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1/6/89

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GEORGE BUSH  
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1/11/89

MEMORANDUM

RE: Short-Term Agenda

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## I. Historical

A document produced by Dave Gergen at the end of President Reagan's transition in 1981 perhaps best sums up the symbolic importance which a President's first days in office hold:

"History clearly shows how important the first days of any administration are. In every administration since Roosevelt when there has been a regular transfer of power through the election process, the pattern of Presidential behavior is established in those first few days when the administration is seeking to exert its control over the government."

Franklin Roosevelt's "Hundred Days" in 1933 in the depths of the Depression set a model for Presidential action which no other President is likely to achieve, if for no other reason than that the wheels of government now move more slowly than they did over fifty years ago. Even President Reagan did not pass the budget reductions and tax cuts of 1981 in his first hundred days in office.

Still, though a new President will not be judged by the output of legislative achievement, nevertheless the first days in office help set a tone. People are attracted by the novelty of a new Administration; a President's actions in the early days can do much to help him retain support throughout his Presidency.

In addition, the concept of the "hundred days" has achieved a place in the American political culture. Even though no one seriously expects the kinds of actions which FDR took in 1933 from any new President, still we can expect that people will look to events of the first hundred days for indications of the tone and priorities of the Bush Administration. Constituency groups, for instance, always like to see their concerns at least spoken of at the start of a new Administration.

Not surprisingly, however, most new Presidents do not want to be judged solely on their actions in the first hundred days. Even thirty years ago, John Kennedy not to set himself up against heightened expectations of the first hundred days by noting that "All this will not be finished in the first 100 days. Nor will it be finished in the first 1,000 days, nor in the life of this Administration, nor even perhaps in our lifetime on this planet." In a similar vein, we have always maintained that we wish to be judged by the whole record of the Bush Administration.

Presidents traditionally use the early days to make a symbolic gesture which they want to form part of the central



theme and image of their Administration. For instance, John Kennedy developed the Alliance for Progress, Food for Peace, and the Youth Fitness Council. FDR began the Good Neighbor Policy, and Carter sent a letter to Soviet dissidents and required financial disclosures from Cabinet officers.

Broadly speaking, while President Kennedy was smart to seek to dampen expectation of his first hundred days, President Carter failed in his first hundred days by proposing too much, moving in too many directions at once, without a clear set of priorities. By contrast, President Reagan succeeded because he did have a clear set of priorities and was able to accomplish some widely known goals (such as a Federal hiring freeze) in this time, even though the tax cuts and budget reductions were enacted later.

New Presidents have met with the press, to get their relationship with the White House press corps off to a good start. Beyond this, Eisenhower gave ten radio speeches in the first hundred days, and FDR gave two of his fireside chats.

Only President Nixon made a trip overseas during his first hundred days (President Reagan went to Canada). President Bush's trip to Japan for the Showa Emperor's funeral will be an unusual event in the early days of an Administration, though a highly appropriate one.

## II. Unique Circumstances for 1989

When President Roosevelt took office, America was in the depths of the Depression. When President Kennedy took office, there was a symbolic transfer of power between generations. When President Nixon took office, he wanted to convey a sense of healing after the bitterness of the year 1968. When President Reagan took office, he wanted to make a dramatic reversal from the policies which had led to inflation at home and weakness abroad.

In 1988, Americans voted both for continuity on the one hand and for change and reform on the other. Fortunately for the nation, the circumstances in 1989 could hardly be more different from those difficult years mentioned above. America is at peace, and a strong economy has led to over six years of economic growth. Still, some serious problems remain, problems on which the President-elect focused in the campaign, such as education and the environment. The President-elect called for a "kinder, gentler" nation.

More broadly, we face a tight budget and a large budget deficit. While some earlier Presidents have been able to take

dramatic action to reverse policy, these circumstances circumscribe our course to some extent. We cannot propose (even if we wished to) huge increases in Federal spending to address questions such as education, the environment, or child care. Where possible, we do want to propose some modest spending increases, both to meet pressing needs and to signal President Bush's priorities.

The President-elect's promise to "Read my lips -- no new taxes" must be dominant in our thinking. But the deficit itself does reduce the range of choices we have available. It affects the kinds of actions we will take in the early days of the Administration and forces us to use other ways than new Federal spending to show the President's concerns for an issue. The circumstances we face in 1989 -- most particularly the deficit-- do present us with new challenges not only in the formation of policy, but also in the way policies are presented to the people and the setting of a tone for the Bush Administration.

The deficit may force us to delay some or many of our domestic initiatives until we can afford them, perhaps for years. The President should make this clear; in so doing, he will be praised for his candor while also demonstrating his awareness of and concern about the problems on his domestic agenda.

### III. Givens/Premises

The remaining sections of this memo will outline some thoughts about the short-term agenda for the Bush Administration.

First, our premises:

1. Define limited objectives and achieve them.
2. Virtually no money.
3. Deficit will be among the top three or four major issues and will from time to time dominate the agenda.
4. Congress may or may not be confrontational, but it will definitely vie for control.
5. There will be a foreign policy initiative.
6. There will be surprises -- the kind we can plan, the kind someone else can plan, and the kind that no one plans.

These six givens represent our best analysis of both the political situation over the next few months and a way to plan



for the new Administration.

We have set up a short-term agenda (STA) and a long-term agenda (LTA) to guide the planning process. We feel that one cannot realistically plan events more than four months away, and so we have decided to use a rolling four month plan. The LTA will be cognizant of events that need to take place in the near term which will affect actions to be taken later in the Administration. We hope to set up a special computer program at the White House to manage this planning.

Politically, we can expect that over the next few months, the deficit will be one of three or four major issues. At times, it will appear as the overriding issue. To that end, we have taken as another premise that there is virtually no money available for new spending this year.

A. Congress -- what can we expect?

Using the deficit and other issues as a lever, Congress will vie for control against a new President. To counter this, we will propose both domestic initiatives and a foreign policy initiative of our own. And there will be surprises, designed to seize the initiative for the President.

Another break with the past will be a greater sense of bipartisan cooperation and consensus with Congress. While there are issues on which the President will continue to differ sharply with Congress (e.g. taxes, child care, and perhaps ethics), where we can achieve compromises, we should not be afraid to share the credit with Congress. In the past few weeks, the President-elect has developed good relations with Speaker Wright, which has led to a crack in the ice on the issue of enterprise zones.

IV. Objectives

Next, several objectives:

1. Stay on the offensive: maintain initiative and element of surprise.
2. Control agenda.
3. Demonstrate that the President is in charge and knows how to do the job.
4. Follow through with campaign promises.
5. Multiple wins spread over regular pattern.

While Congress vies for supremacy and control of the agenda, our objectives should be to stay on the offensive and to control the agenda ourselves. One way a new President can achieve control is to demonstrate that he is in charge and that he knows how to do the job. In 1981, the contrast between Presidents Carter and Reagan was stark: Time referred to Reagan as a "domestically able President." In 1989, we want to show President Bush as actively engaged in the Presidency, both its public face and the more private making of policy.

To the extent possible, we want to follow through with our campaign promises. A number of constituencies, both old and new, have pinned their hopes on us: supporters of education and the environment, pro-life activists, and others.

#### V. Strategy and Tactics

Finally, the strategy and tactics we will use:

1. Minimize intensity -- do not set up 1989 as a dramatic make or break year for the Bush Presidency.
2. Manage the process. Don't go for a long bomb when a running game will do.
3. Institutionalize the Bush approach of cooperation and consensus -- don't be afraid to share credit with Congress.
4. Build grassroots support for initiatives and neutralize critics.

Unlike in 1981, when President Reagan came into office with a clear agenda of budget cutting and tax cuts, we should not present 1989 as a make or break year for the Bush Presidency. While President Reagan was able to achieve his goal of cutting taxes, President Bush cannot achieve his goals of deficit reduction and no new taxes in one year -- he can merely begin the process. While dramatic initiatives can be valuable, they are not everything. A full-blown package on the environment may be less practical and politically worthwhile than the simple steps of holding a global environmental conference, achieving a compromise with Congress on acid rain, and stricter enforcement of Superfund cleanups.

These guidelines will serve to develop a strategy that is politically realistic, that will keep the President on the offensive, and will preserve flexibility for the President.



6-6-6

## VI. Plan

### A. The Need for a Universal Theme for the Inaugural and the Presidency

We need to begin to establish certain rhetorical themes and devices which we can use continually throughout the Administration. The actual words and phrases we develop will need to include such concepts as optimism, tight budgets, compassion, confidence, activism, and a strong America.

We do have a few good and familiar phrases which we should continue to use and build on: "Read my lips," "kinder, gentler," and a "thousand points of light." Some of these have even entered the popular culture, which is an encouraging sign.

One of our most important projects will be to refine these phrases and develop others into themes which we can polish and emphasize. We should consider using phrases or ideas such as the "quality of life," "empowerment," "personal independence," "reform," "kinder, gentler, better," and "communities."

This process will enable us to establish the principles which guide our proposals. This will enable us to measure the opposition's counter-proposals by our standards. Once these standards are established, we will also need to develop a short rebuttal to the opposition -- the Bush equivalent of Reagan's famous line "There you go again."

### B. Early Actions

As part of the planning process, we have set up a block calendar with possible actions for the rest of the transition period and the early months of the Administration. This section of the memo will outline some suggested early actions for the President-elect to consider.

We have made a conscious decision to load as much as possible into the package that President Bush will present in his speech to a joint session of Congress on February 9. We want to make this as hefty as possible. However, there are a few areas we should consider for early action, as well as inclusion in the later speech.

On January 16, the Martin Luther King, Jr, Federal Holiday, it would be appropriate for the President-elect to take some action to commemorate Dr. King. For instance, he could attend a church service or other function in the Washington area. This year, incidentally, marks the 60th anniversary of Dr. King's birth.

7-7-7

For the first days of the Bush Administration, two possible areas for early action are the homeless and government ethics. We suggest that the week beginning January 22 should focus on the theme of ethics, values, and public service.

The President-elect should consider holding an early event dealing with the issue of homelessness, to be followed up with recommendations for action during the speech on February 9.

Similarly, in the area of government ethics, the President-elect could consider an Executive Order, Presidential Memorandum, or Office of Government Ethics directive on the subject, for instance abolishing the "compartmentalization" of the White House or prohibit the highest-level employees from lobbying anywhere or working for foreign government while President Bush remains in office. During the early days, the President should also consider events relating to the ethics theme such as meeting with Inspectors General of the Executive Departments and the Office of Government Ethics.

There is one other acting-forcing event in the first days of the Administration. Monday, January 23, is National Right to Life Day, when the annual March for Life will be held. The President-elect could mark this event by speaking on a hookup to the marchers in Lafayette Park or attending a church service.

In addition, during the early days, we should plan that the President will spend a considerable amount of time on the budget, in particular reviewing the Reagan FY90 budget to see what revisions he would like to make.

### C. Issues for 1989

We have proposed five big themes for 1989, all of which we expect to discuss in the speech on February 9:

1. Managing Government Well, including budget reform and the line-item veto, enhanced rescission authority, Pentagon reform, ethics, public service, and deficit reduction. There will also be a special effort to raise morale in the Civil Service.
2. Investing in Our Future, a theme with two parts:  
Investing:  
Part A -- Competitiveness and economic growth  
Part B -- Children, education, the quality of life.  
Make America #1 in education by 2000.

#### The Future:

Part A -- The economic future, including encouraging long-term investment to build a bright economic future.



8-8-8

(Part of this section could include an initiative on leveraged buyouts and reducing the capital gains tax rate. We feel this proposal will be revenue positive.)  
Part B -- The future quality of life, including the fighting drugs and the environment. Perhaps the most important aspect of this initiative will seek to marry economic development and environmental protection.

3. Renewing and Strengthening Values, including a focus on the renewal of American institutions, ethics, and adoption. Education will also come into play here.
4. A Kinder, Gentler Nation, including homelessness, YES/Thousand Points of Light, child care, AIDS, Medicaid, and a general concern with the quality of life.
5. A foreign policy theme, such as "Leadership for Peace and Freedom," a "Second American Century," and building a bipartisan foreign policy.

We have tentatively planned a speech to a joint session of Congress for February 9. This speech should, as is the tradition in the State of the Union address, discuss a wide range of both domestic and foreign policy issues. Important constituency groups would feel slighted if their concerns are not at least discussed by the President; for instance, we risk alienating our police and law-enforcement supporters if the President does not at least mention the issue of crime.

Ethics would be a useful point for the joint session to Congress in addition to being the focus of an early Presidential action. The President-elect did promise to send an ethics bill to Congress early in the Administration.

The leveraged buyouts/capital gains initiative would seek to broaden the coalition in favor of cutting the capital gains tax rate and seize the initiative on reform of leveraged buyouts by combining capital gains tax rate reduction with eliminating the double taxation of corporate dividends and eliminating the deductibility of corporate interest payments. The proposal would thus be revenue positive.

We do feel that the President-elect should address AIDS during the speech to the joint session of Congress, if not (however briefly) in the Inaugural. President Reagan was much criticized for his apparent unwillingness even to discuss the disease.

The week immediately preceding the speech we plan to use as a time of building up to the speech. The ten days following the speech we propose to follow up the speech and then focus on the broad issue of the budget and economic growth.

#### D. After the Speech

A Presidential visit to Japan is scheduled for the Showa Emperor's funeral on February 24. We propose to use the days surrounding this visit to focus on the theme of international diplomacy, showing the President as an international statesman. On his return from Japan, the President could possibly make a stop in Alaska to highlight the environment theme.

Further, during the early months of the Administration, the President should consider visiting schools frequently, to show his real concern for improving American education.

Broadly, we suggest the following generalized calendar:

- o January and early February: Focus on the new President in the "ritual of renewal."
- o February: Concentrate on homelessness and ethics
- o March: Focus on education, the environment, and drugs, with child care and the YES program as possible additions.
- o April: Address three aspects of defense reform--procurement reform, force structure, and reduction (e.g., in the OSD).
- o Mid-April until mid-July: During this period bracketed by the NATO summit in Europe and the Economic Summit in France, we will be looking to foreign policy-related events to give us a boost.

On a more detailed level, we have tentatively scheduled themes for each week of March and April. Each week should focus attention on a particular concern of the President-elect:

- o March 5-11: Anti-Drug Week.
- o March 12-18: Invest in Our Children Week.
- o March 19-25: Global Health Week, focusing on peace and the environment.
- o March 26-April 1: Defense Reform Week.



10-10-10

- o April 2-April 8: Foreign Policy Week. Foreign policy is expected to be a focus in April, because of such events as the 40th anniversary of NATO, which occurs on April 4 this week.
- o April 9-April 15: Build-up for National Volunteers Week.
- o April 16-April 22: Foreign Policy Week again -- this is the estimated date of the NATO Summit.

Besides the major issues covered in the February speech to Congress, we have identified other areas for possible action:

- o Adoption/Fetal tissue research: The President should consider signing an order continuing the existing ban on research on fetal tissue obtained from abortions and/or announcing an initiative to promote adoption.
- o A science/technology initiative, such as announcing that America will not lose the race to develop high-definition television.
- o Increase investment for savings/growth jobs, including cutting the capital gains tax rate and focusing on vocational education.
- o Crime/reform the Federal furlough program.
- o FSLIC.
- o Central America/Western Hemisphere initiative, including planning for the hemispheric drug conference.
- o Invest in our Children, focusing on the maternal and child health provisions of the package announced during the campaign.
- o Defense procurement reform.
- o Cleanup of Federal nuclear weapons facilities, including a possible supplement to the FY90 budget.
- o Chemical weapons, following the chemical weapons conference in France and Soviet unilateral action on chemical weapons.
- o Study Medicaid buy-in.
- o Nisei indemnification, doubling from \$20 million to \$40 million the amount that can be spent this year on reparations to Japanese-Americans interned in World War II.

11-11-11

- o An initiative on the disabled.
- o An initiative on the "Labor Force of the 90s," with Vice President Quayle.

#



MR. SPEAKER, MR. SENATE PRESIDENT, HONORABLE MEMBERS OF THE GENERAL COURT:

THANK YOU FOR THE OPPORTUNITY TO ADDRESS YOU ONCE AGAIN FROM THIS ROSTRUM IN WHAT HAS COME TO BE A NEW HAMPSHIRE TRADITION OF EXECUTIVE TRANSITION.

APPROXIMATELY SIX YEARS AGO, ON A SNOWY DAY, I STOOD IN THESE CHAMBERS AND ENJOYED THE HONOR AND PRIVILEGE OF BEING SWORN IN AS GOVERNOR OF THIS GREAT STATE. SINCE THEN, THESE PAST SIX YEARS HAVE BEEN THE MOST GRATIFYING, MOST SATISFYING YEARS OF MY LIFE AND I THANK THE CITIZENS OF NEW HAMPSHIRE FOR THE PRIVILEGE OF THOSE THREE TERMS OF SERVICE.

TO YOU, THE HOUSE AND SENATE, AND TO EACH OF YOU INDIVIDUALLY, I EXTEND MY THANKS AND APPRECIATION FOR THE COOPERATION AND SUPPORT WHICH ALLOWED US TO BE SO SUCCESSFUL AS A STATE.

TOGETHER WE CAN LOOK BACK WITH PRIDE AT OUR SUCCESSES IN DEALING WITH THE NEEDS OF OUR CITIZENS. THOSE SUCCESSES REFLECT THE QUALITY OF PLANNING, THE GIVE AND TAKE OF IDEAS GENERATED BY WORKING TOGETHER, AND THE ENORMOUS EFFORT THAT PRODUCED THE POLICIES, LEGISLATION, AND BUDGETS THAT SERVED US WELL.

THE COOPERATION, SUPPORT, AND LEADERSHIP PROVIDED BY SPEAKER SCAMMAN AND SENATE PRESIDENT BARTLETT AND THEIR PREDECESSORS SPEAKER TUCKER AND SENATE PRESIDENT ROY HELPED MAKE THE DIFFERENCE.

YOU ALL ARE AWARE AND I HOPE EQUALLY PROUD OF THE ACHIEVEMENTS OF THOSE YEARS. IN THAT PERIOD WE HAVE REBUILT ALL OUR INSTITUTIONAL FACILITIES AND SERVICES, EXPANDED OUR SUPPORT AND COMMITMENT TO EDUCATION, AND DEVELOPED STATE-OF-THE-ART MODERN PROGRAMS TO DEAL WITH CRITICAL AREAS OF HEALTH, EDUCATION, AND SOCIAL SERVICES.

OUR EFFORTS HAVE ALSO TARGETED OUR NEEDS FOR THE FUTURE: OUR TEN YEAR

HIGHWAY PLAN, OUR LAND TRUST, OUR SUPPORT FOR WATER AND SEWER SYSTEMS AND OF COURSE, OUR INSTITUTIONALIZING OF AN EFFECTIVE, RESPONSIVE SYSTEM FOR FISCAL MANAGEMENT.

WE HAVE MET OUR RESPONSIBILITIES BY CONVERTING THE DEFICIT OF SIX YEARS AGO TO A CONTINUITY OF SURPLUSES. AND YET WE REALIZE THAT TO CONTINUE THAT MEASURE OF SUCCESS REQUIRES A CONSTANT EFFORT AND DISCIPLINE. THE CURRENT MARGIN PROJECTED TO THE END OF FISCAL YEAR 1989 IS A BIT OVER \$10 MILLION DOLLARS. TO MAINTAIN ANY POSITIVE MARGIN WE MUST CONTINUE TO BE VIGILANT AND PRUDENT IN THE OPERATION OF GOVERNMENT.

I AM CERTAIN YOU AS A LEGISLATIVE BODY AND MY FINE SUCCESSOR WILL CONTINUE THAT DEDICATION AND FOCUS. WITH THAT HELP AND GUIDANCE OUR DEPARTMENTS AND AGENCIES CAN WORK THROUGH THE LAST HALF YEAR OF THIS BIENNIUM WITH THE DAY-TO-DAY DISCIPLINE NECESSARY TO MAINTAIN OUR FISCAL INTEGRITY.

CERTAINLY THE EFFECTIVE COOPERATION BETWEEN OUR EXECUTIVE BRANCH, INCLUDING THE COUNCIL, AND THE LEGISLATIVE BRANCH WERE SIGNIFICANT REASONS FOR ALL THESE ACHIEVEMENTS. BUT TRULY LITTLE COULD BE ACCOMPLISHED WITHOUT THE SUPPORT OF NEW HAMPSHIRE'S GREATEST ASSET, THE CITIZENS OF OUR STATE THEIR CHARACTER AND SPIRIT PROVIDE THE SOCIAL AND POLITICAL ENVIRONMENT WHICH MAKES NEW HAMPSHIRE SO UNIQUE.

IT IS THEIR CHARACTER AND SPIRIT THAT HAS PRODUCED OUR GREAT HISTORY AND OUR ENVIABLE TRADITIONS.

IT IS OUR CITIZENS WHO HAVE ESTABLISHED THE ENVIRONMENT AND STRUCTURE WHICH ALLOWS US TO GOVERN MORE EFFICIENTLY AND EFFECTIVELY. THEIR INDEPENDENCE, STRENGTH, AND SENSE OF UNITY DEFINE THAT WONDERFUL RELATIONSHIP AMONG OUR CITIZENS, OUR COMMUNITIES AND STATE GOVERNMENT.

AS YOU CONSIDER THE LEGISLATIVE INITIATIVES THAT ALLOW US TO MEET OUR EVER-CHANGING NEEDS AND RESPONSIBILITIES THERE ARE SOME BEDROCK NEW HAMPSHIRE PRINCIPLES AND AXIOMS WHICH ECHO IN YOUR DEBATES:



LOCAL CONTROLS

NO SALES TAX OR INCOME TAX...THE PLEDGE

CITIZEN LEGISLATURE

LOCAL SUPPORT...LOCAL BOARDS

PUBLIC-PRIVATE PARTNERSHIPS

VOLUNTEERISM

CONTRARY TO THE SELF-STYLED EXPERTS WHO DO NOT UNDERSTAND JUST HOW THIS CHEMISTRY WORKS, AND WHO YEARN TO CHANGE THIS MOST EFFECTIVE SYSTEM, THESE PRINCIPLES ARE THE BASIC "STUFF" OF WHICH OUR UNIQUE SUCCESS IS MADE.

IT IS AMAZING WHAT SWEET RHETORIC COMES FORTH ARGUING TO CHANGE OR WEAKEN ONE OR ANOTHER OF THESE BASIC TENETS. WITHOUT FAIL THOSE MIS-DIRECTED ARGUMENTS MASK A LONG TERM EROSION OF THE STRUCTURE BEHIND THE TEMPTING, TANTILIZING GRATIFICATION OF SHORT TERM POLITICAL GAIN.

SO FAR, WE HAVE RESISTED.

SO FAR, WE HAVE PERSERVERED WHERE OTHER STATES, TO THEIR REGRET, HAVE YIELDED.

IF I MAY, THEREFORE, LEAVE YOU WITH ONE ADMONITION DISTILLED FROM THE EXPERIENCE OF THESE SIX WONDERFUL YEARS: STAND FIRM. OUR NEW HAMPSHIRE TRADITIONALISM IS A MARVELOUS BLEND AND PATTERN FOR RESPONSIVE GOVERNMENT. DO NOT LET IT FRAY, FOR ONCE UNRAVELLED, IT IS VIRTUALLY IMPOSSIBLE TO REWEAVE THAT WONDEROUS FABRIC.

THESE SIX YEARS HAVE TRULY BEEN THE MOST REWARDING UNDERTAKING I HAVE EVER HAD THE PRIVILEGE TO EXPERIENCE. THE OPPORTUNITY TO SERVE COUPLED WITH THE SATISFACTION OF ACHIEVEMENT IS A GREAT REWARD INDEED AND AGAIN I THANK YOU ALL FOR THAT PRIVILEGE AND YOUR HELP.

I WOULD, HOWEVER, BE REMISS IF I DID NOT ACKNOWLEDGE AND EXPRESS MY APPRECIATION FOR THE MARVELOUS OPPORTUNITIES AND MEMORIES WHICH TAKEN TOGETHER HAVE BEEN AMONG THE GREAT DIVIDENDS WHICH COME WITH SERVICE AS

GOVERNOR. THE REGULAR, DAILY TRAVELS AROUND THE STATE THAT ARE AMONG THE NICEST OF RESPONSIBILITIES OF THE OFFICE HAVE PROVIDED A SCRAPBOOK OF MEMORIES WHICH FRAME MY TENURE AS GOVERNOR.

BUT EVEN MORE, THOSE MEMORIES ARE A CONTINUING REMINDER OF OUR PRIDE IN NEW HAMPSHIRE AND ALL THAT IS RIGHT.

NO MATTER WHERE I GO OR WHAT MAY COME NEXT, VIRTUALLY NOTHING CAN EVER MATCH THE GREAT VIEW AND FEELING WHICH COMES FROM STANDING ON THE BROW OF THE OLD MAN OF THE MOUNTAIN IN FRANCONIA NOTCH.

OR THE TINGLE THAT COMES WHEN SKIES CLEAR UP AND MOUNT WASHINGTON FRAMES THE PICTURE POSTCARD VISTA IN BRETTON WOODS.

OR THE AWE OF NATURE'S MIGHT THAT FOLLOWS IN THE WINDS OF STORM ALONG OUR SHORT BUT PRECIOUS SEACOAST.

OR THE RECURRING SENSE OF HISTORY AND TRADITION I FELT IN MEETING WITH VOLUNTEERS ON THE WELL-KEPT GREENS AND SQUARES OF OUR CITIES AND TOWNS.

OR THE AMAZING CONTRAST OF SUMMER'S CLEAN BLUE WATERS AND WINTER'S FIRM EXPANSE OF ICE THAT MARK THE YEAR ROUND WONDER OF OUR LAKES AND RIVERS.

OR THE SENSE OF OPPORTUNITY SEEN AND OPPORTUNITY TAKEN WHILE WALKING THROUGH THE NASH STREAM ACREAGE OR OUR WONDERFUL PARKS.

OR THE SENSE OF CONTINUITY AND TRADITION THAT GOES WITH SERVICE IN THE GREAT CONCORD STATEHOUSE.

BEING GOVERNOR OF NEW HAMPSHIRE IS ALL THOSE AND MORE.

TOGETHER THEY FRAME THE WORK AND THE JOY OF MY YEARS IN THE CORNER OFFICE. TOGETHER THEY DEFINE WHY WE ALL ACCEPT OUR CHALLENGE TO SERVE THE STATE.

AND, OF COURSE, TOGETHER THEY MAKE IT CLEAR THAT NEW HAMPSHIRE IS THE GREATEST PLACE TO LIVE, AND RAISE A FAMILY, AND WORK.

FINALLY, I HAVE A CONFESSION TO MAKE...NOT ONLY WILL I MISS NEW



HAMPSHIRE, I WILL ALSO MISS YOU...ALL 424 OF YOU. I KNOW I WILL BE WORKING NOW WITH ANOTHER LARGE LEGISLATURE IN ANOTHER CITY, BUT I AM SURE THAT OUR EFFORTS HERE TOGETHER, WILL HELP ME IN THAT JOB AS WELL. YOU ALL, IN FACT, HAVE MADE ME THE PUSSYCAT THAT I AM.

NANCY AND I AND ALL OUR CHILDREN ARE GRATEFUL FOR THE PRIVILEGE YOU HAVE GIVEN US THESE PAST SIX YEARS. WE LOOK AHEAD TO THE CHALLENGE OF THE NEXT FEW YEARS WITH MIXED EMOTIONS, BUT THE CLEAREST OF OUR VISIONS IS THAT NEW HAMPSHIRE IS OUR HOME AND ALWAYS WILL BE.

TO ALL OF YOU, FROM THE BOTTOM OF OUR HEARTS.

GOD SPEED AND, OF COURSE, THANK YOU NEW HAMPSHIRE.

## SECTION IV

## Historical Perspective

History clearly shows how important the first days of any administration are. In every administration since Roosevelt when there has been a regular transfer of power through the election process, the pattern of presidential behavior is established in those first few days when the administration is seeking to exert its control over the government.

The initial actions of the presidency are important because of three principles:

- The first few days of any administration create lasting impressions about the man in the Oval Office.
- The central thrust of the presidency will be defined during the early period.
- As the administration seeks to establish control of the government, it is extremely vulnerable to making big mistakes.

The fact that early impressions are lasting impressions is no surprise to anyone, but in being self-evident we cannot afford to overlook or underestimate the principle's importance. The principal impression desired about the new man in the Oval Office is that a steady, resolute hand is now controlling the ship of state, and that he is presiding over a more orderly governmental process than has been the case in the past.

The central thrust of the new administration will communicate to America what the President thinks is salient and pressing. It will define where the focus of presidential activity will be, and hence the national issue agenda the President intends to pursue. The public



will test the content of the President's agenda against their own sense of national priorities. The degree of early congruence will lengthen the President's opportunity to change public policy in this country.

It is impossible to think about the beginning of new administrations without being deeply concerned about the dangers involved in assuming office. Crises, domestic and foreign, are not respectors of new presidents. The decision time, issue complexity, and novelty of many issues can increase dramatically the possibility of an error -- in judgment and policy selection. Tensions currently in the world are real and foreboding, and the new administration should trust the record of history which cautions every new President to guard against the foolish big error, e.g. Kennedy's Bay of Pigs, or Carter's energy fiasco, that may be unwittingly made in the first few weeks.

There are commonalities across the first hundred days of the different administrations that are worth noting.

#### Presidential Travel

- . With the exception of Nixon's trip to Europe, presidents have not made trips overseas.
- . In lieu of foreign travel by the President, it has been customary for the Vice President or the Secretary of State to undertake an early foreign visit.
- . Also the amount of domestic travel of the President is somewhat limited during the initial period.

#### Speeches, Press Conferences and Statements

- . State of the Union addresses were given by two presidents -- Eisenhower and Kennedy -- while Roosevelt called an extraordinary session of Congress the day after inauguration. Nixon and Carter did not give State of the Union addresses.

- Eisenhower gave ten radio speeches to the country and set the most active pace in this regard even though two of Roosevelt's famous fireside chats were given within the first one hundred days. Kennedy and Nixon did not give addresses in this fashion. Carter's twist was to give two television addresses and one call-in radio program where he answered questions.
- The general pattern is for presidents to address selected groups on an average of once every two weeks.
- The trend associated with press conferences was to hold them every two to three weeks with the first one coming in the second week or so of the new administration. (President Roosevelt was a marked exception to the pattern because he averaged one press conference every five days.)

#### Important Symbolic Gestures

- Presidents have frequently used the first hundred days to make a symbolic outreach gesture that they wanted incorporated in the central theme and image of the new administration. This was particularly true of John F. Kennedy whose gestures included: Food for Peace, the Alliance for Progress, Frost's role in the inauguration and the Youth Fitness Council. These are style, tone and policy setting gestures which differentiate the focus of the new presidency from its predecessors.
- Other examples include Roosevelt's Good Neighbor Policy, Nixon's European and 14th Street corridor visits, and Carter's letter to Soviet dissidents and financial disclosures for Cabinet officers.

#### Meetings

- Cabinet meetings vary depending on the degree of reliance on them to govern. The pattern has been to hold them about once a week. The two exceptions have been Roosevelt who held them twice a week and Kennedy who only held one of them in the first hundred days.
- Meetings with Congressional leaders has generally averaged once a week. Kennedy and FDR did, however, hold these consultations more frequently.



- There has been at least one event with the President's own political party.
- Presidents have taken the opportunity to visit the departments; Nixon visited thirteen of them and Carter went to eight.

#### Vacations

- None of the presidents surveyed have taken vacations in the first hundred days.

SECTION V  
Tentative Schedule  
(January 15, 1981)

Week I (January 19-25)

- . Emphasis on new leadership, new hope.
- . Decisive break with the Carter past.
- . Set general directions for future.

Monday, January 19

- A.M. - Economic policy meetings
- P.M. - Unannounced visits to memorials, crowd mixing  
(Jefferson, Lincoln, Kennedy)

Tuesday, January 20

- Church service
- Inaugural ceremonies
- Submit Cabinet nominations to Senate
- Parade (selected visitors to RR box)
- Telephone calls to VIPs
- Balls

Wednesday, January 21

- A.M. - Calls to selected foreign leaders
- White House swearing in, East Room
- Cabinet meeting, Cabinet Room
- Series of executive actions clearing decks on past:
  - Hiring freeze
  - Withdrawal of pending Carter nominations
  - Acceptance of resignations, top Carter appointees
  - Suspension of selected pending regulations
- Lunch - Vice President
- P.M. - First NSC meeting
- Dispatch delegation to El Salvador
- Cabinet swearing in, East Room
- Evening - Inaugural receptions at White House



Thursday, January 22

- A.M.     - Cabinet meeting  
           - Series of executive actions setting RR direction:
- Directive to department and agency heads on cutting back on fraud, inefficiency, waste
  - Directive cutting back travel, consulting in government
  - Directive ordering cabinet, agency heads to restrain growth of regulations
- Lunch     - White House staff mess
- P.M.     - Tour, White House operating units  
           - Continue work on economic program

Friday, January 23

- A.M.     - Breakfast with GOP leadership (followed by leadership press conference)  
           - Cabinet meeting  
           - First Congressional message: Seek extension of reorganization authority  
           - Abolish COWPS
- P.M.     - Visits by selected foreign ambassadors  
           - Meeting with Right-to-Life leaders
- Evening   - Dinner with Tip O'Neill

Saturday, January 24

- A.M.     - Cabinet meeting  
           - Press conference by Reagan, Stockman  
           - Quiet RR telephone call re: hot water
- P.M.     - Human interest event in D.C.

Sunday, January 25

- A.M.     - Church service, D.C.
- P.M.     - Super Bowl (invite in top Congressional leaders from both parties, other friends to watch on big screen in Family theatre)

Week II (January 26 - February 1)

- . Telling country of hard realities
- . Begin building support among key constituencies

Monday, January 26

- A.M.        - Meet with joint chiefs at Pentagon  
               - Publicly reaffirm new directions in defense
- Lunch        - At CIA
- P.M.        - NSC meeting  
               - Hostage policy announced  
               - Call wives of selected hostages
- Evening     - Entertain governors, mayors

Tuesday, January 27

- A.M.        - Meet with governors and mayors  
               - Publicly reaffirm intention to return power to state, local government, need to make programs more efficient
- Lunch        - Chairman, Federal Reserve
- P.M.        - Meet with 6 to 12 outside economists on country's economic ills (selected ones should meet with press afterward)  
               - Begin meetings with other outside constituencies
- Evening     - Diplomatic reception

Wednesday, January 28

- A.M.        - Joint leadership meeting on economy  
               - Announce firing of Inspector Generals, determination to appoint a new group  
               - Announce appointment of tough-minded GSA head, direct the cleaning up of fraud, waste  
               - Rest of day free to work on speech

Thursday, January 29

- Evening     - Television address to the nation, Oval Office  
                   (The Road We're On)



Friday, January 30

- A.M.     - Breakfast with key Congressional leaders  
              (they hold press conference afterward)  
              - Cabinet meeting
- Lunch     - Vice President

Saturday, January 31

- Fords to White House for dinner (economic discussion, enlist his support for a full court press)

Sunday, February 1

- Church with Fords

Week III (February 2-8)

- . Presentation of economic package
- . Accelerate efforts to build public support

Monday, February 2

- A.M.       - Cabinet meeting
- Rest of day, meetings with selected interest groups (E. Dole)

Tuesday, February 3

- A.M.       - GOP leadership meeting
- Announce a key decision (Chrysler, Oil Decontrol, Grain Embargo)
- P.M.       - Meet with key selected groups (E. Dole)

Wednesday, February 4

- A.M.       - Brief cabinet meeting
- Evening    - Joint Session of Congress (The Road We Must Take)

Thursday, February 5

- A.M.       - Joint leadership breakfast on the Hill
- P.M.       - Meetings with key interest groups (supporters)

Friday, February 6

- RR birthday celebration
- Congress leaves for recess

## Other Early Events

### Week IV (February 9-15)

. Press Conference

. First Trip

- Two days pumping economic program
- One day visit with Trudeau in Canada
- Washington birthday weekend in California

February 16 - Full economic package to the Hill

February 12 - King Carlos of Spain

February 25-27 - Margaret Thatcher visit

Late February-  
Early March - National Conservative meeting  
(annual affair attended by RR; this  
year's date uncertain)

April 15 - Report of Select Committee on Immigration  
and Refugees Policy (Father Hesburgh)

April 30-  
May 5 - Visit of Prince Charles

### Other Events to be Considered

Early White House lunch with Bill Buckley, other key conservatives.

Dinner with Washington "Gray Beards" (Bryce Harlow, Clark Clifford, etc.)

Meet with freshmen Senators and Congressmen (individual photos).

Visit to RNC when new chairman elected (late January).

Meeting with senior executive service (SES).

Visit to FBI.

Visits to selected departments.



Major unveiling of private enterprise zone initiative.

TV address to foreign nations (ICA release).

Key Decisions for Early Days

Economic Package.

Chrysler.

Oil and natural gas decontrol/Synfuels.

Hostages.

SALT posture.

Grain embargo.

New directions in Middle East.

## Constitutional Responsibilities

|                        | Roosevelt                                                           | Eisenhower                                                                                                                                                                         | Kennedy                                                                                         | Nixon                                                                                               | Carter                                                                                                                      |
|------------------------|---------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| Commander in Chief     |                                                                     | <ul style="list-style-type: none"> <li>• Korean War</li> <li>• 1/23 App't. Gen M. Taylor U.S. Commander in Korea</li> <li>• 2/2 Orders naval blockade of Formosa lifted</li> </ul> | <ul style="list-style-type: none"> <li>• Bay of Pigs</li> </ul>                                 | <ul style="list-style-type: none"> <li>• Viet Nam War</li> <li>• Ordered Cambodia bombed</li> </ul> |                                                                                                                             |
| Reprieves Granted      |                                                                     | <ul style="list-style-type: none"> <li>• Refused to pardon Rosenbergs</li> </ul>                                                                                                   |                                                                                                 |                                                                                                     | <ul style="list-style-type: none"> <li>• Pardoned Viet Nam draft evaders</li> <li>• Commuted G. Liddy's sentence</li> </ul> |
| State of Union Address | <ul style="list-style-type: none"> <li>• Did not deliver</li> </ul> | <ul style="list-style-type: none"> <li>• Delivered 2/2</li> </ul>                                                                                                                  | <ul style="list-style-type: none"> <li>• Delivered 1/30</li> </ul>                              | <ul style="list-style-type: none"> <li>• Declined to deliver</li> </ul>                             | <ul style="list-style-type: none"> <li>• Did not deliver</li> </ul>                                                         |
| Convening Congress*    | <ul style="list-style-type: none"> <li>• On 3/5</li> </ul>          |                                                                                                                                                                                    |                                                                                                 |                                                                                                     |                                                                                                                             |
| Treaties               |                                                                     |                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>• 2/16 Mutual Defense Agreement w/West Indies</li> </ul> | <ul style="list-style-type: none"> <li>• 3/13 Nuclear Non-Proliferation Treaty ratified</li> </ul>  | <ul style="list-style-type: none"> <li>• Proposed three minor treaties</li> </ul>                                           |

\*Convening Congress in Extraordinary Session



## Foreign Affairs

|                   | Roosevelt                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Eisenhower                                                                                                                                                                                                                                                                         | Kennedy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Nixon                                                                                                                                                                                                                                    | Carter                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Foreign Heads     | <ul style="list-style-type: none"> <li>3/17 Amb. Lindsay of Great Britain</li> <li>3/17 Amb. Claudel fr France &amp; Amb. von Prittwitz fr Germany</li> <li>4/21 MacDonald fr Great Britain</li> <li>4/25 Bennett fr Canada &amp; Herriot fr France</li> <li>5/6 Jung fr France</li> <li>5/12 Schacht fr Germany</li> <li>5/16 Amb. Lindsay of Great Britain</li> <li>5/18 Soong fr China</li> <li>5/25 Assis fr Brazil</li> <li>5/26 Viscount Ishii fr Japan</li> <li>6/3 Torres fr Chili</li> </ul> | <ul style="list-style-type: none"> <li>3/3 Faisal from Saudi Arabia</li> <li>3/5 Eden &amp; Butler fr Great Britain</li> <li>3/10 Luns, Dutch For Minister</li> <li>3/20 Mayor Ernst Reuter of W. Berlin</li> <li>3/26 Mayer fr France</li> <li>4/7 Adenauer fr Germany</li> </ul> | <ul style="list-style-type: none"> <li>2/14 Prime Min. from Denmark</li> <li>2/17 Adenauer fr Germany</li> <li>2/20 Diefenbaker fr Canada</li> <li>2/21 Sec Gen of NATO</li> <li>2/24 Prime Min. fr Australia</li> <li>3/3 Prime Min. fr New Zealand</li> <li>3/7 Pakistan Finance Minister</li> <li>3/8 Nkrumah fr Ghana</li> <li>3/26 MacMillan fr Gr Br (Key West)</li> <li>3/27 Gromiko fr USSR (on Laos)</li> <li>4/4 MacMillan fr Gr Br (HM)</li> <li>4/20 Prime Min of Greece</li> <li>4/24 Sukarno fr Indonesia</li> </ul> | <ul style="list-style-type: none"> <li>3/5 Pres. Emilio Devlin Zinsou of Dahomey</li> <li>3/24-25 Trudeau fr Canada</li> <li>4/1 Met w/all for heads-of-state who attended Ike's funeral in DC</li> <li>4/8 Hussein of Jordan</li> </ul> | <ul style="list-style-type: none"> <li>2/14 Portillo fr Mexico</li> <li>2/21 Trudeau fr Canada</li> <li>3/2 Bongo fr Gabon</li> <li>3/7 Rabin fr Israel</li> <li>3/8 Brandt fr Ger Soc Demo</li> <li>3/9 Pak Tong Chin fr Korea</li> <li>3/10 Callahan fr Gr Br</li> <li>3/14 Kreisky fr Australia</li> <li>3/14 Gensche fr Germany</li> <li>3/16 For Min fr Ireland</li> <li>3/21 Fukuda Japan</li> <li>4/25 Hussein fr Jordan</li> <li>4/49 Gonzales Pres of Spain</li> </ul> |
| Overseas Missions | <ul style="list-style-type: none"> <li>3/10 Mull &amp; Davis to Geneva Disarmament Conference</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>2/9 Dulles &amp; Stassen fact-finding mission to W Europe</li> <li>4/12 Milton Eisenhower fact-finding to L.A.</li> </ul>                                                                                                                   | <ul style="list-style-type: none"> <li>2/8 Food-for-Peace Personnel to L.A.</li> <li>2/16 Rush to SEATO</li> <li>2/28 Harriman to Europe</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>1/30 Col. Frank Borman good will to Europe</li> <li>2/17 Rockefeller good will to L.A.</li> </ul>                                                                                                 | <ul style="list-style-type: none"> <li>1/23-2/2 Mondale to W. Europe &amp; Japan</li> <li>2/1-2/10 Young to Tanzania Nigeria</li> <li>2/3 Clifford to Turkey, Cyprus</li> <li>3/25-4/1 Vance to USSR</li> </ul>                                                                                                                                                                                                                                                                 |
| Foreign Travel    | <ul style="list-style-type: none"> <li>None</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>None (but went to Korea before Inau)</li> </ul>                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>None</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>2/23-3/7 Brussels, Gr Br, Italy, Ger, France</li> </ul>                                                                                                                                           | <ul style="list-style-type: none"> <li>None</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                          |

## Domestic Affairs - Meetings with Various Groups

|                               | Roosevelt                                                                                                                  | Eisenhower                                                                                                                     | Kennedy                                                                                                                                                               | Nixon                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Carter                                                                                                                                                                                                                                                  |
|-------------------------------|----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Agencies and Depts.           | • N/A                                                                                                                      | • N/A                                                                                                                          | • N/A                                                                                                                                                                 | <ul style="list-style-type: none"> <li>• 1/29 State Dept employees</li> <li>• 1/30 Justice</li> <li>• 1/31 Top officials at Defense</li> <li>• 2/3 top offs. HUD</li> <li>• 2/3 Agriculture</li> <li>• 2/4 top offs. of Labor</li> <li>• 2/6 Post Office employees</li> <li>• 2/7 top offs. Transportation</li> <li>• 2/7 Commerce</li> <li>• 2/11 Trans. empls.</li> <li>• 2/14 HUD empls.</li> <li>• 2/14 top offs. Treasury</li> <li>• 2/19 Interior employees</li> <li>• 3/7 top offs CIA</li> </ul> | <ul style="list-style-type: none"> <li>• 2/9 Q &amp; A w/ Commerce &amp; L employees</li> <li>• 2/10 Treasury and HUD emplys.</li> <li>• 2/16 HEW &amp; E Employees</li> <li>• 2/18 Briefing at Interior</li> <li>• 3/1 Q &amp; A at Defense</li> </ul> |
| Special Interests             | <ul style="list-style-type: none"> <li>• 3/27 United Auto Workers</li> <li>• 5/4 Banking &amp; Currency leaders</li> </ul> | <ul style="list-style-type: none"> <li>• 3/23 Jewish leaders</li> <li>• met w/Sec Gen of World Veterans Association</li> </ul> | <ul style="list-style-type: none"> <li>• 2/2 Baptist World Alliance</li> <li>• 2/9 Intn'l Christian Leadership</li> <li>• 2/13 Nat'l Industrial Conf Board</li> </ul> | <ul style="list-style-type: none"> <li>• 2/7 Wilkins of NAACP</li> <li>• 2/17 Urban Affairs Council</li> <li>• 4/17 League of Women Voters</li> </ul>                                                                                                                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>• 3/10 Ad Hoc Coalition of Women</li> <li>• 3/20 Nat'l Women's Pol Caucus</li> <li>• Labor Leader 6 times</li> <li>• Black leader twice</li> <li>• Hispanic leaders twice</li> </ul>                             |
| Former Pres. and Pres. Cands. | • N/A                                                                                                                      | <ul style="list-style-type: none"> <li>• Met w/Truman</li> <li>• 2/17 Met w/ Stevenson</li> </ul>                              | <ul style="list-style-type: none"> <li>• 4/20 met w/Nixon</li> <li>• 4/22 met w/ike</li> <li>• 4/28 met w/Moover (all re Bay of Pigs)</li> </ul>                      | <ul style="list-style-type: none"> <li>• 2/22 met w/ike</li> <li>• 3/21 met w/Truman</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>• 3/24 met w/Ford</li> </ul>                                                                                                                                                                                     |

## Domestic Affairs - Meetings with Various Groups

|                  | Roosevelt                                                                  | Eisenhower                                            | Kennedy                                                                                                                     | Nixon                                                                                             | Carter                                                                                                              |
|------------------|----------------------------------------------------------------------------|-------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| Cabinet          | • Every Tues & Friday (usually)                                            | • Total of 14 Cabinet Mtgs                            | • One, on 1/26 (Preference for indiv. mtgs w/ Cab members; on 4/11 says "Cab mtgs waste of time"                            | • Usually once a week                                                                             | • Usually once a week                                                                                               |
| Congress Leaders | • Frequently & consistently, formally & informally (about 3 times a month) | • Joint about 9 mtgs                                  | • Joint once Demo Cong twice                                                                                                | • Avg 1 time/week w/Rep Cong ldrs<br>• Ford & Dirksen 5 times                                     | • Joint once Demo Cong 6 times<br>• Frequent indiv mtgs w/Senators and Members                                      |
| Supreme Court    | • Entertained 3/15                                                         | • Not during 1st 100 days (entertained Nov 10)        | • N/A                                                                                                                       | • Entertained 4/24                                                                                | • Entertained 2/8                                                                                                   |
| Governors        | • 7/6 Gov Conf at White House                                              | • 4/11 letter to Govs inviting them to 2-day conf 5/3 | • 2/7 telegram to Gov of ALA on disaster aid<br>• 3/16 telegram to Govs urging public works<br>• Few mtgs w/indiv Governors | • Jan, Govs & County Execs. to Prayer Breakfast<br>• Pat Nixon had Gov wives lunch at White House | • SP: Nat'l Gov Assoc Winter Mtgs.<br>• Indiv mtgs about 1 every 2 weeks                                            |
| Mayors           | • N/A                                                                      | • N/A                                                 | • 2/3 Telegram to Mayors about urban renewal                                                                                | • N/A                                                                                             | • Frequent indiv mtgs w/various Mayors                                                                              |
| Political Party  | • N/A                                                                      | • 4/24 Rep. Women Spring Conf.                        | • 1/21 Demo. Nat'l Committee<br>• 4/28 Cook County Democrats                                                                | • 1/21 WM Recptn for Camp workers<br>• 4/14 Rep. Women's Leadership Conf.                         | • 1/21 Some DMC members at WM reception<br>• 2/18 Breakfast mtgs w/execs. finance com of DMC<br>• 2/28 lunch at DMC |



## Domestic Travel and Appearances

|                            | Roosevelt                                                                                          | Eisenhower                                                                                                                                                                                                                   | Kennedy                                                                                                                                                                                                                                                                           | Nixon                                                                                                                                                                                                                                           | Carter                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Domestic Travel            | o None                                                                                             | o None                                                                                                                                                                                                                       | o 4/28 NYC<br>o 4/28 Chicago                                                                                                                                                                                                                                                      | o 3/21 Missouri<br>o 3/21 California<br>o 4/26 Virginia                                                                                                                                                                                         | o 2/30 Pittsburgh<br>o 3/16 Massachusetts<br>o 3/17 NYC<br>o 3/17 W. Virginia                                                                                                                                                                                                                                                                                                                             |
| Vacations & Breaks         | o None, but took some cruises on Sequoia on the Potomac, conducted much business on these cruises) | o 2/26-3/1 golf, Augusta, GA<br>o 3/12 - 3/21 golf, Augusta, GA                                                                                                                                                              | o Several trips to Middleburg, VA estate<br>o 3/30-4/4 Easter holiday at Palm Beach                                                                                                                                                                                               | o 2/8 Key Biscayne<br>o 2/16 Camp David<br>o 3/8 Key Biscayne<br>o 3/29 Camp David<br>o 4/4 Key Biscayne<br>o 4/13 Camp David<br>o 4/20 Camp David                                                                                              | o 2/11-13 Plains, GA<br>o 2/25 Camp David<br>o 4/8-10 Calhoun, GA (visit son)<br>o 3/25 Camp David                                                                                                                                                                                                                                                                                                        |
| Speeches, Interviews, etc. | o Gave 10 speeches                                                                                 | o 2/2 SP: Int'l Christian Ldshp<br>o 3/5 SP: American Retain. Found.<br>o 3/14 SP: Amer. Medical Assoc.<br>o 3/18 SP: Dept. of Commerce<br>o 4/7 SP: United Defense fund<br>o 4/12 SP: OAS<br>o 4/16 SP: Am. Soc. of Editors | o 2/9 SP: Int'l Christian Ldshp<br>o 2/13 SP: Nat'l Industrial Conf Board<br>o 3/13 SP: "Alliance for Progress" to OAS<br>o 4/20 SP: Amer Soc of Newspaper Editors<br>o 4/25 SP: Nat'l Academy of Sci<br>o 4/27 SP: Amer. Newspaper Pubs. Assoc.<br>o 4/28 SP: Cood County Demos. | o 1/30 SP: Pres. Prayer Breakfast<br>o 3/15 SP: Nat'l Alliance of Businessmen<br>o 3/15 SP: American Legion<br>o 3/25 Nat'l Assoc. of Broadcasters<br>o 4/14 SP: OAS<br>o 4/29 SP: Chamber of Commerce<br>o 4/10 SP: NATO Commemorative Session | o 1/26 SP: Wash Press Club<br>o 1/27 SP: Sen and House Prayer Breakfast<br>o 1/27 Q & A PA High Sch Students<br>o 2/9 SP: Amer. Textile Manuf.<br>o 3/16 Town Mtg. Clinton, MASS<br>o 3/17 NYC: SP General Assem. of UPI<br>o 3/17 Q & A Energy Panel West Virginia<br>o 3/19 SP: Annual Gridiron Club<br>o 3/25 Q & A Pubs. Eds & Broadcasters<br>o 4/14 SP: OAS<br>o 4/19 SP: Wash Congressional Assoc. |

## Press Conferences and Media Appearances

|                                  | Roosevelt                                                                                                                                            | Eisenhower                                                                                               | Kennedy                                                                                                                                                                                                                                                                                                                                                                       | Nixon                                                                                                   | Carter                                                                                                                                                                                                                                      |
|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| First Press Conference           | <ul style="list-style-type: none"> <li>• 3/8</li> <li>• FIVE days after Inauguration</li> </ul>                                                      | <ul style="list-style-type: none"> <li>• 2/17</li> <li>• TWENTY-SEVEN days after Inauguration</li> </ul> | <ul style="list-style-type: none"> <li>• 1/25</li> <li>• SIX days after Inauguration</li> </ul>                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>• 1/27</li> <li>• EIGHT days after Inauguration</li> </ul>       | <ul style="list-style-type: none"> <li>• 2/8</li> <li>• TWENTY days after Inauguration</li> </ul>                                                                                                                                           |
| Number and Dates of Press Confs. | <ul style="list-style-type: none"> <li>• Approx 20 in first 100 days</li> <li>• Scheduled them about twice a week</li> </ul>                         | <ul style="list-style-type: none"> <li>• Gave 7</li> <li>• 2/17, 3/5, 3/26, 4/2, 4/23, 4/30</li> </ul>   | <ul style="list-style-type: none"> <li>• Gave 10</li> <li>• 1/25, 2/1, 2/8, 2/15, 3/1, 3/8, 3/15, 3/23, 4/12, 4/21</li> </ul>                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>• Gave 6</li> <li>• 1/27, 2/6, 2/22, 3/4, 3/14, 4/18</li> </ul>  | <ul style="list-style-type: none"> <li>• Gave 6</li> <li>• 2/8, 2/23, 3/3/24, 4/15, 4/27</li> </ul>                                                                                                                                         |
| Media Speeches                   | <ul style="list-style-type: none"> <li>• 3/5 Radio to Veterans</li> <li>• 3/12 "Fireside Chat" Radio</li> <li>• 4/7 "Fireside Chat" Radio</li> </ul> | <ul style="list-style-type: none"> <li>• Ten radio speeches</li> </ul>                                   | <ul style="list-style-type: none"> <li>• 1/31 TV: Dave Garroway for WA General Hospital</li> <li>• 2/26 TV: Robert Frost Program</li> <li>• 3/2 TV: on 25 yrs of LIFE magazine</li> <li>• 3/5 TV: w/Mrs. FDR, "Prospects for Mankind"</li> <li>• 3/23 for new reels on labor disputes</li> <li>• 4/11 WRC TV interview</li> <li>• 4/19 TV interview for British TV</li> </ul> | <ul style="list-style-type: none"> <li>• None</li> <li>• First TV Speech was 5/14 on Vietnam</li> </ul> | <ul style="list-style-type: none"> <li>• 1/20 Videotape speech on foreign policy for 26 nations</li> <li>• 2/2 "Fireside Chat"</li> <li>• 3/5 Radio: Q &amp; A w/Walter Cronkite</li> <li>• 4/18 TV Address "The Energy Problem"</li> </ul> |

## Miscellaneous

Miscellaneous

|          | Roosevelt                                                                                                                                                                                                                                                             | Eisenhower                                                                                                                                                                                                                                                                                                                                                                                                                              | Kennedy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Nixon                                                                                                                                                                                                                                                                                                                                                                               | Carter                                                                                                                                                                                                                                                                                                                                                                                             |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Bestures | <ul style="list-style-type: none"><li>• 3/14 Cable to 54 nations about disarmament conf</li><li>• 4/12 Appt. Ruth Bryan Owen Min to Denmark, 1st female Am. diplomatic officer</li><li>• 4/12 Good Neighbor Policy</li><li>• New Deal</li><li>• Brain Trust</li></ul> | <ul style="list-style-type: none"><li>• 12/53 Trip to Korea</li><li>• 2/19 favors Air Force Academy creation</li><li>• 2/9 Madame Chiang Kai Shek at WH</li><li>• 3/28 Reopens WH for Easter egg roll</li><li>• 3/25 Memo ending segregation in military post school</li><li>• 2/20 Resolution attacking Communism</li><li>• 3/10 Creates NEA</li><li>• 4/18 Donated Pres. yacht to Red Cross for wounded service-man cruises</li></ul> | <ul style="list-style-type: none"><li>• 1/20 Frost at Inauguration</li><li>• 1/21 EX OR for needy</li><li>• 1/24 Food for Peace</li><li>• 1/26 1st WH woman physician appointment</li><li>• 2/17 Pres Youth Fitness Council</li><li>• 2/28 Msg to 3rd annual mtg on schools in transition of commission on Civil Rts.</li><li>• 3/1 Peace Corps</li><li>• 3/6 EX OR on Equal Employment Opportunity</li><li>• 3/13 Alliance for Progress</li><li>• 3/24 WH Office on Consumer Affairs announced</li><li>• 4/14 Declines to address Chamber of Commerce</li><li>• 3/26 telegram on eviction of needy family in Wisconsin</li></ul> | <ul style="list-style-type: none"><li>• 1/29 Visits riot-damaged area of DC, asks net proceeds of Inaug. to go for DC parks, playgrounds</li><li>• 2/17 Met w/Urban Affairs Coalition</li><li>• 2/7 1969 Senate Youth participants</li><li>• 2/7 NAACP</li><li>• 2/19 Boy of the Year Award presented</li><li>• 3/25 Letter to student at Miami Teenage Rally for Decency</li></ul> | <ul style="list-style-type: none"><li>• 2/11 Test of personal trust fund released</li><li>• 2/25 Financial records of Cabinet released</li><li>• 3/2 State and local officials to be included in agency programs</li><li>• 3/6 Letter to Soviet dissidents on human rights</li><li>• 3/11 20 mini conferences energy around country</li><li>• 3/21 5 farmers to lunch on Agriculture Day</li></ul> |
| Scandals | <ul style="list-style-type: none"><li>• None</li></ul>                                                                                                                                                                                                                | <ul style="list-style-type: none"><li>• 2/12 GOP Chair (Hall) accused of taking lobby fees when not registered, 3/27 resigns, Ike says "wise decision"</li></ul>                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"><li>• None</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"><li>• All appointments w/conflict of interests w/drawn</li></ul>                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"><li>• None</li></ul>                                                                                                                                                                                                                                                                                                                                             |



1/10/88

MEMORANDUM

RE: Short-Term Agenda

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This memo will outline some thoughts about the short-term agenda for the Bush Administration.

I. Guidelines

First, our premises:

1. Define limited objectives and achieve them.
2. Virtually no money.
3. Deficit will be among the top three or four major issues and will from time to time dominate the agenda.
4. Congress may or may not be nasty, but it will definitely vie for control.
5. There will be a foreign policy initiative.
6. There will be surprises.

These eight principles represent our best analysis of both the political situation over the next few months and a way to plan for the new Administration.

We have set up a short-term agenda (STA) and a long-term agenda (LTA) to guide the planning process. We feel that one cannot realistically plan events more than four months away, and so we have decided to use a rolling four month plan. The LTA will be cognizant of events that need to take place in the near term which will affect actions to be taken later in the Administration. We hope to set up a special computer program at the White House to manage this planning.

Politically, we can expect that over the next few months, the deficit will be one of three or four major issues. At times, it will appear as the overriding issue. To that end, we have taken as another premise that there is virtually no money available for new spending this year.

Using the deficit and other issues as a lever, Congress will vie for control against a new President. To counter this, we will propose both domestic initiatives and a foreign policy initiative of our own. And there will be surprises, designed to seize the initiative for the President.

Next, several objectives:

1. Stay on the offensive: maintain initiative and element of surprise.
2. Control agenda.
3. Demonstrate that the President is in charge and knows how to do the job.
4. Follow through with campaign promises.
5. Multiple wins spread over regular pattern.

While Congress vies for supremacy and control of the agenda, our objectives should be to stay on the offensive and to control the agenda ourselves. One way a new President can achieve control is to demonstrate that he is in charge and that he knows how to do the job. In 1981, the contrast between Presidents Carter and Reagan was stark: Time referred to Reagan as a "domestically able President." In 1989, we want to show President Bush as actively engaged in the Presidency, both its public face and the more private making of policy.

To the extent possible, we want to follow through with our campaign promises. A number of constituencies, both old and new, have pinned their hopes on us: supporters of education and the environment, pro-life activists, and others.

Finally, the techniques we will use:

1. Minimize intensity -- do not set up 1989 as a dramatic make or break year for the Bush Presidency.
2. Manage the process. Don't go for a long bomb when a running game will do.
3. Institutionalize the Bush approach of cooperation and consensus -- don't be afraid to share credit with Congress.
4. Build grassroots support for initiatives and neutralize critics.

Unlike in 1981, when President Reagan came into office with a clear agenda of budget cutting and tax cuts, we should not present 1989 as a make or break year for the Bush Presidency. While President Reagan was able to achieve his goal of cutting taxes, President Bush cannot achieve his goals of deficit reduction and no new taxes in one year -- he can merely begin the process. While dramatic initiatives can be valuable, they are



not everything. A full-blown package on the environment may be less practical and politically worthwhile than the simple steps of holding a global environmental conference, achieving a compromise with Congress on acid rain, and stricter enforcement of Superfund cleanups.

Another break with the past will be a greater sense of cooperation and consensus with Congress. While there are issues on which the President will continue to differ sharply with Congress (e.g. taxes, child care, and perhaps ethics), where we can achieve compromises, we should not be afraid to share the credit with Congress.

These guidelines will serve to develop a strategy that is politically realistic, that will keep the President on the offensive, and will preserve flexibility for the President.

## II. Early Actions

As part of the planning process, we have set up a block calendar with possible actions for the rest of the transition period and the early months of the Administration. This section of the memo will outline some suggested early actions for the President-elect to consider.

On January 16, the Martin Luther King, Jr, Federal Holiday, it would be appropriate for the President-elect to take some action to commemorate Dr. King. For instance, he could support a bill in Congress reauthorizing the Martin Luther King, Jr., Federal Holiday Commission, which is set to expire on April 20, 1989, or else he could support the idea of building a memorial to Dr. King. This year, incidentally, marks the 60th anniversary of Dr. King's birth.

For the first days of the Bush Administration, two possible areas for early action are the homeless and government ethics. We suggest that the week beginning January 22 should focus on the theme of ethics, values, and public service.

The President-elect could consider an Executive Order or Presidential Memorandum dealing with homelessness. This could involve ordering the Secretary of Defense and other Cabinet officials to enforce the law regarding the use of surplus military facilities to aid the homeless. Such an early action would cost little, show that the President-elect recognizes the problem, and mark the beginning of his efforts for a "kinder, gentler" America. Homelessness is appropriate for an early action not only because it is winter, but also because of Mrs. Bush's previous involvement with the issue.



Similarly, in the area of government ethics, the President-elect could consider an Executive Order, Presidential Memorandum, or Office of Government Ethics directive on the subject, for instance abolishing the "compartmentalization" of the White House or prohibit the highest-level employees from lobbying anywhere or working for foreign government while President Bush remains in office.

There is one other acting-forcing event in the first days of the Administration. Monday, January 23, is National Right to Life Day, when the annual March for Life will be held. The President-elect could mark this event in several ways: signing an order continuing the existing ban on research on fetal tissue obtained from abortions, announcing an initiative to promote adoptions, and/or attending a church service.

### III. Issues for 1989

We have proposed six big themes for 1989:

- o The Education President: Make America #1 in Education by 2000.
- o The environment.
- o A Drug-Free America.
- o Budget reform, including Pentagon reform and deficit reduction.
- o A foreign policy theme, such as "Leadership for Peace and Freedom," a "Second American Century," and building a bipartisan foreign policy.
- o A Kinder, Gentler Nation.

We have tentatively planned a speech to a joint session of Congress for February 9. This speech should, as is the tradition in the State of the Union address, discuss a wide range of both domestic and foreign policy issues. Important constituency groups would feel slighted if their concerns are not at least discussed by the President; for instance, we risk alienating our police and law-enforcement supporters if the President does not at least mention the issue of crime.

But we feel the speech should focus on nine items, most of which relate to the six themes. Five of these relate to the budget; four are primarily non-budget items.

The five budgetary items are:

- o the homeless
- o child care
- o education
- o environment
- o drugs

Each of these initiatives would require new budgetary authority and the preparation of bills to accomplish the President-elect's proposals. These sections of the speech will highlight his concerns in these areas and specific actions he wishes to pursue.

The four non-budgetary items are:

- o ethics
- o Leveraged buyouts/capital gains initiative
- o YES/Thousand Points of Light
- o AIDS

Ethics would be a useful point for the joint session to Congress in addition to being the focus of an early Presidential action. The President-elect did promise to send an ethics bill to Congress early in the Administration.

The leveraged buyouts/capital gains initiative would seek to broaden the coalition in favor of cutting the capital gains tax rate and seize the initiative on reform of leveraged buyouts by combining capital gains tax rate reduction with eliminating the double taxation of corporate dividends and eliminating the deductibility of corporate interest payments. The proposal would be revenue neutral.

We do feel that you should address AIDS during the speech to the joint session of Congress, if not (however briefly) in the Inaugural. President Reagan was much criticized for his apparent unwillingness even to discuss the disease.

The week immediately preceding the speech we plan to use as a time of building up to the speech. The ten days following the speech we propose to follow up the speech and then focus on the broad issue of the budget and economic growth.

A Presidential visit to Japan is scheduled for the Showa Emperor's funeral on February 24. We propose to use the days surrounding this visit to focus on the theme of international diplomacy, showing the President as an international statesman. On his return from Japan, the President could possibly make a stop in Alaska to highlight the environment theme.



6-6-6

We have tentatively scheduled themes for each week of March and April. Each week should focus attention on a particular concern of the President-elect:

- o March 5-11: Anti-Drug Week.
- o March 12-18: Invest in Our Children Week.
- o March 19-25: Global Health Week, focusing on peace and the environment.
- o March 26-April 1: Defense Reform Week.
- o April 2-April 8: Foreign Policy Week. Foreign policy is expected to be a focus in April, because of such events as the 40th anniversary of NATO, which occurs on April 4 this week.
- o April 9-April 15: Build-up for National Volunteers Week.
- o April 16-April 22: Foreign Policy Week again -- this is the estimated date of the NATO Summit.

Besides the major issues covered in the speech to Congress in February, we have identified a number of other areas for possible action:

- o Budget reform.
- o A science/technology initiative, such as announcing that America will not lose the race to develop high-definition television.
- o Increase investment for savings/growth jobs, including cutting the capital gains tax rate and focusing on vocational education.
- o Crime/reform the Federal furlough program.
- o FSLIC.
- o Central America/Western Hemisphere initiative, including planning for the hemispheric drug conference.
- o Invest in our Children, focusing on the maternal and child health provisions of the package announced during the campaign.
- o Defense procurement reform.



7-7-7

- o Cleanup of Federal nuclear weapons facilities, including a possible supplement to the FY90 budget.
- o Chemical weapons, following the chemical weapons conference in France and Soviet unilateral action on chemical weapons.
- o Study Medicaid buy-in.
- o Nisei indemnification, doubling from \$20 million to \$40 million the amount that can be spent this year on reparations to Japanese-Americans interned in World War II.
- o An initiative on the disabled.
- o An initiative on the "Labor Force of the 90s," with Vice President Quayle.

#

DRAFT

1/10/89

EARLY POLICY CHRONOLOGY (EPC)

January - May 1989

DRAFT 1/10/89  
EPC

Pre-inaugural 1/8/ - 1/14

01/09

- o Reagan FY 90 Budget
- o Have GB statement on budget ready



Inauguration Week 1/15/ - 1/21

- 01/16           o Martin Luther King Birthday & Federal  
                  Holiday (Tab 1, rev. 01/10)
- 01/20           o Name team of budget negotiators
- o First meeting of budget negotiators
- o Ethics action ? (See Tab 3, rev. 01/05)

Ethics/Values/Public Service Week 1/22 - 1/28

- 01/23
  - o Anniversary of Roe v. Wade: March for Life
  - o Adoption action/Fetal Tissue (Tab 4, rev. 01/10)
- 01/24
  - o Executive Action on Ethics (Tab 3, rev. 01/05)
- 01/25
  - o IG/OGE Meeting
  - o Address to SES
- move* [ 01/27
  - o College Saving's Bond event; Cavazos, Students, Parents (Tab 6, rev. 01/10)

*Schedule C - speech on public service*

Ethics/Value Week 1/29 - 2/4

- 01/31 2/9 [ o Executive Action on Voluntarism (Tab 19, rev. 01/05) ]
- o Homeless: model / action (Tab 2, rev. 01/05)
- 02/01 o Beginning of Black History Month
- o Statutory date for establishment of Space Council
- 02/03 o Build-up for 2/9 speech

Hold time  
for budget  
review

Feb 9<sup>th</sup> Project



Build-up for Speech and Speech Follow-up 2/5 - 2/11

02/09

- o Recommendation of pay raise takes effect unless modified by Congress
- o Speech to Joint Session - Big Themes:
  - Education President: America #1 in Education by Year 2000
  - Environment (TIME "Planet of the Year")
  - Drug-Free America
  - Budget Reform, including Pentagon reform/budget reduction
  - Leadership for Peace and Freedom, 2nd American Century, Bi-partisan Foreign Policy
  - "Kinder, gentler nation" including child care?

02/09

Joint Session Speech Follow-up:

- Homeless (Tab 2, rev. 01/05)
- Ethics (Tab 3, rev. 01/05)
- Specific deficit reduction proposal: budget reform (Tab 5, rev. 01/05)
- Education/College Savings Bond (Tab 6, rev. 01/07)
- Environment (Tab 7, rev. 01/05)
- Kinder/gentler, including Child Care ? (Tab 8, rev. 01/05)
- World Peace (Tab 9, rev. 01/05)

- Drugs (Tab 10, rev. 01/05)  
Joint Session Speech  
Follow-up:
- Science/Technology Initiative (Tab 11,  
rev. 01/05)
- Increase investment for  
savings/growth/jobs (Tab 12, rev. 01/05)
- Crime, especially Federal furlough  
reform (Tab 13, rev. 01/05)
- FSLIC (Tab 14, rev. 01/05)
- Central America/Western Hemisphere  
Initiative (Tab 15, rev. 01/05)
- Invest in Our Children (Tab 16, rev.  
01/05)
- Adoption (Tab 4, rev. 01/07)
- Defense Reform (Tab 17, rev. 01/05)
- Clean-up of Federal nuclear weapons  
producing facilities (Tab 18, rev.  
01/05)
- Y.E.S. Program (Tab 19, rev. 01/05)
- Cease production of chemical weapons  
pending international chemical weapons  
conference ? (Tab 20, rev. 01/05)
- Leveraged Buyouts and Capital Gains  
Incentive (Tab 21, rev. 01/05)
- Medicaid Buy-In (Tab 22, rev. 01/05)
- Nisei Indemnification (Tab 23, rev.  
01/07)
- Disabled (Tab 24, rev. 01/09)
- Labor Force of the 90s - Vice President  
Quayle ? (Tab 25, rev. 01/05)

Budget and Economic Growth Week 2/12 - 2/18

- 02/12           o Lincoln's Birthday
- 02/14           o Establish by Executive Order: President's  
                  Council on Science and Technology (Tab 11,  
                  rev. 01/05)
- 02/15           o Deadline for Soviet pullout from  
                  Afghanistan



Budget and Economic Growth Days 2/19 - 2/21

02/20                   o Washington's Birthday (observed)

International Diplomacy 2/22 - 2/25

02/24                   o Hirohito Funeral

02/25                   o Congressional Committees submit reports to  
Budget Committees

?                       Alaska

Education Week 2/26 - 3/4

- 02/26 - 02/28    o National Governors Association Winter Meeting, Washington, DC: President Bush remarks on Education Conference ? (Tab 6, rev. 01/07)
- 03/01            o Statutory deadline for President's report to Congress outlining composition and function of the Space Council (Tab 11, rev. 01/05)
- 03/01            o Deadline for report of National Economic Commission

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Drug-free America Week 3/5 - 3/11



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Invest in our Children Week 3/12 - 3/18

03/17

o St. Patrick's Day

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Global Health Week (Peace and Freedom) 3/19 - 3/25

03/24

o Good Friday

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Defense Reform Week 3/26 - 4/1

- 03/26           o Easter
- 03/26           o 10th Anniversary of Camp David Accords



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Foreign Policy Week 4/2 - 4/8

04/04

- o 40th Anniversary of NATO Treaty,  
Washington, DC

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Build-up For National Volunteers Week 4/9 - 4/15

- 04/15                   o Joint Resolution
- 04/15                   o Taxes Due

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Foreign Policy Week 4/16 - 4/22

04/19 - 04/20    o Estimated date for NATO Summit  
04/20            o Passover



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4/23 - 4/29

Constitution Week 4/30 - 5/6

- 04/30           o 200th Anniversary of George Washington's  
                  Inauguration
- 05/01           o Shift emphasis to foreign policy

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Pan-American Week 5/7 - 5/13

05/07

- o Panama, Bolivia -- Presidential and  
Legislative Elections



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5/14 - 5/20

05/14

o Argentina -- Presidential Elections  
(debt crisis?)

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EPC

5/21 - 5/27

DRAFT 1/10/89  
EPC

5/28 - 6/3

- 05/29           o Memorial Day observed
- 05/31           o OECD Ministerial Summit in Paris begins

1/11/89

MEMORANDUM

RE: Short-Term Agenda

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  - B. Early Actions
  - C. Themes and Issues for 1989
  - D. After the Speech -- monthly and weekly themes



## I. Historical

A document produced by Dave Gergen at the end of President Reagan's transition in 1981 perhaps best sums up the symbolic importance which a President's first days in office hold:

"History clearly shows how important the first days of any administration are. In every administration since Roosevelt when there has been a regular transfer of power through the election process, the pattern of Presidential behavior is established in those first few days when the administration is seeking to exert its control over the government."

Franklin Roosevelt's "Hundred Days" in 1933 in the depths of the Depression set a model for Presidential action which no other President is likely to achieve, if for no other reason than that the wheels of government now move more slowly than they did over fifty years ago. Even President Reagan did not pass the budget reductions and tax cuts of 1981 in his first hundred days in office.

Still, though a new President will not be judged by the output of legislative achievement, nevertheless the first days in office help set a tone. People are attracted by the novelty of a new Administration; a President's actions in the early days can do much to help him retain support throughout his Presidency.

In addition, the concept of the "hundred days" has achieved a place in the American political culture. Even though no one seriously expects the kinds of actions which FDR took in 1933 from any new President, still we can expect that people will look to events of the first hundred days for indications of the tone and priorities of the Bush Administration. Constituency groups, for instance, always like to see their concerns at least spoken of at the start of a new Administration.

Not surprisingly, however, most new Presidents do not want to be judged solely on their actions in the first hundred days. Even thirty years ago, John Kennedy not to set himself up against heightened expectations of the first hundred days by noting that "All this will not be finished in the first 100 days. Nor will it be finished in the first 1,000 days, nor in the life of this Administration, nor even perhaps in our lifetime on this planet." In a similar vein, we have always maintained that we wish to be judged by the whole record of the Bush Administration.

Presidents traditionally use the early days to make a symbolic gesture which they want to form part of the central

theme and image of their Administration. For instance, John Kennedy developed the Alliance for Progress, Food for Peace, and the Youth Fitness Council. FDR began the Good Neighbor Policy, and Carter sent a letter to Soviet dissidents and required financial disclosures from Cabinet officers.

Broadly speaking, while President Kennedy was smart to seek to dampen expectation of his first hundred days, President Carter failed in his first hundred days by proposing too much, moving in too many directions at once, without a clear set of priorities. By contrast, President Reagan succeeded because he did have a clear set of priorities and was able to accomplish some widely known goals (such as a Federal hiring freeze) in this time, even though the tax cuts and budget reductions were enacted later.

New Presidents have met with the press, to get their relationship with the White House press corps off to a good start. Beyond this, Eisenhower gave ten radio speeches in the first hundred days, and FDR gave two of his fireside chats.

Only President Nixon made a trip overseas during his first hundred days (President Reagan went to Canada). President Bush's trip to Japan for the Showa Emperor's funeral will be an unusual event in the early days of an Administration, though a highly appropriate one.

## II. Unique Circumstances for 1989

When President Roosevelt took office, America was in the depths of the Depression. When President Kennedy took office, there was a symbolic transfer of power between generations. When President Nixon took office, he wanted to convey a sense of healing after the bitterness of the year 1968. When President Reagan took office, he wanted to make a dramatic reversal from the policies which had led to inflation at home and weakness abroad.

In 1988, Americans voted both for continuity on the one hand and for change and reform on the other. Fortunately for the nation, the circumstances in 1989 could hardly be more different from those difficult years mentioned above. America is at peace, and a strong economy has led to over six years of economic growth. Still, some serious problems remain, problems on which the President-elect focused in the campaign, such as education and the environment. The President-elect called for a "kinder, gentler" nation.

More broadly, we face a tight budget and a large budget deficit. While some earlier Presidents have been able to take



dramatic action to reverse policy, these circumstances circumscribe our course to some extent. We cannot propose (even if we wished to) huge increases in Federal spending to address questions such as education, the environment, or child care. Where possible, we do want to propose some modest spending increases, both to meet pressing needs and to signal President Bush's priorities.

The President-elect's promise to "Read my lips -- no new taxes" must be dominant in our thinking. But the deficit itself does reduce the range of choices we have available. It affects the kinds of actions we will take in the early days of the Administration and forces us to use other ways than new Federal spending to show the President's concerns for an issue. The circumstances we face in 1989 -- most particularly the deficit-- do present us with new challenges not only in the formation of policy, but also in the way policies are presented to the people and the setting of a tone for the Bush Administration.

The deficit may force us to delay some or many of our domestic initiatives until we can afford them, perhaps for years. The President should make this clear; in so doing, he will be praised for his candor while also demonstrating his awareness of and concern about the problems on his domestic agenda.

### III. Givens/Premises

The remaining sections of this memo will outline some thoughts about the short-term agenda for the Bush Administration.

First, our premises:

1. Define limited objectives and achieve them.
2. Virtually no money.
3. Deficit will be among the top three or four major issues and will from time to time dominate the agenda.
4. Congress may or may not be confrontational, but it will definitely vie for control.
5. There will be a foreign policy initiative.
6. There will be surprises -- the kind we can plan, the kind someone else can plan, and the kind that no one plans.

These six givens represent our best analysis of both the political situation over the next few months and a way to plan

for the new Administration.

We have set up a short-term agenda (STA) and a long-term agenda (LTA) to guide the planning process. We feel that one cannot realistically plan events more than four months away, and so we have decided to use a rolling four month plan. The LTA will be cognizant of events that need to take place in the near term which will affect actions to be taken later in the Administration. We hope to set up a special computer program at the White House to manage this planning.

Politically, we can expect that over the next few months, the deficit will be one of three or four major issues. At times, it will appear as the overriding issue. To that end, we have taken as another premise that there is virtually no money available for new spending this year.

A. Congress -- what can we expect?

Using the deficit and other issues as a lever, Congress will vie for control against a new President. To counter this, we will propose both domestic initiatives and a foreign policy initiative of our own. And there will be surprises, designed to seize the initiative for the President.

Another break with the past will be a greater sense of bipartisan cooperation and consensus with Congress. While there are issues on which the President will continue to differ sharply with Congress (e.g. taxes, child care, and perhaps ethics), where we can achieve compromises, we should not be afraid to share the credit with Congress. In the past few weeks, the President-elect has developed good relations with Speaker Wright, which has led to a crack in the ice on the issue of enterprise zones.

IV. Objectives

Next, several objectives:

1. Stay on the offensive: maintain initiative and element of surprise.
2. Control agenda.
3. Demonstrate that the President is in charge and knows how to do the job.
4. Follow through with campaign promises.
5. Multiple wins spread over regular pattern.



While Congress vies for supremacy and control of the agenda, our objectives should be to stay on the offensive and to control the agenda ourselves. One way a new President can achieve control is to demonstrate that he is in charge and that he knows how to do the job. In 1981, the contrast between Presidents Carter and Reagan was stark: Time referred to Reagan as a "domestically able President." In 1989, we want to show President Bush as actively engaged in the Presidency, both its public face and the more private making of policy.

To the extent possible, we want to follow through with our campaign promises. A number of constituencies, both old and new, have pinned their hopes on us: supporters of education and the environment, pro-life activists, and others.

#### V. Strategy and Tactics

Finally, the strategy and tactics we will use:

1. Minimize intensity -- do not set up 1989 as a dramatic make or break year for the Bush Presidency.
2. Manage the process. Don't go for a long bomb when a running game will do.
3. Institutionalize the Bush approach of cooperation and consensus -- don't be afraid to share credit with Congress.
4. Build grassroots support for initiatives and neutralize critics.

Unlike in 1981, when President Reagan came into office with a clear agenda of budget cutting and tax cuts, we should not present 1989 as a make or break year for the Bush Presidency. While President Reagan was able to achieve his goal of cutting taxes, President Bush cannot achieve his goals of deficit reduction and no new taxes in one year -- he can merely begin the process. While dramatic initiatives can be valuable, they are not everything. A full-blown package on the environment may be less practical and politically worthwhile than the simple steps of holding a global environmental conference, achieving a compromise with Congress on acid rain, and stricter enforcement of Superfund cleanups.

These guidelines will serve to develop a strategy that is politically realistic, that will keep the President on the offensive, and will preserve flexibility for the President.

6-6-6

## VI. Plan

### A. The Need for a Universal Theme for the Inaugural and the Presidency

We need to begin to establish certain rhetorical themes and devices which we can use continually throughout the Administration. The actual words and phrases we develop will need to include such concepts as optimism, tight budgets, compassion, confidence, activism, and a strong America.

We do have a few good and familiar phrases which we should continue to use and build on: "Read my lips," "kinder, gentler," and a "thousand points of light." Some of these have even entered the popular culture, which is an encouraging sign.

One of our most important projects will be to refine these phrases and develop others into themes which we can polish and emphasize. We should consider using phrases or ideas such as the "quality of life," "empowerment," "personal independence," "reform," "kinder, gentler, better," and "communities."

This process will enable us to establish the principles which guide our proposals. This will enable us to measure the opposition's counter-proposals by our standards. Once these standards are established, we will also need to develop a short rebuttal to the opposition -- the Bush equivalent of Reagan's famous line "There you go again."

### B. Early Actions

As part of the planning process, we have set up a block calendar with possible actions for the rest of the transition period and the early months of the Administration. This section of the memo will outline some suggested early actions for the President-elect to consider.

We have made a conscious decision to load as much as possible into the package that President Bush will present in his speech to a joint session of Congress on February 9. We want to make this as hefty as possible. However, there are a few areas we should consider for early action, as well as inclusion in the later speech.

On January 16, the Martin Luther King, Jr., Federal Holiday, it would be appropriate for the President-elect to take some action to commemorate Dr. King. For instance, he could attend a church service or other function in the Washington area. This year, incidentally, marks the 60th anniversary of Dr. King's birth.



7-7-7

For the first days of the Bush Administration, two possible areas for early action are the homeless and government ethics. We suggest that the week beginning January 22 should focus on the theme of ethics, values, and public service.

The President-elect should consider holding an early event dealing with the issue of homelessness, to be followed up with recommendations for action during the speech on February 9.

Similarly, in the area of government ethics, the President-elect could consider an Executive Order, Presidential Memorandum, or Office of Government Ethics directive on the subject, for instance abolishing the "compartmentalization" of the White House or prohibit the highest-level employees from lobbying anywhere or working for foreign government while President Bush remains in office. During the early days, the President should also consider events relating to the ethics theme such as meeting with Inspectors General of the Executive Departments and the Office of Government Ethics.

There is one other acting-forcing event in the first days of the Administration. Monday, January 23, is National Right to Life Day, when the annual March for Life will be held. The President-elect could mark this event by speaking on a hookup to the marchers in Lafayette Park or attending a church service.

In addition, during the early days, we should plan that the President will spend a considerable amount of time on the budget, in particular reviewing the Reagan FY90 budget to see what revisions he would like to make.

### C. Issues for 1989

We have proposed five big themes for 1989, all of which we expect to discuss in the speech on February 9:

1. Managing Government Well, including budget reform and the line-item veto, enhanced rescission authority, Pentagon reform, ethics, public service, and deficit reduction. There will also be a special effort to raise morale in the Civil Service.
2. Investing in Our Future, a theme with two parts:
  - Investing:
    - Part A -- Competitiveness and economic growth
    - Part B -- Children, education, the quality of life. Make America #1 in education by 2000.

#### The Future:

Part A -- The economic future, including encouraging long-term investment to build a bright economic future.

(Part of this section could include an initiative on leveraged buyouts and reducing the capital gains tax rate. We feel this proposal will be revenue positive.)  
Part B -- The future quality of life, including the fighting drugs and the environment. Perhaps the most important aspect of this initiative will seek to marry economic development and environmental protection.

3. Renewing and Strengthening Values, including a focus on the renewal of American institutions, ethics, and adoption. Education will also come into play here.
4. A Kinder, Gentler Nation, including homelessness, YES/Thousand Points of Light, child care, AIDS, Medicaid, and a general concern with the quality of life.
5. A foreign policy theme, such as "Leadership for Peace and Freedom," a "Second American Century," and building a bipartisan foreign policy.

We have tentatively planned a speech to a joint session of Congress for February 9. This speech should, as is the tradition in the State of the Union address, discuss a wide range of both domestic and foreign policy issues. Important constituency groups would feel slighted if their concerns are not at least discussed by the President; for instance, we risk alienating our police and law-enforcement supporters if the President does not at least mention the issue of crime.

Ethics would be a useful point for the joint session to Congress in addition to being the focus of an early Presidential action. The President-elect did promise to send an ethics bill to Congress early in the Administration.

The leveraged buyouts/capital gains initiative would seek to broaden the coalition in favor of cutting the capital gains tax rate and seize the initiative on reform of leveraged buyouts by combining capital gains tax rate reduction with eliminating the double taxation of corporate dividends and eliminating the deductibility of corporate interest payments. The proposal would thus be revenue positive.

We do feel that the President-elect should address AIDS during the speech to the joint session of Congress, if not (however briefly) in the Inaugural. President Reagan was much criticized for his apparent unwillingness even to discuss the disease.



9-9-9

The week immediately preceding the speech we plan to use as a time of building up to the speech. The ten days following the speech we propose to follow up the speech and then focus on the broad issue of the budget and economic growth.

#### D. After the Speech

A Presidential visit to Japan is scheduled for the Showa Emperor's funeral on February 24. We propose to use the days surrounding this visit to focus on the theme of international diplomacy, showing the President as an international statesman. On his return from Japan, the President could possibly make a stop in Alaska to highlight the environment theme.

Further, during the early months of the Administration, the President should consider visiting schools frequently, to show his real concern for improving American education.

Broadly, we suggest the following generalized calendar:

- o January and early February: Focus on the new President in the "ritual of renewal."
- o February: Concentrate on homelessness and ethics
- o March: Focus on education, the environment, and drugs, with child care and the YES program as possible additions.
- o April: Address three aspects of defense reform-- procurement reform, force structure, and reduction (e.g., in the OSD).
- o Mid-April until mid-July: During this period bracketed by the NATO summit in Europe and the Economic Summit in France, we will be looking to foreign policy-related events to give us a boost.

On a more detailed level, we have tentatively scheduled themes for each week of March and April. Each week should focus attention on a particular concern of the President-elect:

- o March 5-11: Anti-Drug Week.
- o March 12-18: Invest in Our Children Week.
- o March 19-25: Global Health Week, focusing on peace and the environment.
- o March 26-April 1: Defense Reform Week.

10-10-10

- o April 2-April 8: Foreign Policy Week. Foreign policy is expected to be a focus in April, because of such events as the 40th anniversary of NATO, which occurs on April 4 this week.
- o April 9-April 15: Build-up for National Volunteers Week.
- o April 16-April 22: Foreign Policy Week again -- this is the estimated date of the NATO Summit.

Besides the major issues covered in the February speech to Congress, we have identified other areas for possible action:

- o Adoption/Fetal tissue research: The President should consider signing an order continuing the existing ban on research on fetal tissue obtained from abortions and/or announcing an initiative to promote adoption.
- o A science/technology initiative, such as announcing that America will not lose the race to develop high-definition television.
- o Increase investment for savings/growth jobs, including cutting the capital gains tax rate and focusing on vocational education.
- o Crime/reform the Federal furlough program.
- o FSLIC.
- o Central America/Western Hemisphere initiative, including planning for the hemispheric drug conference.
- o Invest in our Children, focusing on the maternal and child health provisions of the package announced during the campaign.
- o Defense procurement reform.
- o Cleanup of Federal nuclear weapons facilities, including a possible supplement to the FY90 budget.
- o Chemical weapons, following the chemical weapons conference in France and Soviet unilateral action on chemical weapons.
- o Study Medicaid buy-in.
- o Nisei indemnification, doubling from \$20 million to \$40 million the amount that can be spent this year on reparations to Japanese-Americans interned in World War II.

11-11-11

- o An initiative on the disabled.
- o An initiative on the "Labor Force of the 90s," with Vice President Quayle.

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1/9/88

MEMORANDUM

RE: Short-Term Agenda

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This memo will outline some thoughts about the short-term agenda for the Bush Administration.

I. Guidelines

First, our premises:

1. Define limited objectives and achieve them.
2. Virtually no money.
3. Deficit will be among the top three or four major issues and will from time to time dominate the agenda.
4. Congress may or may not be nasty, but it will definitely vie for control.
5. There will be a foreign policy initiative.
6. There will be surprises.

These eight principles represent our best analysis of both the political situation over the next few months and a way to plan for the new Administration.

We have set up a short-term agenda (STA) and a long-term agenda (LTA) to guide the planning process. We feel that one cannot realistically plan events more than four months away, and so we have decided to use a rolling four month plan. The LTA will be cognizant of events that need to take place in the near term which will affect actions to be taken later in the Administration. We hope to set up a special computer program at the White House to manage this planning.

Politically, we can expect that over the next few months, the deficit will be one of three or four major issues. At times, it will appear as the overriding issue. To that end, we have taken as another premise that there is virtually no money available for new spending this year.

Using the deficit and other issues as a lever, Congress will vie for control against a new President. To counter this, we will propose both domestic initiatives and a foreign policy initiative of our own. And there will be surprises, designed to seize the initiative for the President.

Next, several objectives:

1. Stay on the offensive: maintain initiative and element of surprise.
2. Control agenda.
3. Demonstrate that the President is in charge and knows how to do the job.
4. Follow through with campaign promises.
5. Multiple wins spread over regular pattern.

While Congress vies for supremacy and control of the agenda, our objectives should be to stay on the offensive and to control the agenda ourselves. One way a new President can achieve control is to demonstrate that he is in charge and that he knows how to do the job. In 1981, the contrast between Presidents Carter and Reagan was stark: Time referred to Reagan as a "domestically able President." In 1989, we want to show President Bush as actively engaged in the Presidency, both its public face and the more private making of policy.

To the extent possible, we want to follow through with our campaign promises. A number of constituencies, both old and new, have pinned their hopes on us: supporters of education and the environment, pro-life activists, and others.

Finally, the techniques we will use:

1. Minimize intensity -- do not set up 1989 as a dramatic make or break year for the Bush Presidency.
2. Manage the process. Don't go for a long bomb when a running game will do.
3. Institutionalize the Bush approach of cooperation and consensus -- don't be afraid to share credit with Congress.
4. Build grassroots support for initiatives and neutralize critics.

Unlike in 1981, when President Reagan came into office with a clear agenda of budget cutting and tax cuts, we should not present 1989 as a make or break year for the Bush Presidency. While President Reagan was able to achieve his goal of cutting taxes, President Bush cannot achieve his goals of deficit reduction and no new taxes in one year -- he can merely begin the process. While dramatic initiatives can be valuable, they are



not everything. A full-blown package on the environment may be less practical and politically worthwhile than the simple steps of holding a global environmental conference, achieving a compromise with Congress on acid rain, and stricter enforcement of Superfund cleanups.

Another break with the past will be a greater sense of cooperation and consensus with Congress. While there are issues on which the President will continue to differ sharply with Congress (e.g. taxes, child care, and perhaps ethics), where we can achieve compromises, we should not be afraid to share the credit with Congress.

These guidelines will serve to develop a strategy that is politically realistic, that will keep the President on the offensive, and will preserve flexibility for the President.

## II. Early Actions

As part of the planning process, we have set up a block calendar with possible actions for the rest of the transition period and the early months of the Administration. This section of the memo will outline some suggested early actions for the President-elect to consider.

On January 16, the Martin Luther King, Jr, Federal Holiday, it would be appropriate for the President-elect to take some action to commemorate Dr. King. For instance, he could support a bill in Congress reauthorizing the Martin Luther King, Jr., Federal Holiday Commission, which is set to expire on April 20, 1989, or else he could support the idea of building a memorial to Dr. King. This year, incidentally, marks the 60th anniversary of Dr. King's birth.

For the first days of the Bush Administration, two possible areas for early action are the homeless and government ethics.

The President-elect could consider an Executive Order or Presidential Memorandum dealing with homelessness. This could involve ordering the Secretary of Defense and other Cabinet officials to enforce the law regarding the use of surplus military facilities to aid the homeless. Such an early action would cost little, show that the President-elect recognizes the problem, and mark the beginning of his efforts for a "kinder, gentler" America. Homelessness is appropriate for an early action not only because it is winter, but also because of Mrs. Bush's previous involvement with the issue.



Similarly, in the area of government ethics, the President-elect could consider an Executive Order, Presidential Memorandum, or Office of Government Ethics directive on the subject, for instance abolishing the "compartmentalization" of the White House or prohibit the highest-level employees from lobbying anywhere or working for foreign government while President Bush remains in office. We have also suggested that the week beginning January 22 should focus on the theme of values and public service.

There is one other acting-forcing event in the first days of the Administration. Monday, January 23, is National Right to Life Day, when the annual March for Life will be held. The President-elect could mark this event in several ways: signing an order continuing the existing ban on research on fetal tissue obtained from abortions, announcing an initiative to promote adoptions, and/or attending a church service.

### III. Issues for 1989

We have proposed six big themes for 1989:

- o The Education President: Make America #1 in Education by 2000.
- o The environment.
- o A Drug-Free America.
- o Budget reform, including Pentagon reform and deficit reduction.
- o A foreign policy theme, such as "Leadership for Peace and Freedom," a "Second American Century," and building a bipartisan foreign policy.
- o A Kinder, Gentler Nation.

We have tentatively planned a speech to a joint session of Congress for February 9. This speech should, as is the tradition in the State of the Union address, discuss a wide range of both domestic and foreign policy issues. Important constituency groups would feel slighted if their concerns are not at least discussed by the President; for instance, we risk alienating our police and law-enforcement supporters if the President does not at least mention the issue of crime.

But we feel the speech should focus on nine items, most of which relate to the six themes. Five of these relate to the budget; four are primarily non-budget items.

5-5-5

The five budgetary items are:

- o the homeless
- o child care
- o education
- o environment
- o drugs

Each of these initiatives would require new budgetary authority and the preparation of bills to accomplish the President-elect's proposals. These sections of the speech will highlight his concerns in these areas and specific actions he wishes to pursue.

The four non-budgetary items are:

- o ethics
- o Leveraged buyouts/capital gains initiative
- o YES/Thousand Points of Light
- o AIDS

Ethics would be a useful point for the joint session to Congress in addition to being the focus of an early Presidential action. The President-elect did promise to send an ethics bill to Congress early in the Administration.

The leveraged buyouts/capital gains initiative would seek to broaden the coalition in favor of cutting the capital gains tax rate and seize the initiative on reform of leveraged buyouts by combining capital gains tax rate reduction with eliminating the double taxation of corporate dividends and eliminating the deductibility of corporate interest payments. The proposal would be revenue neutral.

We do feel that you should address AIDS during the speech to the joint session of Congress, if not (however briefly) in the Inaugural. President Reagan was much criticized for his apparent unwillingness even to discuss the disease.

Besides these major areas to be discussed in the speech, we have been identified a number of other areas for possible action:

- o Budget reform.
- o A science/technology initiative, such as announcing that America will not lose the race to develop high-definition television.
- o Increase investment for savings/growth jobs, including cutting the capital gains tax rate and focusing on vocational education.

6-6-6

- o Crime/reform the Federal furlough program.
- o FSLIC.
- o Central America/Western Hemisphere initiative, including planning for the hemispheric drug conference.
- o Invest in our Children, focusing on the maternal and child health provisions of the package announced during the campaign.
- o Defense procurement reform.
- o Cleanup of Federal nuclear weapons facilities, including a possible supplement to the FY90 budget.
- o Chemical weapons, following the chemical weapons conference in France and Soviet unilateral action on chemical weapons.
- o Study Medicaid buy-in.
- o Nisei indemnification, doubling from \$20 million to \$40 million the amount that can be spent this year on reparations to Japanese-Americans interned in World War II.
- o An initiative on the disabled.
- o An initiative on the "Labor Force of the 90s," with Vice President Quayle.

#



# DRAFT

DRAFT 01/09/89

## EARLY POLICY CHRONOLOGY (January - April 1989)

- 01/09
  - o Reagan FY 90 Budget
  - o Have GB statement on budget ready
- 01/16
  - o Martin Luther King Birthday & Federal Holiday (Tab 1, rev. 01/05)
- 01/20
  - o Name team of budget negotiators
  - o First meeting of budget negotiators
  - o Ethics action ? (See Tab 3, rev. 01/05)
- 01/23
  - o Anniversary of Roe v. Wade: March for Life
  - o Adoption action/Fetal Tissue (Tab 4, rev. 01/07)
- 01/24
  - o Executive Action on Ethics (Tab 3, rev. 01/05)
- 01/25
  - o IG/OGE Meeting
  - o Address to SES
- 01/31
  - o Executive Action on Voluntarism (Tab 19, rev. 01/05)
  - o Homeless: model / action (Tab 2, rev. 01/05)
- 02/01
  - o Beginning of Black History Month
  - o Statutory date for establishment of Space Council
- 02/03
  - o Build-up for 2/9 speech
- 02/09
  - o Recommendation of pay raise takes effect unless modified by Congress
  - o Speech to Joint Session - Big Themes:
    - Education President: America #1 in Education by Year 2000
    - Environment (TIME "Planet of the Year")

# DRAFT

DRAFT 01/09/89

## EARLY POLICY CHRONOLOGY (January - April 1989)

- Drug-Free America
- Budget Reform, including Pentagon reform/budget reduction
- Leadership for Peace and Freedom, 2nd American Century, Bi-partisan Foreign Policy
- "Kindler, gentler nation" including child care?

02/09

### Joint Session Speech Follow-up:

- Homeless (Tab 2, rev. 01/05)
- Ethics (Tab 3, rev. 01/05)
- Specific deficit reduction proposal: budget reform (Tab 5, rev. 01/05)
- Education/College Savings Bond (Tab 6, rev. 01/07)
- Environment (Tab 7, rev. 01/05)
- Kindler/gentler, including Child Care ? (Tab 8, rev. 01/05)
- World Peace (Tab 9, rev. 01/05)
- Drugs (Tab 10, rev. 01/05)
- Science/Technology Initiative (Tab 11, rev. 01/05)
- Increase investment for savings/growth/jobs (Tab 12, rev. 01/05)
- Crime, especially Federal furlough reform (Tab 13, rev. 01/05)
- FSLIC (Tab 14, rev. 01/05)
- Central America/Western Hemisphere Initiative (Tab 15, rev. 01/05)

**DRAFT**

DRAFT 01/09/89

EARLY POLICY CHRONOLOGY (January - April 1989)

- Invest in Our Children (Tab 16, rev. 01/05)
  - Adoption (Tab 4, rev. 01/07)
  - Defense Reform (Tab 17, rev. 01/05)
  - Clean-up of Federal nuclear weapons producing facilities (Tab 18, rev. 01/05)
  - Y.E.S. Program (Tab 19, rev. 01/05)
  - Cease production of chemical weapons pending international chemical weapons conference ? (Tab 20, rev. 01/05)
  - Leveraged Buyouts and Capital Gains Incentive (Tab 21, rev. 01/05)
  - Medicaid Buy-In (Tab 22, rev. 01/05)
  - Nisei Indemnification (Tab 23, rev. 01/07)
  - Disabled (Tab 24, rev. 01/09)
  - Labor Force of the 90s - Vice President Quayle ? (Tab 25, rev. 01/05)
- 
- 02/12           o Lincoln's Birthday
  - 02/14           o Establish by Executive Order: President's Council on Science and Technology (Tab 11, rev. 01/05)
  - 02/15           o Deadline for Soviet pullout from Afghanistan
  - 02/20           o Washington's Birthday (observed)
  - 02/24           o Hirohito Funeral
  - 02/25           o Congressional Committees submit reports to Budget Committees



# DRAFT

DRAFT 01/09/89

## EARLY POLICY CHRONOLOGY (January - April 1989)

- 02/26 - 02/28      o National Governors Association Winter Meeting, Washington, DC: President Bush remarks on Education Conference ? (Tab 6, rev. 01/07)
- 03/01              o Statutory deadline for President's report to Congress outlining composition and function of the Space Council (Tab 11, rev. 01/05)
- 03/01              o Deadline for report of National Economic Commission
- 03/17              o St. Patrick's Day
- 03/24              o Good Friday
- 03/26              o Easter
- 03/26              o 10th Anniversary of Camp David Accords
- 04/04              o 40th Anniversary of NATO Treaty, Washington, DC
- 04/15              o Joint Resolution
- 04/15              o Taxes Due
- 04/19 - 04/20      o Estimated date for NATO Summit
- 04/20              o Passover
- 04/30              o 200th Anniversary of George Washington's Inauguration
- 05/01              o Shift emphasis to foreign policy
- 05/07              o Panama, Bolivia -- Presidential and Legislative Elections
- 05/14              o Argentina -- Presidential Elections (debt crisis?)
- 05/29              o Memorial Day observed
- 05/31              o OECD Ministerial Summit in Paris begins

Gov. Sununu

1/9/88

MEMORANDUM

RE: Short-Term Agenda

This memo will outline some thoughts about the short-term agenda for the Bush Administration.

I. Guidelines

First, our premises:

1. Define limited objectives and achieve them.
2. Virtually no money.
3. Deficit will be among the top three or four major issues and will from time to time dominate the agenda.
4. Congress may or may not be nasty, but it will definitely vie for control.
5. There will be a foreign policy initiative.
6. There will be surprises.

These eight principles represent our best analysis of both the political situation over the next few months and a way to plan for the new Administration.

We have set up a short-term agenda (STA) and a long-term agenda (LTA) to guide the planning process. We feel that one cannot realistically plan events more than four months away, and so we have decided to use a rolling four month plan. The LTA will be cognizant of events that need to take place in the near term which will affect actions to be taken later in the Administration. We hope to set up a special computer program at the White House to manage this planning.

Politically, we can expect that over the next few months, the deficit will be one of three or four major issues. At times, it will appear as the overriding issue. To that end, we have taken as another premise that there is virtually no money available for new spending this year.

Using the deficit and other issues as a lever, Congress will vie for control against a new President. To counter this, we will propose both domestic initiatives and a foreign policy initiative of our own. And there will be surprises, designed to seize the initiative for the President.

Next, several objectives:

1. Stay on the offensive: maintain initiative and element of surprise.
2. Control agenda.
3. Demonstrate that the President is in charge and knows how to do the job.
4. Follow through with campaign promises.
5. Multiple wins spread over regular pattern.

While Congress vies for supremacy and control of the agenda, our objectives should be to stay on the offensive and to control the agenda ourselves. One way a new President can achieve control is to demonstrate that he is in charge and that he knows how to do the job. In 1981, the contrast between Presidents Carter and Reagan was stark: Time referred to Reagan as a "domestically able President." In 1989, we want to show President Bush as actively engaged in the Presidency, both its public face and the more private making of policy.

To the extent possible, we want to follow through with our campaign promises. A number of constituencies, both old and new, have pinned their hopes on us: supporters of education and the environment, pro-life activists, and others.

Finally, the techniques we will use:

1. Minimize intensity -- do not set up 1989 as a dramatic make or break year for the Bush Presidency.
2. Manage the process. Don't go for a long bomb when a running game will do.
3. Institutionalize the Bush approach of cooperation and consensus -- don't be afraid to share credit with Congress.
4. Build grassroots support for initiatives and neutralize critics.

Unlike in 1981, when President Reagan came into office with a clear agenda of budget cutting and tax cuts, we should not present 1989 as a make or break year for the Bush Presidency. While President Reagan was able to achieve his goal of cutting taxes, President Bush cannot achieve his goals of deficit reduction and no new taxes in one year -- he can merely begin the process. While dramatic initiatives can be valuable, they are



not everything. A full-blown package on the environment may be less practical and politically worthwhile than the simple steps of holding a global environmental conference, achieving a compromise with Congress on acid rain, and stricter enforcement of Superfund cleanups.

Another break with the past will be a greater sense of cooperation and consensus with Congress. While there are issues on which the President will continue to differ sharply with Congress (e.g. taxes, child care, and perhaps ethics), where we can achieve compromises, we should not be afraid to share the credit with Congress.

These guidelines will serve to develop a strategy that is politically realistic, that will keep the President on the offensive, and will preserve flexibility for the President.

## II. Early Actions

As part of the planning process, we have set up a block calendar with possible actions for the rest of the transition period and the early months of the Administration. This section of the memo will outline some suggested early actions for the President-elect to consider.

On January 16, the Martin Luther King, Jr, Federal Holiday, it would be appropriate for the President-elect to take some action to commemorate Dr. King. For instance, he could support a bill in Congress reauthorizing the Martin Luther King, Jr., Federal Holiday Commission, which is set to expire on April 20, 1989, or else he could support the idea of building a memorial to Dr. King. This year, incidentally, marks the 60th anniversary of Dr. King's birth.

For the first days of the Bush Administration, two possible areas for early action are the homeless and government ethics.

The President-elect could consider an Executive Order or Presidential Memorandum dealing with homelessness. This could involve ordering the Secretary of Defense and other Cabinet officials to enforce the law regarding the use of surplus military facilities to aid the homeless. Such an early action would cost little, show that the President-elect recognizes the problem, and mark the beginning of his efforts for a "kinder, gentler" America. Homelessness is appropriate for an early action not only because it is winter, but also because of Mrs. Bush's previous involvement with the issue.

Similarly, in the area of government ethics, the President-elect could consider an Executive Order, Presidential Memorandum, or Office of Government Ethics directive on the subject, for instance abolishing the "compartmentalization" of the White House or prohibit the highest-level employees from lobbying anywhere or working for foreign government while President Bush remains in office. We have also suggested that the week beginning January 22 should focus on the theme of values and public service.

There is one other acting-forcing event in the first days of the Administration. Monday, January 23, is National Right to Life Day, when the annual March for Life will be held. The President-elect could mark this event in several ways: signing an order continuing the existing ban on research on fetal tissue obtained from abortions, announcing an initiative to promote adoptions, and/or attending a church service.

### III. Issues for 1989

We have proposed six big themes for 1989:

- o The Education President: Make America #1 in Education by 2000.
- o The environment.
- o A Drug-Free America.
- o Budget reform, including Pentagon reform and deficit reduction.
- o A foreign policy theme, such as "Leadership for Peace and Freedom," a "Second American Century," and building a bipartisan foreign policy.
- o A Kinder, Gentler Nation.

We have tentatively planned a speech to a joint session of Congress for February 9. This speech should, as is the tradition in the State of the Union address, discuss a wide range of both domestic and foreign policy issues. Important constituency groups would feel slighted if their concerns are not at least discussed by the President; for instance, we risk alienating our police and law-enforcement supporters if the President does not at least mention the issue of crime.

But we feel the speech should focus on nine items, most of which relate to the six themes. Five of these relate to the budget; four are primarily non-budget items.



The five budgetary items are:

- o the homeless
- o child care
- o education
- o environment
- o drugs

Each of these initiatives would require new budgetary authority and the preparation of bills to accomplish the President-elect's proposals. These sections of the speech will highlight his concerns in these areas and specific actions he wishes to pursue.

The four non-budgetary items are:

- o ethics
- o Leveraged buyouts/capital gains initiative
- o YES/Thousand Points of Light
- o AIDS

Ethics would be a useful point for the joint session to Congress in addition to being the focus of an early Presidential action. The President-elect did promise to send an ethics bill to Congress early in the Administration.

The leveraged buyouts/capital gains initiative would seek to broaden the coalition in favor of cutting the capital gains tax rate and seize the initiative on reform of leveraged buyouts by combining capital gains tax rate reduction with eliminating the double taxation of corporate dividends and eliminating the deductibility of corporate interest payments. The proposal would be revenue neutral.

We do feel that you should address AIDS during the speech to the joint session of Congress, if not (however briefly) in the Inaugural. President Reagan was much criticized for his apparent unwillingness even to discuss the disease.

Besides these major areas to be discussed in the speech, we have been identified a number of other areas for possible action:

- o Budget reform.
- o A science/technology initiative, such as announcing that America will not lose the race to develop high-definition television.
- o Increase investment for savings/growth jobs, including cutting the capital gains tax rate and focusing on vocational education.



6-6-6

- o Crime/reform the Federal furlough program.
- o FSLIC.
- o Central America/Western Hemisphere initiative, including planning for the hemispheric drug conference.
- o Invest in our Children, focusing on the maternal and child health provisions of the package announced during the campaign.
- o Defense procurement reform.
- o Cleanup of Federal nuclear weapons facilities, including a possible supplement to the FY90 budget.
- o Chemical weapons, following the chemical weapons conference in France and Soviet unilateral action on chemical weapons.
- o Study Medicaid buy-in.
- o Nisei indemnification, doubling from \$20 million to \$40 million the amount that can be spent this year on reparations to Japanese-Americans interned in World War II.
- o An initiative on the disabled.
- o An initiative on the "Labor Force of the 90s," with Vice President Quayle.

#

**DRAFT**

January 1989

DRAFT 01/09/89

OTE: #'s are references to tabs in book.

SUNDAY

MONDAY

TUESDAY

WEDNESDAY

THURSDAY

FRIDAY

SATURDAY

2

3

4

5

6

7

- o New Congress Sworn In
- o VP Attend

- o Count Electoral Votes

- o Veterans

- o Small Business

9

10

11

12

13

14

- o Reagan FY90 Budget
- o GB statement on budget ready
- o Transition Advisory Committee

- o VP closes President's Education Workshop

- o Black Colleges
- o Reagan Farewell

- o Meet with Cabinet designees

15

16

17

18

19

20 INAUGURATION

21

- o Martin Luther King Jr. #1

Martin Luther King Jr.  
Day

- o Teachers Inaugural
- o Inaugural Opening
- o Inaugural Dinner
- o Disabled Ball ?

- o Meet w/White House Sr. Staff ?
- o Inaugural Gala

- o Family Breakfast?
- o Name Budget Team
- o Meet w/Congressional Leadership
- o Ethics Action?
- o Balls

- o Horseshoes or Gym w/ Schwarzenegger
- o White House American Welcome
- o Cabinet Meeting
- o Name EPC ? DPC ?
- o Meet JCS ?
- o Lunch : Quayle ?
- o Texas Ball
- o DC Youth Orchestra ? (MLK honors; Howard Univ.)

22 SUPERBOWL

23 Senate Reconvenes

24

25

26

27

28

← ETHICS / VALUES / PUBLIC SERVICE WEEK →

- o Church Event
- o Horseshoes ?
- o Inaugural Committee Reception
- o Super Bowl phone calls ?

- o Meet with Budget Negotiators
- o Roe v. Wade
- o Adoption Action? #4
- o White House Staff swearing in
- o NSC ?

- o Congressional Breakfast
- o Executive Action: Ethics #3
- o Meet with Diplomatic Corps ?
- o Quayle Meeting

- o IG / OGE Meeting
- o Address to SES

- o Police Badge Installation ?
- o Lunch: Police Chiefs
- o Meet with EPC?

- o Breakfast: Quayle
- o Secretary Cavaas : #6
- Teachers, Students, Parents event

- o 1st Saturday Interview
- o Alfalfa Club Dinner

29

30

31

- o Meet with DPC?
- o Meet with White House Ethics Chief?

- o TRAVEL:
- Executive Action: Voluntarism
- Homeless Model / Action ? #2

1/23 - 2/8

- o Ritual of Renewal

← ETHICS / VALUES WEEK →

# DRAFT

## February 1989

DRAFT 01/09/89

NOTE: #'s are references to tabs in book.

| SUNDAY                                                                                                                                                 | MONDAY                                                                                                                                                                                         | TUESDAY                                                                                                                                                                                 | WEDNESDAY                                                                                                                             | THURSDAY                                                                                                                        | FRIDAY                                                                                                                                           | SATURDAY                                                                               |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| <p>o Black History Month</p>                                                                                                                           |                                                                                                                                                                                                |                                                                                                                                                                                         | <p>1</p> <p>————— ETHICS</p> <p>o Black History Event<br/>o Remarks with Quayle ?<br/>o Deadline:<br/>Establish Space Council #11</p> | <p>2</p> <p>VALUES WEEK</p> <p>o National Prayer Breakfast<br/>o Youth Service Event ? #19<br/>o U.S. Conference of Mayors?</p> | <p>3</p> <p>(continued)</p> <p>BUILD-UP FOR SPEECH</p> <p>o Meet w/ Navy officers<br/>(Volunteers in High School)<br/>Brown &amp; Williams ?</p> | <p>4</p> <p>o Second Saturday Interview ?</p>                                          |
| <p>5</p> <p>————— BUILD-UP FOR SPEECH (continued)</p>                                                                                                  | <p>6</p> <p>o Ronald Reagan Birthday<br/>o Meet with Budget Negotiators<br/>o Meet w/ Drug Czar &amp; key players<br/>State, Justice, etc. ?<br/>o NEH Teachers Awards ?</p>                   | <p>7</p> <p>o Child Care event: visit federal<br/>facility ?<br/>o Meet with key personnel<br/>(EPA, etc.) re: Internat'l<br/>environmental conference #7</p> <p>o Relax at Concert</p> | <p>8</p> <p>o Pre-speech Bi-partisan Congress'l<br/>gesture (e.g. Mansfield medal)</p>                                                | <p>9</p> <p>o Speech to Joint Session</p> <p>SPEECH FOLLOW-UP<br/>(#2-25)</p>                                                   | <p>10</p> <p>Travel to sell program:<br/>- Washington: Environment ?</p> <p>o Lincoln Day Dinner ? (West)</p>                                    | <p>11</p> <p>o Town Meeting ? (Southwest)</p> <p>o Lincoln Day Dinner ? (Illinois)</p> |
| <p>12</p> <p>————— BUDGET &amp; ECONOMIC GROWTH WEEKS</p> <p>Lincoln's Birthday</p>                                                                    | <p>13</p> <p>Congressional Recess<br/>until February 20th</p> <p>o Travel : Ohio ?<br/>o Address Historic Black College<br/>Students (e.g. Lincoln , PA) ?<br/>o Lincoln Day Dinner (OH) ?</p> | <p>14</p> <p>o Meet with Budget Negotiators ?<br/>o Establish by Executive Order:<br/>President's Council on Science &amp;<br/>Technology ? #11</p>                                     | <p>15</p> <p>o Deadline for Soviet Pullout from<br/>Afghanistan :<br/>Afghanistan Event</p>                                           | <p>16</p> <p>o Travel to sell program ?</p>                                                                                     | <p>17</p> <p>o Prepare to sell Congress on program<br/>o Duke Ellington School of the Arts<br/>Black History Performance ?</p>                   |                                                                                        |
| <p>19</p> <p>————— BUDGET &amp; ECONOMIC GROWTH WEEKS</p> <p>o Televised address to Nation ?<br/>(urge Congressional action on<br/>Bush proposals)</p> | <p>20</p> <p>Congress Reconvenes</p> <p>SELL PROGRAM TO CONGRESS</p> <p>Washington's Birthday</p>                                                                                              | <p>21</p>                                                                                                                                                                               | <p>22</p>                                                                                                                             | <p>23</p>                                                                                                                       | <p>24</p> <p>o Hirohito Funeral</p>                                                                                                              | <p>25</p> <p>o Congressional Committees submit<br/>reports to Budget Committees</p>    |
| <p>26</p> <p>DOMESTIC ISSUES</p>                                                                                                                       | <p>27</p> <p>o National Governors' Association<br/>Winter Meeting,<br/>Washington, DC</p>                                                                                                      | <p>28</p> <p>o GB Remarks?<br/>Education Conference ? #6</p>                                                                                                                            |                                                                                                                                       |                                                                                                                                 |                                                                                                                                                  |                                                                                        |



# DRAFT

March 1989

NOTE: #s are references to tabs in book.

DRAFT 01/09/89

| SUNDAY                                                                 | MONDAY                                      | TUESDAY | WEDNESDAY                                                         | THURSDAY | FRIDAY            | SATURDAY |
|------------------------------------------------------------------------|---------------------------------------------|---------|-------------------------------------------------------------------|----------|-------------------|----------|
|                                                                        |                                             |         | 1<br>o Deadline: Space Council Plan #11<br>o Deadline: NEC Report | 2        | 3                 | 4        |
|                                                                        |                                             |         | DOMESTIC ISSUES (continued) →                                     |          |                   |          |
| 5<br>o 20th Anniv. of Minority<br>Business Development Agency          | 6                                           | 7       | 8                                                                 | 9        | 10                | 11       |
| 12<br>o Fair Housing Act Amendment<br>effective                        | 13                                          | 14      | 15                                                                | 16       | 17                | 18       |
|                                                                        |                                             |         |                                                                   |          | ST. PATRICK'S DAY |          |
| 19<br>o El Salvador - Presidential Elections                           | 20<br>Congressional Recess<br>until March 3 | 21      | 22                                                                | 23       | 24                | 25       |
| DEFENSE REFORMS →                                                      |                                             |         |                                                                   |          | GOOD FRIDAY       |          |
| 26<br>o 10th Anniversary of<br>Camp David Accords<br><br>EASTER SUNDAY | 27                                          | 28      | 29                                                                | 30       | 31                |          |

**DRAFT**

**APRIL 1989**

**DRAFT 01/07/89**

**NOTE: #s are references to tabs in book.**

| SUNDAY                                                                                                          | MONDAY                              | TUESDAY                                                                                            | WEDNESDAY | THURSDAY | FRIDAY | SATURDAY                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------|-------------------------------------|----------------------------------------------------------------------------------------------------|-----------|----------|--------|-------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                 |                                     |                                                                                                    |           |          |        | 1<br><ul style="list-style-type: none"> <li>Senate Budget Resolution</li> <li>GATT Meeting in Geneva</li> </ul>               |
| 2                                                                                                               | 3 Congress Reconvenes               | 4<br><ul style="list-style-type: none"> <li>40th Anniversary NATO Treaty Washington, DC</li> </ul> | 5         | 6        | 7      | 8                                                                                                                             |
| <div>FOREIGN POLICY</div>                                                                                       |                                     |                                                                                                    |           |          |        |                                                                                                                               |
| 9                                                                                                               | 10                                  | 11                                                                                                 | 12        | 13       | 14     | 15<br><ul style="list-style-type: none"> <li>Joint Resolution</li> <li>National Volunteers Week</li> <li>Taxes Due</li> </ul> |
| 16                                                                                                              | 17                                  | 18<br><ul style="list-style-type: none"> <li>Estimated date NATO Summit</li> </ul>                 | 19        | 20       | 21     | 22                                                                                                                            |
| <div>FOREIGN POLICY</div>                                                                                       |                                     |                                                                                                    |           |          |        |                                                                                                                               |
|                                                                                                                 |                                     |                                                                                                    |           | PASSOVER |        |                                                                                                                               |
| 23 / 30<br><ul style="list-style-type: none"> <li>200th Anniversary George Washington's Inauguration</li> </ul> | 24 Congressional Recess until May 1 | 25                                                                                                 | 26        | 27       | 28     | 29                                                                                                                            |

NOTE: #'s are references to tabs in book.

MAY 1989

**DRAFT**

DRAFT 01/07/89

| SUNDAY                                                        | MONDAY                               | TUESDAY | WEDNESDAY                                              | THURSDAY | FRIDAY | SATURDAY |
|---------------------------------------------------------------|--------------------------------------|---------|--------------------------------------------------------|----------|--------|----------|
| Shift Emphasis to foreign policy                              | 1<br>• First debt ceiling ?          | 2       | 3                                                      | 4        | 5      | 6        |
| 7<br>• Panama & Bolivia<br>Presidential elections             | 8                                    | 9       | 10                                                     | 11       | 12     | 13       |
| 14<br>• Argentina - Presidential elections<br>(debt crisis ?) | 15                                   | 16      | 17                                                     | 18       | 19     | 20       |
| 21                                                            | 22                                   | 23      | 24                                                     | 25       | 26     | 27       |
| 28                                                            | 29<br><br>MEMORIAL DAY<br>(observed) | 30      | 31<br><br>• OECD Ministerial Summit in Paris<br>Begins |          |        |          |



# DRAFT

DRAFT 01/09/89

## EARLY POLICY CHRONOLOGY (January - April 1989)

- 01/09
  - o Reagan FY 90 Budget
  - o Have GB statement on budget ready
- 01/16
  - o Martin Luther King Birthday & Federal Holiday (Tab 1, rev. 01/05)
- 01/20
  - o Name team of budget negotiators
  - o First meeting of budget negotiators
  - o Ethics action ? (See Tab 3, rev. 01/05)
- 01/23
  - o Anniversary of Roe v. Wade: March for Life
  - o Adoption action/Fetal Tissue (Tab 4, rev. 01/07)
- 01/24
  - o Executive Action on Ethics (Tab 3, rev. 01/05)
- 01/25
  - o IG/OGE Meeting
  - o Address to SES
- 01/31
  - o Executive Action on Voluntarism (Tab 19, rev. 01/05)
  - o Homeless: model / action (Tab 2, rev. 01/05)
- 02/01
  - o Beginning of Black History Month
  - o Statutory date for establishment of Space Council
- 02/03
  - o Build-up for 2/9 speech
- 02/09
  - o Recommendation of pay raise takes effect unless modified by Congress
  - o Speech to Joint Session - Big Themes:
    - Education President: America #1 in Education by Year 2000
    - Environment (TIME "Planet of the Year")

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DRAFT 01/09/89

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- Drug-Free America
- Budget Reform, including Pentagon reform/budget reduction
- Leadership for Peace and Freedom, 2nd American Century, Bi-partisan Foreign Policy
- "Kindler, gentler nation" including child care?

02/09

### Joint Session Speech Follow-up:

- Homeless (Tab 2, rev. 01/05)
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- Specific deficit reduction proposal: budget reform (Tab 5, rev. 01/05)
- Education/College Savings Bond (Tab 6, rev. 01/07)
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  - Labor Force of the 90s - Vice President Quayle ? (Tab 25, rev. 01/05)
- 
- 02/12           o Lincoln's Birthday
  - 02/14           o Establish by Executive Order: President's Council on Science and Technology (Tab 11, rev. 01/05)
  - 02/15           o Deadline for Soviet pullout from Afghanistan
  - 02/20           o Washington's Birthday (observed)
  - 02/24           o Hirohito Funeral
  - 02/25           o Congressional Committees submit reports to Budget Committees



# DRAFT

DRAFT 01/09/89

## EARLY POLICY CHRONOLOGY (January - April 1989)

- 02/26 - 02/28      o National Governors Association Winter Meeting, Washington, DC: President Bush remarks on Education Conference ? (Tab 6, rev. 01/07)
- 03/01              o Statutory deadline for President's report to Congress outlining composition and function of the Space Council (Tab 11, rev. 01/05)
- 03/01              o Deadline for report of National Economic Commission
- 03/17              o St. Patrick's Day
- 03/24              o Good Friday
- 03/26              o Easter
- 03/26              o 10th Anniversary of Camp David Accords
- 04/04              o 40th Anniversary of NATO Treaty, Washington, DC
- 04/15              o Joint Resolution
- 04/15              o Taxes Due
- 04/19 - 04/20      o Estimated date for NATO Summit
- 04/20              o Passover
- 04/30              o 200th Anniversary of George Washington's Inauguration
- 05/01              o Shift emphasis to foreign policy
- 05/07              o Panama, Bolivia -- Presidential and Legislative Elections
- 05/14              o Argentina -- Presidential Elections (debt crisis?)
- 05/29              o Memorial Day observed
- 05/31              o OECD Ministerial Summit in Paris begins