

Ronald Reagan Presidential Library Digital Library Collections

This is a PDF of a folder from our textual collections.

Collection: Baker, James A.: Files **Folder Title: Cabinet** **Box: 01**

To see more digitized collections
visit: <https://reaganlibrary.gov/archives/digital-library>

To see all Ronald Reagan Presidential Library inventories visit:
<https://reaganlibrary.gov/document-collection>

Contact a reference archivist at: reagan.library@nara.gov

Citation Guidelines: <https://reaganlibrary.gov/citing>

National Archives Catalogue: <https://catalog.archives.gov/>

TALKING POINTS FOR PRESENTATION ON WHITE HOUSE OFFICE

- o Want to talk this morning about plans for the White House; this afternoon will talk about Executive Office of President.
 - White House is White House Office (some 350); EOP includes 10 agencies totalling 1706 people (includes OMB, Council of Economic Advisers, etc.).
- o First a word on philosophy.
 - Tendency since Eisenhower to accrete more power in WH; tendency also to reduce, and sometimes even ignore, Cabinet departments and agencies.
 - RR White House goal will be to restore role of Cabinet and assure that Departmental and agency views are adequately reflected in Presidential decision-making.
 - At the same time, a strong Cabinet is not inconsistent with a strong White House which serves both the President and the Cabinet. It will be our aim:
 - to assure that you have access to the President on a timely basis;
 - to assure that all relevant parties of interest are heard on a given issue;
 - to assist you in resolving conflicts among you or between some of you and special interest groups; and
 - perhaps most importantly, to assist the President to lead the nation with consistent and comprehensive policies and programs on the major issues of the day.
 - Finally, it will be the role of the WH to assist the President to design a national strategy -- both domestically and in foreign affairs -- that will maximize our chances of success.
 - The first 90 Days will be critical importance; we are beginning work on a strategy for this which will permit the Administration to gain momentum, but not overpromise (one of the major failures of Carter's first 90 days).
- o Now, turn to new White House organizational structure:
 - [Display new chart -- but use following talking point sequence]

"We'll say a word about individual boxes in a few minutes; but first, let me highlight a few points"
 - (1) DIFFERENCES: REAGAN WHITE HOUSE V. CARTER WHITE HOUSE
 - Basic Structure:
 - Carter started with "spokes of the wheel" -- and belatedly tried to move to more conventional "chief of staff" system.
 - We are starting with the more conventional "chief of staff" system -- reflecting not only the lessons of the unsuccessful Carter experience, but also the positive lessons of Republican presidencies since Eisenhower (all of which have used the chief-of-staff structure).
 - Carter Offices to be Eliminated or Significantly Modified:
 - Assistant to the President for Political and Women's Affairs (Weddington) to become Assistant for Political Affairs (Nofziger) -- [explain]
 - Senior Adviser to the President (Donovan) and Director of COWPS to be eliminated.
 - Special Assistants for special populations (blacks, consumer affairs, etc.) and Counselor on Aging to be eliminated as such -- and reconstituted as more broadly conceived public liason officials, all under the coordinative management of our Assistant to the President for Public Liason (Elizabeth Dole).

-- Reagan Offices that are New or Newly Strengthened:

- Office of the Counsellor (Meese) --[as Ed will/will have discuss(ed)]
- Office of the Deputy Chief of Staff/Asst. to Pres. (Deaver) --particularly, to bring a set of important, "close-in" functions under more coherent management.
- Office of Communications -- separate from the Press Office -- to deal with broader and longer-term issues of communications.
- Office of Deputy Assistant to the Pres./Staff Secretary -- consolidating several basic management support functions under a single individual directly responsible to the chief of staff.

(2) ONE NON-DIFFERENCE: Official size of "The White House Office"

- The Carter administration got the official number down to 351. They did so by using every trick in the bureaucratic book:
 - special rotating details from the agencies
 - creation of a separate "Office of Administration" in the Executive Office of the President (but not in "the White House Office")
 - excessive use of part-time and special contract employees; etc.
- We intend to come in slightly under the Carter number -- for reasons of appearance. But it will be only slightly under -- perhaps 350! Our significant cut will be in the "Executive Office of the President"
- not the White House Office per se.
 - It is important that in our public communications on this subject we keep in mind the distinction: "The White House Office" (351) is a part of the larger "Executive Office of the President" (1706). We will be reducing the latter substantially (at least 15%). But for the White House Office itself, we will be very hard pressed to stay under Carter's somewhat dishonestly deflated 351.

o Looking quickly at the chart itself, I might touch on just a few further points:

[Note: Mention appointees as you go]

[The following go from left to right along the line of Assistants:]

-- Personnel

- After the initial round of appointments, we'll wish to continue to work with you to identify and select the best people -- from both a management and a political point of view;

-- Legislative Affairs

- We're doing a couple of things symbolically that I might mention:
 - upgrading the name: "Legislative Affairs" in stead of "Congressional Liason"; and
 - upgrading the space: move back to the East Wing from EOB.
- Max will talk further about this office ...

-- Counsel

- principal link with DOJ and with Departmental General Counsels;
- handles particularly sensitive matters from time to time (e.g., Hostage;

-- Public Liason,
Communications,
Political Affairs, }

I've already touched on these.

-- Intergovernmental Affairs

- key office, given the impact of the economic program on the states and localities;
- key also to returning power to the states.

-- Staff Director [ad lib]

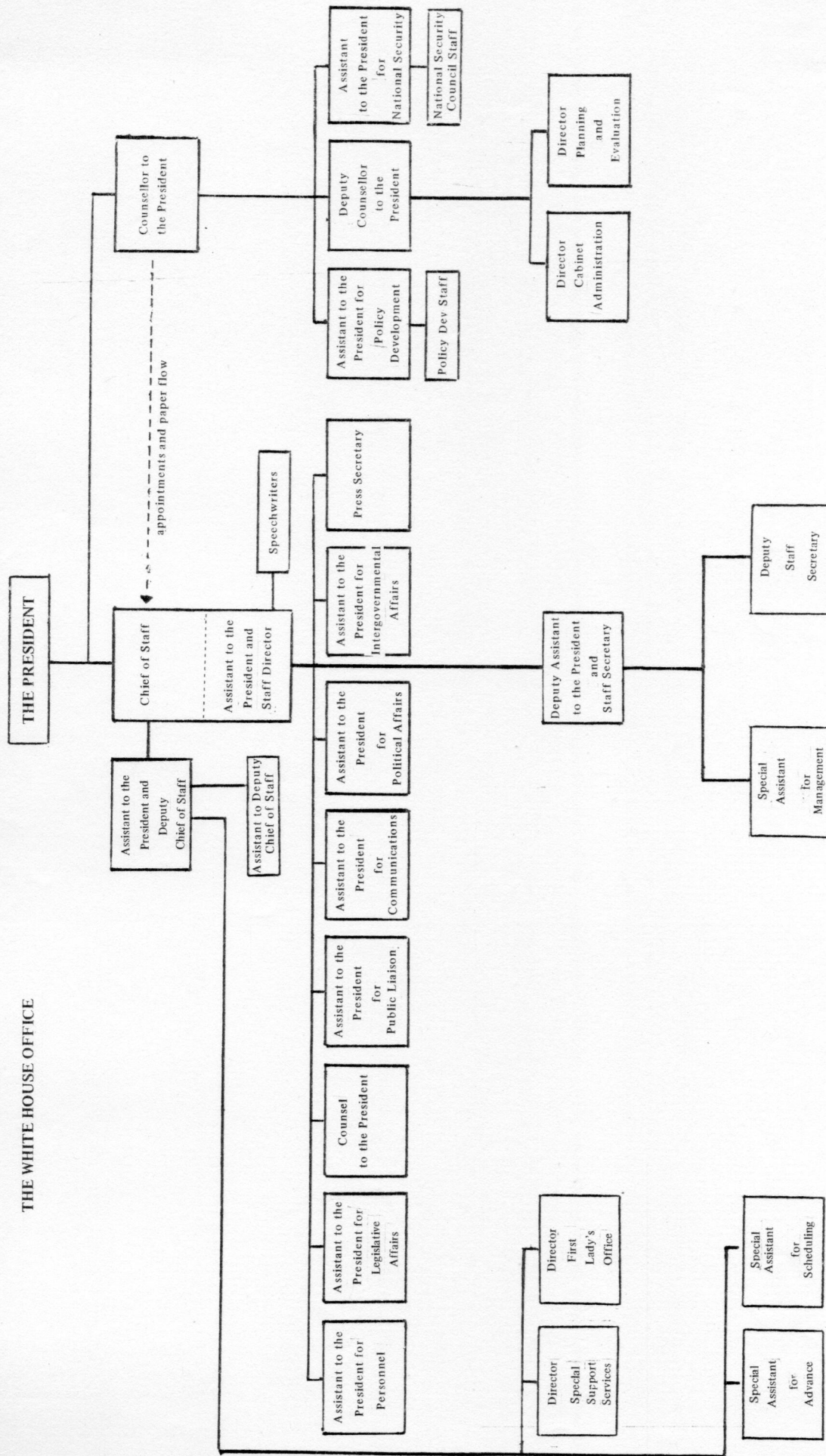
-- Press: Brady will discuss shortly.

o Conclusion

Whatever seems appropriate ...

* * *

THE WHITE HOUSE OFFICE



THE WHITE HOUSE
WASHINGTON

February 13, 1981

Frank
This was
circulated by
info. by
said to be for review
we discuss
announced
two days
ago

MEMORANDUM FOR MEMBERS OF THE CABINET

FROM:

EDWIN MEESE III *RM*
COUNSELLOR TO THE PRESIDENT

SUBJECT:

CABINET COUNCILS

File
Cabinet

As we discussed on Wednesday morning, I am attaching a chart showing the suggested membership of the five Cabinet Councils (other than the National Security Council which is discussed below). An attempt has been made to keep each Council relatively small, with just those members who would normally attend on an ongoing basis. At the same time, it is understood that any other member of the Cabinet could attend any meeting of any Council if he or she wishes to participate.

To facilitate participation by all Cabinet members who might have an interest in a particular issue appearing on a Council agenda, and to provide full information to the entire Cabinet, copies of all Cabinet Council meeting notices, agendas and summaries of meetings (indicating decisions made and action items for implementation and follow-up) will be distributed to all members of the Cabinet.

Administrative responsibility for each Cabinet Council, to include preparation of the agenda in consultation with Council members, distribution of meeting notices, preparation of meeting summaries, etc., will be performed by an Executive Secretary assigned by the Office of Policy Development and coordinated with the Office of Cabinet Administration. Other staff work, such as research, policy studies, etc., will be accomplished by using the existing resources within the departments represented on each Cabinet Council.

The National Security Council, which has both policy formulation and operating responsibilities, will continue to function in accordance with its traditional procedures and staffing.

This plan for Cabinet Councils is designed to accomplish the President's objectives and to effectively use the "Cabinet concept" for managing the Executive Branch, while at the same time minimizing demands on the time of individual Cabinet members.

If you have any suggestions for change in the Cabinet Council membership or procedures, please send your comments to Craig Fuller, Director of Cabinet Administration by Tuesday evening, 17 February 1981.

JAB in box

rec'd 2/19
from MDT-

February 4, 1981

File
Cabinet
Organization

MEMORANDUM FOR: Jim Baker
Frank Hodsoll

FROM: R. T. McNamar *R.T.M.*
Deputy Secretary-Designate of the Treasury

SUBJECT: Economic Policy Council

Following up my telephone conversation with Frank, enclosed is a copy of our proposal for organizing an Economic Policy Council.

The Secretary gave one to Ed Meese last week, and obviously we should have provided a copy to you both at the same time.

Given the President's comments at this morning's Cabinet meeting, we are particularly anxious to work out the arrangements on this type of a proposal, so we can begin speaking with one voice, and stop press leaks.

Enclosure

JAB has SEEN
2/18/81
MDT
8:00 P.M. —



THE SECRETARY OF THE TREASURY
WASHINGTON 20220

January 28, 1981

MEMORANDUM FOR THE PRESIDENT

FROM: Donald T. Regan *DR*

SUBJECT: ECONOMIC POLICY COUNCIL

This memorandum grows out of our discussion at Saturday's Cabinet meeting and my conversations with Ed Meese. It outlines the objectives, membership, and management process for the economic policy coordinating organization.

OBJECTIVES

Our Administration must develop an economic policy coordinating organization (a) that reflects the style of the President (b) that demonstrates that the President is regularly participating in economic policy decision-making, (c) that ensures that the Chief Economic spokesman can effectively manage the daily economic policy process in a way that is appropriate to the major tasks to be carried out. The objectives of our group, which I propose to call the Economic Policy Council, would be as follows:

1. To develop domestic and international economic policy initiatives including the integration of fiscal, monetary, tax, and regulatory reform initiatives into a comprehensive economic program.
2. To ensure that all possible ramifications of each individual policy proposal are considered by a broad-based Cabinet-level group.
3. To provide a forum or focal point for final review of all decisions for the President
4. To build consensus and support for the Administration's economic programs.
5. To coordinate public presentation of the Administration's economic policy.

Recommendation: That a new group be set up, named the Economic Policy Council, with the five objectives as above specified.

Approve _____

Disapprove _____

MEMBERSHIP AND STRUCTURE

Virtually all Cabinet Secretaries, key policy advisors, and leaders in the Congress have an interest and perspective in some aspect of each economic policy issue. And the process of including these individuals and providing an organized forum for them is vital to gaining their continued support for the program and preventing them from simply representing divisive narrow special interest groups to the President rather than representing the President's views to the interest groups. The forum is the mechanism for broadening their perspective and is therefore essential.

Unfortunately, there is an inverse ratio between the size of the group or committee and the amount of productive work it produces. Thus a balancing of consensus decision making and efficiency must be achieved. In addition, given the press of other matters and the wide variety of travel, testimony, and intra-Departmental demands, only a few of the participants can have a full-time commitment to economic policy analysis and formulation.

Against this background, the following structure and membership is suggested as a means of providing the broadest possible participation and involvement while limiting the day-to-day activities to a workable group.

Three distinct groups are recommended for involvement in economic policy formulation and dissemination: a broad-based advisory group that would meet quarterly, a full Council that would meet weekly, and a Cabinet-level group that would meet on a daily or as needed basis.

Quarterly Advisory Group

A quarterly advisory group would meet with the President four times a year on a regularly scheduled basis to provide input and to take away insights into both the economic policy formulation process and the progress of an economic program.

This group would be composed of:

1. The President
2. The Vice President
3. Economic Policy Council
4. Senate and House majority and minority leaders
5. A group of distinguished American academics, labor, business leaders, and other private sector group representatives.

These meetings would provide a platform for presentation of the Administration's programs, an institutionalized contact point for private sector participation, and a regular public contact with the congressional leadership. While largely information in nature, these meetings would provide a Presidential commitment and involvement to work with the Congress and the private sector, and be a visible demonstration of the Administration's commitment to all Americans in formulating its economic policy.

The composition of this group should not just emphasize professional economists, although I understand Marty Anderson is interested in such a group. Rather, I feel it should consist of a cross section of people who can provide outside points of view as economic policy is developed. It would include a group of representatives from:

1. Labor
2. Minorities
3. Women's groups
4. Small business
5. Big business
6. Economic and academic leaders
7. Congressional committee chairmen

The President would chair all meetings, and the meetings scheduled so that he could attend. The Chief Economic Spokesman could call in the Advisory Group on an as needed basis between the quarterly meetings.

Economic Policy Council

The Economic Policy Council itself, which would meet weekly, would be composed of:

1. The President
2. The Vice President
3. All Cabinet Secretaries
4. Director of OMB
5. Chairman of the Council of Economic Advisors
6. U.S. Trade Representative
7. Counselor to the President
8. As ex officio members, the Chairman of the Federal Reserve Board, White House Chief of Staff and White House Congressional Liaison.

The Secretary of the Treasury will be designated as both the Chief Economic Spokesman and the Chief Executive of the Economic Policy Council for the President.

Economic Policy Working Group

Given the size and diversity of the full Economic Policy Council, a formal Economic Policy Working Group or operating group would be constituted to meet daily or on an as needed basis to prepare for the weekly meetings and review policy initiatives. All meetings will be held in the White House.

This group would be composed of the following:

1. Secretary of Treasury - Chairman
2. Secretary of State
3. Secretary of Commerce
4. Director of OMB
5. Chairman of Council of Economic Advisors
6. Assistant to the President for Domestic Policy
7. Assistant to the President for National Security

This Economic Policy Working Group would be the day-to-day mechanism for coordinating domestic and international economic policy, including fiscal, monetary, tax, and regulatory reform efforts. Each principal member of the group would have a designated alternate to ensure that other commitments did not prevent the working group from functioning for the full Economic Policy Council. Other Council members would be invited to attend on an as needed basis when they had a particular interest in an agenda item.

This organization and structure is summarized in Attachment A. It results in the following recommendations:

Recommendation: That a Quarterly Economic Policy Advisory Group be established as described above.

Approve _____

Disapprove _____

Recommendation: That the Economic Policy Council be established to meet weekly, composed as described above.

Approve _____

Disapprove _____

Recommendation: That an Economic Policy Working Group be established to meet on a daily or as needed basis, composed as described above.

Approve _____

Disapprove _____

ECONOMIC POLICY MANAGEMENT PROCESS

As the chief executive of the Economic Policy Council, the Secretary of the Treasury should establish a management process that will assure proper coordination and ensure that he is perceived by the public to be in charge of economic policy. As such, the Secretary of the Treasury would select an Executive Secretary and two others to act as a professional secretariat for the Working Group.

Utilizing staff inputs from all White House/OMB, Cabinet, Congressional and other sources, the Executive Secretary would prepare for the council members the following material:

1. Weekly/quarterly updates of an economic fact book.
2. Council/Working Group agenda. The agendas would require that:
 - a. All material must be distributed to the participants 24 hours in advance.
 - b. All items must be calendared 24 hours in advance.
3. The Executive Secretary would provide unedited distribution of all materials and issue papers submitted by any Council member. The Executive Secretary would not be expected to provide independent analysis of the material, but would only add abstracts of relevant economic data as background attachments, and identify and list possible additional issues to be considered in discussion of the material.
4. The Executive Secretary would provide the tracking of all Council directives and their status, as well as a regular update from the White House Congressional Liaison on the status of all initiatives in the Congress.
5. The Executive Secretary would provide program analysis of all directives and their expected cost/benefit impact in terms of possible economic and tax costs.

The Executive Secretary must as an "honest broker" of all policy proposals from any Cabinet Department, White House staff or other source. The individual must be able to deal effectively with Cabinet members and the leaders of the regulatory reform effort being led by OMB. For this reason, he should not be a Treasury sub-Cabinet appointee. Rather, in staffing this position, we should address the following objectives:

1. To provide communication between the Secretary of the Treasury and the Executive Secretary.
2. To allow the Secretary of the Treasury to establish a management process that ensures smooth day-to-day operations, where most Economic Policy will be formulated.
3. To minimize any public criticism that could arise if the Secretary of the Treasury was the Chief Economic Spokesman but the White House provided the staffing for the Council. This is the traditional problem of the press trying to divide the Treasury and White House on Economic Affairs. It also ensures that there is one consistent voice on broad international economic policy.

The Treasury Department has an Executive Level IV position that has traditionally been used as a Counselor to the Secretary. That function would be changed to Executive Secretary of the Economic Policy Council and utilized to recruit an appropriate person in coordination with all members of the Economic Policy Working Group. The person would be physically housed and secretarially supported in the Treasury Department, but have no Treasury Department responsibilities beyond the Council. Further, all meetings of the Council and its Working Group would be held in the White House.

Recommendation: That the White House staff not be increased to support the Economic Policy Council, and that a Counselor to the Secretary of the Treasury and Executive Secretary of the Economic Policy Council be recruited and utilized as described above.

Approve _____

Disapprove _____

PRESIDENTIAL DECISION MEMORANDA
ON ECONOMIC POLICY

Of particular importance to the President and the White House staff is the preparation of presidential decision memoranda on economic affairs. Under the management process envisioned in this structure, decision memoranda for the President would only be prepared after the Economic Policy Working Group had identified all of the major options and they were staffed out. A sample outline of the type of economic decision memoranda for the President is shown in Attachment B. All decision memoranda on domestic and international economic affairs would be approved by the full Economic Policy Council before going to the President. This should ensure that all relevant perspectives have been brought to bear in identifying the issues, major options, and economic and political consequences of each option.

Following the approval of the Economic Policy Council, the final decision memorandum would go to the White House Chief of Staff and Counselor to the President for submission to the President. Under this process, each perspective and point of view should have already been included in the preparation of the decision memorandum before the White House Chief of Staff and Counselor to the President receive the final memorandum. Under this management process, the decision memorandum will permit inclusion of a section indicating the supporting and dissenting views of the Economic Policy Council members so that the President is fully apprised of their positions.

Recommendation: That all Presidential decision memoranda on domestic and international economic policy be prepared by the Economic Policy Working Group and the memorandum reviewed and approved by the Economic Policy Council.

Approve _____

Disapprove _____

ECONOMIC POLICY COUNCIL ORGANIZATIONS

Organization	Economic Policy Working Group	Economic Policy Council	Economic Policy Advisory Group
<p>Membership</p>	<p>Secretary of Treasury - Chairman Secretary of State Secretary of Commerce Director, Office of Management and Budget Chairman, Council of Economic Advisors Assistant to the President for Domestic Policy Assistant to the President for National Security Affairs Executive Secretary: Counselor to the Secretary of Treasury</p>	<p>The President The Vice President All Cabinet Secretaries Director, Office of Management and Budget Chairman, Council of Economic Advisors Special Trade Representative Counselor to the President, Ex Officio Chairman, Federal Reserve Board White House Chief of Staff White House Congressional Liaison</p>	<p>The President The Vice President Economic Policy Council Senate and House Majority and Minority Leaders Group of Distinguished Americans</p>
<p>Frequency of Meetings</p>	<p>Daily</p>	<p>Weekly</p>	<p>Quarterly</p>

SAMPLE FORMAT
DECISION MEMORANDUM

TO: THE PRESIDENT
FROM: ECONOMIC POLICY COUNCIL

ISSUE

BACKGROUND DESCRIPTION

OPTION 1

PRO:
CON:
EPC Members favoring Option 1

OPTION 2

PRO:
CON:
EPC Members favoring Option 2

OPTION 3

PRO:
CON:
EPC Members favoring Option 3

RECOMMENDATION

Arch in 3 checkj act. —

separate —

much —

communit —

will MG 1st thing in
A.M. —

713 — 988 — ~~6343~~
3643

THE WHITE HOUSE

WASHINGTON

*File
Cabinet*

CABINET MEETING AGENDA

February 4, 1981 -- 10:30 AM

1. Regulatory Task Force The Vice President
2. Regulations -- Burden of Proof Richard Schweiker
3. Grain Embargo Alexander Haig
 John Block
 Malcolm Baldrige
4. Economic Program Schedule Don Regan
 David Stockman
5. Cabinet Procedures Ed Meese

CABINET MEETING PARTICIPANTS

February 4, 1981 -- 10:30 AM

The Cabinet -- All Members

James A. Baker III
Michael K. Deaver
Richard V. Allen
Martin Anderson
Max Friedersdorf
James S. Brady
Murray Weidenbaum
Richard Darman
Craig Fuller
David Gergen
Daniel Murphy
Ken Khachigian
Walter Stoessel
Karen Hart

For Presentations:

Ed Harper
Glenn Schleede

For Distribution:

All Cabinet Attendees
Dave Fischer
Helene von Damm

Acting Department/Agency Heads

January 20, 1981

Further info call
Matt Lawler
4877

File

<u>Department</u>	<u>Name</u>	<u>Home Address</u>
Agriculture	Jim Williams Deputy Secretary 447-6158	8380 Greensboro Dr. McLean, VA 22102 734-8530
Commerce	Ernest Ambler Director National Bur. of Standards 921-2411	6920 Blaisdell Rd. Bethesda, MD 20034 365-1485
Defense	Harold Brown Secretary -- will remain as <u>Secretary</u> (not "Acting" until Weinberger is confirmed and can be reached through the usual channel -- e.g. White House switchboard; DoD 24-hr. command post)	
Education	Albert Bowker Asst. Sec'y for Post Secondary Education -- 245-9274	4415 39th St., NW Wash., D.C. 20016 966-9274
Energy	William W. Lewis Assistant Secretary for Policy & Evaluation 252-5325	3517 Williamsburg Lane Wash., D.C. 20008 966-1556
HHS	Donald Frederickson Administrator, NIH 496-2433	6615 Bradley Blvd. Bethesda, MD 20034 365-0833 496-9100
HUD	Jane McGrew General Counsel 755-7240	3909 Virgilia St. Chevy Chase, MD 2001 654-6645
Justice	Charles B. Renfrew Deputy Attorney General 633-2101	2960 Newark St., NW Wash., D.C. 20008 966-8282
Labor	Al Zuck Assistant Secretary for Administration 523-9086	1733 Abbey Oak Dr. Vienna, VA 22180 938-2159
State	Donald Newsom Under Secretary, Political Affairs 298-6521	3308 Woodley Rd., NW Wash., D.C. 20008 632-2471

<u>Department</u>	<u>Name</u>	<u>Home Address</u>
Transportation	David Oberlin Administrator, St. Lawrence Seaway 426-3574	6401 Cavalier Corridor Falls Church, VA 22044 354-9821
Treasury	Robert Carswell Deputy Secretary 566-2801	3700 33rd Pl, NW Wash., D.C. 20037 363-0917
ACTION	Dana Rogers Dep. Asst. Director for Policy & Planning 254-8501	1958 Weybridge Ln. Reston, VA 22091 476-6145
Arms Control & Disarmanent	James L. Malone 632-4668	6634 Madison-McLean Dr. McLean, VA 22101 734-1399
CIA	Frank Carlucci Deputy Director 351-6464	1514 Mintwood Dr. McLean, VA 22101 893-2229
Interior	Robert Herbst Assistant Secretary for Fish, Wildlife & Parks 343-4416	4109 Wynnwood Dr. Annandale, VA 22003 941-5930
Community Services Administration	William W. Allison Deputy Director 296-3523	1301 20th St., NW Wash., D.C. 20036 254-5590
EPA	Steven Jellinek Asst. Administrator 755-0310	7405 Bybrook Lane Chevy Chase, MD 20015 951-0514
Export-Import	John Moore President & Chairman 566-8144	3011 45th St., NW. Wash., D.C. 20016 244-7531
Federal Emergency Management Agency	Bernard T. Gallagher Director, Special Facility Div. 566-1600, ext. 5447	112 Sydnor Dr. Route 2 Leesburg, VA 22075 777-3560
GSA	Ray Kline Deputy Administrator 566-1212	15432 Carrolton Rd. Rockville, MD 20855 929-1223
OPM	Arch Ramsey Assoc. Dir. for Staff Svcs. 632-4724	2455 Villanova Dr. Vienna, VA 22180 560-3350

<u>Department</u>	<u>Name</u>	<u>Home Address</u>
Federal Mediation & Conciliation Service	Kenneth E. Moffett Deputy Director 653-5270	10809 Pleasant Acres Dr Adelphi, MD 20783 937-4846
Government Printing Office	Samuel L. Saylor Acting Public Printer 275-2034	700 Ednor Rd. Silver Spring, MD 20904 774-7480
Peace Corps	William Sykes Deputy Director 254-7970	3507 White Chapel Rd. Baltimore, MD 21215 542-1653
IDCA	Edward Fuller	
Selective Svc.	Bernard Rostker Director 724-0447	9419 Briant Jac Ln Great Fall, VA 20026 759-4588
Synthetic Fuels	John Sawhill Chairman 653-4400	3407 O St., NW. Wash., D.C. 20037 338-4022
Veterans Admin.	Max Cleland Administrator 389-3775	2440 Virginia Ave, NW Apt. D509 (unlisted: White House operator has it
SBA	Roger H. Jones Asst. Administrator 653-6805	1370 Canterbury Way Rockville, MD 20854 762-4104
Overseas Private Investment Corp.	Gerald West (effective 1/26/81) Vice President 653-2848	7904 Elliott Rd Springfield, VA 321-7594
Board of Inter- national Broadcasting	Charles Ablard 254-8040 833-1420	229 S. Pitt St. Alexandria, VA 22314 836-6361
International Communications Agency	John Shirley Deputy Director 724-9349	3101 P St., NW Wash., D.C. 20007 965-9451
AID	Joseph Wheeler Deputy Administrator 632-8578	2400 N. Lincoln, St. Arlington, VA 22207 528-5043
NASA	Alan M. Lovelace General Manager 755-3886	688 Faircastle Ave. Severna Park, MD 21146 987-0084

<u>Executive office of the President</u>	<u>Name</u>	<u>Home Address</u>
OMB	Harrison Wellford Executive Associate Director 395-3864	5054 Millwood Ln. Wash., D.C. 20016 244-9129
Counsel of Economic Advisers	Susan Irving Spec. Asst. to the Chairman 395-5084	2316 Ashby Pl, NW. Wash., D.C. 20009 234-4131
COWPS	Thomas Hopkins Assoc. Director for Regulatory Oversight 456-7995	102 Grafton St. Chevy Chase, MD 20015 652-1690
Office of Admin.	Sarah T. Kadec Deputy Director 456-2804	6 Defoe Ct. Rockville, MD 20850 424-8185
OSTP	Phillip M. Smith Associate Director 456-6244	464 M St., SW. Wash., D.C. 20024 554-5715
USTR	Robert Hormats Deputy US Trade Representative 395-5114	4715 Crescent St. Chevy Chase, MD 20016 229-6248
CEQ	Malcolm Baldwin Senior Staff Member Land Use & Wildlife 395-4522	9300 Cornwell Farms Rd. Great Falls, VA 22066 759-3853