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WITHDRAWAL SHEET

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File Folder: Strategic Plan: Phase III, July 8, 1981 Version (2)
CFOA 465

Date: 11/27/96

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
1. paper	re: Phase II Strategic Considerations (1p)	n.d.	P5 CCJ
2. paper	re: National Resource Enhancement (1p)	n.d.	P5 10/5/00

RESTRICTION CODES

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

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

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

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

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

THE ADMINISTRATION'S POLICY AREAS AND GOALS

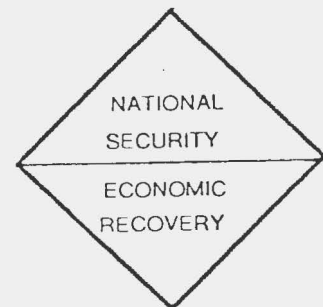
I. ECONOMIC RECOVERY

- Reduce the growth of the Federal *budget*
- Reduce *regulatory* burdens
- Reduce *tax rates*
- Stabilize *monetary supply*
- Reduce Federal *waste and fraud*



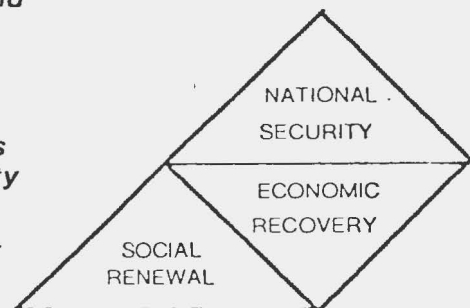
II. NATIONAL SECURITY

- Strengthen *military* manpower and weapons systems
- Establish a consistent *foreign policy*
- Strengthen *domestic defenses* against disorder and disaster



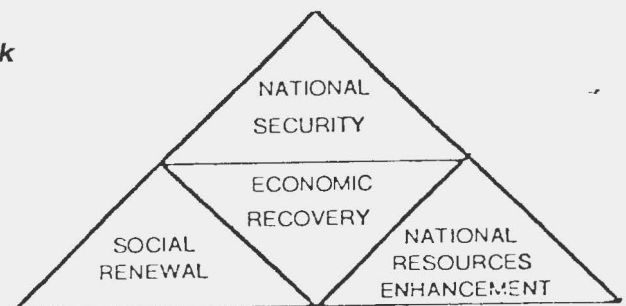
III. SOCIAL RENEWAL

- Reduce *financial problems of social security, housing and health care*
- Develop *innovative approaches for reducing unemployment and welfare dependency*
- Encourage *State/local government and volunteer efforts* by individuals, families, and organizations to *solve community problems*.
- Improve the *quality of life* through the reduction of fears over personal safety and by raising confidence levels of American people in their future
- Provide appropriate leadership on the *values* of American society



IV. NATIONAL RESOURCES ENHANCEMENT

- Improve capabilities, opportunities and productivity of the *work force*
- Increase the availability of reasonably priced food, energy and other *natural resources*
- Modernize *business and industrial capabilities*
- Improve *government management*



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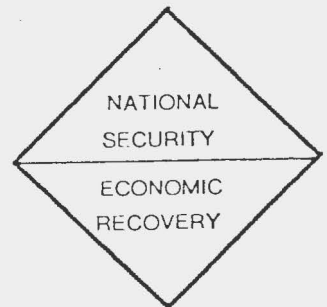
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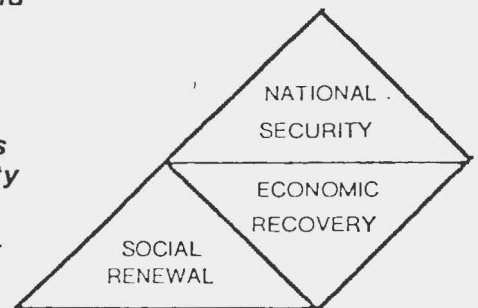
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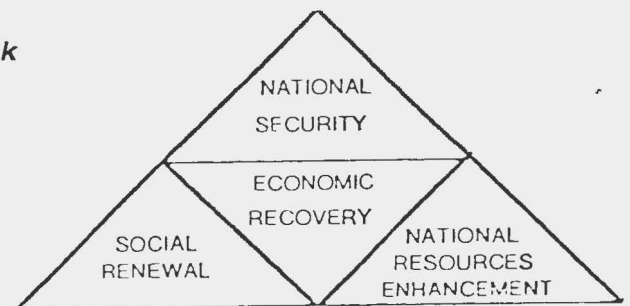
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MEMORANDUM

THE WHITE HOUSE
WASHINGTON

TO: Edwin Meese

FROM: Richard S. Beal

SUBJECT: Phase III Strategic Plan Policy Focus

DATE: July 15, 1981, (Updates July 2 memo)

A. PHASE I & II OVERVIEW

The strategic policy planning process of the Reagan Administration has been useful in establishing and maintaining the President's desired policy direction. The Strategic Plan includes a short list of high priority items for Presidential focus during Phases I and II which are arrayed and sequenced to achieve the President's policy objectives. The purpose of the Strategic Plan is to give a sense of direction to the Administration and in turn to the country, and project an image of governance that leadership from the President makes a difference. The plan is also intended to be a governing statement to avoid the dissipation of the President's time and resources.

The Initial Action Project for Phase I contained two major objectives: (1) domestic economic recovery and (2) strengthening the image of the U.S. as a world power. It also delineated strategies designed to articulate and foster the short- and long-term success of the President's two major policy objectives. In essence, the Phase I strategies called for strong Presidential leadership by restricting the focus to a short-list of objectives, being consistent, guarding against foolish errors, undertaking the difficult early, and demonstrating that the President is in charge. It was essential to begin the President's term by relying on his skills as communicator-in-chief to explain the central policy thrust of the new Administration.

To restore the working relationship between the President and Congress, the strategy was to initiate a bold economic recovery program, and to use the budget reconciliation process to show that the new President would fulfill his Constitutional responsibilities. He would stand firm to his principles, but negotiate as needed with the Congress in working out the best possible new beginning for the country.

The Phase II plan continued the focus on the two major objectives of Phase I, but shifted the emphasis from the articulation of the economic recovery program to the legislative adoption of the President's proposals. Strategies that were initiated in Phase II included:

- o Establish a legislative strategy group to plan and coordinate the content and process of budget reconciliation.
- o Improve the decision-making processes in the White House for policy development and crises management.

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- o Recognize the existence of multiple and frequently competing agenda, and minimize the possible negative impact on Presidential priorities.
- o Improve the quality of Federal government general services and personnel management.
- o Recognize that national security requires a strong economy and develop a foreign policy around President Reagan's commitments to peace through strength and good relations with our Hemispheric and Western Allies.

It is generally felt that Phases I and II have proceeded according to the Plan, with only a few areas not receiving the intended attention.

B. PHASE III PLANNING GUIDELINES

Phase III is the period between October 1, 1981 and January 15, 1982 -- a period which coincides with important executive, legislative and budgeting dates. During Phase III, the Administration's emphasis will be on:

- o Implementing and managing the FY 1982 programs and budgets outlined for economic recovery and national security.
- o Assessing the impact of Phases I and II on other issues and policy areas, and developing policies to respond effectively to the needs in these areas.
- o Initiating the policy planning process for Phase IV and beyond.

Consistent with the communications strategy of Phase I, the President's policies, goals and priorities should be announced and described by the President. It should be made clear that these policy goals and priorities are the President's proactive agenda -- policy areas of the President's own design and control. Policy areas and issues on the proactive agenda are governed by the President's basic principles, timetable and subject to his strategies of articulation, communication, adoption, implementation and management. The proactive agenda is of the President's initiation, and not a reaction to the demands of special interests. The decision process controlling the proactive agenda is of a wholly different character than the one invoked for the reactive agenda items. The principal difference is that items on the reactive agenda are manipulated by individuals or institutions other than the Presidency.

The following policy planning guidelines should discipline the development of the proactive agenda for Phase III:

- o Policy areas, goals and priorities for Phase III should be consistent with the President's achievements and actions in Phases I and II.
- o A few major goals and priorities that are truly the responsibility of the Federal government should be set and tenaciously pursued.

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- o The short list of policy goals should be attainable and require a modest level of government financing consistent with the economy recovery program.
- o The impact of the economic recovery program on each policy area, especially budgetary projections for FY 1982-1986, will be assessed.
- o Organizational responsibilities for achieving policy goals must be assigned through the Cabinet Council structure.
- o Specific actions for implementation during FY 1982 and FY 1983 will be identified.
- o The job in 1982 and beyond becomes one of managing the President's policies effectively and adjusting to changing domestic and world conditions.

C. PHASE III PRINCIPLES AND POLICY AREAS

1. Principles

In Phase III, to ensure continuity with what President Reagan has been stating for many years, policy areas, goals and priorities should be based upon the following principles:

- o Place maximum responsibility possible on private individuals, organizations and the free enterprise system to meet personal, social and economic objectives.
- o Expend the minimum amount of dollars with the maximum level of innovation possible to fulfill priority policy goals.
- o Encourage a feeling of confidence and security among all Americans.
- o Reduce the involvement of the Federal government in the lives of all Americans.
- o Make Presidential decisions on the basis of what is good for the country, rather than on the basis of election expediency.
- o Do not raise expectations beyond what is reasonably achievable.
- o Do not permit long-term policy objectives to be foreclosed by short-term interests or events.
- o Be guided by the fact that the power to govern rests with the support of a majority of the people.

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- o Trust the values of American society.
- o Treat America's leaders as accountable stewards.

2. Policy Areas

Consistent with the above principles and guidelines, and based on an assessment of the President's achievements in Phases I and II, the Administration must unfold a few carefully selected initiatives in Phase III. They should complement economic recovery, but must also have separate goals and meet specific needs not emphasized to date by the Administration. Thus, the President's policy areas and goals would be:

- a. Economic Recovery - The economic recovery theme emphasized in Phases I and II is primarily an effort to reduce the involvement of government in people's lives. Each of the following goals were designed to accomplish some aspect of this:

- o Reduce the growth of the Federal budget
- o Reduce regulatory burdens
- o Reduce tax rates
- o Stabilize monetary supply
- o Reduce Federal waste and fraud

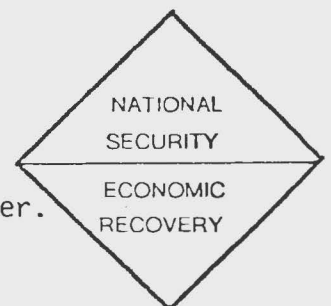


In Phase III, we must continue focusing on these goals, but we must move from stress on simply achieving specific reduced budgets and tax levels to new policies that drive the formulation of the budget and tax rates. The theme of these policies must enable people to feel that government is being brought closer and made more responsive to them individually. The emphasis on national security, block grants, and trade decisions that sometimes alternate between protectionism and free market approaches are examples of Administration policies that must be developed and clearly described in this context.

- b. National Security - The strengthening of national security is a basic Constitutional responsibility of the Federal government. And, national security policy should be shown to be complementary to economic recovery. Thus, national security and its specific goals will continue as a major Administration focus.

These goals are:

- o Strengthen military manpower and weapons systems
- o Establish a consistent foreign policy
- o Strengthen domestic defenses against disorder and disaster.



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In this policy area, we must make a concerted effort to establish that we are properly managing and controlling the tax monies dedicated to national security, and that these expenditures are, in fact, increasing our security.

The agreement and clear acceptance of Presidential focus for Phases I and II contributed significantly to our successes. The task now before us is to determine Presidential focus for Phase III. The financial and organizational dimensions of many Phase I and Phase II policies are enormous and their implications must be addressed in Phase III as logical extensions of the two previous phases. In addition, basic policy and budget decisions will be made during Phase III that cover the entire remainder of the first term of the Administration and beyond. Thus, the decisions made and the policy areas selected for focus by the President will represent key elements of the President's agenda through Fiscal Year 1986.

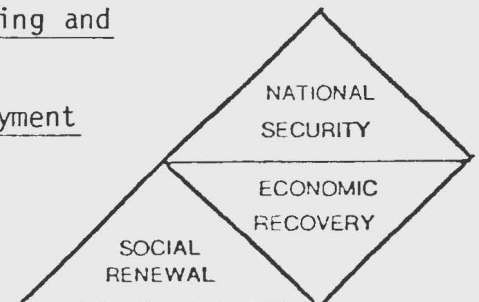
It is suggested, therefore, that the policy focus for Phase III be:

- o Reform the financing of large social programs
- o Recognize the careful financial planning and programming necessary for sound development and use of national resources to sustain economic recovery
- o Include a means for effectively managing the government.

Two policy areas appear to be appropriate for detailed design and development during Phase III. The areas are social renewal and national resources enhancement.

- c. Social Renewal - Social policies appear to demand the most immediate attention since such issues have a direct impact on all Americans and on the budget of the Federal government. Further, the Administration runs the risk of increasing its image of insensitivity to social concerns unless some actions are taken. The social renewal goals which seem appropriate (and which link to the President's campaign and recent pledges) are:

- o Reduce financial problems of Social Security, housing and health care.
- o Develop innovative approaches for reducing unemployment and welfare dependency.
- o Encourage State/local government and volunteer efforts by individuals, families and organizations to solve community problems.



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- o Improve the quality of life through the reduction of fears over personal safety and by raising the confidence level of the American people in their future.
- o Provide for appropriate leadership on the values of American society.

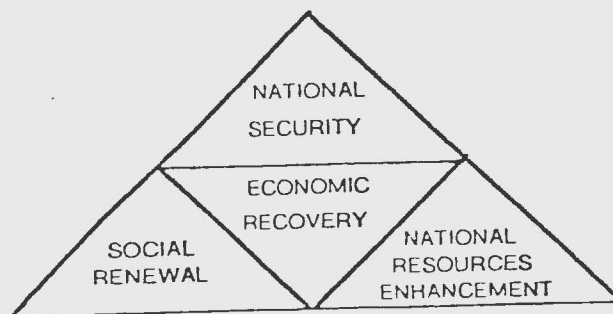
In Phase III, we must ensure that the policies and goals adopted and implemented are stressed as being the right things for the greatest number of people, and not as "give-backs" to special and single-issue interest groups. We should also look closely at the concept of "entitlements" and "income transfers."

- d. National Resources - The success of economic recovery, national security and social renewal depends on America's national resources -- the work force, natural resources, business and industry, and government. Thus, during Phase III, the President needs to propose a cohesive positive approach to the management of these national resources.

National Resources Enhancement policies should consist of the following goals:

- o Improve the capabilities, opportunities and productivity of the work force.
- o Increase the availability of reasonably priced food, energy and other natural resources.
- o Modernize business and industrial capabilities.
- o Improve government management.

There is a degree of overlap and interdependence in all of these policy areas. Taken together, these four policy areas will form the core of the Reagan Administration's Strategic Plan for Phases I through IV. Specific policies and programs must be developed through the White House decision process and by the different departments and agencies.



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D. SUMMARY

Economic recovery and the strengthening of national security have begun. If social renewal and national resource enhancement are carefully designed and introduced in the President's State-of-the-Union address in January, 1982, it will represent a significant leadership effort by the President in his first year. The remaining years should be devoted to implementing and managing the Federal government's activities on these four fronts, responding to changing domestic and world situations as they might affect the goals and priorities of the Administration, and the continued development of the nation.

THE ADMINISTRATION'S POLICY AREAS AND GOALS

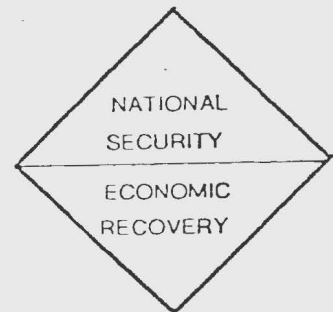
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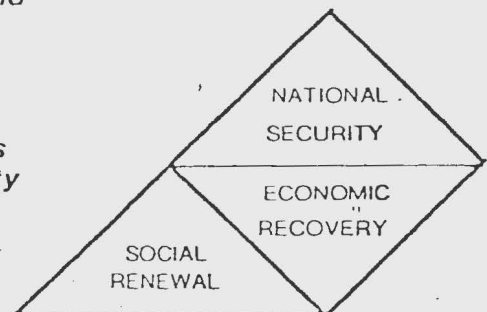
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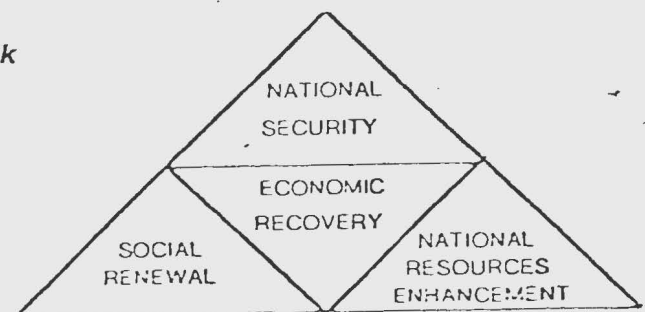
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Proposed issues or activities for each policy area during Phase III are:

POLICY AREA	GOALS	ISSUES OR ACTIVITIES
I. ECONOMIC RECOVERY	A. Reduce the growth of the Federal <u>budget</u>	1. FY 1982 budget implementation 2. FY 1983 budget announcement 3. FY 1983-1986 budget planning 4. Balanced budget and spending limitation 5. Integration of policy development and budget process 6. Annualized cost-of-living increases 7. Private financing of government activities 8. Surplus property disposal 9. Local reimbursement to F.B.I. for some services
	B. Reduce <u>regulatory</u> burdens	1. Free trade 2. Telecommunications 3. Natural gas 4. Environmental quality (air, water) 5. Prevailing wage payments (Davis-Bacon Act) 6. Defense contract profit limits (Vinson-Trammell Act) 7. Minority enterprise/Expanded ownership 8. Multi-fiber agreement 9. Trucking 10. Ships (e.g., Ship American, Construction Differential) 11. Cotton dust 12. International commodity markets 13. Coal exports 14. Mine inspections

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POLICY AREA	GOALS	ISSUES OR ACTIVITIES
I. ECONOMIC RECOVERY (Continued)	C. Reduce <u>tax rates</u>	1. Individual rate reduction 2. Accelerated cost recovery 3. Research and development tax credit 4. Investment tax credits 5. Marriage Penalty 6. Retirement accounts 7. Savings Certificate Exemptions 8. Foreign earned income 9. Estate and gift taxes 10. Windfall profits 11. Commodity straddles 12. Fringe benefit taxation 13. Refund offset 14. Tuition tax credits 15. Farm taxes 16. Targeted job credits 17. WIN tax credits 18. Underground economy 19. Economic Bill of Rights 20. Home mortgage exemptions 21. Payment in lieu of taxes
	D. Stabilize <u>monetary supply</u>	1. Interest rates 2. Exchange rates 3. Limits on national debt 4. Federal Credit policy (e.g., subsidies, collection methods) 5. Currency standard 6. Foreign investment in U.S. 7. Thrift industry stability 8. Olympic Coins 9. Balance of payments 10. Export-import bank 11. International banking
	E. Reduce Federal <u>waste and fraud</u>	1. Federal building lease or purchase 2. DOD/DOJ concern over Inspector General roles 3. Committee on Economy and Integrity 4. Special Prosecutor utilization 5. Procurement procedures 6. Personnel ceilings/hiring freezes 7. Travel procedures 8. Public relations limitations 9. Role of whistleblowers

POLICY AREA	GOALS	ISSUES OR ACTIVITIES
NATIONAL SECURITY	A. Strengthen <u>military</u> manpower and weapons systems	1. Strategic Nuclear capability: M-X Bomber, Trident D-5 2. Survivability of government: telecommunications, civilian population (civil defense) 3. General Forces: modernization and force expansion, readiness, Southwest Asia, mobility 4. NATO - revitalize the alliance: redress conventional/theater nuclear forces imbalance (LRTNF, Binary CW weapons, Enhanced Radiation Weapons), political leadership 5. Southwest Asia: Extensive US Commitment, oil reliance, threat of USSR, Rapid Deployment Force - separate unified command 6. Northeast Asia: credible strategic defense, Japan, Korea 7. South America and Caribbean Basin economic assistance, security support, resist rising Cuban/Soviet aggression 8. Africa: mineral war, protect US/Western interests in Africa, protect continent's mineral resources vital to US defense 9. Industrial Base, Mobilization: manpower (1984 manpower shortages, esp. high skill and middle grade NCO) 10. Security Assistance - dependable Allies: cash sales, FMS credits, grant aid, training, Turkey, Pakistan, Egypt, Israel, Portugal, Korea, Saudi Arabia, Caribbean Basin: El Salvador, Honduras, Guatemala

POLICY AREA	GOALS	ISSUES OR ACTIVITIES
NATIONAL SECURITY (Continued)	B. Establish a consistent <u>foreign policy</u>	1. Poland: concern over Soviet respond-favor political evolution and assist with Poland's economic problems 2. Persian Gulf and Southwest Asia: AWAC; military forces and infrastructure; RDF 3. Arab/Israel: peace treaty Egypt and Israel Lebanon crisis, autonomy negotiations on status of Gaza Strip and West Bank, Habib mission 4. Afghanistan/Pakistan/India: Pakistan military build-up, non-nuclear military strength, India relations, Soviet withdraw of Afghanistan 5. Eastern Europe: internal liberalization, foreign policy autonomy 6. East-West contacts: policy of differentiation - Poland, Hungary, Yugoslavia (liberal); Romania (independent); GDR, Bulgaria, Czechoslovakia (Moscow-aligned, rigid) 7. Europe: Quasi-neutralist, pacifist sentiment 8. China/Taiwan-balance: Taiwan - arms, trade Peking - exchanges, strategic consultations, licensing dual-technology transfer 9. Soviet Union: succession, new leadership, arms reductions, expansion - Afghanistan 10. El Salvador: war, damage to prestige, Guatemala, Honduras 11. South Africa/Nambia (independence) 12. Cuba-subversion, RFC 13. Nicaragua: going wholly Communist 14. African 'Z' States: Soviet destabilization of Zaire, Zambia, Zimbabwe 15. Latin America: giants - Mexico, Columbia, Brazil, Argentina, Venezuela trade, security, non-proliferation Quadrupartite meeting Nassan 16. Vietnam/Cambodia/ASEAN: Vietnamese threat; solution to occupation

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POLICY AREA	GOALS	ISSUES OR ACTIVITIES
NATIONAL SECURITY (Continued)	B. Establish a consistent <u>foreign policy</u> (Continued)	17. International Economic: . Polish Economy - debt . Siberian gasoline . International trade: rising tide of protectionism export credits . East-West trade: trade restrictions with Soviets . International Debt - external debt; LDC beyond capacity . North-South: traditional bilateral trade ineffective . Energy - assurance of adequate oil supply - preoccupation for American foreign policy . Exchange Policy - exchange stability policy of non-intervention in exchange markets . International Financial Institutions - leaner, more efficient 18. Global Issues: . Non-Proliferation . Human Rights . Law of the Sea . International Communications VOA, RFE, RFL . Terrorism 19. Intelligence: . re-establish role . relationship between policy making and intelligence . budget . integrated national-level counter intelligence . upgrade ICA; especially VOA RF

(UNCLASSIFIED/SENSITIVE)

POLICY AREA	GOALS	ISSUES OR ACTIVITIES
II. NATIONAL SECURITY (Continued)	C. Strengthen <u>domestic</u> <u>defenses</u>	1. Survivability of government 2. Crisis management procedures 3. Civil disorder 4. Disaster assistance

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POLICY AREA	GOALS	ISSUES OR ACTIVITIES
III. SOCIAL RENEWAL	A. Reduce financial problems of <u>Social Security, housing and health care</u>	1. Social Security financing 2. Medicare/Medicaid financing and health policy 3. Housing financing, subsidies, weatherization
	B. Develop innovative approaches for reducing <u>unemployment and welfare dependency</u>	1. Unemployment eligibility/placement 2. AFDC eligibility/workfare/day care 3. Youth minimum wage 4. Enterprise Zones 5. Child nutrition 6. Native Americans 7. Food stamp eligibility 8. Immigration 9. Veterans benefits (e.g., Agent Orange, G.I. Bill) 10. Pension policy
	C. Encourage <u>State/local government and voluntary efforts to solve community problems</u>	1. Block grant implementation 2. Volunteerism 3. Aging 4. Child development 5. Handicapped 6. Defederalization of airports 7. Clarification of Federal role in education, (e.g., enhancement, impact aid, land grant colleges) 8. Disaster loans
	D. Improve the <u>quality of life</u> by improving personal safety and raising confidence of people in the future	1. Violent crime reduction 2. Drug/alcohol abuse reduction 3. Prison construction 4. Traffic safety 5. Hazardous material use 6. Juvenile justice 7. Victims rights 8. Exclusionary rule 9. Federal payment of legal fees 10. Death penalty

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POLICY AREA	GOALS	ISSUES OR ACTIVITIES
III. SOCIAL RENEWAL (Continued)	E. Provide leadership on the <u>values</u> of American society	1. Family 2. Individual responsibility 3. Work ethics 4. Equality of opportunity 5. Religious freedom 6. Liberty 7. Privacy 8. Specific issues: a. voting rights b. abortion c. busing to achieve integration d. school prayer e. bi-lingual education f. equal access to justice g. Family Protection Act h. gun control

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POLICY AREA	GOALS	ISSUES OR ACTIVITIES
IV. NATIONAL RESOURCES MANAGEMENT	A. Improve <u>workforce</u>	1. Productivity 2. Labor relations 3. Employee stock ownership 4. Pre- and Post-employment education and training 5. Employment placement
	B. Increase availability of <u>natural resources</u>	1. Farm bill 2. Energy development (e.g., oil leases, nuclear use) 3. Insecticides, fungicides, and rodenticides 4. Land conservation 5. Strategic minerals and strategic petroleum reserve 6. Water quality/marketing subsidies 7. Tobacco price supports 8. Waste disposal/recycling 9. Space exploration 10. Tourism 11. Timber harvest 12. National parks 13. Wildlife conservation 14. Power marketing 15. Emergency preparedness 16. Ocean resources 17. User fees 18. Forest service receipts 19. Agricultural extension services 20. Brucellosis eradication 21. Crop insurance 22. Weather services 23. Superfund management 24. Wilderness programs 25. Barrier Islands

POLICY AREA	GOALS	ISSUES OR ACTIVITIES
IV. NATURAL RESOURCES MANAGEMENT (Continued)	C. <u>Modernize business and industrial capabilities</u>	1. Assistance to ailing industries 2. Small business assistance 3. Growth industries 4. Science and technology transfer 5. Anti-trust policy 6. Industrial homework 7. Transportation services (e.g., mass transit, Conrail/Amtrak) 8. Patent/copyright practices 9. Trade agreements 10. Trade in services 11. Arts Task Force 12. Puerto Rican development 13. Native Hawaiian Claims Commission 14. Louisiana Exposition 15. Role of National Bureau of Standards 16. Industrial revenue bonds 17. Trade adjustment assistance
	D. <u>Improve government management</u>	1. Career service utilization, pay and R.I.F. 2. Key official protection 3. Executive decision making process 4. Postal services 5. Public service strikes 6. Citizens' Task Forces 7. Policy orientation for executive personnel 8. Public corporations 9. Presidential and legislative veto methods 10. Presidential Library 11. Consultant use 12. Agency reorganizations (e.g., abolition of Department of Education, consolidate some DEA/Customs/INS functions) 13. General Services Administration 14. Regional office restructuring 15. Freedom of information 16. New Hoover Commission 17. Election law reform 18. International control of public spending 19. Utilization of research and development results

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The policy areas proposed for Phase III have the following relationship to Phase I and II policy areas and priorities for Cabinet Councils:

A. DOMESTIC POLICY	Phase I	Phase II	Phase III
1. <u>Economic Affairs</u>	/-----	Budget-----	/
	/-----	Regulations-----	/
	/-----	Tax Rates-----	/
	/-----	Monetary Policy-----	/
	/-----	Waste and Fraud-----	/
2. <u>Commerce and Trade</u>	/-----	Community -----	---
		Self-Renewal	
	Automobile Indus-	---	Business/Industry
	try/Imports		Modernization
	---	---	Improve Workforce
3. <u>Human Resources</u>	/-----	Reagan Federalism)	Federalism;
	---	Volunteerism)	Volunteerism
	---	Violent Crime)	Quality of Life
	---	Immigration)	---
	---	Drug Abuse Educa-	
		tion/Interdiction)	---
	---	Housing Financing)	Social Security,
		Health Care)	Housing, Health
	---	Social Security)	Care Financing
	---	---	Unemployment,
			Welfare Innova-
	---	---	tions
			Values
4. <u>Natural Resources</u>	Synfuels	---	) Energy and
<u>and Environment</u>	/-----	Natural Gas-----	) Natural Resource
		Decontrol	) Availability
	/-----	Clean Air-----	/)
5. <u>Food and Agriculture</u>	Dairy Price	---	) Food Availability
	Supports		}
	---	Farm Price Supports	}
	Grain Embargo	---	)
	---	---	Government
			Management
			Improvement

	<u>Phase I</u>	<u>Phase II</u>	<u>Phase III</u>
B. <u>NATIONAL SECURITY</u>	/-----	Defense Capabilities	) Military
	/-----	Intelligence, Information and Foreign Assistance Programs	) Manpower, Weapons Systems and Intelligence
	/-----	Crisis Planning	)
	/-----	Alliance Relations and Consultations	) Consistent Foreign Policy
	/-----	Middle East Regional Security	)
	/-----	East-West Discussions	)
	/-----	Arms Reduction Process	)
	/-----	Caribbean and Central America Regional Security	)
	/-----	Presidential Diplomacy and Summitry	)
	/-----	U.S. Credibility in World Affairs	)
	/-----	African Relations	)
	/-----	Major Foreign Policy	)
	/-----	Statements on U.S. - Soviet Relations, Defense Strategy	)
	---	---	Domestic Defenses

(UNCLASSIFIED/SENSITIVE)
PHASE III STRATEGIC PLAN:
STRATEGY IDEAS

DRAFT - 7/9/81
CPS

I. ECONOMIC RECOVERY

A. Budget

1. Upon adoption of the budget, the President should explain the likely impact of this action to the public in a TV address.
2. The President should announce his proposed FY 1983 budget in a State-of-the-Union message in mid-January 1982.

B. Regulations

1. Upon acceptance of appropriate parts of the reports from the regulatory task force, the President should announce key regulatory objectives in a speech to some business/industry group (e.g., Business Roundtable).

C. Tax Rates

1. Upon adoption of the tax rate package, the President should explain the likely impact to the public in a TV address.

D. Monetary Supply

1. The President should explain the meaning of the results of inflation indexes as of January, 1982 in a TV address.
2. The President should give a TV address to explain his ideas on a solution to the national debt.

E. Reduce Waste and Fraud

1. The President should give special awards to several government employees and citizens who helped reduce waste and fraud.

II. NATIONAL SECURITY

A. Military

1. On Veteran's Day, the President should announce his long range plans to upgrade military capabilities in a field press conference at Rapid Deployment Force headquarters (after an Arlington Cemetery visit).

B. Foreign Policy

1. The President should announce any agreements reached among U.S.-Canada-Mexico on a North American policy at the close of a meeting involving these nations.
2. The President should announce his refugee policy as he moves persons from Fort Chaffee.

C. Domestic Defenses

1. The President should hold a press conference at the scene of a natural disaster * (or at a FEMA training location) to describe his interests in a strong domestic defense.

III. SOCIAL RENEWAL

A. Social Security, Housing, Health Care

1. The President should announce his Social Security/Medicare recovery intent in November, 1981, after determining what came out of Congress.
2. The President should announce the results of his Housing Commission work as home mortgage rates start to stabilize.

B. Unemployment/Welfare Dependency

1. The President should announce his ideas on Enterprise Zones (and Kemp-Roth) during a visit to an inner-city area.
2. The President should announce the ACTION/VA program for Vietnam Veterans.

C. State/local Government; Volunteer Efforts

1. The President should announce his Volunteerism Task Force ideas in a visit to a volunteer community agency (where he also could describe the merit of Jeffersonian principles).

D. Quality of Life

1. The President should announce his plans concerning the personal safety of the public in a speech to the International Association of Chiefs of Police.
2. The President should announce the results of an evaluation of the impact of economic recovery programs on the quality of life.

E. Values

1. The President should announce his ideals on American values in a Thanksgiving interview at Plymouth Rock.
2. The President should announce his belief in the importance of educational enhancement during a speech given at the dedication of the Ford library.

* if one occurs

IV. NATIONAL RESOURCES ENHANCEMENT

A. Workforce

1. The President should announce his long range plans for improving the workforce in a speech to a labor group family picnic on Labor Day in Reagan's hometown area of Dixon, Illinois that presents some results of the Productivity Task Force.

B. Natural Resource Enhancement

1. The President should describe his objectives on natural resources in a "fence mending" interview at the Santa Barbara Ranch.

C. Business/Industrial Capabilities

1. The President should announce his intentions to encourage business/industry revitalization in a White House meeting of key business/industry leaders.

D. Government Management

1. A President's council on management should be established as the vehicle for handling general government management issues (e.g., lease or purchase of Federal buildings).

V. GENERAL

- o Key OPD, OMB and NSC staff should be provided with copies of the Strategic Plan. In addition, these personnel should seek to conform the activities in their respective working groups to the plan.
- o A planning/policy network should be established by OPE of key policy personnel in the agencies to help with the development and implementation of plans.
- o Orientation of all policy and administrative executives should be provided on the policy goals.
- o Strengthen relations with Republican House members and Democrat Senate members.
- o Strengthen relations with the Federal Courts through appointments and meetings.
- o Strengthen the Republican coalition.
- o Improve the content of press contacts.

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

D. Phase III Strategic Considerations

1. Content and Credibility of the President's Economic Recovery Program

Once the budget reductions and tax bill have completed the legislative process, it will be essential for the President to explain to the public what the content of the economic package is,-- that is:

- o What the President wanted and received;
- o What he wanted and did not receive; and,
- o What he did not want, yet was included in the legislation.

The President and other high ranking Administration officials will be needed to establish the credibility of the program in light of the condition of the economy and the commitment to a balanced budget in FY84. Despite the extraordinary efforts made during the reconciliation process, the budget is not balanced; the more difficult and painful process is still ahead of the Administration. In a word, the task of reducing the size and role of the federal government by budgetary restraints remains "undone."

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

2. Management of the Economic Recovery Program

We can not afford to think narrowly about the transformation of the federal government caused by the President's Economic Recovery Program and future budget reductions. Hence, the President must demonstrate that the Administration has not only the ability to design a new role for the federal government, but that it can manage that new role as well.

The critical Phase III management issues are:

- o Implement the economic recovery at all levels of government, especially through the block grant strategy.
- o Target, monitor and control the defense expenditures.
- o Integrate the career employees into the President's program. The scope and magnitude of the changes in the federal role are fairly drastic; federal executives and managers will, therefore, be required to make some major adjustments. The long-term success of the President's program depends on the short-term steps he takes to include career civil servants into this massive governmental reform.

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

3. The Social Agenda Initiative -- Excellence in Education

The unidimensional focus of Phases I and II was designed to allow the President to concentrate on the most salient problems facing the country,--to do the difficult early. The agenda control strategy for Phases I and II was to retain a critical mass trained against the country's economic and national security problems, and defer as many issues as possible until the basic problems were addressed. As Phase II closes however, and the budget reduction and tax bills are finalized, the President will be pressured to extend his focus to include those deferred issues. The pressure will come from all quarters of society, friend and foe.

The most perplexing, politically sensitive and pressure packed of the issue areas that is likely to peak in Phase III is the social cluster,--abortion, busing, school prayer, women's rights, equal access to justice, family and community values.

To exert control over the emergence of the social agenda in the fall (Phase III), the following should guide the President's actions:

- o The President has taken firm, public stands on virtually all of these issues over the years. It is, therefore, not so much a question of where does the President stand, but which social issue(s) he wants to advance during Phase III.
- o Every effort possible should be made to cluster the social issues and to use the values the President articulated in his acceptance speech--family, individual responsibility, work ethics, equality of opportunity, religious freedom and liberty--as the context.
- o Make a major policy statement on the need for excellence in education in the family and in the schools (community). It is possible within the context of the excellence in education theme for the President to reaffirm his positions on school prayer, busing, Jeffersonian themes--good citizenship based on education of the masses, value of private education, etc.

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

4. Social Renewal -- Reforming the Social Security System

Social Security reached the forefront of public debate following the May 12th announcement of the financial problems and the Reagan Administration's proposed solutions. The Administration has, consequently, already taken the initiative on this serious problem and advanced the public debate. Several high ranking officials, other than the President, have presented the Administration's policy with varying degrees of success.

In Phase II the Administration received considerable criticism for its social security proposals. In the main the President did not take an active role in the public debate. But given the problems facing the social security fund and that the Administration has already absorbed the first folly of criticism, it will be necessary for the President to exert his personal leadership to ensure the viability of the social security system and make the necessary changes in the financing and benefits of the fund.

This should be done in October following a review by the President of the FY 1983-1986 budget estimates to be presented in January 1982. The status of the legislation can be reviewed in December, and any changes needed in strategy incorporated in the January State-of-the-Union address.

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

5. National Resource Enhancement -- Precusor Theme "Mending Fences"

Phases I-III continue the largely unidimensional focus of the economic recovery program and its national security component. Within these phases however, several-important national resource enhancement decisions have been made, e.g. gas decontrol, synfuels and others will continue to be made. There is, however, an opportunity for the President to make a major statement about national resources of his State-of-the-Union address in January, 1982. A precursor theme and media event which would come in Phase III would be the airing of a 30 minutes television program of President Reagan at his ranch "mending fences."

The theme of this television interview is to have the President concretize his hopes for America by the sustained enhancement of the country's key resources--its people, creativity, natural resources and capacity to use widely its energies.

The Santa Barbara Ranch would be a marvelous backdrop, the President's own enthusiasm for the setting, and the possibility of making a positive natural environment statement are principal reasons for arguing in favor of taping it in August and showing it in late September.

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

6. Values in American Life

By the fall of 1981 the Reagan revolution of governance and social change will have already taken shape and the initial stages of implementation will have begun. There is every reason to hope that a sense of optimism will overlay the public's reserve of concern about what is happening to America. Thanksgiving week would be an excellent time for the President to make a trip through New England and giving a major address at Plymouth Massachusetts on the American values theme. The basic ideas were already set forth in his acceptance speech and should be elaborated on in this basic address.

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

TO: Edwin Meese
FROM: Richard S. Beal
SUBJECT: Lists of Policy Issues
DATE: June 26, 1981

Attached for your review in relation to the scheduled discussion of policy issues are the following excerpts from the Strategic Plan of June 4, 1981:

- | | |
|--|------------|
| 1. Presidential Priority Policy Areas for Phases I, II and III | 3-1, 3-2 |
| 2. Cabinet Council Priority Activity | 4-1, 4-8 |
| 3. Inventory of Additional Possible Policy Areas | 4-14, 4-17 |
| 4. Possible Disruptive Factors | 5-1, 5-4 |
| 5. Alert List on Policy Areas | 7-1, 7-3 |
| 6. Alert List of Additional Possible Disruptive Factors | 7-4 |

Also attached are the following lists:

1. Cabinet Matters
2. Martin Anderson's Inventory
3. Department of State's Inventory

Additional lists which are available include:

1. Reagan domestic and economic campaign proposals (Kevin Hopkins and Doug Bandow; November-December 1980).
2. Reagan quotes organized by Cabinet Council structure (Jim Pinkerton; March 1981).
3. Outline of domestic goals for the Reagan Administration (Frayda Levin; March 1981).
4. Prospective legislative issues for the 97th Congress (Congressional Research Service; February 1981)
5. Reconciliation tables for the 1982 budget (OMB, June 1981).

(UNCLASSIFIED/SENSITIVE)

STRATEGIC PLAN:
LIST OF PRESIDENTIAL PRIORITY POLICY AREAS FOR PHASES I, II AND III
June 26, 1981

CABINET COUNCIL/POLICY AREA	Phase		
	I	II	III
	1/21-4/30	5/1-9/30	10/1/81-1/15/82
A. DOMESTIC POLICY			
1. <u>Economic Affairs</u>			
a. Budget Policy	High	High	High
b. Tax Policy	Medium	High	Medium
c. Monetary Policy	Low	Medium	Medium
d. Regulatory Policy	High	Medium	Medium
e. Fraud and Waste	Medium	Medium	Low
2. <u>Commerce and Trade</u>			
a. Community Self-Renewal	Low	Low	Medium
b. Automobile Industry/ Imports	Low	None	Low
c. Free Trade Policy	None	Medium	Low
3. <u>Human Resources</u>			
a. Reagan Federalism	Medium	High	High
b. Violent Crime	None	Medium	Medium
c. Volunteerism	None	Medium	High
d. Immigration/Refugees	None	Low	Low
e. Drug Abuse Education/ Interdiction	None	Low	Low
f. Housing Financing	None	Medium	Medium
g. Health Care Plan	None	Medium	High
h. Social Security Financing	None	Medium	High
4. <u>Natural Resources and Environment</u>			
a. Synfuels	Low	None	None
b. Natural Gas Decontrol	None	None	Medium
c. Clean Air	None	Medium	Low
5. <u>Food and Agriculture</u>			
a. Dairy Price Supports	Low	None	None
b. Farm Price Supports	None	Medium	None
c. Grain Embargo	Low	None	None

NOTE: Rankings reflect amount of desired Presidential activity

(UNCLASSIFIED/SENSITIVE)

STRATEGIC PLAN:
LIST OF PRESIDENTIAL PRIORITY POLICY AREAS FOR PHASES I, II AND III
June 26, 1981

CABINET COUNCIL/POLICY AREA	Phase		
	I	II	III
	1/21 - 4/30	5/1 - 9/30	10/1/81 - 1/15/82
B. FOREIGN POLICY			
1. National Security			
a. Defense Capabilities	Medium	High	Medium
b. Intelligence, Information and Foreign Assistance Programs	Medium	Medium	High
c. Crisis Planning	Medium	High	Medium
d. Alliance Relations and Consultations	High	High	Medium
e. Middle East Regional Security	Medium	High	Medium
f. East-West Discussions	Low	Medium	Medium
g. Arms Reduction Process	Low	Low	Medium
h. Caribbean and Central America Regional Security	Medium	High	Medium
i. Presidential Diplomacy and Summitry	Medium	Medium	Medium
j. Hostage Return	High	None	None
k. U.S. Credibility in World Affairs	High	Medium	Medium
l. African Relations	None	Low	Medium
m. Major Foreign Policy Statements on U.S.- Soviet Relations, Defense Strategy	Low	Medium	High

NOTE: Rankings reflect amount of desired Presidential activity

(UNCLASSIFIED/SENSITIVE)

STRATEGIC PLAN:
LIST OF CABINET COUNCIL PRIORITY ACTIVITY (1)
June 26, 1981

CABINET COUNCIL/POLICY AREA	Phase		
	I	II	III
	1/21 - 4/30	5/1 - 9/30	10/1/81 - 1/15/82
<u>A. DOMESTIC POLICY</u>			
1. <u>Economic Affairs</u>			
a. Budget Reduction *	High	High	High
b. President's Trip to Canada	Medium	None	None
c. Ottawa Economic Summit	Medium	High	Low
d. Thrift Industry	Low	Medium	Medium
e. Polish Debt Rescheduling	None	Medium	Low
f. Employment Policy (Youth, Unions)	Low	Medium	Medium
g. Tax Policy (i.e., Refund Offset, Taxation of Fringe Benefits, Accelerated Cost Recovery, Americans Overseas, Farm Taxes) *	Low	High	Medium
h. Cost-of-Living Adjustments	Low	Medium	Medium
i. Coal Miner's Contract	Low	None	None
j. Targeted Jobs Tax Credit	Low	None	None
k. Conrail/Northeast Rail Service	Low	None	None
l. Strategic Petroleum Reserve	Low	Medium	None
m. Gold Study Commission	None	Low	Low
n. Federal Debt Collection (i.e., IRS Role; Applicants; Default)	Low	Medium	None
o. Monetary Policy *	Medium	Medium	Medium
p. Debt Ceiling	Low	None	Medium
q. Exchange Rate Intervention	None	Low	Low
r. Productivity	None	Medium	Low
s. Tuition Tax Credits	Low	Medium	None
t. Crude Oil Price Decontrol	High	None	None
u. Statistical Policy (e.g., C.P.I., Unemployment Index)	None	Low	Low
v. Financial Institution Reform	None	Low	Low
w. Federal Credit Policy	None	Low	Medium
x. Pension Policy	None	Medium	Medium
y. International Investment Policy	None	Low	Medium
z. Davis-Bacon	None	Medium	Low

(1) Not listed in any priority order

* Presidential Priority

NOTE: Rankings reflect likely amount of activity by policy appointees
(White House or departmental)

(UNCLASSIFIED/SENSITIVE)

STRATEGIC PLAN:
LIST OF CABINET COUNCIL PRIORITY ACTIVITY (1)
June 26, 1981

CABINET COUNCIL/POLICY AREA	Phase		
	I	II	III
	1/21 - 4/30	5/1 - 9/30	10/1/81 - 1/15/82
A. <u>DOMESTIC POLICY</u> (Continued)			
2. <u>Commerce and Trade</u>			
a. Community Self-Renewal	Medium	Medium	Medium
b. East-West Trade	Low	High	Low
c. Coal Exports	Low	Medium	None
d. U.S.-Mexico Relations	None	High	Low
e. U.S. Trade Policy	Low	Medium	Low
f. Foreign Investment in U.S.	None	None	Low
g. Nuclear Exports	None	Low	Low
h. Assistance to Ailing Industries	None	Low	Medium
i. Consumer Protection/Product Liability	None	None	Low
j. Small Business Problems	None	Low	Low
k. Telecommunications/Information Systems	None	Medium	Medium
l. Postal Services	None	None	Low
m. Maritime Affairs	None	Low	Medium
n. Patent and Copyright Practices	None	None	Low
o. Science and Technology Transfer	None	None	Low
p. International Commodity Agreements	None	Low	None
q. Trade Adjustment Assistance	None	None	Low
r. International Aviation/Airline Subsidies	None	Low	Low
s. Multi-Fiber Agreement	None	Low	Medium
t. Non-Rubber Footwear Agreement	None	Medium	None
u. Credit Subsidies/Ex-Im Bank	None	Low	Low
v. Trade in Services (Banking, Insurance)	None	None	Low
w. Growth Industries (Technological Pre- eminence, Tax Policies)	None	None	Low

(1) Not listed in any priority order
* Presidential priority

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(White House or departmental)

(UNCLASSIFIED/SENSITIVE)

STRATEGIC PLAN:
LIST OF CABINET COUNCIL PRIORITY ACTIVITY (1)
June 26, 1981

CABINET COUNCIL/POLICY AREA	Phase		
	I	II	III
	1/21 - 4/30	5/1 - 9/30	10/1/81 - 1/15/82
A. <u>DOMESTIC POLICY (Continued)</u>			
3. <u>Human Resources</u>			
a. Vietnam Veteran's Benefits (e.g., Agent Orange, Counseling Centers)	Low	High	Medium
b. Aging	Low	Low	Low
c. Child Development, Protection and Justice	None	Low	Low
d. Family (Right-to-Life, Parental Responsibility)	Low	Medium	Medium
e. Handicapped Assistance	None	Low	Low
f. Labor Programs (CETA; Unemployment Insurance)	Low	Medium	Medium
g. Education (Bilingual; Busing; Abolition of Education Department; DOD school transfer)	Medium	Low	Medium
h. Black Lung Program	Low	Low	None
i. Child Nutrition	Low	Low	Low
j. Income Maintenance Criteria	Medium	High	High
k. Social Security Benefits/Financing *	None	High	High
l. Win Tax Credits	None	High	Medium
m. Native-Americans (e.g., Housing, Health Care)	None	Medium	Medium
n. Food Stamps	None	Low	None

(1) Not listed in any priority order
* Presidential priority

NOTE: Rankings reflect likely amount of activity by policy appointees
(White House or departmental)

STRATEGIC PLAN:
LIST OF CABINET COUNCIL PRIORITY ACTIVITY (1)
June 26, 1981

CABINET COUNCIL/POLICY AREA	Phase		
	I	II	III
	1/21 - 4/30	5/1 - 9/30	10/1/81 - 1/15/82
A. <u>DOMESTIC POLICY</u> (Continued)			
4. <u>Natural Resources and Environment</u>			
a. Clean Air Act *	Low	Medium	Low
b. Water Policy	None	Low	Low
c. Strategic Minerals	None	Low	Low
d. Energy Development (e.g., Nuclear)	Low	None	Low
e. Oil Exploration/Outer Continental Shelf	Low	Medium	Low
f. Fuel Use Act	Low	Low	None
g. Strategic Petroleum Reserve	None	Low	None
h. Natural Gas Decontrol *	Low	Medium	Medium
i. Animal Predator Control	None	Low	Low
j. National Parks	None	Low	Low
k. Oil Lease Revenues	None	Low	None
l. Barrier Island	None	Low	Low
m. Energy Emergency Preparedness	None	Medium	Medium
n. Natural Resource and Wildlife Conservation	None	Low	Low
o. Natural and Man-made Disasters	Low	Medium	Low
p. Waste Disposal (Nuclear; Ocean)	None	Low	Medium
q. Space Exploration (Shuttle)	Low	Low	None
r. Alaskan Gas Pipeline Agreement	None	Medium	Medium
s. Abolition of Department of Energy	Low	Medium	Medium
t. Timber Harvest	None	Low	Medium
u. National Energy Plan	None	Medium	None
v. Sale of Alaskan Crude to Non-U.S. Buyers	None	Low	None
w. Power Marketing Administration	None	Low	None

(1) Not listed in any priority order
* Presidential priority

NOTE: Rankings reflect likely amount of activity by policy appointees
(White House or departmental)

(UNCLASSIFIED/SENSITIVE)

STRATEGIC PLAN:
LIST OF CABINET COUNCIL PRIORITY ACTIVITY (1)
June 26, 1981

CABINET COUNCIL/POLICY AREA	Phase		
	I	II	III
	1/21 - 4/30	5/1 - 9/30	10/1/81 - 1/15/82
A. <u>DOMESTIC POLICY</u> (Continued)			
5. <u>Food and Agriculture</u>			
a. Farm Bill *	Medium	Low	Low
b. Wheat Reserve (e.g., Humanitarian, International)	None	Medium	None
c. Dairy Prices *	Medium	None	None
d. Commodity Loans	Low	None	None
e. Grain Embargo	Medium	None	None
f. Third World Agriculture	Low	Low	Medium
g. Farmland Conversion	Low	Low	Medium
h. Farm-Produced Fuels	None	None	Low
i. Breast Milk Substitute	None	Low	None

(1) Not listed in any priority order
* Presidential priority

NOTE: Rankings reflect likely amount of activity by policy appointees
(White House or departmental)

(UNCLASSIFIED/SENSITIVE)

STRATEGIC PLAN:
LIST OF CABINET COUNCIL PRIORITY ACTIVITY (1)
June 26, 1981

	Phase		
	I	II	III
CABINET COUNCIL/POLICY AREA	1/21 - 4/30	5/1 - 9/30	10/1/81 - 1/15/82

B. FOREIGN POLICY

1. National Security

a. Far-eastern Relations (e.g., Liberalize Trade with China)	Low	None	Medium
b. Terrorism	Low	Medium	Low
c. Civil Disorder	None	Medium	Low
d. MX Deployment	Low	Medium	Low
e. Export-Import Bank	None	Medium	None
f. Ocean Resources	None	None	Low
g. Volunteer Military/Draft Registration	Low	Medium	None
h. Aid to Turkey	None	Low	None
i. Buy-American policy	None	Low	None
j. Vietnam (MIA's; Prisoners)	None	None	Low
k. Military Arms Sales (e.g., AWACS, F-15) to Saudi Arabia, Morocco, China, Taiwan, Venezuela, Korea, Argentina, Guatemala	None	Low	None

(1) Not listed in any priority order

* Presidential priority

NOTE: Rankings reflect likely amount of activity by policy appointees
(White House or departmental)

(UNCLASSIFIED/SENSITIVE)

STRATEGIC PLAN:
LIST OF CABINET COUNCIL PRIORITY ACTIVITY (1)
June 26, 1981

	I	Phase II	III
CABINET COUNCIL/POLICY AREA	1/21 - 4/30	5/1 - 9/30	10/1/81 - 1/15/82

C. GOVERNMENT MANAGEMENT

1. Hiring Freezes/Personnel Ceilings	Medium	Low	Low
2. Reductions in Procurement, Travel	Medium	Low	None
3. Special Prosecutors/Special Counsels	None	Medium	None
4. Civil Service Management/Motivation	Low	Medium	Low
5. Reorganization Authority and Plans	None	None	Low
6. Legislative Veto	Low	None	None
7. Regional Office Restructuring	None	Low	Low
8. Block Grant Implementation	Low	Medium	Medium
9. Freedom of Information Act	None	None	Low
10. Public Employee Retirement Systems	Low	Medium	Low
11. Presidential/Key Official Protection	Medium	High	Medium
12. Federal Executive Structure/SES Turnover	None	Medium	Medium
13. Public Employee Unions	None	Medium	Low
14. Proposed Pay Increase	Low	Medium	Medium

(1) Not listed in any priority order
* Presidential priority

NOTE: Rankings reflect likely amount of activity by policy appointees
(White House or departmental)

(UNCLASSIFIED/SENSITIVE)

STRATEGIC PLAN:
LIST OF CABINET COUNCIL PRIORITY ACTIVITY (1)
June 26, 1981

	I	Phase II	III
CABINET COUNCIL/POLICY AREA	1/21 - 4/30	5/1 - 9/30	10/1/81 - 1/15/82

D. POLITICAL AND PUBLIC AFFAIRS

1. Private Contributions (e.g., Promoting Economic Programs)	Low	None	None
2. Reapportionment	None	High	Medium
3. Interest Group Awareness	None	Medium	Low
4. Identification of Desirable Values	Low	Medium	Low
5. Contact with Minority Community	Low	Medium	Low
6. Presidential Travel	Medium	Low	Low

(1) Not listed in any priority order
* Presidential priority

NOTE: Rankings reflect likely amount of activity by policy appointees
(White House or departmental)

(UNCLASSIFIED/SENSITIVE)

STRATEGIC PLAN:
INVENTORY OF ADDITIONAL POSSIBLE POLICY AREAS
June 26, 1981

A. DOMESTIC POLICY

1. Economic Bill of Rights/Taxpayer's Bill of Rights
2. Olympic Coins
3. Hawaii Policy
4. Tourism Policy
5. Employee Stock Ownership Plans
6. Deep Sea Bed Hard Mineral Resources/Law of the Sea Treaty
7. Space Based Laser Systems
8. Clinch River Breeder Reactor
9. Public Health Hospital Use By Merchant Seamen
10. Defederalization of Airports
11. Hazardous Material Transportation
12. 55 m.p.h. Speed Limit
13. Private Enterprise in Space
14. Balanced Budget/Spending Limitation Amendment
15. Louisiana World Exposition
16. Puerto Rican Policy
17. Minority Enterprise/Expended Ownership
18. Law and Justice (e.g., Civil Rights, Voting Rights, Equal Access to Justice, Anti-Trust Policy, Legal Services Corporation Restructuring, Juvenile Justice and Delinquency Prevention, Legislative Veto)
19. School Prayer
20. Insecticides, Fungicides and Rodenticides
21. Alcohol Abuse Policy
22. Industrial Homework
23. Soil Conservation
24. Tobacco Price Supports
25. Sugar Price Supports
26. Arts Task Force
27. The Underground Economy
28. "Ship American" requirement
29. Public Corporations
30. Transportation (e.g., mass transit, trucking deregulation)
31. Presidential line item veto
32. Executive Branch Reorganization Authority
33. Leasing of Energy Rich Federal Land
34. Women's Issues
35. Privacy and Confidentiality of Government Records
36. Role of Federal Reserve
37. Rural Electrification Loans

(UNCLASSIFIED/SENSITIVE)

STRATEGIC PLAN:
INVENTORY OF ADDITIONAL POSSIBLE POLICY AREAS
June 26, 1981

B. FOREIGN POLICY

1. Indochina Post-War Reconstruction Fund
2. Syrian Pipeline
3. Repeal of Legislative Limitations on Defense Contract Profits
(Vinson-Trammell Act)
4. Dual Compensation for Federal Employees Who Are Military Reserves
5. Third-World Economic and Social Policy
6. Nerve Gas

(UNCLASSIFIED/SENSITIVE)

STRATEGIC PLAN:
INVENTORY OF ADDITIONAL POSSIBLE POLICY AREAS
June 26, 1981

C. GOVERNMENT MANAGEMENT

1. Presidential Library
2. New Hoover Commission
3. Smithsonian South Quadrangle Project

(UNCLASSIFIED/SENSITIVE)

STRATEGIC PLAN:
INVENTORY OF ADDITIONAL POSSIBLE POLICY AREAS
June 26, 1981

D. POLITICAL AND PUBLIC AFFAIRS

1. Limitations on TV Election Forecasts
2. Cable News Network as Member of White House Pool
3. Strategy for 1982 Congressional Elections
4. Strategy for 1981 Elections

(UNCLASSIFIED/SENSITIVE)

STRATEGIC PLAN:
LIST OF POSSIBLE DISRUPTIVE FACTORS
June 26, 1981

POLICY AREA/EVENT	Phase		
	I	II	III
	1/21 - 4/30	5/1 - 9/30	10/1/81 - 1/15/82
A. DOMESTIC POLICY			
1. Failure of Economic Recovery Plan	Low	High	High
2. Energy Shortage	Low	None	Low
3. Private Industry Strikes	None	Low	Low
4. Long, Hot Summer	None	Low	Low
5. Drought	None	Low	None
6. Civil Disorder/Domestic Terrorism	None	Medium	Low
7. Natural Disaster	None	Low	Medium
8. Industrial Crises	None	None	Medium
9. Space Shuttle Failure	Low	None	None
10. Financial Crises (Thrift Industry)	Low	Medium	Medium

NOTE: Rankings reflect the amount of Presidential attention necessary to prevent these factors from negatively influencing policy objectives.

(UNCLASSIFIED/SENSITIVE)

STRATEGIC PLAN:
LIST OF POSSIBLE DISRUPTIVE FACTORS
June 26, 1981

POLICY AREA/EVENT	Phase		
	I	II	III
	1/21 - 4/30	5/1 - 9/30	10/1/81 - 1/15/82
B. FOREIGN POLICY			
1. Russian Invasion of Poland	High	Low	Low
2. Severe Foreign Oil Price Increase	None	Low	Low
3. Central American Revolutions	Medium	Low	Low
4. Middle Eastern Conflict	Low	Medium	Medium
5. Collapse of British Economy	Low	Low	Low
6. Terrorist Acts/Hostage Taking/Hijacking	Low	Medium	High
7. Libya-Confrontation with Qaddafi	Low	Low	Medium
8. Vietnamese Massing in Western Kampuchea	Low	Medium	Low
9. Revelation of Covert Operations	Low	Low	Low

NOTE: Rankings reflect the amount of Presidential attention necessary to prevent these factors from negatively influencing policy objectives.

(UNCLASSIFIED/SENSITIVE)

STRATEGIC PLAN:
LIST OF POSSIBLE DISRUPTIVE FACTORS
JUNE 26, 1981

POLICY AREA/EVENT	I	Phase II	III
	1/21 - 4/30	5/1 - 9/30	10/1/81 - 1/15/82
C. GOVERNMENT MANAGEMENT			
1. Disablement of Key Leaders	Medium	Medium	Medium
2. Public Service Personnel Disruptions (Strikes, Retirements, Slow downs)	Low	Medium	Medium
3. Executive/Legislative Scandal	Low	Low	Medium
4. Policy Appointee Conflict	Low	Medium	Medium
5. Resistance by Congressional staff to "Independent" Administration Announcements	None	Low	None
6. Resignation of Key Appointees	None	Low	Low
7. Legal Action Against Administration Initiatives	None	Low	Medium
8. Critical Reports by Congressional Staff Agencies (e.g., GAO)	None	Low	Low

NOTE: Rankings reflect the amount of Presidential attention necessary to prevent these factors from negatively influencing policy objectives.

(UNCLASSIFIED/SENSITIVE)

STRATEGIC PLAN:
LIST OF POSSIBLE DISRUPTIVE FACTORS
June 26, 1981

POLICY AREA/EVENT	Phase		
	I	II	III
	1/21 - 4/30	5/1 - 9/30	10/1/81 - 1/15/82
D. POLITICAL AND PUBLIC AFFAIRS			
1. Change in Media Attitude	Low	Low	Medium
2. Drop in Presidential Popularity	Low	Medium	Medium
3. Organized Public Opposition to Economic Plan Implementation (e.g., ICARE)	Low	Medium	High

NOTE: Rankings reflect the amount of Presidential attention necessary to prevent these factors from negatively influencing policy objectives.

(UNCLASSIFIED/SENSITIVE)

STRATEGIC PLAN:
ALERT LIST ON POLICY AREAS
June 26, 1981

A. DOMESTIC POLICY

1. Economic Affairs

- a. Budget: Possible reduction of annualized cost-of-living increases.
- b. Productivity: Status of Advisory Committee.
- c. Regulations: Implications of Supreme Court decision on cotton dust standards.

2. Commerce and Trade

- a. Community Self-Renewal: Loss of Enterprise Zone concept as an Administration initiative to help urban disadvantaged and to demonstrate free enterprise concept in the near term.
- b. Coal Exports: Increasing pressure for private sector harbor and loading facility development.
- c. Telecommunications Regulation: Disagreement within Administration over appropriate regulatory approach; Administration could introduce major change through Communications Act revision in process.
- d. Multi-fiber Agreement: Negotiation Objectives/Strategy needs monitoring.
- e. U.S.-Mexico Relations: Countervailing duty requirements.
- f. East-West Trade: Sale of Caterpillar tractors for pipeline.

3. Human Resources

- a. Reagan Federalism: Acceptable alternative if Congress rejects block grant concept; revenue source shifts to State and local government; AFDC/Food Stamp block grants.
- b. Violent Crime: Coordination between Attorney General's Task Force and White House.
- c. Drug Abuse Education/Interdiction: Integration of new White House appointee with agency activities.
- d. Health Care Plan: Health care financing.
- e. Education: Clarification of Federal role.

(UNCLASSIFIED/SENSITIVE)

STRATEGIC PLAN:
ALERT LIST ON POLICY AREAS
June 26, 1981

- f. Vietnam Veterans Benefits: Announcement of ACTION plan; resolution of hunger strikes.
 - g. Social Security Benefits/Financing: Timing, further steps, damage to Presidential popularity.
 - h. Handicapped Assistance: Local option to provide facilities.
 - i. Family: Right-to-Life Policy.
 - j. Child Development, Protection and Justice: Possible successful efforts in Congress by interest groups wanting designated Federal activity for delinquency prevention and juvenile justice.
 - k. Indian Housing: Conflicts between HHS and HUD.
4. Natural Resources and Environment
- a. Oil Exploration/Outer-Continental Shelf Drilling: Establishment of Administration policy.
 - b. Clean Air Act: Canadian criticism.
5. Food and Agriculture
- a. Breast Milk Substitute: Resistance to WHO vote.
6. General
- a. Law and Justice: Structure through which policies can be established on civil rights, voting rights, equal access to justice, anti-trust, Legal Services Corporation restructuring, juvenile justice and delinquency prevention, violent crime, drug abuse education/interdiction, legislative veto, and gun control.
 - b. GSA: Building/leasing program criticism.

(UNCLASSIFIED/SENSITIVE)

STRATEGIC PLAN:
ALERT LIST ON POLICY AREAS
June 26, 1981

B. FOREIGN POLICY

1. National Security

- a. Crisis Planning: Clarity of authority for international and domestic crises.
- b. African Relations: Regional policy requirements.
- c. Major Foreign Policy Statements on U.S.-Soviet Relations, Defense Strategy: Timing, content and vehicle for planned statement.
- d. MX Deployment/Modified Manned Bomber: Conflicts over suitable choices and implementation plans.
- e. Military Arms Sales: Disagreement over suitability of various sales.
- f. Bilateral Assistance: Possible contradiction between U.S. support for International Development Association and bilateral assistance approach.

C. GOVERNMENT MANAGEMENT

1. Executive Branch

- a. Personnel Appointment, Orientation, and Utilization: Differences in perceptions as to progress on appointment of policy executives; possible delay of confirmations by Congress as a vehicle for attaining their own objectives; concerns over appointment of ethnics and women; plans for orientation on Presidential policies and priorities; plans for SES encouragement/assignment; R.I.F.; precedent set for other government labor negotiations by air controller settlement.
- b. White House Decision-Making Process: Number of policy decisions made through Cabinet or Cabinet Council process; extent of downward information flow; automation opportunities; minutes of meetings may not accurately reflect results; jurisdictional conflicts.
- c. Proposed Pay Increase: Possible informal indication of Administration policy as base for Congressional action.

2. Legislative Branch

- a. White House Congressional Relations: Strategy for relations on other than economic recovery program.

(UNCLASSIFIED/SENSITIVE)

STRATEGIC PLAN:
ALERT LIST ON POLICY AREAS
June 26, 1981

D. POLITICAL AND PUBLIC AFFAIRS

1. Public Liaison: Contact with ethnic groups and women; volunteerism.
2. Political Affairs: Strategy for reapportionment; 1981 off-year elections; 1982 Congressional elections.
3. Press Relations: Location for press during West Wing pressroom remodeling; preparation of President for press conferences.

(UNCLASSIFIED/SENSITIVE)

STRATEGIC PLAN:
ALERT LIST OF ADDITIONAL POSSIBLE DISRUPTIVE FACTORS
June 26, 1981

A. DOMESTIC POLICY

1. Indictment of Teamster's Officials
2. Baseball Strike
3. Postal Strike

B. FOREIGN POLICY

1. IRA Conflict
2. Rejection of Human Rights Strategy
3. Instability or Change in Central European Governments (e.g., Germany, France, Italy, Holland)
4. Attack of Cuba or Nicaragua by Exiles
5. Espionage by Military Personnel
6. Disruption of Cypriot Peace
7. Japanese Dissatisfaction with American Policies/Practices
8. Attack of Iranian Nuclear Plant by Israelis
9. Disappearance of Sidewinder Missile in West Germany

C. GOVERNMENT MANAGEMENT

1. Resistance to Dismantling of Existing Agencies (e.g., Community Services) by Public and Governmental Entities
2. Leaks of Classified or Sensitive Information

D. POLITICAL AND PUBLIC AFFAIRS

1. Marches/Protests Against Policies Other Than Economic Recovery Program

CABINET MATTERS

CM

- 1 Freed Americans
- 2 Budget
- 3 Economic plan
- 4 Moratorium on Small Procurement
- 5 Avoid major expenses for Appointees Offices
- 6 Inspectors General
- 7 Decrease Travel
- 8 Decrease Consultants
- 9 Telephone Logs
- 10 Crude Oil Price Decontrol
- 11 FERC appointments (Federal Energy Regulatory Commission)
- 12 Vice President's Task Force on Regulatory Relief
- 13 Automotive Industry Task Force
- 14 Cabinet Procedures
- 15 Debt Ceiling
- 16 Regulations/Burden of Proof
- 17 Grain Embargo
- 18 Bilingual Education Regulations Rescission
- 19 Synthetic Fuels Corporation
- 20 Regulatory Management
- 21 Uniform Index of Federal Entitlement Programs
- 22 Ex-Im Bank
- 23 Regulatory Matters/OMB Review
- 24 Transportation Passive Restraint Standard
- 25 Establish procedure for Administration Legislative Programs
- 26 1981 Farm Bill
- 27 Senior Executive Service (SES)
- 28 Congressional Vetoes
- 29 Hazardous Exports
- 30 COLA Indexing & Entitlements
- 31 Polish Debt Situation
- 32 Youth Minimum Wage Differential

Cabinet Matters continued - Page 2

CM33 Shoe Import Restrictions
CM34 Thrift Institutions
CM35 Tax Credit: Targeted Jobs
CM36 Voting Rights
CM37 PLO Observer Status for IMF & World Bank
CM38 Youth Employment Policy (EA)
CM39 Conrail/Amtrack (EA)
CM40 Strategic Petroleum Reserve Funding (EA)
CM41 Control of Exports to Eastern Bloc Countries
CM42 Enterprise Zones
CM43 Offshore Oil Leases
CM44 Restructuring Northeast Rail Service
CM45 Ottawa Economic Summit
CM46 Coal Exports

CM47 Citizens Task Forces in Departments
CM48 IRS Role in Federal Debt Collection
CM49 Clean Air Act
CM50 Strategic Minerals
CM51 Domestic Monetary Policy (EA)
CM52 Exchange Rate Intervention Policy (EA)
CM53 Natural Gas Decontrol
CM54 Strategy for Developing National Water Policy
CM55 Social Security
CM56 Export Licensing of Nuclear Materials
CM57 Humanitarian Wheat Reserve Release
CM58 International Wheat Council Issues
CM59 Strengthening Federal Credit Management
CM60
CM61 Maritime Administration Transfer
CM62 Immigration Task Force Report
CM63 Student Financial Aid: Tuition Tax Credits (HR)
CM64 Gold Commission (EA)
CM65 Educating the Children of Illegal Aliens
CM66 Transfer of DOD Education Program
CM67 Savings Bonds (EA)
CM68 Housing Task Force
CM69 Productivity Advisory Board

Cabinet Matters continued - Page 3

CM70 Animal Damage Control
CM71 FY 1981 Budget
CM72 Accelerated Cost Recovery Systems (EA)
CM73 Food Stamps
CM74 U.S. Trade Policy Statement
CM75 Department of Defense Dependent's Schools
CM76 Emergency Preparedness Legislation
CM77 U.S.-Mexico Trade Relations
CM78 Nuclear Policy
CM79 International Aviation Policy
CM80 Multifiber Agreement
CM81 ACTION's Volunteer Outreach Program for Viet Nam Veterans
CM82 Telecommunications Policy
CM83 Alaska Natural Gas Transportation System
CM84 Study of Organizational Changes to Power Marketing Administrations
CM85
CM86
CM87 Davis Bacon Act
CM88

OFFICE OF CABINET ADMINISTRATION ISSUE TRACKING

ISSUESTATUSWeek of June 29

CM 83	Alaska Natural Gas Transportation System (Alaska Pipeline)	CCNRE will finalize its recommendations on 7/1. Then to the President.
CM 62	Immigration Policy	T.F. on Immigration and Refugee Policy will present its recommendation to the Cabinet on 7/1.
CM 81	ACTION's Volunteer Outreach Program for Vietnam Veterans	Recommendation of CCHR will be circulated this week. Then to the President.
CM 76	Oil Emergency Preparedness Legislation	Paper ready for adoption by CCNRE. This may slip to week of 7/6.

Week of July 6

CM 82	Telecommunications Policy	CCCT will make final recom- mendation with President in attendance.
CM 30	COLA Indexing and Entitlements	CCEA will consider report of working group.
CM 84	Strategic Petroleum Reserve Allocation Policy	CCEA will consider report of working group.
CM 53	Natural Gas Decontrol	CCNRE will finalize its recommendations.
CM 85	Prohibition of Alaska Oil Exports	CCNRE will make recommendation on whether to support legislation extending prohibition.
CM 42	Enterprise Zones	CCCT will consider new alternative developed by working group.

Week of July 13

CM 49	Clean Air Act	Decision memo from CCNRE will be presented to Cabinet.
CM 87	Davis-Bacon Act	President will make decision before 7/15.
CM 31	Polish Debt Situation	CCEA will consider further recommendations of working group.

MARTIN ANDERSON'S INVENTORY

Economic

- A.1 Economic Policy Strategy/Budget
- A.2 Accelerated Depreciation
- A.3 Tax Package
- A.4 Second Tax Bill
- A.5 FY '81 Spending
- A.6 Youth Unemployment
- A.7 Balanced Budget/Spending Limitation Amendment
- A.8 Block Grants
- A.9 Economic "Bill of Rights"
- A.10 COLA
- A.11 Olympic Coins
- A.12 PEPAB Meeting (June 11)
- A.13 Taxation of Fringe Benefits

Social

- B.1 Abortion
- B.2 Immigration/Illegal Aliens
- B.3 Social Security
- B.4 Tuition Tax Credits
- B.5 Veterans Issues
- B.6 Handicapped Block Grant
- B.7 Volunteer Sector
- B.8 Women's Rights
- B.9 Women's Economic Equity Act
- B.10 Civil Rights Policy
- B.11 Voting Rights Act
- B.12 Minority Enterprise (Section 8a)
- B.13 Black Concerns
- B.14 DOD DS
- B.15 Drug Abuse Policy
- B.16 Equal Access to Justice Act

Commerce/Labor

- C.1 Enterprise Zones
- C.2 Maritime Policy
- C.3 Postal Strike
- C.4 Telecommunications
- C.5 Davis-Bacon
- C.6 Expanded Ownership
- C.7 Louisiana World Exposition
- C.8 Identification of Growth Industries

Energy/Environment/Science

- D.1 Clean Air Act
- D.2 Fuel Use Act
- D.3 Natural Gas Deregulation
- D.4 Standby Energy Allocation Regulations
- D.5 Strategic Petroleum Reserve
- D.6 Strategic Minerals
- D.7 Nuclear Power Policy
- D.8 Space Funding

Legal

- E.1 Federalism
- E.2 Taxpayers' "Bill of Rights"
- E.3 Federalism
- E.4 Legislative Veto

International

- F.1 Multi-fiber Arrangement
- F.2 Ottawa Summit
- F.3 Mexican Bilateral Issues
- F.4 Law of the Sea
- F.5 Polish Debt
- F.6 Shoes Trade Policy
- F.7 Aluminum Trade Policy
- F.8 Tobacco Trade Policy
- F.9 International Aviation

Commissions/Task Forces

- G.1 Military Manpower Task Force
- G.2 Budget Review Group
- G.3 Housing Commission
- G.4 New Hoover Commission
- G.5 Citizens Task Forces (Various issues)
- G.6 National Productivity Advisory Committee
- G.7 Gold Commission
- G.8 Foundation for the Poor
- G.9 Task Force on Federal Payment of Legal Fees
- G.10 Hawaiian Commission

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June 23, 1981

ACTION

MEMORANDUM FOR RICHARD V. ALLEN

FROM: CHARLES P. TYSON *CPT*

SUBJECT: Rolling Calendars

Attached at Tab I is a memorandum to Edwin Meese for your signature forwarding Rolling Calendars re foreign visits, key visits abroad, IGs and SIGs, and overseas travel of government officials.

RECOMMENDATION

That you sign the memorandum at Tab I.

Attachments:

- Tab I - Memo to Edwin Meese
 - Tab A - Foreign Visitors
 - B - Key Visits Abroad
 - C - Scheduled IGs and SIGs
 - D - Overseas Travel of USG Officials

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INFORMATION

MEMORANDUM FOR EDWIN MEESE III

FROM: RICHARD V. ALLEN
SUBJECT: Rolling Calendars

Rolling Calendars are attached for the period June 23 through July 19, 1981:

- Tab A - Foreign Visitors
- Tab B - Key Visits Abroad
- Tab C - Scheduled IGs and SIGs
- Tab D - Overseas Travel of Government Officials

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FOREIGN VISITORS

June 23, 1981

Name and Title	Date(s)	Destination(s)	Meeting(s)
Nicaraguan Opposition Leader Alfonso Robelo & Family	mid-June-July	Western States	Unofficial Visit
Canadian Minister of Mines Judy Erole	June 24	Washington	Sec. Watt
Japanese Defense Minister Joji Omura	June 29-30	Washington	Sec. Weinberger
Australian Prime Minister Fraser	June 29-July 1	Washington	The President
Peru's Navy Commander, Vice Admiral Juan Eguisquiza	June 29-July 1	Washington	Sixth International Sea Power Conferenc
Egyptian Minister of Electricity Abaza	late June-early July	Washington	Peaceful Nuclear Cooperation Agreeme
President Duarte of El Salvador	July 6-24	Washington	No meetings schedul
Jamaican Prime Minister Seaga	July 7-9	Houston Minneapolis Chicago	No meetings schedul
Netherlands Antilles Prime Minister Martina	July 15	Washington	Sec. Regan
Finnish Foreign Minister Vayrynen	July 18-25	US	No meetings schedul

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Review on 6/23/87

DECLASSIFIED
E.O. 12386, Sec. 3.4(b)
White House Guidelines, Feb. 24, 1983
BY MSP NARA Date 11/27/96

June 23, 1981

Name and Title	Date(s)	Destination(s)	Subject(s)
King Khalid	June 15-28	Spain	No meetings scheduled
Cuban Vice President Carlos Rafael Rodriguez	June 23	Mexico	President Lopez Portillo
Australian Prime Minister Fraser	June 23-26	Mexico	President Lopez Portillo
Brazilian President Figueiredo	June 24-28	Peru	Talks with President Belaund
Canadian Prime Minister Trudeau	June 24-27	London Paris Bonn	Consultations re Ottawa Summ
South Korean President Chun Doo Hwan	June 25-July 9	Indonesia Malaysia Singapore Thailand The Philippines	No meetings scheduled
West German SPD Chairman Willy Brandt	June 30-31	Moscow	Consultations
Eastern European Leaders	July/August	Crimea	Talks with Brezhnev

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Review, on 6/23/87

June 23, 1981

Date		Subject	Chaired by
June 23	IG	Economic Relations with LDCs	Robert Hormats
July 6	IG	ASAT	Co-chaired by: Richard Burt Richard Perle

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OVERSEAS TRAVEL OF GOVERNMENT OFFICIALS

June 23, 1981

Name and Title	Date(s) of Travel	Destination(s)	Subject(s)
Deputy Secretary of State Clark	June 9-25	Southern Africa Paris Brussels Munich Austria	Consultations OECD NATO Consultations Alpbach Dialogue and Consultations
Secretary of State Haig	June 10-25	China Manila New Zealand	Consultations ASEAN ANZUS
Assistant Secretary of State for East Asian & Pacific Affairs Holdridge	June 10-30	China Manila New Zealand Australia South Pacific	Accompany Secretary Haig Consultations
Assistant Secretary of State for Oceans & International Environmental & Scientific Affairs James Malone	June 10-26 /	Vienna Bonn Moscow	IEA Law of the Sea "
Under Secretary of State for Economic Affairs Myer Rashish	June 11-25	London Paris Korea Japan	Consultations IEA & OECD Consultations "
Assistant Secretary of State for European Affairs Eagleburger	June 12-15	Paris Munich Salzburg Vienna London Brussels Bonn	Accompany Deputy Secretary Clark Chatham House Conference SCG Friedrich Ebert Foundation Conference

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Review on 6/23/87

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OVERSEAS TRAVEL OF GOVERNMENT OFFICIALS

June 23, 1981

Page 3

Name and Title	Date(s) of Travel	Destination(s)	Subject(s)
Treasury Assistant Secretary for International Affairs Marc Leland	July 19-21	Canada	Ottawa Economic Summit
Treasury Assistant Secretary for Public Affairs Ann McLaughlin	July 19-21	Canada	Ottawa Economic Summit
HUD Assistant Secretary Savas	July 19-22	Mexico	Housing & Urban Development

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OVERSEAS TRAVEL OF GOVERNMENT OFFICIALS

June 23, 1981
Page 2

Name and Title	Date(s) of Travel	Destination(s)	Subject(s)
Assistant Secretary of State for Inter-American Affairs Enders	June 17-30	Colombia Venezuela Canada Mexico	Consultations
Vice President Bush	June 23-25	Paris London Philippines	Meetings
William Stearman, NSC	June 23-25	FRG	Alpbach
Assistant Secretary of State for International Organization Affairs Abrams	June 23-July 13	Tokyo Beijing Shanghai Hong Kong Manila Singapore Bangkok	Pre-UNGA Bilateral
Commissioner of Internal Revenue Roscoe Egger	June 27-July 4	Mexico	International Council of Tax Administrators
Treasury Assistant Secretary for Tax Policy John Chapoton	June 28-July 3	Paris	OECD
Assistant Secretary of State for Consular Affairs Diego Asencio	June 28-July 3	Mexico	Mexican Consular Management Policy Review Conference
Charles P. Tyson, WH	July 2-6	Mexico	Cancun Summit
Treasury Under Secretary for Monetary Affairs Sprinkel	July 6-8	Canada	Ottawa Economic Summit
Treasury Assistant Secretary for International Affairs Marc Leland	July 6-8	Canada	Ottawa Economic Summit
Geoffrey Kemp, NSC	July 15	Geneva	Seminar at Graduate Institute of International Studies

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