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THE WHITE HOUSE

WASHINGTON

MEMORANDUM FOR: Frank Ursomarso

FROM: Bob Dahlgren *BD*
Jack Mongoven *JM*

DATE: March 27, 1981

RE: Organization of Task Group and
Project Initiation Measures

Attached are four documents pursuant to your request of this morning, i.e. a paper on how to get the agencies involved and the project launched, talking points to be used in meeting with Departmental Liaison persons, a delineation of Department Responsibilities and a proposed Staffing Structure for a task group within your office. What is not here is an overall cost estimate or even a cost estimate for White House expenditures. This will be worked out soonest---it is just the most complicated part of the project. In all cases, we would try to keep White House expenditures to a minimum.

The costs will be significantly less than one might at first think since a great deal is absorbed by the Departments and by already existing service operations. Costs will also be determined in part by decisions that can only be made in a discussion of the nature of the individual event (e.g. it has been customary after a White House Seminar to invite the correspondents to a cocktail party at Tayloe House or the like where they meet and talk informally with various Administration members--this type of expenditure is an option, and probably one we would not want for this type of program).

I am confident that most of these approaches can be worked out in one conversation and then cost-estimating will be much easier. In any event, we will have cost figures to you quite soon.

The additions to the plan for the regional seminars, the non-Administration advocates and the April 15 events have been done and are available if you wish to add them to your copy or anyone else's.

If there is anything else you need, please let us know.

Mechanics of Instituting Program

The first step in ensuring the accomplishment of the Communication Plan for the Economic Recovery Program is to have the full force of the Presidency behind it. If the President explains to his Cabinet that this is a team effort and that he needs the cooperation of all members of his team, we can be assured of positive response from within the Department.

At the time the President informs his Cabinet of the need for cooperation, he must also: 1) Designate their contact point at the White House for anything having to do with the Plan--in this case Frank Ursomarso; 2) He must ask them to appoint a subcabinet officer to be responsible for liaison with the Office of Communications regarding implementation of the Plan.

After the liaison designees are named they should be called together for a meeting in the Roosevelt Room and the plan explained to them in detail.

It is important that this meeting be opened, not chaired by, but opened by a very senior White House official who can explain the seriousness and importance of this project and who can then turn the meeting over to the Director of Communications and leave the room.

The liaison must know what they will be asked to do and which individuals within their Departments they will be calling on for assistance. They must also know that the White House does not have the resources to carry out this plan by itself--that it is a

team effort and that everyone will be asked to expend manpower, funds and time to accomplish our objectives. They should be given at that time--verbally--a rough budget estimate of what it is probably going to cost them. They must also be asked at that time to determine within their own Departments what capable individuals they can detail to work specifically with the White House on this project. They must also be told from whom they may expect to receive telephone calls and requests for action and what their alternative course is if they believe they cannot or will not be able to provide what is requested. (Sample talking points for this meeting attached.)

The liaison designees should also be told that the Public Affairs officer in their Department will also be getting requests from time to time because the project is basically one of communications but that there should be no conflict. Obviously the PA official will keep the liaison designee totally informed of any dealings he/she has with the White House in connection with the project.

The next step is a meeting with the senior Public Affairs official from each agency.

This meeting, chaired by the Director of Communications, will roughly explain the plan. The Director will then immediately lay out exactly what is expected from each agency in terms of immediate written materials. The project officer for the plan will be introduced and will explain the specific demands that will be placed on the Public Affairs offices for the duration of the plan. They will be asked to volunteer an assessment of their individual Departmental capabilities

in terms of printing, graphics, photography, translation, audio and video tape recording and reproducing capability. Each will be asked to prepare an assessment of the capabilities of their regional offices with special attention to where their strongest public affairs offices are. Agencies with broad field staffs beyond regional offices will be given a list of cities and asked to evaluate their staffs in those specific cities.

Each of the PA officials will also be asked to designate an individual within his office who will be kept informed of the Department's role in the plan and will be available in the event the principle is not.

The PA officials will also be informed of the role of the Departmental liaison and the need to keep that liaison fully informed of all requests and actions taken. They will be advised to meet with that liaison and develop an understanding of duties within their own shops for the products requested by the Office of Communications. If the Departmental Advance man or team is under PA, they will be told what is expected from them.

It is suggested that this meeting also be held in the Roosevelt Room-- future meetings to be held in Room 160 EOB. The meeting should permit a great deal of free discussion, even though much of it will be basically unproductive. As much as possible an aura of cooperation and teamwork must be created.

From there on it is a matter of efficient management and administration and the careful coordination of the project by the project team.

Talking Points for Meeting with Department Liaison

As you know, the President discussed our Economic Recovery Program Communications effort with your boss' at the Cabinet Meeting (Wednesday).

He is very serious when he says this is the most important program of his administration and that it is imperative that it be accomplished this year--by August 1st.

I know you already have heavy and substantial responsibilities within your own jobs without getting involved with a communications effort, but it is so important that we pass our program and we have so little time, it is important that we have someone who understands the necessity of getting things done well and on time who we can go to when we have problems.

Most of the contribution we are going to ask for from your Department is going to be in the form of writing and researching. A lot of pressure for answers will come up as we go along and we don't always know who is best in your Department to go to for answers--that's one of the places where you can be helpful. Also, we asked that people on your level be appointed so that we would know you had the clout to get the job done when we needed it.

Hopefully, most of the work envisioned in our plan for your Department will be done by the Secretary and by the Public Affairs people. We will be getting together with the Public Affairs folks later to let them know specifically what we'll need from them.

What we'll need from you will be a lot of people's time, some expense--mostly travel by people in your own Department, the occasional loan of some people--particularly some of your field staff, and, in some instances, the direct short term detail of one or two specific individuals from your Department. We'll know better just who we'll need after we know who's out there.

We'll try not to let this become a major part of your life, but there will be some ongoing requirements of the program that we'll be looking to you for, mostly in the form of a weekly report on your Department's activities in connection with the plan. We'll look to your public affairs offices for the other ongoing items, but if we need the muscle to get response we'll be coming to you.

Outside of myself the only person here you should ever have call you about the program is _____, who will be the project officer here.

Naturally, the White House doesn't have the resources to carry out a major national communications effort, so let me give you an idea of what kind of expenses we'll be calling upon you to pick up.

--Read excerpts from "Departmental Responsibilities"--

We'll try to keep this all as smooth as possible and by the end of the day you'll be getting, on paper, exactly what we need from your Department.

Questions...

Departmental Responsibilities

Each Department will be asked to carry out a large portion of the workload involved in this plan. The tasks assigned to the Department and monitored and coordinated by the Office of Communications are:

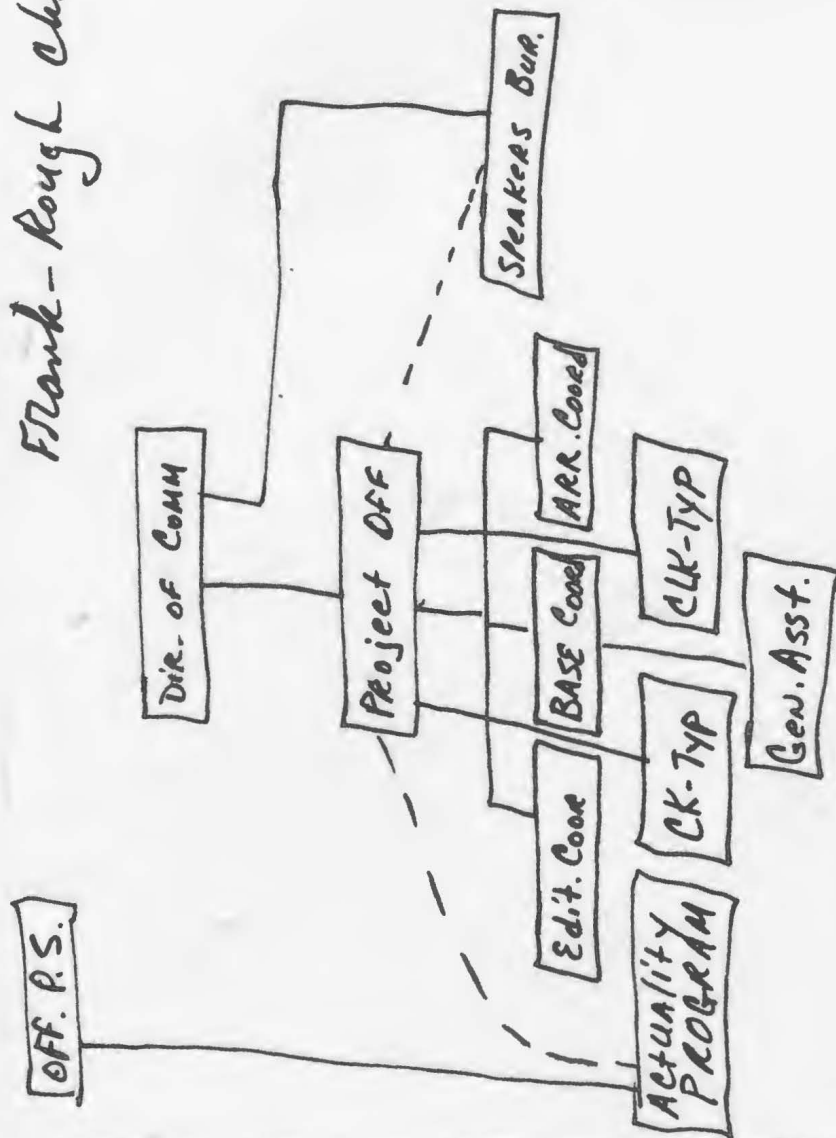
1. Writing. Each individual Department will be responsible for writing one op ed piece per week, the Secretary and subcabinet officials' speeches and testimony, four speeches for members of Congress to use in their districts, their individual graphs and charts, the Q&As for their Department, talking points for radio and magazine interviews and radio call-in shows, statements delivered at seminars and as part of the traveling squad, letters to the editor when assigned, talking points or statements for press conferences, actuality statements, guest editorials for constituent publications, one-two magazine articles and three-four statements for use in the Congressional Record.
2. Editorial Boards, Radio/TV Interviews. Each individual Department will be responsible for arranging editorial board meetings and radio and television appearances to discuss the Economic Recovery Program in connection with every out of town appearance by their Secretary or other senior official. The Office of Communications will coordinate and prevent unnecessary duplication and advise as to preferences but all arrangements must be made by the Department.
3. Placement. Each Department will be responsible for placing each op ed article or magazine piece or constituent publication editorial. Office of Communications will advise and coordinate in op ed placement and as last resort place op ed.
4. Travel. Each Department is responsible for the arrangement and expense of any and all travel conducted as part of the plan. Any member of the Department traveling, even to assist members of another Department, is paid for by his own Department.
5. Printing. Each Department will be responsible for the printing of any and all materials used in connection with its participation in the program. Certain printed materials will be supplied by the Office of Communications but the bulk will be provided by the various Departments. Naturally, the Departments are responsible for the printing of all biographies and photographs of members of their Departments used in kits. *see #8
6. Field Staffs: Even though a regional event might use people from two-three different Departments in setting up and carrying out an event--e.g. a regional news seminar--each individual would have his expenses born by his own Department.
7. Regional Seminars, Other Combined Events: When more than one Department is represented at an event, such as a regional news seminar, the Department whose Secretary attends is responsible for central expenses (hotel, sound equipment, etc.).

Departmental Responsibilities 2

8. Central Kits: The basic and most expensive printed items will be those included in the major press kits. The Treasury should be asked to bear the brunt of this printing expense since; 1) It has the capability, 2) It and OMB are the lead agencies on the Program, 3) It is reliable, 4) It is close by, 5) the White House does not have the in-house capability to do it, 6) it would be too expensive to do outside of government or at the GPO and 7) It does OMB's printing anyway.
9. Advance: The Departments will be asked to provide a pool of advance people for use in connection with the plan. It will be the Office of Communications' sincere intention to not disrupt any Departmental effort in the use of advance personnel, but individuals will, from time to time, be necessary to carry out the program. Whenever possible, local Departmental field staff will be used, but particularly in the case of non-administration advocates and some of the Regional Seminars and traveling squads it will be necessary to ask for Departmental assistance. In all such instances, the expenses of the advance person will be born by his/her Department.

THE WHITE HOUSE
WASHINGTON

Frank-Rough Chart



Economic Recovery Program Communications Project Personnel

Full implementation of the Communications Plan for the President's Economic Recovery Plan will require the creation of an ad hoc task group. While the head of this task group will report to the Director of Communications, it is imperative that the Director be free of the day-to-day operations and general decision-making of the group. The formation of any group of this type assumes certain types of emergency support help from any and all other elements available. This is as small a group as could reasonable be expected to achieve the objective.

Project Officer: The Project Officer for a task as complex as the one envisioned in the plan must have strong management and editorial skills and be generally experienced in government and Public Affairs. It will be his/her responsibility to supervise the completion of all projects envisioned within the plan, to supervise the other members of the task group, to work closely with the Departmental Liaison appointees and Public Affairs officials, and give final review and oversight to all projects as they proceed, evaluate the efficacy of materials and make a great many day-to-day decisions to ensure the project's successful completion. This individual would supervise the specific members of the task group but would also be responsible for coordinating the activities into the overall activities of the radio actuality and call-in project under Bill Hart and the coordination of the Speakers Bureau Projects contemplated within the plan. Project Officer would also be responsible for integrating Presidential and Vice Presidential activities into the overall activities of the task group. He/She is specifically responsible that all tasks be accomplished. He/She will report directly to the Director of the Office of Communications and keep him fully and completely informed as to the progress of each individual project.

Editorial Coordinator: An individual with very strong editorial skills is necessary for the review and frequently the editing of the more than 500 written documents which are envisioned in the plan. He/She will also have extensive writing responsibilities. The Editorial Coordinator must ensure that the products are produced, that they are effective, that they meet the tests of the program as to our strategy, and that they are used in the manner described in the plan. This individual must understand the Economic Recovery Program as well as anyone in the Administration and must be able to write quickly and straightforwardly. This individual must also have a grasp of the graphic arts and be aware of what combinations of materials would be most suitable for what audiences and must be knowledgeable enough to know when a new product must be created.

Arrangements Coordinator: This individual would be responsible for organizing and implementing the plans for the White House Press seminars (3), the Regional Seminars (10), the White House 5 p.m. Thursday Meetings with the Washington Press Corps (4-5) the Breakfast meetings (Bureau Chiefs) (3-4), the White House Meetings with columnists (3-4), the task group trips (8-10), the Trade, Professional and Constituent Group meetings (8-10), and other individual events as they come up. This would be more than enough for any one senior person and requires someone with unusually high organizational skills.

Personnel 2

Base Coordinator: This individual would be responsible for coordinating all the internal workings of the task group, including the Q&A Books, the Monitoring and Evaluation projects, coordination of Congressional Testimony, liaison with Congress and Congressional Staffs and the White House Congressional Liaison Office, overseeing printing, production of slide shows, acting as corporate advertising liaison, working with the Chamber of Commerce and Trade, Professional and Union organizations as a means of expanding our communications, production of translations for Hispanic audience, closed circuit TV operations and similar projects. A responsible, fairly senior public affairs professional is a must.

Clerk-Typists (2): Two clerk typists of a high competency level would be the minimum necessary for the fulfillment of the plan. When 50-60 individual projects are all going forward simultaneously, the workload in terms of clerical effort is considerable. The typing requirements of the editorial coordinator alone will be formidable. The numbers of people involved, counting the Departments, Regional offices, site personnel, the media et al. will generate a staggering number of telephone calls which could easily occupy someone virtually full time. If the task group is to be effective, it must be responsive, it must communicate effectively and must be careful not to engender ill-will in the Departments. This requires more clerical skill than is normally considered to be the case.

General Assistant: An "intern" type general assistant is necessary because of the lean nature of the rest of the task group. This individual would be called upon to track PERT charts, assist clericals, facilitate in-town logistics, assist in in-town efforts such as the White House Seminars, and generally free up senior people whenever possible from doing things not requiring their level of skill--there will be more than enough work for everyone.

MEMORANDUM FOR: Frank Ursomarso

FROM: Jack Mongoven and Bob Dahlgren

DATE: March 31, 1981

RE: Fact Sheets and other materials

JM BP

file

The specific instructions or requests for fact sheets and other materials we need on all aspects of the program have to be made at a meeting of all the Departmental Public Affairs Officers, as soon as possible. In the meantime, however, I believe it would be beneficial for us to sit down with Robin Raborn and Ann McGlaughlin ASAP and lay out the specifics of what we need from them right away. Either Bob and I can meet with them alone or you can ask them in. We don't want to take up your time but I'm not sure how you would want to handle it.

We propose to discuss at the meeting the attached descriptions of items we need for the general media and financial media press kits. Once we have rough drafts of these items in our hands, we can take it from there.

Our deadlines are short and these documents are part and parcel of all the activities we have planned. Let us know how you would like us to proceed.

Materials for General Media Press Kit

1. General Fact Sheet: The general fact sheet prepared by OMB is very well done and answers the most salient of a reporter's questions. In addition, however, a short fact sheet in laymen's terms is needed which combines the budget reductions with the tax cuts and presents an overview of the President's program. The fact sheet should be only 3-4 pages in length, but should set forth the budget cuts in general terms, explain and give examples of the Safety net programs, explain the income tax cuts in terms anyone can understand and explain the impact of accelerated, simplified depreciation in terms of capital formation and productivity.

The concept of exchanging categorical grants for block grants should also be addressed in this fact sheet, with emphasis on allowing local governments to establish their own priorities and to get Washington out of the business of telling people they need to spend money on free legal services for the poor rather than on what they might prefer, e.g. vaccination programs.

Since many of the readers of this fact sheet will be reporters and editors from around the country, many of them will be unfamiliar with Washington distinctions between budget authority and outlays, and since they have little understanding which Department provides which services, most budget items must be discussed in terms of specific programs rather than appropriations by agency. The tax cuts should be treated generally in the same package, even though they will be covered in more detail in another fact sheet. It is imperative that we not promote a delineation in the mind of the reporter about the program; both aspects must always be to some extent presented together. OMB should draw up a rough of such a fact sheet which can be polished and expanded or contracted by the Office of Communications.

2. Tax cut fact sheet: A straightforward presentation in laymen's terms of the nature of the tax cuts is essential. This fact sheet, while stressing marginal rates, should deal in specifics for three individual families of four: one, a low income family, one a middle income

family, one an affluent family. In addition to the discussion of the three families, however, there must be some charts showing the impact of the tax cuts on a wide range of income categories--categories that the reader can peruse and find himself in. These charts are routinely prepared by the Treasury and should be attached to the general tax cut fact sheet. This fact sheet must also address the accelerated and simplified depreciation allowance concept in general terms that can be applied to the local grain elevator or the laundry with three delivery trucks. Treasury should draw up a fact sheet along these lines which will be edited by the Office of Communications and related to the budget cuts, regulatory reform and the other aspects of the President's program.

3. Safety Net: HHS should prepare a detailed fact sheet explaining which programs are included in the concept of the safety net. The relative proportion of the budget going for these programs compared to other years should be shown on a graph. The emphasis here must be one of allaying fears that people currently dependent upon the federal government will find themselves out in the cold. After HHS has drawn up a good solid fact sheet with program descriptions and appropriate numbers and factual data, it should be reviewed by the Office of Communications and by OMB to ensure that all the numbers and programs are correct and that it is easily understood by the layman. Programs must be described by their common use identities, not by HHS acronyms or bureaucratese, e.g. EPSDT (Early and Periodic Screening, Diagnosis and Treatment) should be described as preventive health care for children.
4. Specific fact sheet on budget cuts: the existing OMB fact sheet is excellent for this purpose.
5. President's message: short two-page statement, easily included.

6. Short narrative statement describing the Program: OMB should select the best of Director Stockman's speeches or testimony and Treasury should select the best of Secretary Regan's speeches or testimony.
7. Q&A: A concise Q&A can be prepared by the Office of Communications from the Q&As sent in from the Departments and agencies. OMB would, of course, review the Q&As in detail to ensure accuracy of answers.
8. Editorial opinion: We need four to six editorials or columns assaying the President's program and supporting it. The editorials or columns should come from widely disparate parts of the country and from a small paper as well as from the major dailies.

These materials would present a well rounded media kit for use throughout the nation and can be supplemented by the specialized materials prepared by the Departments for specific audiences, e.g. Health, Transportation, etc.

Materials for Financial/Economic Media Press Kits

1. Deficit comparisons: We need a short fact sheet that lays out the projected deficit for 1982 under the Carter budget and under the Reagan budget. For comparison purposes we also need the deficit for the past five years expressed both in real terms and in percent of Federal expenditures. It would be ideal if the deficit could also be broken down into average length of security and average interest rates. Any data available that could give relative impact on security markets of the comparable deficits would also be helpful.
2. Business Tax Cut Analysis: We need a breakdown as to the beneficiaries of the business tax cuts. The breakdown should emphasize the small business benefits of the tax cuts and make comparisons with the normal alternative--business income tax rate cuts--as to the difference in beneficiaries. The fact sheet should also describe the roll of retained earning in capital formation and the relationship of capital infusion to productivity.
3. Savings: There is some question in the press as to just how much of a tax cut of the type proposed for individuals would be saved. The only way to respond to this is with some kind of historical description of the impact on savings of other marginal tax rate cuts (20s and 60s) or the development of a corelation between the rate of savings and the percentage of GNP that is disposable national income. Treasury should determine the best means to make this point.
4. Graphs and charts: We should include whatever charts and graphs that Treasury has or can develop that visually represent the themes of our written materials.

5. General economic policy background: We need a general narrative statement explaining the overall economic policies behind the combined budget and tax cuts. If the Treasury Assistant Secretary for Economic Policy has developed anything we should use it; otherwise Treasury should review materials prepared by the CEA and determine which best suits the economic writers from a policy enunciation standpoint.

6. Editorial analysis: We need copies of editorial or op ed articles or magazine pieces which discuss our plan from a favorable point of view and which are authored either by publications respected in the financial community or by economists or writers respected in the financial community. Each day Treasury excises all such articles for its morning clips and it should have a host to choose from.