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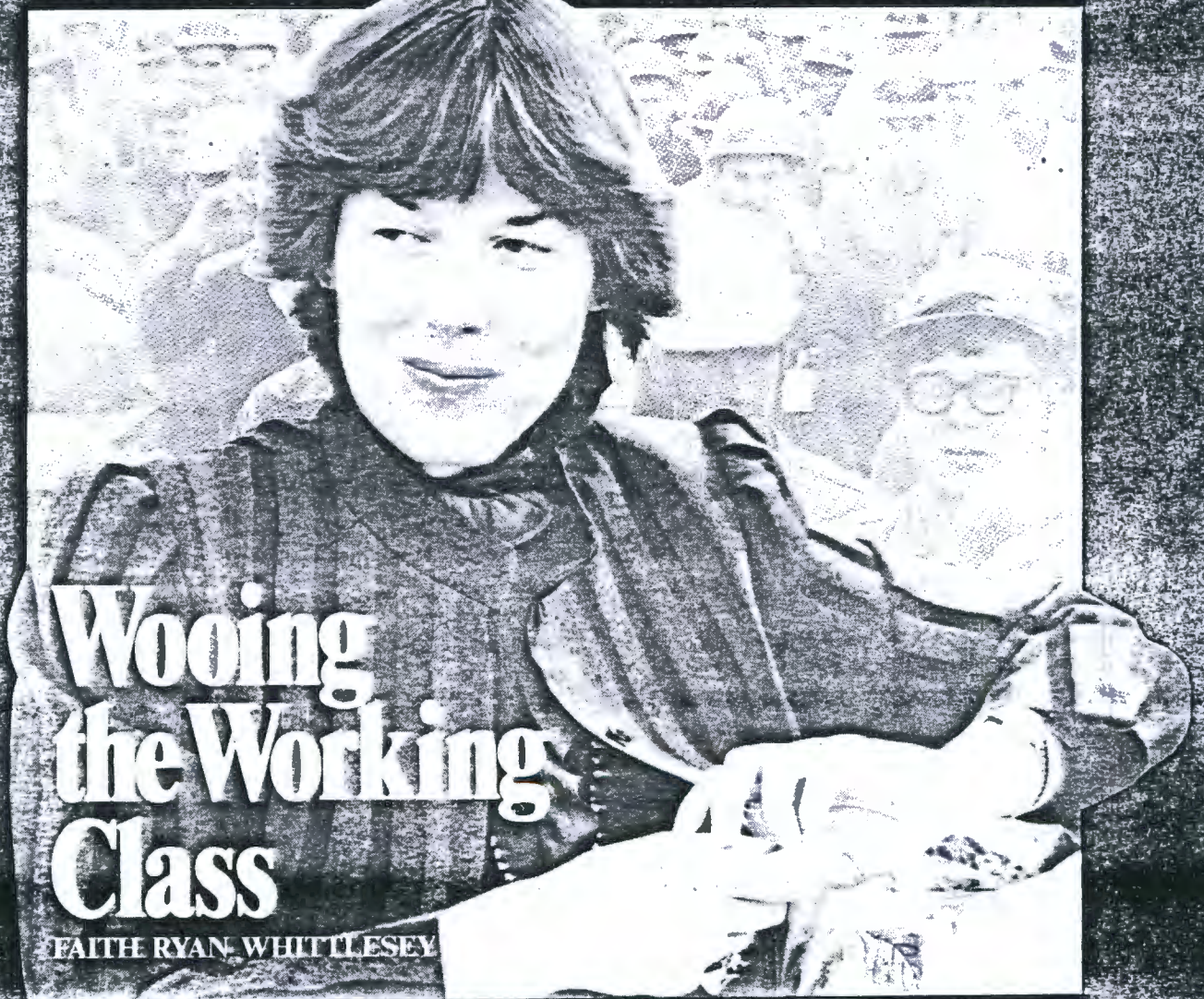
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National Journal

Contracting Out
Budget Bloodletting

THE WEEKLY ON POLITICS AND GOVERNMENT

APRIL 30, 1983/NO. 18



Wooing the Working Class

FAITH RYAN WHITTLESEY

The Switch from Dole to Whittlesey Means the Election Is Getting Closer

Where Elizabeth H. Dole focused on legislative battles, her successor, Faith Ryan Whittlesey, will work for electoral votes, particularly from the working class.

BY DICK KIRSCHTEN

Last summer, while serving as U.S. Ambassador to Switzerland, Faith Ryan Whittlesey assisted in an American arms manufacturer's sale pitch to the Swiss army by test driving an M-1 tank.

Members of the Washington business lobbying community now wonder if Whittlesey was not simply rehearsing for her debut as a White House political operator. Since taking over the post of assistant to President Reagan for public liaison in March, Whittlesey has maneuvered with all the subtlety of an M-1 tank.

On March 8, her second day on the job, she abruptly dismissed a majority of the professionals who had served under her predecessor, Elizabeth H. Dole, now Transportation Secretary. Next, she informed the National Association of Manufacturers (NAM) that Reagan was abandoning a speech that had been carefully tailored for the NAM's March 10 meeting. Instead, she said, Reagan would use the forum to warn the nation about growing Communist influence in Central America.

Lobbyists accustomed to first-name and red-carpet treatment from Dole and her chief business liaison, Wayne Valis, both old Washington hands known since the Nixon and Ford Administrations, suddenly found themselves dealing with strangers new to their jobs.

In a sense, the resultant grumbling from the glass and marble high-rise sector is music to Whittlesey's ears. While not out to alienate the business community, she definitely is eager to dramatize the point that it does not entirely make up the constituency needed to keep Reagan in the White House if he seeks a second term.

"The business community is very vocal here in Washington," she said in an interview. "But out there in the provinces,

they produce very few activists. They produce money, but they don't produce people who will go out and support the President in the local communities."

For the past 10 years, Whittlesey, 44, has practiced politics in the provinces, successfully seeking votes in a largely working-class jurisdiction adjacent to Philadelphia. Therein lies the significance of her White House appointment.

The President's political strategists, operating on the presumption that Reagan will run again, have deemed that it is now time to tend to neglected constituencies. Most important among those are the working-class voters, many of them traditional Democrats, who voted in significant numbers for Reagan in 1980. Those are Whittlesey's kind of voters.

Explaining the White House's shift in emphasis, she said: "We are in a different time frame now. The first two years was the period of great legislative victories and great battles, and many of those [Washington-based lobbying] groups were needed to assist us in winning those battles. Now we're in a reelection cycle, and there is no question that the last two years are tougher."

Whittlesey said she sees as her role to "make sure that we have strong communication with the people who brought us here in the first place." The business community is included in that category, but she stressed that it also includes "the ethnic groups, the Catholic voters and the evangelical Protestant groups" that made up the "blue-collar constituency that played a key role in the President's election."

Among the latter groups, she conceded that "many of those people have concerns and feel that promises made to them have not been kept in full." Her mission is to review Reagan's promises, as various groups perceive them, and give an account of them. In particular, she intends

to spearhead such Reagan initiatives as tuition tax credits for parents of children in private and parochial schools.

"The blue-collar workers who want tuition tax credits and school prayer, those are the people who are going to reelect Ronald Reagan if he seeks reelection," she said. "They are the swing voters, and they probably are registered Democratic in large numbers."

She has already warned business groups to "give us some help" on social issues such as tuition tax credits. Otherwise, she said, they will not elect a government "that will create the kind of climate for business to do the things it thinks are right for the country."

WELL-CAST ROLES

If the Administration's strategy was indeed first to cultivate legislative influence and then to tend to its electoral gardening, central casting could not have come up with two better choices to head the White House outreach office.

Dole and Whittlesey are both lawyers with impeccable academic credentials, but the similarities end there.

Dole's entire career has been spent rising through the appointive ranks of the federal executive branch. As a Cabinet member and wife of a powerful Senator, Finance Committee chairman Robert Dole of Kansas, she is an ultimate Washington insider, gracious to a fault and well-schooled in the ways of those who wield influence. She and her staff skillfully marshaled lobbying support for Reagan's 1981 and 1982 tax and budget initiatives, often persuading disparate interests to pull together in common harness.

Whittlesey, like Reagan himself, prefers to be seen as bold and direct. The polish and discretion of the Washington insider's game is not for her. A Reagan supporter since 1976, she wears her anti-

big government ideology on her sleeve and freely attacks the "left-wing agendas" of those who espouse liberal causes.

After election to the Pennsylvania legislature in 1972 and 1974, Whittlesey's political instinct was to run and win election at the Delaware County level in 1975. Eventually, she wielded power as council chairman of a county of 600,000, a position that she says made her the highest-ranking elected woman in Pennsylvania. In 1982, she finished second in a six-candidate race for the GOP nomination for lieutenant governor.

A widow with two of her three children in private boarding schools, Whittlesey said that she initially turned down a Washington appointment in the Administration because "I frankly couldn't afford it." The offer to serve as ambassador to Switzerland was more attractive, she said, because the government assists in paying private-school tuition for overseas personnel. She was able to accept her present position when a relative offered to help with the tuition bills, she explained.

Whittlesey, who served as co-chairman of the 1980 Republican platform committee's foreign policy and defense subcommittee, took an active interest in military affairs while serving as ambassador in Bern. She made dozens of speeches promoting General Dynamics Corp.'s effort to sell the Swiss 420 of its M-1 tanks. Observers said that she greatly advanced the U.S. firm's chances in its competition with the West German Leopard-2 tank.

Her brash approach prompted disapproval from a Swiss editor who told the *International Herald Tribune*: "It simply is not fitting for an ambassador to sell. . . . We also were somewhat shocked by the idea of a woman, who is also a mother, selling a tank."

That comment offers some perspective on Whittlesey's approach to women's

rights. "The best way to do it is to go out and do it and not engage in rhetoric," she said. Feminist groups have never supported her conservative brand of politics, and she returned the compliment by questioning "whether they really are in favor of career advancement for women, or do they favor basically a left-wing agenda?"

SHAKING THINGS UP

Whittlesey insists that the decision to dismiss a half-dozen highly placed staffers was strictly "my own initiative." Prior to her arrival, however, chief of staff James A. Baker III, to whom Whittlesey reports, had ordered a management study of the operations and organization of the public liaison office and three other White House offices. John S. Herrington, a consultant to Baker who conducted the review, said that his recommendations were waiting for Whittlesey when she arrived, but he declined to discuss his findings, labeling them an "internal matter."

Whittlesey said that the decisions on which staffers should go and which should stay were not based on any contact between her and the office's staff. On the contrary, she said, she moved quickly so that it would not be seen as "a reflection upon their job performance. I wanted to make it clear that it was my concern to have my own team." Asked why certain

staff people were kept, she replied, "I did

have some general ideas about the areas where I wanted to bring people in."

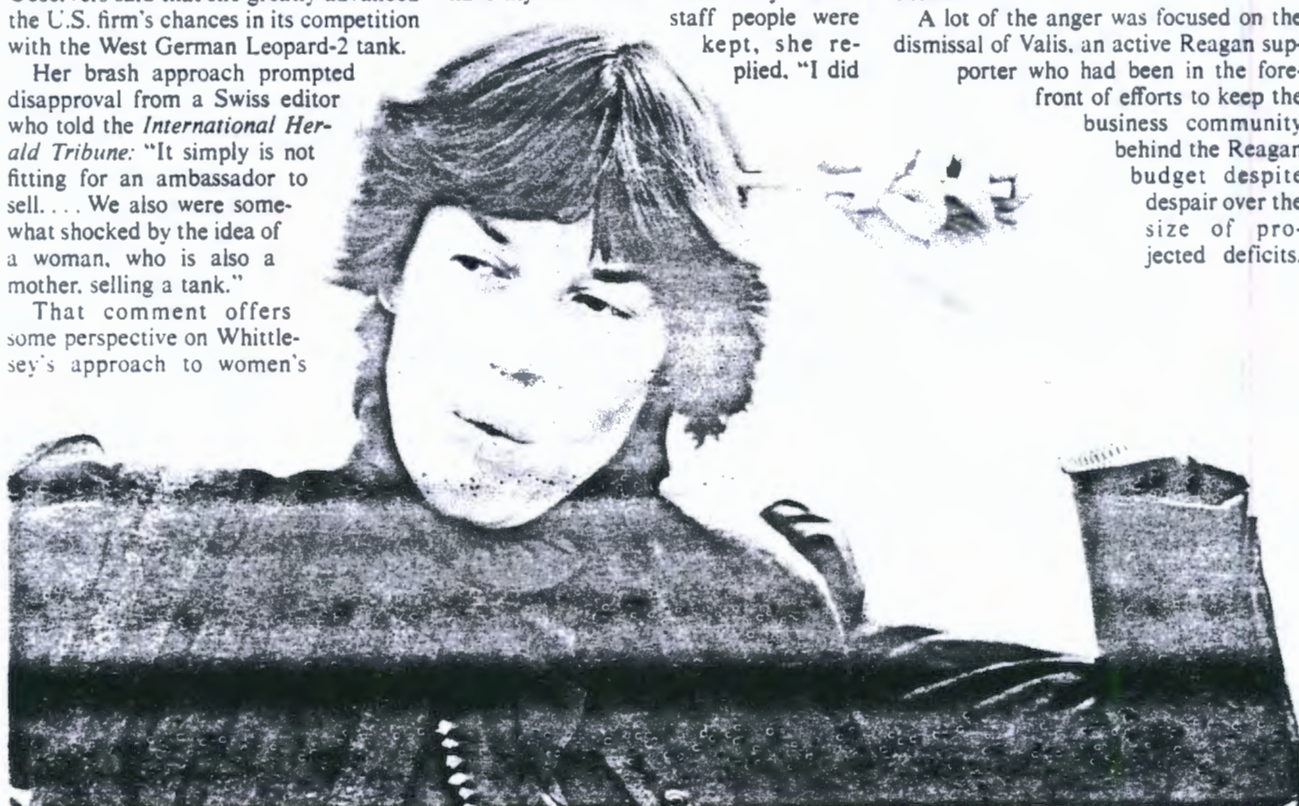
At least two of those who remained, Morton C. Blackwell, the Administration's contact with the New Right groups, and Dee Jepsen, wife of Sen. Roger W. Jepsen, R-Iowa, a staunch conservative, are generally viewed as appointees who were not recruited by Dole. Whittlesey said she believed that those who were dismissed, two of whom have since been given jobs at the Transportation Department, were Dole's "individual selections."

The abrupt manner in which the changes occurred and the initial "hard-nosed" manner conveyed by Whittlesey provoked hostility among many lobbyists. All public comments, however, have been carefully guarded for fear of jeopardizing access to the White House.

Many feel that Whittlesey's manner of action was unduly harsh and unreasonable, an assessment that has prompted at least one prediction that "she won't last very long around here."

Others suggest that the changeover was poorly timed. "A lot of business lobbyists have been looking for an excuse to part company with the President on defense spending and line up instead with the position of the Senate Majority Leader," said a representative of a large business group. "Whittlesey hasn't served the President's interests by giving people that excuse."

A lot of the anger was focused on the dismissal of Valis, an active Reagan supporter who had been in the forefront of efforts to keep the business community behind the Reagan budget despite despair over the size of projected deficits.



Faith Ryan Whittlesey sees her role as the President's assistant for public liaison to "make sure that we have strong communication with the people who brought us here in the first place."

Faith's Healers: A Mixture of Friends and Washingtonians

Faith Ryan Whittlesey's "own team" at the White House public liaison office shapes up thus far as a blend of people with whom she is personally familiar and others who are more familiar than she is with the ways of Washington.

She has recruited a former colleague from the Pennsylvania legislature, a conservative former Member of Congress from California, two former members of the 1980 Reagan transition team and a contributor to the Heritage Foundation's 1981 report, "Mandate for Leadership," which attempted to define the "conservative agenda" at the outset of President Reagan's tenure.

In discussing her selections, Whittlesey said she intends that her office function as a team operation, with senior aides who are "self-starters, creators of strategy and initiators of policy proposals." She said she has not hesitated to ask people with credentials equal or superior to hers to work on her staff. "I'm not threatened by it," she said. "There is plenty of work to be done around here, plenty for everyone."

Whittlesey said that most of the traditional constituency groups will be represented on the staff when her recruiting is completed. But she added that she would adopt the policy of her predecessor, Elizabeth H. Dole, and assign broad roles to each of her aides. "I find that blacks don't want to be relegated to only black affairs," she said, adding that the same would apply to the Hispanic staffer whom she expects to bring in.

Specific functions, including those of aides retained from Dole's staff, will be reorganized "over time," Whittlesey said, in accordance with recommendations made earlier this year by James S. Herrington, who reviewed the office's operation as a consultant to White House chief of staff James A. Baker III.

Those who joined the staff since Whittlesey's appointment include the following:

Jonathan Vipond III, 38, deputy assistant to the President for public liaison, will manage the day-to-day operations of the office. Vipond is an attorney who served one term in the Pennsylvania House of Representatives with Whittlesey in 1971-72. He later served as counsel to the court administrator of Pennsylvania (1975-79) and as chief counsel to the state public welfare department in the administration of Republican Gov. Richard L. Thornburgh.

John H. Rousselot, 55, will be a special assistant to the President with particular responsibility for business and trade constituencies. First elected to Congress in 1960, Rousselot served eight non-consecutive terms in the House representing a suburban Los Angeles district. He lost his seat last year as a result of the redistricting plan drawn by the Democratic state legislature.

Rousselot for many years was a proud member of the John

Birch Society, a fact that made him a target for liberal criticism. *The Almanac of American Politics 1982* reports that "Rousselot has a reputation in some quarters as a hard-eyed fanatic, [but] actually he is a pleasant, humorous man who will work for his ideas when they seem popular ... or not."

Reaction to his appointment among Washington business lobbyists has been mixed. Some applaud the choice and others express misgivings about his ideological approach. Whittlesey, however, describes him as "a superb communicator who has a broad understanding of the total agenda."

Mary Jo Jacobi, 31, will also serve as a special assistant to the President with responsibilities for dealing with the business community. Previously, she worked at the Commerce Department, as the director of the business liaison office. Her appointment, at a rank equal to Rousselot's, is seen as a move to calm the concerns of lobbyists who view the former House Member as too conservative.

Since 1976, Jacobi has held posts with the Republican staff of the Senate Commerce, Science and Transportation Committee, the National Association of Manufacturers and the Washington offices of several large corporations. She was a contributing author of the Heritage Foundation's 1981 policy blueprint for a conservative Administration.

Judith A. Buckalew, 35, will also serve as a special presidential assistant for public liaison. A licensed registered nurse with a master's degree in public health administration, Buckalew has worked in the health policy area since coming to Washington in 1979.

She was a policy analyst at the Health and Human Services Department (HHS), director of policy research for the National Council of Health Centers and a member of the staff of the Senate Labor and Human Resources Committee. In 1980, Buckalew served as a member of the Reagan transition team at HHS. Most recently, she was a legislative assistant to Sen. Dan Quayle, R-Ind.

John R. Tiller, 41, has been named a deputy special assistant on the Whittlesey staff. He was a member of the Reagan transition team at the State Department in 1980 and since then has held a variety of posts there, most recently as coordinator for the 1984 Olympic Games.

Tiller, a former basketball player at St. Joseph's College in Philadelphia, has coached and taught social studies in Pennsylvania and New Jersey high schools. He has been active in political and public service circles in the Philadelphia area, switching his political allegiance from Democrat to Republican in the process. From 1977-81, he was director of the Delaware County (Pa.) intergovernmental affairs office. He worked as an advance man for the 1980 Reagan-Bush general election campaign.

But Valis, who has since formed a private consulting company, stayed on for five weeks, during which time he says that he and Whittlesey worked amicably together.

Jack Burgess, one of the staffers fired by Whittlesey, already had another job in the works at the Transportation Department and reportedly asked Whittlesey to leave him on the payroll for two more weeks until his new appointment came through. According to an angry source, "Whittlesey refused, and the story ran in

the guy's hometown newspaper saying he had been fired from his White House job."

Reagan's decision to make his Central America speech at the March 10 meeting of the NAM was dictated not by Whittlesey but rather by Congress's reluctance to approve the President's proposed aid package to El Salvador. Nonetheless, NAM staff members who had been working on the draft for a speech about the domestic economy were angered by the way they were informed at the last

minute that Reagan's subject had been changed.

A spokesman for the NAM, however, said that there had been some overreaction. "Among the trade associations and other groups that are always trying to get information from the White House, people prefer a known quantity," he said. "When you get a big change like this, everyone wonders what to do next."

Whittlesey moved quickly to bring in some staff people of her own, choosing colleagues with whom she had worked in

Pennsylvania. There initially was some grumbling about "breaking in the Pennsylvanians," but relations have since improved, a lobbying source said.

If anything, Whittlesey herself suffered from the greenness of her staff operation. Invited to an "insider's breakfast" at the Chamber of Commerce of the United States on April 6, she reportedly had been led to believe it was to be a small, informal get-together that did not require prepared remarks. Only at 8 p.m. the night before, so the story goes, did her staff learn that more than 200 people would be at the breakfast.

TUITION TAX CREDITS

The key to the Reagan electoral strategy has never been to win majority support from traditionally Democratic voting blocs but simply to make sufficient inroads to augment what Whittlesey referred to as the "business and mainstream Republican constituency that has never been enough" to carry national elections by itself.

At the beginning of the year, however, with many working-class voters apparently disaffected because of the long recession and with many women's groups and organizations representing minorities voicing harsh criticisms of the Administration, Reagan's non-traditional constituency appeared to be slipping away.

Presidential strategists seized upon tuition tax credits as an important issue for reaching significant numbers of the blue-collar ethnics and fundamentalists, many of whom send their children to church schools. A White House fact sheet issued on Feb. 16 stressed that Reagan's tuition assistance proposal was targeted to benefit "working lower and middle-income families" and contained safeguards to preclude the use of credits "to foster racial discrimination."

The fact sheet cited a Census Bureau report indicating that more than half of children enrolled in private schools in the fall of 1979 came from families with incomes below \$25,000. Reagan's proposal would reduce the value of credits for families with adjusted gross incomes of more than \$40,000 a year and phase the credit out at \$60,000.

Of particular interest to White House strategists is the extent to which minority groups would benefit from tuition assistance. "Contrary to popular misconceptions, minority enrollment in private schools is significant," the President's press office reported. The 1979 Census study showed that in metropolitan areas, 16 per cent of private-school enrollees were black and another 12 per cent were Hispanic and other non-white. "In Washington, D.C., 80 per cent of private-school enrollees are black," the fact sheet said.



Replacement of Elizabeth H. Dole (above) as presidential aide for public liaison by Faith Ryan Whittlesey signals a change in emphasis from legislative programs to electoral votes.

Those statistics are not lost on Whittlesey, who grew up in working-class settings in New Jersey and New York State. Both her father, an Irish Catholic, and her mother, a Scotch-Irish Presbyterian, worked hard at low-wage jobs. As a working politician in Pennsylvania, she excelled in identifying with voters from similar backgrounds. Although her home was in Haverford, in the affluent Main Line area of suburban Philadelphia, she described her Delaware County constituents as primarily "blue-collar and white-collar ethnics—Italian, Irish and Jewish." She added that her township committeewoman was a black.

One of the first assistants recruited for her White House staff was John R. Tiller, a former Delaware County official and a one-time employee of Rep. Bob Edgar, D-Pa. Whittlesey proudly described Tiller, a black, as "a product of the Catholic school system in the city of Philadelphia, with very strong ties to the Catholic groups in the city."

With large numbers of black children now attending Catholic schools in inner-city parishes, the Administration, despite its low over-all standing among blacks, does not intend to write off black voters altogether. "Blacks and other minorities are currently well situated to take advantage of the tuition tax credits proposed in the Administration bill," the White House press office advised in the beginning of the year.

One of Whittlesey's first public appearances with Reagan was at an April 7

speech to the National Catholic Education Association in which he pledged a vigorous effort to get his tuition tax credit bill enacted.

SYMBOL OR SUBSTANCE?

Richard A. Viguerie, the fund raiser and publicist for the New Right, welcomes the appointment of Whittlesey, to a high White House post. But, he said, he is reserving judgment as to whether the move signifies a true shift in White House intentions or was simply done for "symbolic purposes."

Viguerie and other conservatives have long been unhappy about the fact that so-called social issues such as abortion, school prayer and busing have been relegated to the back burner by Baker and other "pragmatists" among the President's advisers.

Whittlesey is not without her own disagreements with Administration policies. She supports the Supreme Court's ruling permitting abortion in the first trimester of pregnancy, even though Reagan has opposed it. She added, however, that she has no difficulty distancing herself from most pro-choice advocates "because they go much, much further than I am willing to go."

She strongly supports other items on the so-called pro-family agenda, including the Health and Human Services Department's "squeal rule" calling for notifying parents when minors receive federally assisted birth control services. "I believe in strong parental authority in these matters," she said. "Otherwise, what kind of message are we sending?"

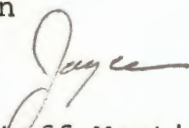
Whittlesey opposes the Equal Rights Amendment because she does not think it is necessarily a good "horse trade" for women. Her commitment to the "full conservative agenda," she said, will be demonstrated by her choices to fill the vacant positions on her White House staff. The selection of former Rep. John H. Rousselot, R-Calif., once prominent for his membership in the John Birch Society, has cheered observers on the right. (See box, previous page.)

Whittlesey has also demonstrated that she believes that Reagan's espousal of "family values" can be used as a weapon to attack Democrats. She casually drops such lines as, "I can't believe that [working-class] people will vote for a Fritz Mondale, who courts the gay community."

In changing the guard at the public liaison office, the Reagan White House has clearly signaled that it is gearing up to play election hardball. But the change has also dramatized the sharp contrasts in both style and substance that characterize the President's uneasy electoral coalition. □

THE WHITE HOUSE
WASHINGTON

July 22, 1983

MEMO TO: Morton
FROM: Joyce 
SUBJECT: OPL Staff Meeting

There was a meeting of the OPL staff this morning at 9:30 a.m. Since there was no one in the office, but me, I did not leave the office to attend. I asked Adis to take notes for me. They ~~are~~ ^{are} attached, as is my memo.

File:
OPL

For Joyce

- ① important for anyone who hasn't heard Security briefing to advise Jonathan. (See attached memo.)
- ② If a conference lasting more than 2 days suggest scheduling the President or VP at the beginning of the conf.
- ③ Remember to invite VP & Mrs. Bush. to OPL activities
- ④ Be sure to follow Corresp. tracking sheets - you may want to discuss w/ Joan.

Joyce,

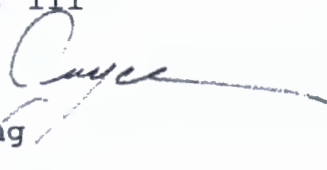
I have been
to Security
briefings.
NR

THE WHITE HOUSE

WASHINGTON

July 22, 1983

MEMORANDUM TO: JONATHAN VIPOND, III

FROM: Joyce Thomann 

SUBJECT: Security Briefing

It is my understanding that in the Staff Meeting today you asked to be informed of those individuals who did not receive the Security briefing.

As you may recall, on Wednesday, July 20th when the Security briefing was given to the OPL staff, the entire staff of the Blackwell Office was involved with a 9:30 a.m. meeting of the Outreach Working Group on Central America which involved the President. Therefore, none of the Blackwell staff, named below, received the Security briefing.

Morton C. Blackwell
Dolf Droge
Maiselle Shortly
Kenneth Stribling (Volunteer)
Joyce Thomann
Richard Vigilante

:jet

✓ American Legislative Exchange Council

Kathleen Teague

The 1200 members of this state legislative group are strongly supportive. Teague has mailed materials on the economic package to each of her state chairmen and her national board.

The whole March issue of the ALEC newsletter "First Reading" will be devoted to the economic package. It will contain the text of resolutions being proposed by state legislators to put legislatures on record as supporting the President's economic package.

ALEC is hiring a special public relations consultant to assist its members across the country in exchanging speech material press releases, guest columns and other ideas relating to the President's package.

Citizens Committee for the Right to Keep and Bear Arms
Citizens for the Defense of Free Enterprise

Alan Gottlieb

Gottlieb has scheduled mailings totalling at least 1,700,000 letters in the next six months to stir up grassroots support for budget and tax cuts.

X He says, "The proposed cuts in the Bureau of Alcohol, Tobacco and Firearms give me a good hook for mailings."

X Citizens for the Republic

Curtis Mack

After meeting with the President on February 17 and prior to the President's speech on February 18, CFTR organized a national effort to generate favorable response to the speech. Working through their Steering Committee, which is largely composed of people who were state leaders of the 1976 Reagan for President effort, they set up networks to contact the White House and the media immediately after the speech to express support.

Others enlisted in this effort by CFTR on short notice were the 1980 Reagan-Bush state chairmen, state Republican chairmen, and the National Federation of Republican Women.

CFTR plans to run newspaper advertising urging support for the President's economic package in targeted blue collar areas, concentrating on industrial areas in a band from Michigan to New Jersey.

? Committee for Survival of a Free Congress

Paul Weyrich

Has placed the issue of spending and budget cuts at the top of the agendas of three large coalitions which meet regularly at his building:

- a. The Kingston Group--general conservative activists
- b. The Library Court Group--pro-family and religious groups
- c. The Stanton Group--defense and foreign policy group

The next issue of "The Weyrich Report" newsletter to his contributors will stress that "We like what the President is doing and should support his going even further." He will urge readers to put heat, particularly on U.S. Representatives because otherwise we "don't expect the House to cooperate with the President's proposals."

Weyrich, who is the best in the business at creating conservative coalitions in legislative battles, is working hard to "create a right flank on the Hill" with respect to the President's package.

He says, "I hope they (the senior administration staff) appreciate the value in our making the Reagan economic package the middle of the road." Weyrich has met with ten senators and four congressman in an effort to coordinate a move to endorse the President's economic package and call for cuts even deeper.

Congressional Club

X Tom Ellis

In the next couple of weeks, the Congressional Club will mail letters from Senator Helms to its 300,000 contributors urging them to send enclosed postcards or letters to convince members of the Congress to go on record in support of the President's economic package.

Ellis urges that the President be featured in a series of five half hour TV tapes explaining in detail the package and the reasons why it must be passed. These tapes would be run as self funding, paid broadcasts. The directions on how to impact on legislators would be spoken by someone else; the President would concentrate on the programmatic message.

In 1976, Ellis and Helms obtained film of one of Governor Reagan's speeches and made a very useful TV program of it which was a major factor in the Reagan upset win in the North Carolina GOP primary.

*Rewrite-
Update* The Conservative Caucus

Howard Phillips

Already drafted a letter to 135,000 hard core financial supporters urging them to direct communications to members of the House Budget committee and the House Ways and Means Committee urging them to support major cuts in spending and taxes. Supporting the Package and even deeper cuts.

Making action supporting spending and tax cuts, the major project of the State and Congressional District directors of The Conservative Caucus. These state and local leaders are semi-autonomous and will organize local activities.

Phillips says, "We buy the President's package, but think the cuts are too low. We support the package as only a beginning of what needs to be done."

On March 5, The Conservative Caucus is hosting a press breakfast and a press luncheon for Professor Charles Rice of Notre Dame, who has prepared a study showing how the President can use the powers of his office to cut and to terminate unwanted programs and agencies.

SAMPLE STATUS REPORTS ON GROUP CONTACT-DETAILS ON FILE
REGARDING OTHER ORGANIZATIONS

- 2 -

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CONSERVATIVE SECTOR (Cont.)

- h. National Conservative Political Action Committee
- i. National Right-to-Work Committee
- j. National Tax Limitation Committee
- k. The Viguerie Company
- l. Young Americans for Freedom.

Many other groups in the "pro-family" and limited government" areas are vigorously generating support for the President's program.

WRAP-UP

One area of Phillips' special concern is to make sure that there is no falling away of support from generally conservative Members of Congress. He wants to concentrate some heat on conservatives to support "the whole package" and not fall away at the behest of special spending interests.

Phillips is also drawing up plans for a half hour TV film (\$40,000 production cost) to be shown in major markets. (Their film attacking Carter defense policy weakness ran in 60 major media markets during the fall campaign.)

Phillips is also meeting with Senator William Proxmire and with Congressman Charles Stenholm, chairman of the 42 member House Conservative Democratic Forum to enlist their support for strong steps leading toward a balanced budget.

X Gun Owners of America

State Senator H.L. "Bill" Richardson

Richardson has a column running in 200 newspapers and a regular program on 52 radio stations. He has already told his readers and listeners he is going all out to support the President's economic package. He said the President "has won the right to lead . . . It's up to us to pull on the oars and work calluses on our hands helping him."

X Lincoln Institute

Jay Parker

Parker, a veteran black conservative publishes the well edited "Lincoln Review" magazine. He is mailing a statement in support of the President's economic package to his large list of black media, black college and university deans and major black social and civic organizations. His message is that the way to fight inflation, raise living standards, and lower unemployment is to encourage congressional representatives to support the President's program.

At a March 20 meeting of conservative and neo-conservative black leaders being hosted by Glenn Campbell in California Parker will work to organize additional support among prominent black leaders and scholars.

National Pro-Life Political Action Committee

X Father Charles Fiore
Peter Gemma

Since meeting with the President on February 17, Father Fiore has sent a newsletter to his supporters strongly supportive of the economic package. He mentioned that a greater percentage of federal funds will go to the truly needy.

From his newsletter: "We are more optimistic than we have been in many years about our nation precisely because he is in the Chief Executive's chair."

National Rifle Association

X Harlon Carter

NRA supports defense enthusiastically. Harlon Carter is making speeches and passing the word to NRA members in other ways that the President's economic package "is the only way we can afford the military preparation" America needs.

In a speech on February 18 in Cleveland, for instance, Harlon Carter said, "I urge you at this time in the history of America, with our very survival somewhere out there in front of us, I urge you to support realists in politics -- to support hard-headed, practical men, no matter your political tag, support men like President Reagan. . ."

National Right to Work Committee

Reed Larson

X Larson says that because his group must concentrate on the abuses of compulsory unionism, the content of budget and tax cuts are a little out of their line.

He said that their communications to their members could note the use of compulsory union dues by organized labor to fight against the President's economic package, without regard to the policy preferences of those forced to pay for the union lobby effort.

Larson suggested that a major new project of his committee might have strong indirect effects favorable to the President's policy proposals.

The NRTW will premiere on March 12 a very tough film exposing union violence. This is part of a major thrust to repeal sections of the Hobbs Act which exempt labor unions from anti-extortion provisions which apply to everyone else. Larson revealed that this film will then be televised "several hundred times" across the country. Concurrently, at least 500,000 and perhaps as many as 3,000,000 letters on this topic will be mailed, urging grassroots pressure for congressional action.

Larson noted that, since organized labor will be the central factor in any coalition to oppose the President's economic package, his massive new efforts to discredit union leadership on the Hobbs Act fight may weaken the ability of Big Labor to work its will on other matters such as budget and tax cuts.

National Tax Limitation Committee

Lewis Uhler

Organizing a number of "Citizen's Steering Committees, particularly in Districts of members of the House Rules Committee or the House Ways and Means Committee. These local committees will involve community leaders and elected officials in putting heat on members of the Congress to support the Economic Package.

The core of these groups will often be local activists who have led previous tax limitation battles, either before state legislatures or statewide referenda.

Groups are already in place in Washington, Oregon, Texas, and Michigan.

They have committed \$350,000 in the next several months to be spent on mailings and organizational activities in behalf of the Package.

One interesting element of their plan is to obtain from the Federal Election Commission the names and addresses of all the contributors of \$100 or more to each of the targeted House members. Then NTLC will contact these contributors, urging them to use their best efforts to convince those who received their contributions to support the President's economic package.

X The Viguerie Company

Richard A. Viguerie

Viguerie is now writing seven or eight direct mail packages for various clients, all strongly supportive of the President's economic package.

He estimates that his clients alone will mail 35 to 40 million letters in the next six months urging grassroots pressure on members of the Congress to support the spending and tax cuts.

These Viguerie-prepared letters will contain from three to a dozen postcards. With different themes for different clients, these letters will include such things as the addresses and phone numbers of the District and D.C. offices of Members of Congress, instructions on how to write letters, how to urge action over the phone, how to write an effective mailgram, how to organize a grassroots rally on the budget and tax cuts, etc.

The 35 to 40 million letters will include well in excess of 100 million postcards, of which perhaps 10% will in turn be actually mailed by constituents to congressmen and senators.

Some of these letters will call for deeper cuts.

Viguerie, who specializes largely in right of center clients, says the President proposals "give us all the pieces we need" for stirring up vigorous grassroots efforts. He listed:

1. Issues pre-sold by the national media.
2. Issues highly popular with conservatives.
3. Good support from well known conservative spokesmen.
4. The right set of opponents on the opposite side of these issues.

Noting that he and other conservative activists have been publicly critical of some of the staffing decisions of the new Administration, Viguerie said:

"I hope the Administration is sophisticated enough to understand that on some things we will be critical and on other occasions we will do things for them no one else can."

He added: "Our effort on these cuts will make our Panama Canal treaty fight look small by comparison."

X Young Americans for Freedom

Bob Heckman

This campus-oriented group held a news conference supporting the President's economic package on February 19.

They sent mailgrams to their 600 local leaders urging local activism in support of the package. They have set up a "hot line" to provide advice for their local leaders on this new project they call "Youth for the Reagan Agenda."

They will have flyers and posters ready for campus use on this project before March 1.

X Other Efforts

1. Human Events editor Tom Winter ran this week a lead story headlined: "Reagan Presents Solid Economic Package".
2. American Conservative Union chairman Representative Mickey Edwards held a news conference February 19 triumphantly describing the President's economic package as "The beginning of a political revolution" and calling on all Americans to get on with the job of getting the proposals through Congress.
3. Phyllis Schlafly has written favorably to her network, urging them to lobby in support of the President's economic package.
4. John T. "Terry" Dolan plans to run strong commercials attacking, say, Senator Paul Sarbanes if Sarbanes does not line up in favor of the President's economic package. Dolan feels that showing these TV commercials on D.C. area television will have a healthy effect on members of Congress from around the country.

✓ American Legislative Exchange Council

Kathleen Teague

The 1200 members of this state legislative group are strongly supportive. Teague has mailed materials on the economic package to each of her state chairmen and her national board.

The whole March issue of the ALEC newsletter "First Reading" will be devoted to the economic package. It will contain the text of resolutions being proposed by state legislators to put legislatures on record as supporting the President's economic package.

ALEC is hiring a special public relations consultant to assist its members across the country in exchanging speech material press releases, guest columns and other ideas relating to the President's package.

Citizens Committee for the Right to Keep and Bear Arms
Citizens for the Defense of Free Enterprise

Alan Gottlieb

Gottlieb has scheduled mailings totalling at least 1,700,000 letters in the next six months to stir up grassroots support for budget and tax cuts.

X He says, "The proposed cuts in the Bureau of Alcohol, Tobacco and Firearms give me a good hook for mailings."

X Citizens for the Republic

Curtis Mack

After meeting with the President on February 17 and prior to the President's speech on February 18, CFTR organized a national effort to generate favorable response to the speech. Working through their Steering Committee, which is largely composed of people who were state leaders of the 1976 Reagan for President effort, they set up networks to contact the White House and the media immediately after the speech to express support.

AREAS OF SPECIALIZATIONOPDOPL

Puerto Rico	Carleson/Bradley	Villalpando/Tiller
Refugee & Immigration	Uhlmann/Bradley	Gale
Regulatory Reform	Uhlmann/Boggs	Buckalew/Jacobi
Revenue Sharing	Carleson	Tiller
School Prayer	Uhlmann/Galebach	Gale Blackwell *
Security (OPD)	Uhlmann	
Securities Exchange Comm.	Uhlmann	Jacobi
Selective Service	Uhlmann	
Science & Technology	Boggs	Jacobi/Buckalew
Small Business Administrt.	Gunn/Bradley	Tiller/Rousselot/MJJ
Social Security	Carleson/Ferrara	Buckalew/Tiller
Tax Policy	Porter	Jacobi/Rousselot
Telecommunications Policy	Gunn/Uhlmann	Tiller/Jacobi
Thrift Industry	Porter/McAlister	Rousselot
Trade	Gunn/Porter	Jacobi
Transportation (Except Auto Industry)	Gunn/Porter	Jacobi/Tiller
Treasury (Except Revenue Sharing & Tax)	Porter	Rousselot/Jacobi
Tuition Tax Credits	Carleson/Porter/Barr	Gale/Tiller/Blackwell
Urban Affairs	Carleson	Tiller
Veterans Affairs	Carleson	Blackwell
Voluntary Organizations	Uhlmann/Galebach/ Bradley	
Welfare	Carleson/Bradley	Rousselot/Buckalew
Womens Issues	Uhlmann/Bradley	Jepsen/Jacobi/Tiller Buckalew

THE WHITE HOUSE

WASHINGTON

February 23, 1981

MEMORANDUM FOR MEMBERS OF THE WHITE HOUSE OFFICE STAFF

FROM: FRED F. FIELDING ~~2.2.2.~~
COUNSEL TO THE PRESIDENT

SUBJECT: Support of Administration Legislative Programs

This memorandum is intended to alert members of the White House staff to proscriptions on lobbying activities imposed by federal law and to provide general guidelines to staff members working in this area so as to insure compliance with those laws.

Simply stated, the so-called "Anti-Lobbying Act" (18 U.S.C. §1913) prohibits the use of appropriated funds, directly or indirectly, to pay for "any personal service, advertisement, telegram, telephone, letter, printed or written matter or other device" intended to influence a Member of Congress in acting upon legislation, before or after its introduction. There is also an appropriation rider, which has appeared in appropriation bills since 1951, barring the use of appropriated funds for "publicity or propaganda purposes" designed to support or defeat legislation pending before Congress.

Interpretations of 18 U.S.C. §1913 by the Department of Justice make it clear that an employee of the Executive Branch, while acting in his or her official capacity, may communicate with a member of Congress for the purpose of providing information or soliciting that member's support for the Administration's position on matters before Congress, whether or not such contact is invited and whether or not specific legislation is pending. Thus, the ordinary and traditional inter-action between the Executive and Legislative Branches is permitted. Likewise, it is not improper for an Executive Branch employee to provide legitimate informational background and material to the public in support of an Administration policy effort.

Problems arise where employees of the Executive Branch become involved, directly or indirectly, in efforts to induce or encourage members of the public to lobby members of Congress on Administration programs or legislation. Unfortunately, the line separating proper and improper conduct is imprecise

and the propriety of an activity may well depend on each individual situation. The following comments and examples are intended to provide general guidance for the more frequently encountered contacts and activities:

- 1) Executive Branch officials may speak freely in meetings with individuals or groups, at public forums, at news conferences, and during news interviews, but where these appearances of personnel become so excessive as to be deemed to be a publicity campaign, the activity might be challenged. Any undue degree of direct contact with the private sector by persons who do not ordinarily engage in such activities is evidence of prohibited conduct.
- 2) Appropriated funds should not be used to produce written, printed or electronic communications for distribution with the intent to induce members of the public to lobby members of Congress. For example, an organized mailing to members of the public initiated by Executive Branch personnel, stating the Administration's position and asking the recipients to contact their Senators and Representatives in support of that position should be avoided. Moreover, asking recipients to contact their elected representatives should also be avoided in communications sent in response to inquiries received by the Executive Branch. However, responses to incoming communications may include information which responds to the specific inquiries as well as explanations of the Administration's position on matters of public policy, including proposed legislation.

Massive distribution by the Executive Branch of unsolicited copies of a public document, such as the reprint of a public official's speech or other informational materials, may raise a question even though the contents are only informational and do not suggest that the recipients contact members of Congress. Normal unsolicited distribution of press releases, public officials' speeches, fact sheets and other informational materials to persons, because of governmental or organizational position or expression of interest in the subject matter, would not ordinarily create a problem. Each such proposed distribution must be separately judged based on the purpose and content of the communication and the number and kind of people who will receive the information.

- 3) Officials and employees of the Executive Branch may properly have regular contact with non-governmental organizations which have among their purposes lobbying members of Congress or attempting to influence the general public to lobby the Congress. However, in these dealings, the officials should not or even appear to dominate the group or use the group as an arm of the Executive Branch.

(a) Examples of the kinds of activities in which Executive Branch officials might participate in dealing with independent outside organizations include:

- (i) exchange information, as long as it is not privileged.
- (ii) make suggestions, respond to or raise particular inquiries, or discuss the merits of various legislative strategies and related matters, so long as the Executive Branch officials do not suggest organization of grass roots pressure;
- (iii) address meetings (non-fundraisers) sponsored by such organizations;
- (iv) Upon the request of an independent organization provide to it for reproduction and distribution by the organization:
 - sample copies of documents prepared by Executive Branch officials (such as press releases, public officials' speeches, fact sheets) that are otherwise available for public distribution.
 - letters on specific subjects written by Executive Branch officials.

(Note that the materials must not suggest that the recipients contact Members of Congress urging support of particular positions; also the decision to publish or distribute any such material must be left to the independent organization.)

(b) Examples of the kinds of things which Executive Branch officials should avoid include:

- (i) responsibility for the on-going operation of an outside organization;
- (ii) requesting that an organization activate its membership at large to contact members of Congress on behalf of a legislative proposal;
- (iii) gathering information or producing materials specifically for such an organization which cannot properly or would not ordinarily be gathered or produced as part of the official's regular work;

- (iv) producing or providing multiple copies of materials to be distributed by such organizations;
- (v) requesting an organization to prepare or distribute any materials that suggest directly or indirectly that the recipients contact members of Congress, or playing any substantial role in advising an organization regarding the content of material it may wish to distribute;
- (vi) providing to such organizations lists of or correspondence from persons who favor or oppose particular policy positions;
- (vii) involvement in fundraising activities by such organizations (because of the varying forms that such involvement might take, any involvement should be discussed in advance with the Counsel's office).

These legal provisions are not intended to prohibit an on-going dialogue or interaction between the Executive Branch and the public in an educational effort to explain Administration positions, but where that conduct develops into a publicity and propaganda campaign designed or intended to pressure citizen groups into contacting Congressional representatives, the boundary of propriety has been crossed.

18 U.S.C. §1913 is a criminal statute and should be taken seriously. In addition, any specific allegation against White House staff members (Level IV and above) for violation of 18 U.S.C. §1913 potentially could trigger the "Special Prosecutors Act", 28 U.S.C. §591, et seq. The General Accounting Office is also authorized to undertake audits in this area, and any disallowed expenditures would have to be borne by the individual supervising the activity that resulted in the unauthorized use of government funds.

Because §1913 and the Appropriation rider have not often been interpreted it is difficult to be more specific in setting forth guidelines. Any difficult factual situation should be brought to the attention of this office before any action is taken.


Maiselle

THE WHITE HOUSE

WASHINGTON

August 20, 1982

MEMORANDUM FOR WHITE HOUSE STAFF

FROM: RICHARD G. DARMAN 
SUBJECT: Guidelines for Special Presidential Messages

Attached for your information and use are Guidelines for Presidential Messages.

The guidelines note what messages and letters may be sent out over the President's signature to recognize various special occasions, events, and circumstances.

Presidential messages are handled either in the Office of Special Presidential Messages (SPM) or the Office of White House Correspondence (WHC). The guidelines also note the types of messages and letters for which each of these offices is responsible.

Dodie Livingston, Special Assistant to the President, is Director of the Office of Special Presidential Messages (SPM). She can be reached at x2941, Room 480-OEOB.

Anne Higgins, Special Assistant to the President, is Director of the Office of White House Correspondence (WHC). She can be reached at x7610, Room 94-OEOB.

If you have questions, please call their offices.

GUIDELINES FOR SPECIAL PRESIDENTIAL MESSAGES

It is traditional that Presidential Messages be issued over the President's signature to recognize various special occasions, events, and circumstances.

These Guidelines reflect traditional practices dating back through several previous Administrations as well as new program initiatives undertaken by the Reagan Administration. Their purpose is to clarify what messages may be authorized, to assure there is no unnecessary duplication of effort, and to maintain proper standards for messages. As in all matters involving the use of the President's name, no message should be promised before it has been approved.

Two White House offices -- the Office of Special Presidential Messages (SPM) and the Office of White House Correspondence (WHC) -- have operational responsibility for the issuance of Presidential Messages.

In most instances, the Office of Special Presidential Messages (SPM) handles messages for public events while the Office of White House Correspondence (WHC) handles messages for individuals. However, for your convenience, the acronyms (SPM) and (WHC) will identify which office processes the messages explained in the categories that follow:

1. MESSAGES OVER THE PRESIDENT'S SIGNATURE USUALLY WILL BE LIMITED TO:
 - a. Major national conventions, annual meetings, or events of significant national organizations. These include fraternal, religious, trade, ethnic, historical, military, educational, and other groups. Local, state, or regional branches or chapters of these organizations normally do not qualify. (SPM)
 - b. Commemorative events. Certain annual observances that are not accorded Proclamations are recognized with a Presidential Message. These observances must be on a national scale. They include Black History Month; Crime Prevention, Brotherhood, Library, and Secretaries Weeks; and Lincoln's Birthday, St. Patrick's Day, etc. (SPM)
 - c. Political/Congressional events. These are handled case by case in accord with guidelines jointly applied by the Office of Legislative Affairs, the Office of Political Affairs, and the Office of Special Presidential Messages. (SPM)

- d. Tributes to outstanding national figures. (SPM)
- e. Local testimonials when specifically authorized by the President. (SPM)
- f. Significant anniversaries of non-profit service organizations and institutions. (SPM)
- g. Charitable or fundraising events -- only as follows:
The President recognizes certain major fundraising organizations such as the American Red Cross, Cancer Association, etc., at their annual dinners or conventions. Unless the President or Mrs. Reagan or both have specifically endorsed an event, the Office of the President is not to be associated with a specific fundraising event. There is a limited exception to this stringent rule: In certain instances, when an event is consistent with the President's Private Sector Initiatives program, messages may be issued for fundraisers if cleared by the Director of Special Presidential Messages and the Special Assistant to the President for Private Sector Initiatives. (SPM)
- h. Autographed pictures: Available in connection with White House business. (WHC)
- i. Bar/Bath Mitzvahs, ordinations, confirmations, baptisms, etc.: Routine requests receive general religious card. Important members of Congress, White House staff, friends of the White House receive special letters. (WHC)
- j. Birthdays: 100 years and over, form letter; 80-99 years, card; members of Congress, form letter; White House staff, members of Cabinet, more important members of Congress, national celebrities, special letter. (WHC)
- k. Birth of baby: Routine requests, card; members of Congress, friends of the White House, White House staff, special letter. (WHC)
- l. Church, synagogue anniversaries: 50 years and over, form letter; less than 50, general religious occasion card. (WHC)
- m. City, town, county anniversaries: 50 years or more for large cities, form letter; centennials or more of large cities, form letter; centennials or more of small towns, cities, or counties, form letter. (WHC)
- n. Condolence cards and letters: Routine requests, card; friends of the President, firemen killed in the line of duty, etc., special letter. (WHC)
- o. Human interest: Special letters to those deserving of special attention on an individual basis. (WHC)

- p. Newspaper anniversaries: 50 years or more, form letter. (WHC)
- q. Radio station anniversaries: 50 years or more, form letter. (WHC)
- r. Religious anniversaries (nuns, ministers, rabbis, etc.): 35 years or more, form letter. (WHC)
- s. Religious retirements: 50 years or more, form letter. (WHC)
- t. Retirements: 35 years or more, form letter; under 35 years, card; special letters to White House employees, Congressional requests, Uniformed Division of Secret Service, volunteers, etc. (WHC)
- u. Scouting awards: Cards designating specific award. (WHC)
- v. Wedding anniversaries: 60 years or more, form letter, 50 years or more, card; special letters to members of Congress, friends of the White House, etc. (WHC)

2. THE FOLLOWING GENERALLY WILL NOT QUALIFY FOR MESSAGES

- a. Events of a commercial nature or events sponsored by a profit-making organization.
- b. Local testimonials (unless the individual is known by the President).
- c. Tributes to members of the Judiciary (other than standard letters on retirement or assumption of "senior status").
- d. Tributes to military personnel.
- e. Individuals or groups travelling abroad in an unofficial capacity or those who are not specifically authorized to speak for the President -- except as may be specifically approved by the National Security Adviser.
- f. Events sponsored by licensing bodies or local authorities.
- g. Ceremonies conferring honorary degrees.
- h. Presentation ceremonies, tributes, or awards to U.S. citizens by foreign governments or their consular services.

3. APPEAL PROCESS: If a staff member believes that an event or person not qualifying under these policies should receive a message with the President's signature, he or she should

consult with the Office of Special Presidential Messages or the Office of White House Correspondence -- whichever is applicable -- on the question. If not satisfied, he should pursue his inquiry through appropriate Senior Staff channels.


4. TIMING: Message requests should reach either the Office of Special Presidential Messages or the Office of White House Correspondence at least ten days ahead of the due date to allow time for research, preparation, and clearances. The staffs of both offices do their best to accommodate emergencies but cannot always guarantee delivery of messages to distant points without sufficient notice. When in doubt about timing, please consult the appropriate office.
5. SUGGESTIONS: The Office of Special Presidential Messages and the Office of White House Correspondence welcome background information and/or suggestions on the content and tone of messages when staff members have particular insights or information on the subject.

THE WHITE HOUSE

WASHINGTON

October 23, 1982

MEMORANDUM FOR ALL OPL STAFF MEMBERS

FROM: RED CAVANEY 
SUBJECT: Administrative Guidance

As a follow up to our staff discussion on Friday, I thought you would appreciate reviewing Secretary Baldrige's guidance which was provided us by Bill Triplett. I think many of the points he makes are right on the mark and will be helpful in our efforts to reduce verbiage and get our correspondence down to concise, informative work.

CHAPTER 8. THE SECRETARY'S WRITING STYLE

Clarity and brevity are key factors when preparing a letter for the Secretary or Deputy Secretary. The Secretary wants short sentences and short words, with emphasis on plain English. Use no more words than effective expression requires.

GUIDELINES

- o Answer questions specifically.
- o The response should be no more than one page, where possible. When answering a series of questions, prepare a brief cover letter and attach a question and answer page (or pages).
- o If the response is negative, be polite; not abrupt.
- o Avoid wordiness. Keep sentences lean and short.
- o Use the active rather than the passive voice.
- o Use no unnecessary adjectives or adverbs. Write with nouns and verbs to strengthen letter.
- o Do not use nouns or adjectives as verbs, such as:
 - to impact
 - to interface
 - it obsoletes
 - to source
- o Use the precise word or phase.
 - datum (singular) - data (plural)
 - criterion (singular) - criteria (plural)
 - subsequent means after, not before
 - different from, not different than
 - effect as a noun means result; as a verb "to bring about," "to accomplish"
 - affect means to influence; to act upon, to alter; to assume; to adopt
 - think is mental; feel is physical or emotional (think thoughts; feel feelings)
 - Ensure means to guarantee or make certain.
 - Insure means to guarantee against financial loss.

o Avoid

overquoting Writer's letter.
one-sentence paragraphs in body of the letter.
closing the letter too abruptly. Thank the writer for his or her interest or support.

o Please stop using affected, overused or imprecise words. Some examples:

viable	effectuated
input	output
orient	prioritize
hopefully (use I hope)	hereinafter
ongoing (prefer continuing)	parameter (use boundary or limit)
responsive	image
specificity	delighted (use pleased or happy)
utilize (prefer use)	alternatives (use choices)
utilization	optimize
glad (use pleased or happy)	finalize
thrust	overview
maximize	dialogue
target or targeted	
facilitate	
self-initiate	

o Please stop using the following phrases:

positive feedback
due to (use because)
I believe, we believe (unless speculating on future action)
I understand (unless speculating on future action)
I share your concern (or interest or views)
I appreciate your concern (or interest or views)
I would hope (use I hope)
I regret I cannot be more responsive (or encouraging)
I am deeply concerned
Thank you for your letter expressing concern (use Thank you for your letter concerning...)
prior to (use before)
subject matter
very much
bottom line
at the present time (use at this time)
as you know, as I am sure you know, as you are aware
more importantly (use more important)
needless to say
it is my intention
mutually beneficial
contingent upon
to impact
to interface

o Avoid redundancies, such as:

serious crisis
personally reviewed
new initiatives
enclosed herewith
important essentials
final outcome
future plans
end result

o Avoid split infinitives (placing an adverb between to and the verb)
unless a split infinitive makes the sentence less awkward.

o Do not use addressee's first name in the body of the letter.

o Do not refer to the date of the incoming letter.

o Stop apologizing, such as:

I regret the delay in responding to you.

o Do not close a letter with the following phrases:

Please let me know if I can be of further assistance.
I hope this information is helpful.

o Annual Reports to Congress (transmittal letter)

Use: I am pleased to submit

o Closing the letter

Do not use:

With best wishes,

Sincerely,

If appropriate, use:

Thank you for your interest.

Sincerely,

The following quote from The Elements of Style by Strunk and White reflects the Secretary's style:

Vigorous writing is concise. A sentence should contain no unnecessary words, a paragraph no unnecessary sentences, for the same reason that a drawing should have no unnecessary lines and a machine no unnecessary parts. This requires not that the writer make all his sentences short, or that he avoid all detail and treat his subjects only in outline, but that every word tell.

Secretary Baldrige says, "In short, halfway between Ernest Hemingway and Zane Grey with no bureaucratese."

The Secretary's Writing Style, cont.

CHAPTER 9. FREQUENT PROBLEMS

Purpose

The purpose of this Chapter is to call your attention to errors most frequently committed in the preparation of a response.

A. fiscal year

fiscal year is correct; not Fiscal Year.

FY 82, fiscal year 1982 and FY 1982 are correct.

(FY '82, Fiscal Year 1982, Fiscal 82 are incorrect.)

The same rules apply to CY 82, calendar year 1982 and CY 1982.

B. Word Division

Words are divided only between syllables. Please consult the dictionary and follow the bold-faced entry syllabifications, not the parenthetic. (A useful and quick reference is Leslie's 20,000 Words.)

o Division of First Name, Initials and Surname

Note: Never divide a given name or surname.

Never separate the title (Mr., Mrs., or Miss) from the personal name.

It is preferable not to break a full name if possible; however, if the full name cannot be typed on the same line, break after the first name, middle initial or after the first initial, middle name. Initials should not be separated from each other or from the surname as in Mr. J. P. Anderson, Jr.

Examples:

Thank you for your letter concerning Mr. John P. Anderson, Jr. (Acceptable)

Thank you for your letter concerning Mr. J. Paul Anderson, Jr. (Acceptable)

Thank you for your letter concerning Mr. John P. Anderson, Jr. (Unacceptable)

o Never divide:

titles such as President, Secretary, Administrator, Director, Commissioner and Chairman.

two letter prefixes or suffixes, such as:

ed, bi, de, ex, un

too many words on one page. Preferably, no more than three or four words should be divided on one page. Too many divided words on a page produce a choppy effect.

Never divide:

figures, abbreviations or dates; nor separate signs, letters or short abbreviations from that to which they apply, such as:

The amount of the loan was \$186
thousand which has been approved. (UNACCEPTABLE)

We are pleased to submit our 1979-
80 Annual Report. (UNACCEPTABLE)

The Agency has extended an invitation to 200
business representatives. (UNACCEPTABLE)

We will be pleased to meet with you on June
7, 1979. (UNACCEPTABLE)

The meeting will be held in the auditorium at 4:30
p.m. (UNACCEPTABLE)

The major share at midyear is 2.0 percent to 2.4
percent. (UNACCEPTABLE)

short words or one syllable words.

the last word in a paragraph or the last word on
a page.

the last word on two consecutive lines.

C. Contractions and Abbreviations

o Do Not Use in Official Correspondence

contractions; such as, I'm, that's
abbreviations; such as, etc.

D. Use of Acronyms

Please use the entire compound phrase when it is first referenced in a letter, followed by the acronym, then use only the acronym in following references. (Do not use an acronym if the compound term is not repeated.)

Example:

The National Oceanic and Atmospheric Administration (NOAA)
has the matter under study. A public announcement will
be made by NOAA on August 1.

Frequent Problems, cont.

E. Numerals in a Series Within a Sentence

Use closed parentheses with numerals when used for a series within a sentence.

Example:

Several factors must be considered: (1) the petition for the case was filed October 5 with an investigation beginning October 26, (2) no proof of injury to U.S. industry is required, and (3) a preliminary determination is to be made by February 15.

F. Capitalization

- o Capitalize the names of countries, international organizations, and national, state, county and city bodies, such as:

Great Britain
the Reagan Administration (or the Administration)
the Cabinet
the United Nations
the Connecticut Legislature
the Fairfax County Board of Education
Commonwealth of Virginia

- o Federal Government and Nation

It is preferred that the terms Federal and Government and Federal Government (referring specifically to the U.S. Government) are capitalized. Capitalize the word Nation when referring to the United States.

- o State

Capitalize the word State when referring to a specific state such as the State of Connecticut or New York State. Do not capitalize state when using the word in general terms, such as Federal, state and local governments.

- o U.S. Congress

House of Representatives
the House
United States Senate
the Senate
Members of Congress
Congressional reports
the Ninety-fifth Congress
the Committee (when referring to a specific Committee. (See rule for State.)

- o U.S. should be abbreviated as an adjective.
United States should be spelled out as a noun.

THE WHITE HOUSE
WASHINGTON

Attached for your information is a sample copy of how a briefing paper should be prepared for Mrs. Dole.

ATTACHMENT

Maiselle

THE WHITE HOUSE

WASHINGTON

February 9, 1982

ELIZABETH DOLE'S MEETING WITH VOCATIONAL
STUDENTS ORGANIZATIONS

DATE: February 10, 1982
LOCATION: Roosevelt Room
TIME: 3:30 - 3:40 p.m.
FROM: Thelma Duggin

I. PURPOSE

The Vice President's participation in this meeting will provide him an opportunity to convey his message to youth and leaders representing approximately 20 million vocational education students. His presence will also emphasize the importance of their preparation to contribute as American worker-citizens in implementing national objectives.

II. BACKGROUND

Historically, members of the Coordinating Council for vocational student organizations have met at the White House at the beginning of each school year to develop national priorities established by the President. This year they are meeting this week which is dedicated to National Vocation Education.

The following organizations will be represented:

- American Industrial Arts Association
- Distributive Education Clubs of America
- Future Business Leaders of America-Phi Beta Lambda
- Future Farmers of America
- Future Homemakers of America
- Health Occupations Students of America
- National Postsecondary Agriculture Student Organization
- Office Education Association
- Vocational Industrial Clubs of America

These organizations have been effective supporters of the Administration.

III. PRESS PLAN

Open Press

IV. SEQUENCE OF EVENTS

See attached agenda.

V. PARTICIPANTS

file OPL

THE WHITE HOUSE
WASHINGTON

Date: 4/21/15, 103

TO: ALL CPL WRITERS!

FROM: Jonathan Vipond, III

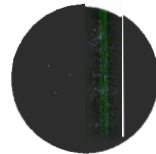
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☐ Recommended Action

☐ Review & Comment

☒ Information to FYI only....

☐ Other



TALKING POINTS ON DEFENSE - REPUBLICAN WOMEN - GRAND RAPIDS, MICHIGAN

MR. ABRAHAM, MR. SECCHIA (SEK-KEY-AH), MRS. MCGREGOR, MRS. RENDEL,
MRS. STROTHER (~~STRAW~~-THER), DISTINGUISHED GUESTS OF THE DIAS,
DISTINGUISHED REPUBLICANS:

ON BEHALF OF THE PRESIDENT, THANKS FOR OPPORTUNITY.
RESPONSIBILITIES AT WHITE HOUSE

CHOSEN TOPIC IS DEFENSE - TWO REASONS

NO ISSUE MORE PARAMOUNT TO PRESERVATION OF FREEDOM AND SECURITY.

HAVE FOUND IT ENCOURAGING TO FIND WOMEN ENTERING A PREVIOUSLY MALE DOMAIN

THESE ISSUES AFFECT US ALL -- OUR RESPONSIBILITY AS AMERICAN CITIZENS
TO STAY INFORMED -- WHAT AFFECTS NATIONAL SECURITY, AFFECTS SECURITY
OF HOME AND FAMILY.

IMPORTANT TO ME -- I HAVE A DRAFT AGE SON.

MY IMPACT ON DECISION-MAKING PROCESS ONLY AS SUCCESSFUL AS EXTENT TO WHICH
I KEEP MYSELF INFORMED OF ISSUES ON NATIONAL DEFENSE.

CORNERSTONE OF REAGAN ADMINISTRATION IS PEACE THROUGH STRENGTH

EVERY WOMAN KNOWS EFFECTIVE NEGOTIATION WITH HUSBAND MUST NOT
BE THROUGH INFERIORITY OR WEAKNESS.

HISTORY SHOULD TEACH US ALL HOW NATIONS CAN (AND HAVE NOT) DEALT WITH
STRONG AGGRESSION.

NAZISM'S POTENTIAL FOR VIOLENCE APPARENT FOR YEARS. WINSTON CHURCHILL'S
WARNINGS.

ANTIDOTE WOULD HAVE BEEN MILITARY PREPAREDNESS.

APPEASEMENT USED INSTEAD, RESULTING IN 6 YEARS OF BLOODY WAR.

SAME THING HAPPENING NOW. HISTORY REPEATS ITSELF.

HISTORIAN ROBERT FARREL: "IF ONE WORD WAS REPEATED MORE OFTEN THAN ANY
OTHER IN THE YEARS AFTER WORLD WAR ONE, THAT WAS THE WORD 'PEACE'."
SERMONS, MEDIA, STATE PAPERS, AND ADDRESSES.

BUSINESS WEEK: "AMERICAN PEOPLE MUST STOP DREAMING OF PLANET POPULATED
BY GRATEFUL AND COOPERATIVE FRIENDS; FACE FACT THE WORLD IS HARSH & HOSTILE
WHERE A NATION DOES NOT REMAIN GREAT IF IT IS UNWILLING TO LOOK OUT FOR ITSELF!

SOVIET UNION ONLY NATION ON EARTH CAPABLE OF DVASTATING U.S.

MUST REMEMBER BASIC PRECEPT OF MARXIST-LENINIST DOCTRINE IS WORLD DOMINATION.

WORLD WAR II SOVIETS "LIBERATED" (AND THEN TOOK OVER)

LITHUANIA, LATVIA, AND ESTONIA, NOW HAVE CEASED TO EXIST AS COUNTRIES
POLAND
EAST GERMANY
HUNGARY
ROMANIA
CZECHOSLAVAKIA
BULGARIA

1979 SOVIET ARMIES TOOK OVER A NEIGHBORING SOVEREIGN NATION: AFGHANISTAN.
 THEY MURDERED ITS HEAD OF STATE
 CRUSHED NATIONAL RESISTANCE
 ESTABLISHED PUPPET REGIME (KEPT IN PLACE BY 105,000 SOVIET TROOPS)

SOME WOULD HAVE US BELIEVE SOVIETS WILL NEGOTIATE IN GOOD FAITH.
 DOZENS OF COUNTRIES UNDER THE HEEL OF BRUTAL COMMUNIST REPRESSION
 ARE LIVING TESTIMONY OF THE GOOD FAITH OF SOVIET BARGAINING.

U.S. ON OTHER HAND, OCCUPIED MANY COUNTRIES DURING WORLD WAR II.
 IN EVERY CASE DISPLACED FOREIGN OCCUPATION WITH SOVEREIGN NATIONAL GOVERNMENTS.

DISAPPOINTING SO MANY YOUNG PEOPLE BELIEVE SOVIET AND U.S. EQUIVALENT
 IN MORAL QUALITY AND ALTRUISM.
 SOVIET GEOPOLITICAL RAPACITY CONTINUED UNABATED IN '70's.

AFTER 1979 INVASION OF AFGHANISTAN, BOLDLY USED MILITARY THREAT TO DENY
 WILL OF PEOPLE OF POLAND. FEW DOUBT THEY WILL INVADE IF THERE IS ANY
 REAL THREAT TO COMMUNIST POLISH REGIME.

IN ADDITION TO GLOBAL MISCHIEF AND MILITARY ADVENTURISM, USSR HAS EMBARKED
 ON RAPID AND DIVERSE EXPANSION OF ITS NUCLEAR ARSENAL.
 THEY DID NOT STOP WHEN THEY HAD ENOUGH FOR ADEQUATE DEFENSE: THEY HAVE
 ACQUIRED WHAT CAN ONLY BE SEEN AS AN OFFENSIVE FORCE.
 THEIR CONVENTIONAL FORCES ARE TRAINED FOR ATTACK, NOT DEFENSE.

FLAGRANT ABROGATION OF SEVERAL INTERNATIONAL TREATIES THEY HAVE SIGNED.
 USSR HAS USED CHEMICAL & BIOLOGICAL WEAPONS OFFENSIVELY AGAINST CIVILIANS IN:
 AFGHANISTAN LAOS CAMBODIA (KAMPUCHEA)
 20,000 RUSSIAN TROOPS TRAINED IN CHEMICAL WARFARE (YELLOW RAIN)

DEFENSE POLICY OF U. S. BASED ON SIMPLE PREMISE: U.S. DOES NOT START FIGHTS
PRESIDENT HAS DECLARED WE WILL NEVER BE THE AGGRESSOR
MUST MAINTAIN STRENGTH TO DETER AND DEFEND AGAINST AGRESSION.
ONLY WAY TO PRESERVE FREEDOM AND PEACE.

WE MUST MAKE RISKS OF AN ATTACK OUTWEIGH POTENTIAL GAIN.
IN NUCLEAR TERMS, THIS MEANS WE MUST ACHIEVE PARITY.
TODAY'S SITUATION FALLS FAR SHORT OF PARITY.

TO UNDERSTAND NUCLEAR PARITY, DO NOT NEED TO DELVE INTO COMPLEX JARGON OF
NUCLEAR VERNACULAR. SIMPLE NUMBERS TELL STORY IN VIVID,
UNCOMPLICATED DETAIL.

THIS STORY OF VAST DIFFERENCES IN LEVELS OF NUCLEAR PREPAREDNESS:
DIFFERENCES SO STARK AND SO INCONSISTENT WITH DEFINITION OF PARITY
THAT NAKED TRUTH CANNOT BE DISTORTED.

AGE OF OUR WEAPONS COMPARED TO THEIRS TERRIBLY LOPSIDED.
3/4 OF SOVIET NUCLEAR WARHEADS LESS THAN 5 YEARS OLD.
3/4 OF AMERICAN NUCLEAR WARHEADS 15 - 20 YEARS OLD.
WOULD WE DRIVE A 1963 CAR? SAME PEOPLE WHO WOULD NOT, WANT TO FREEZE
WEAPON PRODUCTION.

1979 SOVIETS HAD 800 LAND BASED INTERMEDIATE RANGE MISSILES,
TARGETED ON WESTERN EUROPE.
WE HAD NONE.

THEN BREZHNEV PROUDLY ANNOUNCED "BALANCE HAS BEEN REACHED" (THEY HAD 308
HEAVY MISSILES, EACH WITH 10 WARHEADS!)
WE HAD NONE.

CARTER CALLED FOR FREEZE

SOVIETS CONTINUE TO BUILD AND DEPLOY NUCLEAR MISSILES. -

1982 THEY HAD 1,300 INTERMEDIATE RANGE WARHEADS, U. S. STILL HAD NONE.

1981 IN ADDRESS TO 16TH COMMUNIST PARTY CONGRESS IN MOSCOW,

BREZHNEV CALLED FOR FREEZE. ALL THEIR REASONS FOR FREEZE ARE

ADVANTAGEOUS TO PERPETUITY OF SOVIET NUCLEAR SUPERIORITY OVER U.S.

FREEZE NOW LOCKS US INTO POSITION OF DANGEROUS INFERIORITY.

LIKE BEING AHEAD IN A FOOTBALL GAME 60 - 0 AND STOPPING THE GAME IN THIRD QUARTER,

BEFORE OPPONENT HAD A CHANCE TO COME BACK.

SOVIET SUPERIORITY MORE THAN NUCLEAR.

WHEN THEY BEGAN BUILDING 30 NEW GENERATION BACKFIRE BOMBERS PER YEAR

(WITH NUCLEAR CAPABILITIES), CARTER CANCELLED THIS COUNTRY'S NEW B-1 BOMBER!

OUR BOMBER FORCE IS REACHING WHAT IS KNOWN AS "BLOCK OBSOLESCENCE", MOST

OF THEM BEING A QUARTER CENTURY OLD (SOMETIMES OLDER THAN THE PILOTS WHO FLY THEM)

OVER PAST 12 YEARS SOVIETS HAVE BUILT & DEPLOYED 60 NEW GENERATION ATOMIC

SUBMARINES

SAME PERIOD, U. S. BUILT AND DEPLOYED 1!

LIST OF NUMBERS CAN GO ON AND ON.

WHILE USSR IS EMBARKED ON ARMS RACE OF PRECEDENTED SCOPE, U. S. HAS

BEEN REDUCING OR ONLY marginally INCREASING SAME FORCES.

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THIS TREND FINALLY ARRESTED SHORT TIME AGO WHEN FIRST INCREASES IN DEFENSE SPENDING AS PORTION OF BUDGET TOOK PLACE.

WHY DO SOVIETS WANT FREEZE?

JOHN BARRON, AUTHOR OF KGB: THE SECRET WORK OF SOVIET SECRET AGENTS WROTE (OCTOBER 1982 READERS DIGEST) ABOUT SOVIET EFFORTS OVER PAST 20 YEARS TO FOSTER ANTI-NUCLEAR MOVEMENTS IN WESTERN DEMOCRACIES, ESPECIALLY U. S. WELL ORGANIZED DEMONSTRATIONS HERE AND IN WESTERN EUROPE PERSUADED PRESIDENT CARTER, AGAINST ADVICE OF SECRETARIES OF DEFENSE AND STATE, AS WELL AS HIS NATIONAL SECURITY ADVISOR, CANCELLED PRODUCTION OF NEUTRON BOMB. WITH THAT VICTORY, SOVIETS ARE SURE THEY CAN ACHIEVE THEIR NEXT GOAL:
NUCLEAR FREEZE!

GOAL IS TO DRIVE WEDGE IN WESTERN ALLIANCE, THROUGH INTIMIDATION AND POLITICAL BLACKMAIL, SEPARATING WESTERN EUROPE FROM U.S., KEEPING US FROM DEPLOYING INTERMEDIATE RANGE DEFENSIVE MISSILES IN WESTERN EUROPE. BACKFIRED ON THEM IN WEST GERMAN ELECTION - KOHL, RUNNING ON PLATFORM BOLDLY PROCLAIMING INTENTION TO DEPLOY THE DEFENSIVE MISSILES ON GERMAN SOIL, HANDILY WON ELECTION.

DEFENSE SECRETARY WEINBERGER: APPROACH TO PEACE IS TRIAD OF DETERRENCE ARMY'S CONTROL, AND DEVELOPMENT OF NEW DEFENSIVE SYSTEMS MENTIONED BY THE PRESIDENT IN HIS MARCH 23 SPEECH.

ONLY WAY WE CAN AGREE TO NUCLEAR FREEZE IS PARITY.

WOULD REQUIRE SOVIET UNILATERALLY DISARMING WHILE WE CATCH UP.

THEY ARE NOT WILLING TO DISARM.

FREEZE NOW WOULD LOCK U.S. INTO POSITION OF PERMANENT WEAKNESS & INFERIORITY!

CRITICS ACCUSE PRESIDENT OF HUGE DEFENSE BUILDUP.

FACT: PRESIDENT IS ASKING FOR LEVELS OF SPENDING TO RENEW AND MODERNIZE OUR AGING DEFENSES, WITH COST AS PERCENTAGE OF TOTAL BUDGET REMAINING FAR BELOW DEFENSE SPENDING OF PAST.

DURING KENNEDY ADMINISTRATION, DEFENSE ACCOUNTED FOR ALMOST HALF GOVERNMENT SPENDING.

TODAY DEFENSE SPENDING IS ABOUT 1/4 OF TOTAL BUDGET.

MEANWHILE SOVIETS DEFENSE BUDGET GROWN TO SUCH A LARGE PERCENTAGE OF THEIR BUDGET TO BUY MILITARY CAPACITY, IT FAR EXCEEDS ANY LEGITIMATE DEFENSE REQUIREMENTS.

HAVING JUST RETURNED FROM EUROPE, I HAD OPPORTUNITY TO LEARN FIRSTHAND THEIR FEARS OF PROXIMITY TO SUCH AN ENEMY.

WE HAVE NOT HAD A HOSTILE ARMY INVADE OUR SHORES SINCE 1812.

WE ARE HALF A WORLD AWAY FROM HOSTILE FORCES; EUROPE IS NEXT DOOR. MISSILE LAUNCHED FROM BASE IN EASTERN EUROPE CAN REACH THEM IN MINUTES. THERE IS A FORCE OF 42,000 COMMUNIST BATTLE TANKS ASSEMBLED ON BORDERS. THEY HAVE EXPERIENCE TWO WORLD WARS THIS CENTURY ON THEIR OWN SOIL. SINCE VIETNAM, SOME OF THEM QUESTION WHETHER WE WOULD STICK TO THEM IN CRISIS.

HAVE YOU EVERY WONDERED WHY RUSSIA OBJECTS TO DEFENSIVE WEAPONS IN W. EUROPE? THEY WORKED HARD TO GET PRESIDENT CARTER TO CANCEL NEUTRON BOMB, B-1 BOMBER, AND MX MISSILE SYSTEM.

A FREEZE AT THIS TIME WOULD PREVENT DEPLOYMENT OF DEFENSIVE MISSILES IN WESTERN EUROPE AND LEAVE OUR ALLIES VULNERABLE AGAINST A SOVIET ATTACK. WOULD ALSO REDUCE U.S. CAPABILITY TO COUNTER SOVIET AGGRESSION IN OTHER REGIONS.

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ACCORDING TO JOHN BARRON, USSR HAS SPENT MILLIONS OF DOLLARS ORGANIZING PROTESTS AGAINST NUCLEAR WEAPONS IN WESTERN DEMOCRACIES.

SAME EFFORTS IN RUSSIA HAVE BEEN BRUTALLY CRUSHED BY KGB.

HOUSE OF REPRESENTATIVES ALREADY VOTED TO SUPPORT WHAT SOVIETS WANT MOST: FREEZE

NUCLEAR FREEZE PROPONENTS MOSTLY ARE PATRIOTIC AND DOING WHAT THEY FEEL IS BEST FOR AMERICA.

MOVEMENT HAS BEEN PENETRATED, MANIPULATED AND DISTORTED WITHOUT THEIR KNOWLEDGE.

WE DO NOT NEED MORE AND MORE DEFENSE: JUST ENOUGH TO DETER AGGRESSION, PROTECT OUR VITAL INTEREST AND OUR ALLIES, AND TO PRESERVE PEACE & FREEDOM. MORE DEFENSE IS A WASTE OF RESOURCES.

LESS DEFENSE THREATENS ALL OUR RESOURCES -- EVERYTHING WE VALUE INCLUDING LIFE AND LIBERTY AND SECURITY OF OUR ALLIES.

SINCE ADVENT OF NUCLEAR AGE, NUCLEAR DETERRENCE BY SUPERPOWERS HAS BEEN BASED ON MUTUALLY ASSURED DESTRUCTION, ULLUSTRATIVE ACRONYM IS "MAD". FUNDAMENTAL TENET IS NEITHER WILL ATTACK OTHER BECAUSE OF RISK OF ANNIHILATION.

IN TELEVISED SPEECH MARCH 23, PRESIDENT REAGAN SAID HE FEELS IT NECESSARY TO:

" . . . BREAK OUT OF A FUTURE THAT RELIES SOLELY ON OFFENSIVE RETALIATION FOR OUR SECURITY. THE HUMAN SPIRIT, MUST BE CAPABLE OF RISING ABOVE DEALING WITH OTHER NATIONS AND HUMAN BEINGS BY THREATENING THEIR EXISTENCE."

HE THEN ANNOUNCED A RESEARCH AND DEVELOPMENT PROGRAM TO IMPLEMENT A NEW DEFENSIVE SYSTEM WHICH WOULD ENABLE US TO DISARM MISSILES BEFORE THEY REACH US. PRESIDENT IS OFFERING US HOPE THAT FUTURE RELIANCE ON MUTUALLY ASSURED DESTRUCTION IS NOT NECESSARY.

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UNTIL WE ACHIEVE THIS DEFENSIVE CAPABILITY, WE MUST HAVE STRONG AND VIABLE
NUCLEAR DETERRENT TO KEEP THE PEACE.

I BELIEVE ALL MOTHERS LONG FOR PEACE. BUT WE MUST HAVE A SECURE PEACE,
NOT PEACE AT ANY PRICE.

THIS IS A CRITICAL TIME IN HISTORY.

DECISIONS NOW WILL AFFECT PEACE AND SECURITY OF GENERATIONS YET TO COME.

FREEZE PROPOSALS WOULD BLESS CURRENT STRATEGIC IMBALANCE.

SUCH WEAKNESS ENCOURAGES SOVIET ADVENTURISM AND HEGEMONY: DOESN'T PREVENT IT.

AS A DEFENSIVE POWER, AND A MEMBER OF DEFENSIVE ALLIANCES, WE CANNOT CHOOSE
PLACE AND TIME FOR ATTACK, THUS CONCEDING ADVANTAGE OF SURPRISE TO OUR
ADVERSARIES.

YOU AND I, AND PEOPLE LIKE US, MUST MAKE A COMMITMENT WE MAY NEVER HAVE
MADE BEFORE:

TO INCREASE OUR LEVEL OF AWARENESS ABOUT THE VITAL FACTORS
WHICH AFFECT OUR LIVES, OUR BUSINESSES, OUR JOBS, OUR FAMILIES,
AND OUR FUTURES.

THAT IS NOT EVEN ENOUGH. WE MUST HELP BROADCAST THE FACTS AND HELP CHANGE
PEOPLE'S MINDS.

IT'S A BATTLE OF IDEAS -- IDEAS ULTIMATELY RULE THE WORLD. WE MUST FOSTER
THE POSITIVE IDEAS THAT WILL ALSO MAKE US SECURE.

TO PRESERVE PEACE AND REDUCE SOVIET THREAT, WE HAVE TO:

MAKE OUR VOICES HEAR -- TO OUR CONGRESSMEN AND SENATORS
TO OUR NEIGHBORS AND FRIENDS
TO THE MEDIA

PEACE THROUGH STRENGTH IS NOT A NEW CONCEPT. IT IS THE ONLY
HISTORICALLY PROVEN DETERRENT TO MILITARY AGGRESSION WHICH IS KNOWN TO MAN!

APOLOGY, WEAKNESS, AND APPEASEMENT HAVE NOT PREVENTED WAR IN THE PAST.
THEY WILL NOT IN THE FUTURE.

WE EACH HAVE INDIVIDUAL RESPONSIBILITY TO SUPPORT THE PRESIDENT IN HIS BID
FOR PEACE.

A STRONG AMERICA IS A SAFE AMERICA.

WE SEEK NEITHER MILITARY SUPERIORITY NOR POLITICAL ADVANTAGE.

OUR ONLY PURPOSE IS TO SEARCH FOR WAYS TO REDUCE THE DANGER OF NUCLEAR WAR.

TOGETHER WE CAN DO IT!!!!