addressed to William K. Sadleir, Director, Presidential Appointments and Scheduling.

Thank you.

#### **DISTRIBUTION:**

BETH BARNES MORTON BLACKWELL BOB BONITATI WENDY BORCHERDT JACK BURGESS THELMA DUGGIN CINDY ESPARZA JANICE FARRELL SANDY FARROW ADRIANNE FORD MICHAEL GALE MILLIER GERSTNER MARILYNNE GISIN FLORENCE HEPP ROSE INFANTI VIRGINIA KNAUER LEAH LEVY DIANA LOZANO DOUG MARTIN JOAN MORECI ROBERT MOSS CHARLOTTE NYHEIM MARY ELIZABETH QUINT SUSAN SHERWOOD MAISELLE SHORTLEY BETSY SIMON BOB STEEVES CAROLYN SUNDSETH BILL TRIPLETT WAYNE VALIS BETSY WHITE

HENRY ZUNIGA

## THE WHITE HOUSE WASHINGTON

July 6, 1982

MEMORANDUM FOR PORTFOLIO MANAGERS

FROM:

RED CAVANEY

SUBJECT: Attached

Please be sure to read and adhere to the attached directive.

WASHINGTON

July 1, 1982

MEMORANDUM FOR WHITE HOUSE STAFF

FROM:

JAMES A. BAKER III

CHIEF OF STAFF

SUBJECT:

Communications with the Department of Justice

In view of the number of new members on the Staff in the last 17 months, and as a reminder to all members of the Staff, I am recirculating the attached memorandum of February 10, 1981 which sets forth the procedures that must be followed by everyone in regard to any matters involving the Department of Justice.

I would also urge you to take this occasion to re-read the Standards of Conduct section of the White House Staff Manual, in order to refamilarize yourself with your obligations as a member of the President's Staff.

If you have any questions arising from your review of both of these items, or if questions arise in the course of your daily tasks, as to the appropriateness or propriety of any action you propose to take, please follow this very simple rule: IF IN DOUBT, CONSULT THE COUNSEL'S OFFICE BEFORE YOU ACT.

Your attention to the above is strictly requested and required. Thank you.

WASHINGTON

February 10, 1981

MEMORANDUM FOR THE WHITE HOUSE STAFF

FROM:

FRED F. FIELDING

COUNSEL TO THE PRESIDENT

SUBJECT:

Communications with the Department of Justice

As we are all keenly aware, it is imperative that there be public confidence in the effective and impartial administration of the laws. To that end, after consultation between the President and the Attorney General, the following procedures have been established in regard to communications between the White House Staff and the Department of Justice.

- 1. All inquiries which concern or may concern particular pending investigations or cases being handled by the Department of Justice shall be directed to the Counsel to the President. If appropriate and necessary, the inquiry will then be transmitted to the Office of the Attorney General or the Deputy Attorney General.
- 2. All requests for formal legal opinions from the Department of Justice shall be directed to the Counsel to the President, who will direct such requests to the Office of the Attorney General or to the Assistant Attorney General -- Office of Legal Counsel.
- 3. All comments between the White House Office and the Department of Justice in regard to policy, legislation and budgeting should be handled directly between those parties concerned.

Your cooperation in observing these guidelines is most strongly urged. If you have any questions regarding these procedures, please contact this Office.

washington October 12, 1982

MEMORANDUM FOR ELIZABETH H. DOLE

FROM:

MORTON C. BLACKWELL

SUBJECT:

USIA Event

Last week, before our discussion on media contacts, I accepted an invitation, as I did last year, to speak to a group of foreign officials and journalists brought in by the USIA to learn about our election process.

My intention is to give them my standard set of remarks on grassroots participation in the U. S. public policy process.

Because of our discussion last week, I think I had better get clearance from you before proceeding to speak to them tomorrow.



# **Delphi Research Associates**

475 L'Enfant Plaza West, S. W., Suite 2970, Washington, D.C. 20024
Telephone No. (202) 554-7930 Telex No. 897421

October 8, 1982

Mr. Morton Blackwell
Special Assistant to the President
for Public Liaison
Room 191
Old Executive Office Building
White House
Washington, D.C. 20500

Dear Mr. Blackwell:

We are very pleased to have you give the introductory address to our group of USIA-sponsored international visitors at their opening session on Wednesday, October 13 at the International Club.

The purpose of their trip here is to enhance the participants' understanding of the American political system, particularly the issues and implications of the Fall campaign. Delphi Research Associates, a non-profit, international technical and professional exchange organization, is assisting the USIA in the program implementation.

I am enclosing a brief descriptive program summary and a list of the participants.

We look forward to seeing you at this luncheon session.

Sincerely,

Christine K. Lipsey

International Relations Officer

Enclosures

#### LIST OF INTERNATIONAL VISITOR PARTICIPANTS

#### CONGRESSIONAL CAMPAIGN '82

Argentina

Juan Manuel Palacio

Advisor

Justicialista Party

Australia

David Malcolm Williams

Chief, Television News Production Australian Broadcasting Commission

1. 15

Austria

Dr. Friedrich Plasser

Head of Basic Research Division

Austrian People's Party

Bangladesh

Ferdous Ahmed Quoreshi

Editor Desh Bangla

Grenada

George Worme

Independent Journalist Caribbean News Agency

Belgium

Guido de Spiegelaire

Labor Editor De Standard

Burundi

Bernard Ntahoturi

Advisor to the President

Canada

Charles Pitts

Director of Communications
Progressive Conservative Party

David Husband

Director

Liberal Caucus Research Bureau

China, People's Republic of

Li Yanning

Director of International News

New China News Agency

Egypt

Mohamed Barakat Diplomatic Editor New China News Agency

El Salvador

Rafael Castaneda

Legal Advisor, ARENA Party & Executive Secretary, Ministry of Foreign Trade

Germany, West

Horst Bacia

Political Editor

Frankfurter Allgemeine Zeitung

Dr. Volker Oerter Member, Policy Staff Ministry of Interior North Rhine - Westphalia

Frank Ritschel

Editor

Radio Free Berlin (SFB)

Israel

Sara Honig

Political Reporter Jerusalem Post

Tuvia Mendelson

Journalist

Daver News Weekly

KenyA

Leonard Ngugi

Chief Administrative Officer Kenyan National Assembly

Morocco

Omar Najib

Foreign Affairs Editor

Al Alam

Nigeria

Innocent E. Oparadike

Chief Political Correspondent

Concord Group Newspapers

Philippines |

Sancho B. Almeda

Chief Legal Counsel

Export Processing Zone Authority

Senega 1

Hamadoun Toure

Political Editor

Le Soleil (National Daily)

Sierra Leone

Daisy Bona

Editor

Flash Newspaper

Switzerland

Winfried F. Wiegandt

Deputy Foreign Editor

Schweizer Depeschenagentur (Swiss National News Agency) **Venezuela** 

Ciro Jose Dicuru

Yugoslavia

Zoran Kurtovic

Belgrade Correspondent Oslabodjenje

Zambia

George Phiri Secretary to the Elections Committee United National Independence Party

Washington, D. C. 20547



## CONGRESSIONAL CAMPAIGN 1982

## I. SUMMARY

This project will enhance participants' understanding of the American political system, particularly the election process. The project will explore the constitutional and legal framework for election to public office, the development of local and national issues and the effects of new coalitions, campaign techniques and single-issues in American elections.

## II. COMMUNICATION PURPOSES

- 1. To identify the issues and priorities of the American electorate in the context of present social, economic and international realities; to evaluate the impact of various societal trends on the political configuration of the Congress and on national policy.
- 2. To enhance understanding of the roles of political parties, the media, political action committees and other special interest groups, campaign funding and campaign technology in the 1982 off-year national election.

# III. QUALIFICATIONS FOR PARTICIPANTS

Participants should be elected or senior appointed officials; senior level journalists; political editors; pollsters; professors of political science and U.S. history. All should have some knowledge of American political jargon.

## IV. PROJECT OUTLINE

The first week will be spent in Washington, D.C. to review the U.S. political process and to discuss significant local and national issues. The group will meet with elected officials, candidates, party leaders, campaign staffers, media specialists, election consultants, academicians and interest groups. The second week will be spent on the "campaign trail" following one Senatorial and one Congressional race. The group will observe rallies, town meetings, and media events and take part in discussion of issues with candidates and exchange views with campaign activists. During election week, the group will divide into small teams, each accompanied by an election specialists, to visit a variety of distinctive races and geographic areas. After the election, the group will assemble to study returns and analyses, discuss the national and international implications and integrate their project experiences.

## WHITE HOUSE STAFFING MEMORANDUM

	CT: ENROLLED B:		ENT, A	ND AUTHORIZATION TO	MODIFY TH	E BUFFALO
		ACTION	FYI		ACTION	FYI
	VICE PRESIDENT			FULLER		
	MEESE			GERGEN		
	BAKER		1	HARPER		
	DEAVER			JENKINS		
	STOCKMAN			MURPHY		
	CLARK			ROLLINS		
	DARMAN	□P	DES	WILLIAMSON		
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	FELDSTEIN			ROGERS		
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	Approve Statem	ent				nard G. Darman nt to the Preside (x2702)
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admissibilition

#### THE WHITE HOUSE

WASHINGTON October 12, 1982

MEMORANDUM FOR OFFICE OF PUBLIC LIAISON STAFF

FROM:

RED CAVANEY

SUBJECT

Record of Telephone Calls

It has been brought to my attention that some may not be keeping a log of both incoming and outgoing phone calls. Such a record is required and serves to protect both you and the White House from claims of conversation, etc., that may not have taken place.

If you are not presently keeping such a record, you must begin immediately by keeping a file of the incoming and outgoing phone calls received by you. This record is to be kept by you and submitted to Central Files on your departure. If anyone needs specific guidance, please call me.

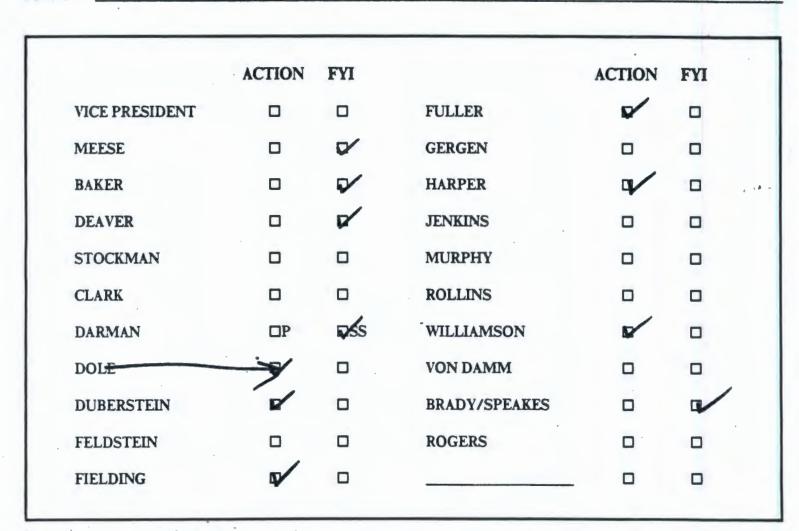
#### Distribution:

Morton Blackwell
Bob Bonitati
Jack Burgess
Thelma Duggin
Michael Gale
Dee Jepsen
Virginia Knauer
Diana Lozano
Mary Elizabeth Quint
Bob Steeve's
Bill Triplett
Wayne Valis
Henry Zuniga

## WHITE HOUSE STAFFING MEMORANDUM

DATE: Oct. 9, 1982 ACTION/CONCURRENCE/COMMENT DUE BY:

SUBJECT: Enrolled Bill S. 1018--Coastal Barrier Resources Act



## Remarks:

Please forward comments on this enrolled bill to my office by NOON on TUESDAY. PLEASE NOTE A SIGNING CEREMONY IS SCHEDULED FOR THIS BILL ON WEDNESDAY, OCTOBER 13.

Thank you.

Richard G. Darman Assistant to the President (x2702)

Response:

M. Modal 102 11:56

## WHITE HOUSE STAFFING MEMORANDUM

DATE:	Oct.	9,	1982	ACTION/CONCURRENCE/COMMENT DUE BY:	W
					131

Enrolled Bill H.R. 6188--Water Resources Development Study, Platte SUBJECT: \_

River Basis, Nebraska

~\_4444

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT			FULLER	0	
MEESE		0	GERGEN		
BAKER		b/	HARPER		
DEAVER			JENKINS		
STOCKMAN			MURPHY		
CLARK			ROLLINS		
DARMAN	□P	DAS	WILLIAMSON		
DOLE	>		VON DAMM		
DUBERSTEIN			BRADY/SPEAKES		
FELDSTEIN			ROGERS		
FIELDING	<b>a</b> /				

## Remarks:

Please forward comments on this enrolled bill to my office by close of business TUESDAY. PLEASE NOTE THERE IS A SIGNING CEREMONY SCHEDULED FOR THIS BILL ON THURSDAY, OCTOBER 14.

Thank you.

Richard G. Darman Assistant to the President (x2702)

Response:

Blocked 825

EHD Red Jack Diana

**BBonitati** Gale Wendy Morton

Virginia K Thelma Henry Z Bill T

Document No. \_\_

081014SS WIL 15 1982

Valis WHITE HOUSE STAFFING MEMORANDUM

	ACTION	FYI		ACTION	FYI	
VICE PRESIDENT			GERGEN		9	
MEESE		10	HARPER		9	
BAKER			JAMES			
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CLARK			ROLLINS		0	
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DOLE	<del>&gt;</del>		WEIDENBAUM			
DUBERSTEIN	□.	<b>D</b>	BRADY/SPEAKES			
FIELDING		00/	ROGERS			

Remarks:

The attached is forwarded for your information.

Richard G. Darman Assistant to the President (x2702)

Response:

#### THE CHAIRMAN OF THE COUNCIL OF ECONOMIC ADVISERS WASHINGTON, D.C. 20506

July 15, 1982

MEMORANDUM FOR WHITE HOUSE SENIOR STAFF

From: Eric Hemel EH

Special Assistant to the Chairman

Subject: Industrial Production in June

The Federal Reserve Board will release the industrial production figures for June at 9:30 a.m. this morning.

The news indicates further economic slippage. Industrial production between May and June fell by 0.7 percent on a seasonally adjusted basis. Revisions in the data for previous months also indicate that industrial production fell by 0.6% in May and 1.1% in April -- both worse then originally reported. The weakest industrial area was production of business equipment, demonstrating the reluctance of firms to undertake new investments at this particular time.

The new figures signal that the industrial side of the economy is still weakening. Hopefully, greater stringth in consumer spending can provide the impetus by itself for a general economic recovery.

# 

# ASSOCIATIONS ARE INEXTRICABLY LINKED TO THE HEALTH OF THE AMERICAN ECONOMY



# An Interview with Wayne H. Valis

Special Assistant to the President for Public Liaison

AYNE H. VALIS would be a good man to have on your side. . . . And he is.

As special assistant to the President for public liaison, Mr. Valis acts as President Reagan's "personal eyes, ears, and mouthpiece" in dialogues with executives of associations, small businesses, corporations, and chambers of commerce.

That means when association executives have a major, seemingly insurmountable problem that vitally affects their associations, Wayne Valis should be on the spot—meeting with them, listening to them, and then communicating their viewpoints to appropriate government officials.

In return, executives can expect to get an earful of Mr. Valis's favorite subject at the moment—President Rea-

## By Margo Vanover

gan's economic package. Until it's fully accepted and implemented, he says, building coalitions behind the economic package will be his number one priority.

A Pennsylvania Avenue veteran, Mr. Valis worked for the White House during the Nixon and Ford administrations, but was uprooted from his slot at the Office of Public Liaison when President Carter was elected. He's also done what he calls "two tours of duty at the American Enterprise Institute," a conservative think-tank in Washington.

Now back at the Office of Public Liaison, which is headed by Elizabeth Dole, he says he's already averaging about 90 phone calls a day. Not all get answered or returned, he is the first to admit, but he does shoot for a call-back average of 50 percent.

Although he has never been a member of an association, he knows what they are all about and doesn't hesitate to tell you so. Any comments intended as praise for his obvious familiarity with the inner workings of associations could very well provoke a rather indignant but not unkind response of "This is not on-the-job training, you know."

Mr. Valis is not one to mince words. He says what's on his mind, and he says it with conviction. Calm and self-assured, he's not afraid to speak candidly, and he shares his likes and dislikes with no apparent hesitation.

What doesn't he like? He doesn't like





certain bureaucratic words. Input and interface are two he abhors.

He also doesn't like or appreciate people who waste his time on trivia. Those who try it, he says, will "not get very good service out of me." His third dislike is what he calls the "stroking sessions" that were popular during the last administration's dealings with associations.

What does he like? Coalitions. "There's no substitute for them," he says. "They show strength and creativity, and I encourage corporate people and association executives to use them."

Association Management wanted to know more about this man who occupies a key slot for associations in the



Association executives must recognize that they are no longer on the five-yard line with their backs to the goal.

Reagan hierarchy. In the discussion that follows, Mr. Valis speaks frankly about his position, his attitude toward associations, and his expectations of and for the association community.

Mr. Valis, what would you pinpoint as the top priorities in your job as special assistant to the President for public liaison?

I have a number of priorities. One is to build larger coalitions behind the President's economic package. Another is to listen to the views of the business and corporate community on regulations, tax policies, appointments, programs, personnel—the works. I am their conduit for information.

## Why is there a need for your position?

Because there has to be a centralized place where the organized business community can express its concerns. Business and trade associations play more of a role in our government than ever before. Frankly, they have enormously sophisticated political networks. In recent years, they have had a direct bearing on what gets through—or doesn't get through—the Hill.

You ignore business and trade associations at your own peril. Working with them, we can get a lot accomplished.

When you say you represent "trade associations," are you also including professional societies?

That depends. My constituency includes business-oriented professional societies but does not, for example, include the American Medical Association. Health care would fall under Virginia Knauer's authority.

## The Office of Public Liaison was created in 1974, wasn't it?

No, it was reincarnated in 1974. The office actually goes back to the Eisenhower administration. Bryce Harlow, truly a great American of any day, got the idea in 1958 to set up an office for the organized public. But then, when a Democratic administration took over in the '60s, the office was phased out for a while.

Didn't you work for this office in the '70s under William Baroody, who was the assistant to the President in charge of the Office of Public Liaison during President Ford's term of office?

Yes. I was director of planning and research.

I assume you didn't hang on during the Carter administration.

No. In 1976, I was President Ford's director of opposition research, which

## **VALIS INTERVIEW**

involved gathering negative research on President Carter. So I probably ranked fairly high on the Democrats' immediate hit list.

Why do you think Elizabeth Dole, now assistant to the President for public liaison, asked you back?

I'm experienced. I've got a good background in both policy and politics. And I understand the structure of both corporations and associations.

Since you've been around through two administrations, you've had the opportunity to notice any changes that have occurred in this office. What are they?

This office, just like any office, takes on the shape of the personalities that inhabit it. Some people are more political; some are more service oriented. It depends on the individual in charge.

Under Midge Costanza, you'd have to say this office was almost unstructured. A nice lady, but she was just not up to this job.

#### Any other changes?

We have a much smaller staff now than we did under Baroody, so we have to double up in some areas. We also have another job to do now. Besides the liaison and the interchange with constituencies, we have the responsibility of helping get the economic package through. That's our number one priority. Everything else is secondary by a long shot.

# Have you run into any opposition to the economic package from associations?

I wouldn't characterize it as opposition. For example, the high technology industries believe they are not getting enough of a tax break on research and development. Some associations that are health-care or human-services oriented are unhappy with some of the budget cuts. Savings and loan associations want help in targeting incentives for savers, because they believe they are being eaten up by money market funds.

For the most part, we have received

overwhelming support on the budget and on regulatory policies. On our tax policy, we've received good support, even though a number of groups have expressed special concerns.

## How can an association executive arrange a meeting with you?

By writing a letter... But I strongly emphasize the need and desirability for associations to work with me not as individuals but as coalitions. I have to maximize the scarce manpower that I have at my disposal, and I can only do that if like-minded associations cooperate with one another through coalitions. I can't set up six briefings to treat the same problem.

For instance, the Electronic Industries Association came to me because they were unhappy with a tax situation. I asked EIA to come back with five more like-minded associations, and we would set up a meeting. They did.

I have assured association executives and corporate people that we will be responsive to them. But they have to cooperate, too. They can't nickel and dime me to death.

If associations have an important concern, we'll treat it. But they have to understand that our resources are far more limited than the last administration's. This office has dropped from a staff of 60 to a staff of 18 people.

#### Why the drastic reduction?

Ask Dave Stockman.

You've got to practice what you preach, you know. The economy begins at home.

## Mr. Valis, how can associations best be served by your office?

By coming to me with their most serious concerns—concerns that make a difference. Let me give you an example of what not to do. Yesterday, an association executive asked me to set up a tea in the East Room of the White House for association wives. We had already rejected the request a month before

Now, that is not a good use of my time, bothering me with that request again. If people come to me with that type of request very often, they're not going to get very good service out of me.

## Are there other types of requests that should be avoided?

Not really. If association executives have a serious concern, they should approach me with it. I understand what associations are about—they're there to serve their members. Otherwise, they wouldn't be in existence. If association executives have a problem that touches on a fundamental policy issue affecting their associations, they should tell me about it. I will help them. But first, they should go to the departmental level to see if the problems can be handled there.

#### By departmental, you mean-

The Commerce Department, the Treasury Department, or whatever department would handle the concern. Association executives shouldn't run to the President with every issue that comes up. People should come to the President—and I am on his personal staff—only after they have contacted the appropriate federal department, and the issue has still not been solved.

## We've heard a lot about President Reagan's attitude toward reducing unnecessary federal regulations. What's happening in that area?

Right now we are in the middle of one of the greatest experiments that any government has undertaken. We are asking associations and corporations to provide us with examples of regulations that they consider onerous and would like changed. We will be reviewing hundreds, perhaps thousands, of regulations.

This regulatory program will be one of the most fundamental changes any government has ever brought about—and certainly one of the longest lasting—in terms of an administration's contribution to economic revitalization.

This is an area where associations can play an enormous role. They have the expertise and experience to provide us with solid information and caveats for change—if they'll just do it.

## Will you be holding periodic, structured meetings with association executives?

I'll have a number of seminar-type sessions with business people where

we can sit in a relaxed atmosphere and not preach at each other. But I don't want to conduct stroking sessions. That's what the last administration did. They had thousands and thousands of stroking sessions where the associations would bring in their boards of directors, and they'd have little dogand-pony shows.

That may be politically useful, but it's not very creative. And it gets tedious. I'd much rather hold a seminar on America's trade policy, on economic revitalization or some other policy issue of interest to associations.

## What do you believe are some of the problems facing associations today?

There are a whole slew of them. Basically, they can be divided into two categories: substantive policy issues and internal issues-like keeping up the affections of members and maintaining credibility.

## What do you foresee as the future for associations?

The future of the association and business community is inextricably linked to the health of the American economy. And right now, I believe we



If association executives have a serious concern, they should talk to me about it, says Wayne H. Valis.

have just seen the darkest time before the dawn.

I don't believe trade associations yet understand the opportunities they have to help this administration bring about a fundamental reform in the way government works in our economic system. That, I hope, will soon become

For example, in the regulatory reform area, associations can provide the data, expertise, and analytical work to fundamentally change the way this government does business. And there-

fore, we will be able to fundamentally change the way the economy works.

### Will the administration be passing more responsibility of this nature on to associations?

I wouldn't say "responsibility." I prefer "opportunity." We will be giving associations the opportunity to be partners with government—not adver-

## Are you implying that associations and the government have been adversaries in the past?

I think a lot of people in the government had a very adverse frame of mind toward the business community. That's going to be drastically changed in this administration.

In the past, many associations have had to spend most of their time just trying to prevent regulations or to minimize the damage of regulations. That's a very defensive function.

Association executives must recognize that they are no longer on the fiveyard line with their backs to the goal. Because of the last election results. they're on the 30-yard line with the ball ... and they have to be creative.

## KITCHEN CABINET COUNTDOWN

One of the first acts Wayne Valis took as the new special assistant to the President for public liaison in charge of trade associations was to set up an informal kitchen cabinet. The role of the kitchen cabinet members, he says, is to advise him of association issues he should be dealing with.

ASAE Chairman of the Board Mortimer B. Doyle, CAE, chairman and chief executive officer. International Snowmobile Industry Association, Annandale, Virginia, has agreed to serve as chairman of the kitchen cabinet. John C. Vickerman. ASAE director of public affairs, will serve as secretary.

Members of the cabinet, all located in the Washington metropolitan area, include:

■ V. J. Adduci, president and chief executive officer, Motor Vehicle

Manufacturers Association of the United States. Inc.

- Robert O. Aders, president, Food Marketing Institute.
- Carl E. Bagge, president, National Coal Association.
- Joe M. Baker, Jr., CAE, executive vice president, Association of the Wall and Ceiling Industries, International.
- Hubert Beatty, executive director, Association of General Contractors of America. Inc.
- Jack W. Carlson, executive vice president, National Association of Realtors®.
- Macon Edwards, vice president of Washington operations, National Cotton Council of America.
- Bernard H. Falk, president. National Electrical Manufacturers Association.
- Loyd Hackler, president, American Retail Federation.
- Ralph D. Hodges, Jr., executive vice president, National Forest Products Association.

- Henry B. King, president, United States Brewers Association,
- James P. Low, CAE, president, American Society of Association Executives.
- Hugh McCahey, manager, association division. Chamber of Commerce of the United States.
- Peter F. McCloskey, president. Electronic Industries Association.
- Ellis E. Meredith, CAE, president and chief operating officer, American Apparel Manufacturers Association, Inc.
- Robert A. Roland, president, Chemical Manufacturers Association
- David E. Stahl, executive vice president, National Association of Home Builders of the United States.
- Larry L. Thomas, executive director, National Paint and Coatings Association.
- Dirk Van Dongen, president, National Association of Wholesale-Distributors.

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## MASTER CALENDAR -- WHITE HOUSE BRIEFINGS -- OFFICE OF PUBLIC LIAISON

- June 16 -- National Soft Drink Association
  2-3 pm; Room 450 OEOB
  SPEAKERS: Bill Niskanen, CEA 2-2:30 pm; Jim Tozzi, OMB
  2:30-3 pm. VP Bush, also speaking.
- June 18 -- National Apartment Association
  5:30-6:30 pm; Indian Treaty Room, 474 OEOB
  SPEAKERS: Donald Hovde, HUD; John Chapoton, Treasury
- June 22 -- YMCA -- National Youth Governor's Conference
- June 23 -- American Hardware Manufacturers Association 2:45-4:15 pm; Family Theatre SPEAKERS: Larry Kudlow OMB, A/D Economic Policy John Chapoton, Treasury, A/S for Tax Policy
- June 24 -- American Indian Leaders Advisory Council
  2-6 pm; Indian Treaty Room, 474 OEOB
  SPEAKERS: Alan Parker, DOE; Dr. Emery Johnson, Indian
  Health Services; David Lester, HHS; Don Crabill, OMB
- June 25 -- Insurance Federation of Minnesota
- June 26 -- National Cattlemen's Association
- July 15 -- Cast Metals Federation
- July 16/17 Illinois Association Aggregate Producers
- July 20 -- National Society of Professional Engineers
- July 22 -- National Association of Farm Broadcasters and Agricultural
  Relations Council
  10-11:30 am; Room 2008 NEOB:
  SPEAKERS: Ambassador Bill Brock; Sec. John Block; Lou Gerig.
- Sept 22 -- Food Service Organization of Distributors
- Sept 22/23 United Fresh Fruit and Vegetable Association
- Sept 23 -- Meredith Corporation
- Oct 26 -- American Association of Advertising Agencies

TO BE SCHEDULED

Petrochemical Energy Group TransAmerica Corporation

- June 22 -- National Rural Electric Cooperatives Association
  12:30-1:30 pm; Roosevelt Room
  SPEAKERS: Vice President Bush; Elizabeth Dole; Secretary
  Block; Joseph Tribble, A/S of Energy for Conservation
- June 22 -- National Youth Governor's Conference
  7-9 pm; Indian Treaty Room, 474 OEOB
  SPEAKERS: Michael Horowitz, OMB; Doug Bandow, OPL;
  plus panelists from AEI and Brookings
- June 23 -- American Hardware Manufacturers Association
  2:45-4:15 pm; Family Theatre
  SPEAKERS: Larry Kudlow, A/D for Economic Policy, OMB;
  John Chapoton, A/S of Treasury for Tax Policy; Jim
  Rosebush, Director of Business Liaison, Dept. of Commerce
- June 24 -- American Indian Leaders Advisory Council
  2-6 pm; Indian Treaty Room, Room 474, OEOB
  SPEAKERS: Ken Smith, BIA/Interior; Alan Parker, DOE, Indian
  Affairs; Don Crabill, Deputy Assoc. Dir. Natural Resources,
  OMB; Louis McGinness, Indian Programs, DED; Bob Carleson,
  Sp. Asst., OPD; Dr. Emery Johnson, Indian Health Service,
  HHS; Pete Homer, Indian Programs, DOL; David Lester, Comm.
  for Native Americans, HHS; Bill Grisby, D/A/S, HUD
- June 25 -- Insurance Federation of Minnesota
  10-11:15 am; Family Theatre
  SPEAKERS: Ed Dale, Dir. of Public Affairs, OMB; Doyle
  L. Arnold, Asst to Dept. Sec. of Treasury.
- June 26 -- National Cattlemen's Association
  10:30-12:00; Indian Treaty Room
  SPEAKERS: Don Crabill, Dep. Assoc. Dir. for Natural Resources
  OMB; Dr. Donald MacDonald, State Dept.; John McClaughry, OPD;
  Gary Robbins, Dep. Asst. Sec. of Treasury for Tax Policy.
- July 15 -- Cast Metals Federation
- July 16 -- Illinois Association Aggregate Producers
- July 20 -- National Society of Professional Engineers
- July 22 -- National Association of Farm Broadcasters and Agricultural Relations Council -- 10-11:30 am; Room 2008 NEOB SPEAKERS: Ambassador Bill Brock; Sec. John Block; Lou Gerig.
- Sept 22 -- Food Service Organization of Distributors
- Sept 22/23 United Fresh Fruit and Vegetable Association
- Sept 23 -- Meredith Corporation
- Oct 26 -- American Association of Advertising Agencies

## To be scheduled

Petrochemical Energy Group TransAmerica Corporation Industrial Safety Equipment Association

# 'Faith' In the White House



We told you, three months ago, that Faith Whittlesey would have rough going in the hardball White House league. We were right—as Faith is finding out in a hurry.

Some two months into the job as Special Assistant for Public Liaison, she is the center of a firestorm over — of all things! — her

sex! Or is it lack of sex? Or what?

It seems that Faith isn't female — or feminist — enough for Mike Deaver and the other White House staff honchos who are so hypnotized by NOW and the lesbian left that they are cutting Mrs. Whittlesey's attractive throat. (Yes, we know her political enemies back home will chortle a bit at this, because Faith has played some hardball in her time,

From an "Inquirer" story it seems that, we quote, "The job of courting women's votes for whatever campaign may be ahead for President Reagan has been taken away from Faith Ryan Whittlesey, the highest ranking woman in the White House..." According to the story, she has done "little to close the gender gap." (She has been on the job such a long time!) And the ubiquitous anonymous White House Source claims she has "shown little empathy for lower and middle-class working women." Tsk. Tsk.

Anyone with an ounce of poltical sophistication knows that the "women's movement" has never been of, by or for "lower and middle class working women." It has been a construct of alienated feminoid intellectuals seeking to aggrandize themselves politically with socialist slogans while sneering at their benighted sisters who believe in, among other things, home, family, straight sex in a

married context and religion.

It is ironic, then, that Michael Deaver should be put in charge of reducing the alleged gender gap. Should he start with a "Christine Jorgensen" sex-change operation in order to demonstrate his white-knuckle credentials to NOW? (Not that they will be satisfied with anything, or anybody, to the

right of Alan Cranston.)

That ubiquitous White House official, still unnamed, claimed that "Whittlesey did not seem to be initiating programs." What kind? No answer. But even more appalling is the statement attributed to another anonymous "senior staff aide," quoted as saying "The feeling was that Whittlesey ... is expected to be partisan for women." How droll! Here we were, in all our anachronistic political innocence, expecting public officials to work for ALL the people, not one class, one race, one religion or one sex.

One female White House assistant — don't you love these anonymous sources? — did have the courage to say that she was "not

aware of any dissatisfaction among women in the White House with Whittlesey." Now how about that!

The "Washington Times," commenting on the same subject a few days earlier, noted: "They say you can tell a man by his friends, and a lady by her enemies. If true, then Faith Whittlesey must be doing one whale of a job. Already, she's made just about every enemies lists in the Baker-Deaver wing of the White House."

Apparently, the entire flap blew up when Mrs. Whittlesey, at a Cabinet meeting, said that, we quote the "Times;" "The President need not be concerned about women's issues as long as he did what he believed to be right. The subsequent furor was enough to lift the White House off its foundations."

It would appear that Mr. Deaver apparently understands women better than Faith. Could be, but then, Faith never did get elected on the basis of sex in Delaware county. And, now that we come to think of it, just whom did the American people elect in 1980, Michael Deaver? Or Ronald Reagan?

From here it looks as if the President, if he wishes to get re-elected in 1984, had better begin playing to the constituency which elected him in 1980, not those who have been submarining his proper instincts since the

day he occupied the Oval Office.

There is one thing of which the President can be certain: Faith Whittlesey, unlike some other prominent figures in the White House entourage, is an unabashed "Reaganite." She will give him 100% of her loyalty. Can the same be said for others? And can a President get himself elected by kowtowing to his ideological enemies on the

feminist left? Not a chance! On Tuesday of last week, the British people re-elected that most UN-feminist woman, Margaret Thatcher — the Iron Lady — and her Conservative Party in a most smashing victory that tripled her majority in Parliament. Ronald Reagan, who admires the British Prime Minister as an ideological soul-mate, should look Eastward to see that the alleged power of the feminoid Establishment is one constructed out of thin air by left-aligned media and vicious ideologues of both sexes working for his defeat. Like her, he should stick to his guns and his program and let the election take care of itself. If the American people understand that Mr. Reagan is truly committed to those goals which he articulated so well in 1982, they will react as have the British to Mrs. Thatcher, with another electoral victory.

Faith Whittlesey gives this President some credibility in a White House full of back-stabbing sycophants. He should support her!

## TEACHING SCHEDULE

Dolf Droge M/PM/TD AID

## WEEK ONE

Monday -- One hour 3-4 p.m.

Tuesday

Wednesday

Thursday--One hour 9-10 a.m.

Friday -- Two hours 9-11 a.m.

## WEEK TWO

Monday

Tuesday -- Two hours 2-4 p.m.

Wednesday

Thursday -- Two hours 9-11 a.m.

Friday -- Two hours 9-11 a.m.

# UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY AGENCY FOR INTERNATIONAL DEVELOPMENT WASHINGTON, D.C. 20523

May 19, 1983

Ms. Faith Ryan Whittlesley Assistant to the President Office of Public Liaison The White House Washington, D.C.

Dear Ambassador Whittlesley:

This is in response to your request that I coordinate the speakers program effort of the Public Outreach Working Group for Central America. I am deeply honored that you have asked me to help in this priority effort. I believe I can be of service in assisting you to achieve the goals you so clearly set forth May 16.

In that regard I have reviewed my classroom teaching responsibilities paring them down to the minimum--a total of 11 hour during two weeks of each month. On days when I am teaching for only one hour I could skip lunch or come in earlier. No teaching requirement would involve more than two hours time taken out of any working day's schedule.

If you conclude that my availability will be sufficient to be of assistance, I believe you can obtain my services by writing a letter to the Administrator of the Agency asking that I be officially detailed to your office on a loan (as was done when I served President Nixon's National Security Council for five years on detail from AID to Dr. Kissinger's staff). The letter might also make mention that I would continue to provide my teaching input as required by the Training Programs, while on full-time detail to your office. (Teaching Schedule attached FYI)

I look forward to your decision and hope that I will have the opportunity to work with you.

With every good wish for your endeavors,

Dolf Droge

Special Assistant to the Associate Director for Training and Development

P.S.

Reorganization of Agency training programs scheduled to take effect this summer should further reduce my classroom requirements.

## THE WHITE HOUSE

July 19, 1983

MEMORANDUM FOR OPL STAFF

FROM:

FAITH RYAN WHITTLESEY #RW

SUBJECT:

Office Hours

I would like to request that all OPL staff be in their offices no later than 8:30a.m. each morning. If you have scheduled breakfast meetings please leave a phone number with the West Wing staff so I may contact you when necessary.

Senior staff meetings are held every day at 8:00 a.m. and usually run from 20 to 30 minutes. Often times, based on the issues discussed in senior staff, I will need to reach you and expect you in the office at the designated time.

Thank you for your full cooperation.