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JAN 10 1975



EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

January 10, 1975

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Memorandum for: Jack Marsh
Max Friedersdorf
From: Bob Bonitati *pb*
Subject: Briefing Outlook on 94th Congress

Roy Ash has indicated that he was genuinely impressed with the briefing presented by the two of you at the last Cabinet Meeting (January 8) concerning your "Outlook on the 94th Congress."

Roy believes it would be very helpful to our senior OMB staff (approximately 35 people) if you might repeat this briefing for them at some early date. An ideal time would be at our normal 9:00 a.m. Friday senior staff meeting. In fact, I might suggest the date of Friday, January 17. If this is not possible we can certainly arrange a meeting time that is more convenient to the two of you.

9:00 Room 248



January 24, 1975



MEMORANDUM FOR: JIM CONNORS

FROM: JACK MARSH

In the meeting this morning with Bill Baroody, the President indicated a desire to bring to the attention of the Cabinet officers at the next meeting, his interest in the public affairs program sponsored here at the White House and those in the field such as regional conferences.

He wants to encourage senior officials of the Administration, including White House staff, to render help and assistance by way of being spokesmen when requested by the Baroody operation.

cc: Don Rumsfeld
Bill Baroody

THE WHITE HOUSE

WASHINGTON

May 6, 1975

MEMORANDUM TO: JIM CONNOR

FROM: JACK MARSH

In reference to the remarks that the President might make to the Members of the Cabinet in his summary after Cabinet Officials have presented his views, I would recommend the following:

- 1) Although we are up against a two to one ratio in the Congress, it is important that we continue to press forward on the approach that we have taken thus far to achieve our programs and hold the line on federal spending.
- 2) The great advantage we have is the Administration can speak with one view, whereas the Congress is badly divided and fragmented both along party lines and on issues.
- 3) The fact that energy has become a major issue demonstrates our ability to put forth a program and the inability of the Congress to come up with an alternative. They have only to react in a negative way.
- 4) We will be facing some very tough issues in the weeks ahead, where undoubtedly we will have to resort to the veto. Our veto strategy will not be to block the enactment of legislation but to cause the Congress to make legislation more acceptable either because of threat of veto, or because it has been successfully vetoed. If we can establish a beachhead early on, using the veto to demonstrate strength, we may not have to use it as frequently in the future.
- 5) An overriding consideration in legislative actions, will be the no "new spending rule". It is necessary to hold to this rule if we are to maintain the integrity of the budget.





- 6) When appropriation bills come forward, we will face even stronger tests. Therefore, it is essential that we not be tagged with a strategy that is wholly negative relying on the veto.
- 7) It is incumbent that we emphasize what we want to accomplish. When a bill is vetoed, then Administration leaders must set forth clearly not only why it was vetoed, but what changes are necessary for a better bill.
- 8) The departments are not independent but are interrelated and frequently other Cabinet heads and Members of the Sub-cabinet can offer great assistance to other departments in the legislative process. This assistance should be both sought and given in order to have a cooperative concerted action on the Hill.
- 9) Department heads should communicate frequently not just with the White House, but also with other Departments to exchange information and develop concerted efforts.
- 10) The base of any vote for legislation, or to sustain any veto is with the Republicans in the House and the Senate. You and the chief officers should be in constant communication with the Republican leadership, and this should not wait until you have a piece of legislation on the floor.
- 11) The first third of this session has nearly passed. Prior to the Memorial Day recess every Cabinet Officer and Subcabinet Officer should see that a personal contact has been made with the Members of your jurisdictional committees, Republicans and Democrats. This should be a courtesy call to see where things stand and ascertain what is on the Member's mind. If every department of the government would do this, it would assure that each Member of the House and Senate has had a personal call by a Senior Official of the Administration.
- 12) It is vital that you increase the tempo of Congressional visitation both on the Hill and by invitation to your Department. In these meetings the program of your Department should be stressed, and the key issues of the Administration should be explained. Point out why we must hold the line on federal spending.
- 13) Finally, you may encounter arguments that the way to hold down spending is to cut the Defense Budget. This argument must be resisted by all Cabinet Officials. This critical period in which

we live, and especially when other nations look to American determination, makes it essential that we maintain our strength in order to maintain our credibility.



June 3, 1975

MEMORANDUM FOR: JIM CONNOR
FROM: JACK MARSH

I would appreciate your checking on the possibility of a Presidential Spokesman, Cabinet-level, appearing at the July 4, 1975 Program at Staunton, Virginia. The Program takes places around 12 noon.

Many thanks.



THE WHITE HOUSE

WASHINGTON

February 20, 1975

MEMORANDUM FOR: THE PRESIDENT

FROM: JACK MARSH

In discussing the legislative program at the Cabinet meeting, I would suggest the following points be made:

1. This is a critical period of Congressional Session from the standpoint of the Administration's program and, therefore, Cabinet officers must be personally responsible for an active and responsive effort in dealing with the Congress.

2. Committee hearings not only give us a chance to promote our program, but they provide a forum for public opinion. It is vital that the very best witnesses are our spokesmen. Remember you are the best witness.

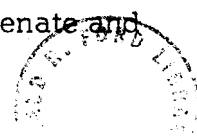
3. The economy and energy programs are the number one priorities, and everyone must be able to be a spokesman with House and Senate Members to explain these programs.

4. It is incumbent upon Members of the Administration, particularly Cabinet officers and Sub-Cabinet officers, to become acquainted and meet personally with Members of the House and Senate on both sides of the aisle. By now every Member of your jurisdictional committee should have had a personal visit.

We are faced with key votes within the next two weeks with a veto vote on the energy program faced in the House and possible in the Senate.

(a) We had 114 votes in the House and we are going to try and sustain there.

(b) If that does not succeed, we had 28 votes in the Senate and chances of sustaining there are good.



(c) We must speak with one voice. Be sure you have a correct signal before discussing any modification of this program. Make no promises on which you cannot deliver.

5. The fact I have said we will "try to work something out" does not mean a sell out and be careful in discussions of compromise.

6. Pass on any information you learn on a Member's position and give us your ideas as how we can be helpful to Members.

7. In reference to the veto, there are the following considerations:

(a) Timing, which means not only when I will sign, but also when it will be best to consider this on the Hill.

(b) There are factors that influence the timing such as:

1. The new Democratic program, the inadequacies of which must be pointed out.

2. Time to work key Members in both the House and Senate.

8. Veto Strategy

(a) Consider possible modifications to your plan quietly with Hill leaders.

(b) Start a campaign to support your veto.

1. Take your case to the people

2. Go after swing votes.

3. Use Presidential forums -- TV, press conferences, Administration spokesmen.

9. Officials will be given special tasks involving both House and Senate Members. Cooperation in undertaking this is expected.

10. Keep the economy in focus and don't let it be downgraded by the energy program, but point out they are interrelated. Emphasize Floor action expected shortly possibly next week on the tax cut.

11. Summary of other legislative matters within the near time frame is attached.



Setp. 16

THE WHITE HOUSE
WASHINGTON

Jack --

I see from the attached Connor memo that we struck out again on the Baroody, Cape Canaveral agenda items. In all fairness, the items selected for discussion are all critical.

We will just have to crack it again at the next meeting.

Russ



SEP 16 1975

Revised
3:15 pm September 16, 1975

Mr. Marsh

THE WHITE HOUSE
WASHINGTON

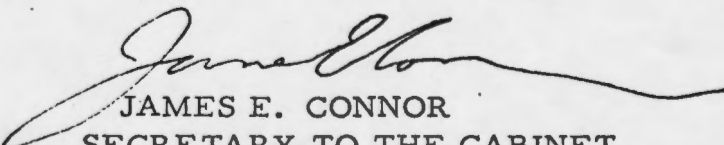
September 16, 1975

MEMORANDUM FOR
THE CABINET

SUBJECT: CABINET MEETING, WEDNESDAY, SEPTEMBER 17, 1975
11:00 A.M., THE CABINET ROOM

The President has approved the following agenda for the Cabinet Meeting scheduled for Wednesday, September 17th at 11:00 a.m.

<u>Introduction</u>	<u>The President</u>	10 minutes
<u>Briefing on New York Financial Situation</u>	<u>Alan Greenspan</u> <u>James Lynn and</u> <u>James Cannon</u>	15 minutes
<u>Discussion of the Sale of U. S. Grain</u>	<u>Secretary Butz and</u> <u>Secretary Dunlop</u>	15 minutes
<u>Report on the Busing Situation</u>	<u>Attorney General Levi</u> <u>and Secretary Mathews</u>	10 minutes
<u>Report on the Domestic Council Public Forums</u>	<u>James Cannon</u>	10 minutes
<u>Economic Up-Date</u>	<u>Alan Greenspan</u>	5 minutes
<u>Energy Up-Date</u>	<u>Frank Zarb</u>	5 minutes


JAMES E. CONNOR
SECRETARY TO THE CABINET



September 12, 1975

MEMORANDUM FOR:

JIM CONNOR

FROM:

JACK MARSH

SUBJECT:

Cabinet Agenda Items for
September 17, 1975 Meeting

Reference your September 8th memo on Cabinet agenda items for the September 17th meeting, I would propose the following items:

1. A briefing by Bill Baroody on certain aspects of the operations of the Public Affairs Office (10 minutes).
2. A brief message by the President to those in attendance concerning the Cape Canaveral Bicentennial Project and a request for departmental cooperation in assuring the success of the project. (Background materials will be provided by Ted Marrs.)

JOM/RAR/dl



THE WHITE HOUSE

WASHINGTON

SEP 9 1975

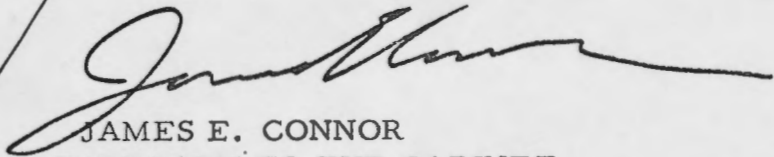
September 8, 1975

MEMORANDUM FOR

THE CABINET

SUBJECT: CABINET AGENDA ITEMS FOR
SEPTEMBER 17, 1975 MEETING

The next meeting of the Cabinet is scheduled for Wednesday, September 17th, at 11:00 a.m. in the Cabinet Room. I would appreciate receiving any suggestions you might have for agenda items by c.o.b. on Friday, September 12th. If you wish to send your suggestion by phone, the direct number is 456-6697.



JAMES E. CONNOR
SECRETARY TO THE CABINET

R -
① Put in Baroody request to brief Cabinet - 10 m.
② NASA Casavand



September 9, 1975

MEMORANDUM FOR:

JIM CONNOR

FROM:

JACK MARSH

I believe I mentioned to you that the President wanted to bring to the attention of the Cabinet the Cape Casaveral project in reference to the Bicentennial.

When there is another Cabinet meeting, I think it might be helpful to allow five to ten minutes for this.

JOM/dl



August 28, 1975

MEMORANDUM FOR:

JIM CONNOR

FROM:

JACK MARSH

The President would like to make reference to the Cape Canaveral project at the next Cabinet Meeting. I would suggest about five minutes and that you task Ted Marrs to pull this together.

JOM/dl



October 1, 1975

MEMORANDUM FOR: JIM CONNOR
FROM: JACK MARSH
SUBJECT: Cabinet Agenda Items for
October 8, 1975 Meeting

Reference your September 30th memo on Cabinet agenda for the October 8th meeting. I would propose the following item:

--

A briefing by Bill Baroody on certain aspects of the operations of the Public Affairs Office (10 minutes)

JOM/RAR/dl



Jack

THE WHITE HOUSE
WASHINGTON

Our Bill Garoody
request is getting
a bit dog-eared

R.

I tried last
time - Try
again



M

October 1

THE WHITE HOUSE
WASHINGTON

Russ --

Is the attached ok?

With the omission of the
Cape Canaveral item, it
is identical to the memo
we previously sent to
Connor.

Thanks.

donna

THE WHITE HOUSE
WASHINGTON

September 30, 1975

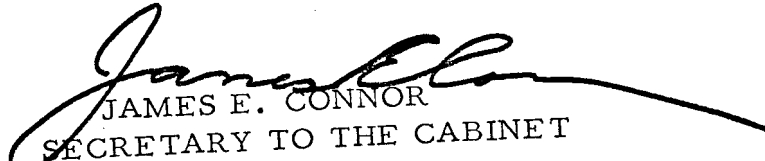
calendared (ca)
agenda/due Fri. 10/3

MEMORANDUM FOR
THE CABINET

SUBJECT: CABINET MEETING AGENDA ITEMS
OCTOBER 8, 1975

The next meeting of the Cabinet is scheduled for Wednesday, October 8th, at 11:00 a.m., in the Cabinet Room. I would appreciate receiving any suggestions you might have for agenda items by 12:00 noon on Friday, October 3rd.

If you wish to send your suggestions by phone, the direct number is 456-6697.


JAMES E. CONNOR
SECRETARY TO THE CABINET



December 1, 1975

MEMORANDUM FOR: MIKE DUVAL
RUSS ROURKE

FROM: JACK MARSH

SUBJECT: Cabinet Meeting December 10

I would like you both to make some suggestions for the agenda for the next Cabinet meeting on December 10.

I think one item would be the Bicentennial, since we are closing out this year and about to begin 1976. Another item might be the status of major legislation for the intelligence community.

JOM/dl



Mr. Marsh

THE WHITE HOUSE
WASHINGTON

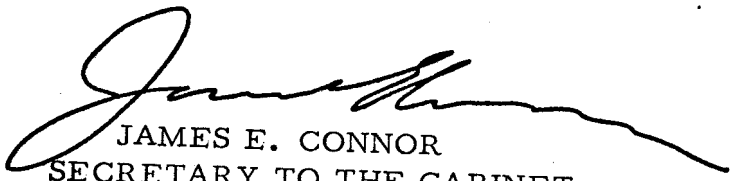
November 28, 1975

MEMORANDUM FOR
THE CABINET

SUBJECT: CABINET AGENDA ITEMS
MEETING DECEMBER 10, 1975

The next meeting of the Cabinet is scheduled for Wednesday, December 10th, at 11:00 a.m., in the Cabinet Room.

I would appreciate receiving any suggestions you might have for agenda items by c.o.b. Friday, December 5th. If you wish to send your suggestions by phone, the direct number is 456-6697.


JAMES E. CONNOR
SECRETARY TO THE CABINET

R + Mike
your views



December 3, 1975

MEMORANDUM FOR: JIM CONNOR

FROM: JACK MARSH

Secretary Kleppe called me this afternoon in referenceto the Cabinet Meeting scheduled for December 10. The Secretary has to be in Los Angeles on December 10 and will miss the Cabinet meeting. He will be represented by his Under Secretary at the Cabinet Meeting.

This meeting in Los Angeles is a meeting the Secretary cannot miss and one which is politically desirable for him to attend.

JOM/dl

cc: Dick Cheney

SEP 1 1976

THE SECRETARY OF COMMERCE

WASHINGTON, D.C. 20230

August 31, 1976

MEMORANDUM FOR THE PRESIDENT

SUBJECT: LEGISLATIVE STRATEGY

Under Secretary Ed Vetter has briefed me on yesterday's Cabinet meeting at which, among other things, Jack Marsh reviewed the situation with respect to pending legislation. In this regard, I am forwarding the following comments which I would have made had I been able to attend the meeting.

In spite of contemplated Administration efforts, the Democratic Congress will undoubtedly send you several bills which deal with important problems but which undesirably complicate, deviate from or go beyond your preferred approach--i.e., bills which you would wish to veto, but which may in several cases be politically difficult to veto. With this in view, it would seem desirable for you to assume now a public posture of leadership with respect to the emerging Congressional situation.

Specifically, I recommend that you promptly offer a public statement (perhaps in the form of a message to the Congress) which:

- o builds upon your recent message concerning legislative priorities;
- o notes that a set of bills (specified) addressing important public policy problems continues to await positive Congressional action;
- o states that if these bills reach your desk in responsible form (citing examples, as appropriate), you will sign them--and again urges the Congress to take responsible action promptly;
- o laments what seem to be signs that the Congress will not act responsibly--citing specific examples of delays, of excessive funding, and of bill-cluttering with flurries of last minute amendments;



- o warns that you will continue to veto irresponsible legislation--citing examples of specific provisions which are unacceptable; and
- o announces that if the Congress does not promptly address the important public business before it--or if it becomes necessary to veto important bills--you will, if reelected, call the Congress back into session in order to assure that responsible, positive action is forthcoming.

Such a statement could not only help affirm an image of leadership toward responsible, positive action, but also serve as a useful reference point when vetos become necessary.

I have discussed this suggestion in a preliminary way with Jim Lynn and Bill Seidman--and am forwarding copies of this memo to Jack Marsh, Jim Cannon and Jim Baker.



Elliot L. Richardson

