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response to Barroon memo.

Background Paper for
White House Briefing:
Private Sector Initiatives

June 17, 1981
10:00am

REVIEW OF PAST DISCUSSIONS

1. We have suggested a one year program running from June 1981 through June 1982.
2. The purpose of the program is to determine how the traditional institutions in the private sector--neighborhood groups, churches, voluntary and ethnic organizations, corporations and labor unions--can help individuals in need, particularly at a time of cutback in government services.
3. There are four possible key milestones for the program:
 - * A Presidential speech in July or August, 1981
 - * Structural involvement of private sector leaders.
 - * The State of the Union Message, January 1982
 - * A final Report to the President by June 30, 1982

There are at least five tasks that will be begun in June with completion timed so that the findings are available to meet the requirements imposed by the milestones listed above.

TASK 1: To determine who is affected by cutbacks in social services.

TASK 2: To identify the specific needs that must be filled.

TASK 3: To determine how these needs can be met by private sector institutions, and what are specific sources of help.

TASK 4: To develop the best communications strategy for White House and Federal government.

TASK 5: To identify where government creates barriers or interferes with private sector helping networks and possible areas where government policies could provide incentives for the self-help organizations.

OBJECTIVES OF PROGRAM

1. To answer the public consensus to restore balance between the public and private sectors in meeting social needs, and to foster policy approaches that are consistent with traditional values.
2. To determine how government and the private sector can work together to address these social needs, particularly in a time of necessary cutback in government services.
3. To suggest more efficient, more humane, and more effective means of delivering services in such social areas as employment, crime, housing, health care, public assistance, the arts and humanities.
4. To demonstrate awareness of these problems and to show that a new kind of positive response is underway.
5. To develop a complete strategy for addressing the social area of American life, one that weaves together a refashioned government strategy with renewed private sector initiatives.

POTENTIAL NEW GOVERNMENT/PRIVATE SECTOR RELATIONSHIPS

1. Federal government devolves responsibility and/or funding to state and local government. At least, this will provide more efficient use of the public dollar; at best, it will produce more flexibility and creativity.

EXAMPLE:

--Block grants

2. Government works in conjunction with private sector.

EXAMPLES:

- Job counseling and placement efforts modeled after Delaware Governor duPont's pilot project.
- Labor Department efforts to work with private employers to generate jobs for former CETA enrollees.
- Social Security Administration's program to train and employ disabled persons in private sector jobs.

3. Government's role changes from service deliverer to stimulator of private sector action by:

a) providing leadership

b) disseminating information

c) creating incentives *tax incentives, etc.*

d) removing barriers

EXAMPLES:

- Highlighting successful job counseling, training, and placement programs initiated by private sector parties.
- Identifying examples of how grassroots groups have dealt with problems of youth gangs, child care and assistance to the elderly and communicating these examples.
- Market-oriented incentives to encourage more competition in the health care industry.
- Reducing the adverse effect of government-sponsored meals-on-wheels programs on privately-run meals programs.
- Easing overly-restrictive occupational licensure requirements.

Self-directed programs are carried out by traditional institutions in the private sector including grassroots neighborhood groups, families, churches, voluntary and ethnic organizations, corporations, and labor unions.

The Appendix at the end of this paper provides some examples of specific institutions as well as selected activities and programs that illustrate the potential for success of private organizations.

ELEMENTS OF PHASE-I, DETERMINING NEEDS

1. Analytical study - determine who will be affected by cutbacks and what other needs exist that cannot at this time (or should not at any time) be delivered by government.

2. Sounding function - receive information in regular meetings with private sector groups as to perceived needs and how groups might participate.

3. Process of sensitization and communications - (within government, between government and private sector, and outside government) convey fact that attention is being paid to their problems and that work is underway.

ROLE OF GOVERNMENT IN PHASE I

1. Provide data - specific contacts should be appointed and apprised of data needs of this study. These include:

Associate OMB Director Don Moran
 Assistant OMB Director for Budget Review
 Assistant HHS Secretary Robert Rubin
 Assistant Labor Secretary Angrisani
 Assistant HUD Secretary Savas
 National Endowment for Humanities
 National Endowment for the Arts
 OPL/Domestic Council representatives
 ACTION Director Tom Paukens
 Veterans Administration
 Commerce Department - Jim Rosebush
 Energy Department
 Agriculture Department

2. Sounding function - key officials to gather information in meetings with private sector groups include:

--members of the White House staff including Presidential aides, domestic council and office of public liason,
 --top officials of departments and agencies.

3. Communications/sensitization

- a) designated officials to use key language indicating that a program is underway.
- b) White House and agencies provide Baroody study with information as to meetings, speeches, testimony and other targets of opportunity that can be used to disseminate information and create motivation during the progress of the study.
- c) White House and agencies provide Baroody study with information on events that might affect timetables.
- d) education function

STEPS IN THE SOUNDING FUNCTION1) state the problem

- a) cutback of government funds
- b) many needs were not addressed even before this cutback
- c) government programs in this area have generally failed
- d) new approach needed

2) indicate basic conceptual approach

to develop approaches that highlight private sector successes, energize the private sector to work in self-help ways, and re-stimulate the natural helping networks that undergird society

3) ask questions as to perceived needs

("with regard to those areas that affect you, what are priority needs a) generated by government cutbacks b) that exist and aren't being met regardless of current government cutbacks.")

4) ask questions as to how private parties could be involved

("what are the perceived solutions)
(a briefing paper might be sent out in advance describing concept and listing kinds of questions to be addressed so the meetings can be productive.)

Some guiding principles of this program

1. This is not designed simply to address 1982 budget reductions but is a larger effort to redress imbalance between the public and private sectors in addressing problems in social areas. This effort will seek out all areas of need that can be addressed this way, not just those arising in connection with the scaling back of existing government programs..
2. This program does not attempt to produce a blueprint for the solution of our social problems. It does seek to provide stimulus and a framework geared to the natural helping networks in the private sector.
3. It will minimize the hoopla and avoid overpromising.
4. Not strict volunteerism--the government does play a role.
5. Government has not turned its back on these problem areas, and is developing a positive approach; but this approach does not feature a spate of new federal programs.
6. This program rests on the premise that many answers to our problems lie in moving decision-making away from the federal government; answers will be sought, and where possible programs derived and executed, by those who are more directly involved and affected. Thus, new initiatives will bubble up from the private sector nurtured by government encouragement, rather than filter down from overly-rigid government programs.

Next Steps

I would like to begin work on this project immediately. The timetable displayed on the next page indicates that once we reach an agreement that this project should go forward, we would begin work on five tasks simultaneously. While this work would proceed through four phases, delineated by such milestones as a public announcement and the State of the Union address, we believe that work should begin on a variety of tasks concurrently.

As a first step in this process I would suggest a meeting between the key people at OMB with supervisory responsibility in the areas pertinent to this study and members of my staff. In particular, I would like Jack Meyer and Rudolph Penner at AEI to meet with Don Moran, Associate Director for Human Resources, Veterans and Labor and one or two other senior OMB officials such as the Assistant Director for Budget Review. This meeting, which should be held as soon as possible, would lay out the parameters of the first task (determining who is affected by new budget policies) and establish some of the data and information needs that we anticipate.

Simultaneously, I will seek individual meetings with key White House and agency people as well as selected leaders in the private sector.

I met this month with key business leaders for preliminary soundings. The annual AEI board meeting is June 18.

PHASE I	PHASE II	PHASE III	PHASE IV
<p>Concludes with public announcement</p> <p>4-10 weeks</p>	<p>Concludes with structural involvement of private sector leaders.</p>	<p>Concludes with State-of Union message</p>	<p>Concludes with final report - June 30, 1982</p>
<p>Task I - Who is affected? Analytical study to determine needs</p>	<p>Meetings with private sector groups.</p>	<p>Determine specific sources of help</p>	<p>Develop model for identification of potential solutions.</p>
<p>Task II - Determining Specific Needs. 1) meetings with interested parties.</p>	<p>-Development of Private sector models -Meetings with business, labor, private sector groups.</p>	<p>Catalog private sector initiatives for release through various media. State-of-the-Union</p>	<p>Continue communications process, highlighting successes. Release Interim report for comments and discussion</p>
<p>Task III - How Can Needs Be Met? Gather information on private sector solution models.</p>	<p>Development of Communications Elaboration of dissemination function.</p>	<p>→</p>	<p>Recommend public policy initiatives. 1) reduce barriers 2) create incentives</p>
<p>Task IV - Communications Sensitization process begins. Dissemination process begins. Preparation of Presidential announcement.</p>			
<p>Task V - Public Policy Stage. Identify barriers and other ways government interferes with private sector action. Identify potential incentives.</p>			

ENCHMARKS

URATION

PECIFIC
CTIVITIES

POTENTIAL SOURCES OF ASSISTANCE

1. Corporations and Businesses

The corporation has been and will continue to be a contributor to the solution of specific social problems. Corporate foundations can commit economic resources to funding social programs. Corporate money historically has focused on research and development or experimental programming. Corporations also contribute to specific social activities such as Meals on Wheels, health care and the arts. Individual corporate leaders can provide technical assistance to local groups. The key is to give the corporation: a) reasonable recognition b) relatively limited liabilities and c) some incentives (e.g., tax).

2. The Church

Many church organizations deliver services such as assistance to the aged, child care, marriage and personal counseling. The chief problem confronting churches is the requirement that programs not be restricted to church members. Sanctions against proselytizing also have hindered development of such programs. This last element has kept church programs small. Flexibility in this area could produce a wider range of church-sponsored social programs.

3. Labor Union Locals

Within limitations, labor union locals can raise funds for specific projects of interest to their members. In many parts of the country, union locals are operating social programs funded by state and federal funds and member contributions.

4. Ethnic and Racial

The Sons of Italy, National Polish Alliance, chapters of the N.A.A.-C.P., and many other such groups operate community programs with which ethnic groups can identify and in which they can participate.

5. Social and Voluntary Organizations

Under this category one could find a host of groups ranging from business organizations such as the Rotary and Kiwanis Clubs, women's organizations such as the League of Women Voters, Daughters of the American Revolution and chapters of the National Organization of Women. Many of these organizations are clearly identified with social services such as Meals on Wheels.

6. Neighborhood Groups

In neighborhoods all over the country there are grassroots groups that can mobilize citizens for combating social and economic problems. A host of successful efforts have been identified wherein families or groups of individuals organized to address a specific social problem such as youth gang warfare or urban dislocation. Many then move to deliver other needed services in their communities.

Examples of Successful Institutions and Activities

Many private sector success stories stand in sharp contrast to public sector failures. Here are some examples of successes that specifically save government money:

Foster Care

Money spent on foster care in this country provides perverse incentives to keep children in the foster care system, separated from a stable home environment. A community group in Detroit challenged the adoption practices of these foster care agencies, with startling results. (Homes for Black Children in Detroit has revolutionized adoption procedures in Michigan.)

They started with the belief that if a family cared for the children of unwed mothers, it would also formally adopt the child. By removing barriers for adoption, the results are substantial. (Homes for Black Children placed 137 children. The 13 traditional agencies combined placed only 96.) Over its ten-year existence, Homes for Black Children has successfully placed over 700 children in permanent adoptive homes. As a result, the infant units in the Detroit General Hospital and in two maternal care homes are closed.

Youth Crime

In the mid-1960s, Philadelphia was plagued with gang violence. It was known as "the youth gang capital of America." Deaths from gang violence totaled more than 40 per year. To combat this problem, the House of Umoja was formed. With unorthodox ideas, no formal training and virtually no government aid, they turned the gang members toward positive pursuits and gave them a sense of extended family. As a result, deaths from gang violence have been reduced to about one a year.

Most federal money for youth crime has been spent on consultants, on expanding the juvenile justice bureaucracy and on university-based researchers who have offered few practical solutions to the problem.

Health

Arthritis, the nation's number 1 crippling disease, cost Americans more than \$14 billion a year. It affects more than 31 million Americans, disabling many of them. But the disease is usually treatable if caught early.

Burlington Industries, the world's largest textile manufacturer, joined with the Arthritis Foundation and the University of North Carolina's School of Medicine to establish the Industrial Rheumatology Rehabilitation Center in Greensboro, North Carolina.

Most government payments for arthritis are made after the disease has seriously affected the patient, whereas Burlington's approach is to

invest in preventive treatments. This not only saves the government money, but can save companies millions in insurance premiums and tax payments.

Another corporation addressing preventive health care is Chevron, which spends approximately \$1 million a year on Health Fairs. Participants are given complete physical examinations and are referred to their physicians if problems are detected. This saves the participants up to \$100 for the cost of the check-ups, and can save millions in additional health costs because of early detection of disease.

Education

In 40 public schools in Washington, D.C., 6,264 students failed to pass their midyear promotion standards. The District, with no money to hire new teachers to help the failing students, turned to volunteers. It launched Operation Rescue, through which 1,200 volunteers worked in the elementary schools to tutor youngsters.

By the end of the school year, the failure rate had been cut by more than 50 percent, down to 2,454 students. The superintendent of schools cited the volunteer program as a big factor in the turnaround.

Some 92 percent of the volunteers said they would participate in the program again.

One example of a non-monetary corporate contribution occurred in Cincinnati, where Proctor & Gamble Corporation assigned one of its senior executives to the city's school system for two years to provide technical assistance.

Examples of Regulatory Barriers to Self-Help.

Care for the Elderly

In Phillipsburg, Kansas, the Borum Gentle Care Home had for 23 years provided shelter, food and care for elderly people too infirm to care for themselves.

This home was located in their own neighborhood, in easy walking distance of friends and stores and operated without government aid. The neighbors often aided it in times of stress. When the monthly charge was no longer sufficient to cover the rising cost of fuel and food, some sought public assistance, plus a \$4.19-a day housing supplement.

With the housing allowance came a list of state and federal regulations: the administrator must have a bachelor's degree; the residents' activity must be monitored and recorded daily; intake forms must be filled out. If the home is forced to close, its residents will have to go to a more expensive nursing home at greater public expense.

Day Care

Title XX of the Social Security Act provides money for welfare recipients to organize and operate day care facilities. But some states prohibit anyone without a college degree in early childhood education to operate a day care facility. Illinois requires certification of any informal day care arrangement. So, any person caring for more than five children in their home must be licensed by the state. The conditions required for certification require formal training. This precludes the use of many competent neighborhood mothers.

Related AEI Studies

AEI performs research in economic, regulatory, health, legal, international, defense, legislative, political, tax, energy and social areas. Several of our study centers will be called on in this effort to identify innovative approaches to private sector action.

Not only the program but the processes for conducting the programs will be examined.

One area of AEI study which has been underway since 1976 is directly applicable to the program at hand. It is our Project on Mediating Structures. We define mediating structures as those institutions which stand between individuals in their private lives and the large-scale organizations of society, particularly government. These include such entities as the family, voluntary groups and the church.

When the current project is complete, five books will have been published on the role of mediating structures in the areas of education, health, housing, law enforcement and welfare.

We will continue to explore applications of mediating structures, particularly in this new effort to shift major responsibilities to the private sector and its imaginative institutions.

file here

PRIVATE SECTOR INITIATIVES

WORK PROGRAM SUMMARY

<u>ACTION</u>	<u>ACCOMPLISH</u>
1. Summarize budget cuts and their impact on the private non-profit sector. Assess outlook for funding during the balance of the Administration.	August 3
2. Analyze and summarize private sector opinion and reaction to cuts.	August 10
3. Draft Presidential statement on meeting public needs through private resources. Incorporate in Labor Day speech.	August 20 September 7
4. Brief the President on the private sector initiatives program.	August 30
5. President asks cabinet to provide (within 30 days): A. Examples of agency impediments to shifting responsibility for categorical programs to private sector and action steps to correct. B. Examples of how agencies can develop private sector initiatives through grant programs.	September 4
6. President establishes 6-month inter-agency task force to help implement the cabinet report as well as discovering government-wide action that can be taken to remove impediments.	September 4
7. President meets privately with twelve non-profit sector leaders of influence to solicit their views on how to encourage private sector initiatives.	September 15
8. Presidential advisors and senior staff meet with opinion leaders in four non-profit sector groups: Health and Social Services, Education, Community Development, the Arts, to discuss how to encourage private sector initiatives.	September 1-20

ACTIONACCOMPLISH

- | | |
|---|--------------------|
| 9. President speaks to major non-profit voluntary group in conference (Council on Foundations, Independent Sector, etc.). | September 30 |
| 10. President announces task force (30 opinion leaders) on private sector initiatives; Goal: Discover and promote ways to move from public sector dependency to private sector. Also consider ways to develop creative private sector responses to public problems. | September 30 |
| 11. Mid-Stream Presidential Task Force Report. | April 1, 1982 |
| 12. Final Task Force Report and presentation to Cabinet. | September 30, 1982 |

PRIVATE SECTOR INITIATIVES

MILESTONES

1. Brief the President. August 30
2. President asks Cabinet to report on impediments to privatization and appoints 6-month interagency task force. September 4
3. Labor Day Speech incorporates Presidential statements on private sector initiatives. September 7
4. President speaks to major non-profit conference. September 30
5. Presidential Task Force on private sector initiatives announced. September 30

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

9 July 1981

J. Rosebush

To: Mike Deaver
Elizabeth Dole
Bill Baroody

From: Ed Meese *Ed*

Subj: Private Sector Voluntary Action

Attached is a proposal for a "President's Task Force on Community Partnerships" which was prepared by William R. Bricker, National Director of the Boys Clubs of America.

Bill and I worked together for several years as members of the National Advisory Committee on Juvenile Justice and Delinquency Prevention (appointed by President Ford). This paper developed from a meeting Bill and I had some time ago, in which he volunteered to present some ideas concerning how private sector community organizations might develop an effective partnership to meet the need for local social services. In particular, he had in mind efforts to diffuse potential unrest during the summer months.

I would appreciate it if you would evaluate the enclosed ideas and incorporate the suggestions as to actions and personnel which might be applicable to your plans for the private sector-volunteerism projects of this Administration.

Further contact with the Boys Clubs of America can be made through Rick Miller, Director of Government/United Way Relations for the Boys Clubs of America, 6501 Loisdale Court, Suite 901, Springfield, Virginia 22150, Phone: 703/971-1102.

cc: Craig Fuller

*Original filed to
J. Rosebush
7/22*

Working Assumptions

The President's Task Force on Community Partnerships

- * The group will be called "The President's Task Force on Community Partnerships."
- * The President will extend an invitation to prospective Task Force participants.
- * The President will greet the Task Force and lay out their charge.
- * The Task Force will meet in the Roosevelt or Cabinet Room to ensure appropriate status and visibility.
- * Task Force participants will be responsible for their own travel expenses.
- * The White House will commit the staff and resources to provide the necessary background data for the Task Force and to provide general support as needed.
- * The meeting will run half day: 1:00 - 5:30 p.m.
- * As requested by Mr. Meese, BCA will offer ongoing leadership and support to the Task Force.

Date of the Task Force Meeting

Because of the immediacy of the Task Force as outlined by Mr. Meese, the Task Force must meet on either of the following days:

May 15, 16, 18, 19, or 20.

President's Task Force on Community Partnerships

Suggested Agenda

- I Purpose of the Task Force
- II State of Low Income Communities
- III Development of an Action Plan
- IV Assignment of Responsibilities for Follow Through
- V Decisions Regarding the Next Meeting

May 6, 1981

Briefing Paper Outline

Paper A

Topic: The New Philosophy of Social Services and Their Delivery

1. Practices of the past 30 years have produced:

- huge government bureaucracy
- double digit inflation
- slow growth economy and dwindling industrial strength
- decaying urban centers
- high unemployment and uneven distribution of employment
- decline in respect for government and key social institutions
- ineffective delivery of services by the federal government
- attitudes of dependency on government rather than self-reliance
- increases in crime
- a sense that things are out of control

2. Absolutely essential that inflation be brought under control and the economy be stimulated by:

- reducing the size of government
- cutting taxes
- returning decision making to the people through states and local government
- reducing costly regulations and control
- restoring a sense of confidence by demonstrating the capacity to make needed change
- providing a safety net for essential services to the truly needy
- instilling in people of all ages a feeling of hope

3. Solutions to local problems and provision of services must flow from the ingenuity of those on the scene and from those who have the greatest stake in the problems.

Paper B

Topic: State of Low Income Communities Today

1. Deep-seated social conditions, deterioration of neighborhoods and social conditions combine to create:

- a feeling of disenfranchisement and helplessness
- a sense that no one else cares so why should we
- a sense of urgency to get mine while the getting is good
- a lack of information about what is and is not available, or what will or will not be available
- a lack of basic community services, i.e., garbage and refuse removal generates a lack of caring and a rise in frustration
- a feeling there is no place to go to get help or to express concerns
- a very high state of mobility within the same community
- a lack of job opportunities that are accessible
- a lack of places to go, or things to do, leaves very large numbers of people free with nothing to occupy their time or energy

2. The results are stress-ridden communities where
 - there are huge blocks of undirected leisure time
 - there is 20-40% unemployment, particularly among youth
 - hostility is on the verge of exploding into anger
 - some of the problems are also the "effect," as in the case of crimes against property, and people victimization is of particular concern
 - large numbers of the population have given up and are governed by a sense of ennui
 - people redirect their frustration by acting out in anti-social ways
 - polarization exists by class, as well as by race
 - there is no sense of responsibility for the community or neighborhood
 - distrust of individuals, groups, institutions and society runs rampant, leaving a deep sense of aloneness and bitterness
 - a subculture of negative behavior has become the norm
 - the underground, or illegal economy, provides the chief source of opportunity
3. The potential for violence and serious community disruption can be triggered by
 - overt use of police intervention
 - by emergency conditions brought on by natural causes such as heat waves, water shortages, or power outages
 - improper planning for attending to the needs of large gatherings of people

Paper C

Topic: Public Services That will Be Available

1. What are the existing public services currently in operation that will:
 - provide basic data regarding communities which are especially volatile
 - be available to state and local governments to assist in emergency planning
 - be providing ongoing services during the summer months, i.e., youth employment
 - provide the safety net of service to the truly needy

Paper D

Topic: Some Potential Solutions

At the National Level

1. There is a need for the White House to generate a sense of hope that is based on the concept that people will, if given the opportunity, accept responsibility for generating action at the local level.

2. There is need for the White House to spearhead a communications/public relations campaign which will serve as a base of support for organized local action by the private sector.
3. The influence of the White House will be the key motivating force for mobilizing the private sector.
4. Existing networks for delivering services and reaching people through existing facilities and programs must be harnessed.
5. Public officials and community leaders must be sensitized to involve leaders of social services and recipients of services in the decision making about the delivery of those services.
6. Once a plan of action has been recommended by a Presidential Task Force and approved, sub-groups representing nation-wide community networks can be brought together. Examples of such groups include National Chamber of Commerce, National Council of Mayors/League of Cities; National Collaboration for Youth, etc.
7. All groups involved at all levels need to promote information regarding the services that are available to people.

At the State Level

1. The national leadership model should be replicated by Governors.
2. The state will play a major coordinating role where few, or no, large urban areas exist.

At the Local Level

1. Mayors convene significant local leadership to develop a community strategy for this summer and a long term approach to the new style of operating.
2. In the short term we need to:
 - develop plans for providing basic human needs, i.e., food, water, a place to be, etc.
 - provide jobs for youth and adults
 - provide access to sporting and entertainment events and other forms of recreational services
 - marshal resources through the private sector so that available community facilities can expand and/or extend hours of operation, use existing knowledge and skills of people who know how to organize community groups and conduct recreational and self-help programs
 - generate contingency plans dealing with emergency situations of nature, such as electrical failure, heat waves, water shortages, etc.
 - sensitize police to avoid use of undue force and to utilize a mediation system on a neighborhood basis
 - plan carefully wherever large numbers of people are expected to congregate
 - utilize outreach street workers as communicators, as an early warning system and to bring people into programs.
3. The concept of local campaigns can be built around the theme of all of us pitching in to do "OUR PART."

PRESIDENT'S TASK FORCE ON COMMUNITY PARTNERSHIPS

Suggested Members

William Aramony
President International Bd. Directors
United Way of America
801 North Fairfax Street
Alexandria, Virginia 22314

William R. Bricker
National Director
Boys Clubs of America
771 First Avenue
New York, New York 10017

Charles L. Brown
Chairman and Chief Executive Officer
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195 Broadway
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* Dr. Thomas Bennett
817 6th Street, S.W.
Washington, D. C. 20024
Attention: Media Productions

*Facilitator



UNITED STATES DEPARTMENT OF COMMERCE
Office of the Associate Deputy Secretary
Washington, DC 20230

June 12, 1981

File

MEMORANDUM FOR: Craig Fuller
Deputy Assistant to the President

FROM: James S. Rosebush
Director
Office of Business Liaison

SUBJECT: Private Sector Initiatives: Corporate
Employee Volunteerism Programs

Corporate Employee Volunteerism Programs are now considered legitimate and worthwhile employee and community relations efforts by the business community. Approximately 450 companies have some kind of formalized programs and an equal number have unstructured informal programs. Thirty percent of these companies with structured programs are FORTUNE 1,000 companies. Two national voluntary organizations assist and encourage corporate volunteerism and they should be included in any Administration discussion of this issue.

The Reagan Administration is committed to promoting a strong private sector as a means of addressing public needs. It would be appropriate, as a part of the private sector initiative effort, to invite representatives of companies with effective volunteerism programs to the White House to discuss how their programs help fulfill this Administration's objectives and how these efforts might be extended to other firms.

If such a group of executives is convened, it should be for the purpose of sharing ideas with a commitment to a strong private sector, and encouraging these companies to become active participants in the Administration goals. The White House should be viewed as a convener and catalyst rather than imposing its own agenda on the group. If a consensus among the group is, that a more formal program to promote volunteerism could be developed, staffing might be done by one of the two national volunteer organizations.

Please let me know how I can be of assistance to you in planning this meeting. The public is giving the Administration a limited amount of time in which to prove that its strong faith in the private sector for economic revitalization will bear fruit. Attached are (a) agenda; (b) list of proposed participants; and, (c) list of primary issues.

Attachments

AGENDA

- 9:00 Reception
- 9:15 Welcome
- 9:20 Briefing on Administration economic goals and private sector initiative programs
- 10:00 Discussion of Administration expectations of Corporate Volunteerism
- 10:15 Brief visit by Vice President Bush
- 10:20 Discussion by participants
- 12:00 Luncheon and continuing discussion
- 1:30 Finalize action steps
- 2:00 Adjournment

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CORPORATE EMPLOYEE VOLUNTEERISM PROGRAMS

ISSUES TO NOTE

1. Possible Questions

- Voluntary organizations are concerned that the Administration is attempting to shift too much responsibility to the private sector.
- Many business people subscribe to the theory that volunteerism should not be a concern of business corporations.
- There may be a perception that government is trying to coerce business for its own purpose.
- Companies may be reticent to take a lead role for fear of criticism from shareholders.

2. Supporting Comments

- Corporations have long since decided that programs like this are legitimate, enhance the corporation's image and boost employees morale.
- Corporations would relish the opportunity to be leaders in promoting a strong private sector.
- The corporation is the perfect setting for promoting volunteerism on a local level.

MEMORANDUM

File

to file

THE WHITE HOUSE
WASHINGTON

June 1, 1981

VOLUNTARY ACTION - PRIVATE SECTOR PROBLEM SOLVING

Meeting with: John McClaughry OPD
Jack Burgess OPL
Alexander Trowbridge, President, NAM
T. George Harris, media consultant
Richard C. Cornuelle, author
Stan Modic, editor, Industry Week
John McClanahan, Industry Week
Bill Dietel, Rockefeller Brothers Fund
David Bowes, NAM
Joe Jaworski, Houstonian Foundation

Purpose of the meeting was to discuss ways White House could stimulate voluntary action and problem solving in the private sector.

Consensus: The President has moved effectively to cut back wasteful and ineffective government programs. And he is known to strongly favor voluntary action and private sector problem solving as the alternative to government programs. BUT to date the President has not taken any action to promote voluntary action.

The Administration has given the impression to the public that the private sector will step in to meet problems previously addressed by government programs. But there is grave concern among the people in the meeting that if the President does not act effectively to mobilize and inspire the private sector, their response will be inadequate; the public will get discouraged; and pressure to reinstate government spending programs will rise again.

There is a limit to how much foundations and charities can do to respond to new needs. The rising standard deduction has reduced charitable giving (should be made a credit); lowering capital gains taxes has reduced gifts of appreciated securities; the 20% limit on gifts to foundations controlled by the donor should be lifted. Business and industry must be mobilized to act, particularly in the area of youth unemployment.

Important for the President to move quickly to inspire America to work together as citizens to meet national needs. Every day lost is an opportunity diminished and a danger increased.

cc; Burgess, Bakshian, Deaver, Anderson

PAUL LAXALT
NEVADA

COMMITTEE ON APPROPRIATIONS
COMMITTEE ON JUDICIARY

6/6 Frank draft? -- who else
handles voluntarism?

United States Senate

WASHINGTON, D.C. 20510

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MEMO TO: Jim Baker

FROM: Paul Laxalt

DATE: June 3, 1981

I've been working with Rob on the private sector plan and think it has great potential. It seems to insulate the President adequately.

What's needed now is:

1. Sign off by you
2. Designation of White House person to handle -- Elizabeth Dole?
3. Designation of outside person to coalesce private sector (Jus Dart - Kitchen Cabinet)

Know your cup "runneth over" but would appreciate your early consideration.

Copies to: Howard Baker
Jim Cannon
Rob Mosbacher, Jr.

JAB will see Bill Baroody
6/3 - 3:00 p.m. w/RR

To Baroody
Call AM Jr +
explain.
Call Farrell.

MEMORANDUM FOR: JAMES A. BAKER, III
FROM: ROBERT MOSBACHER, JR.
DATE: May 28, 1981
REGARDING: STATUS OF THE PRIVATE SECTOR PROPOSAL

After extensive discussion, including some five White House meetings, a consensus has emerged on the particular elements of a private sector proposal. The proposal provides for a modest, realistic private sector program in the area of employment, which we believe has a high probability of success and a relatively low risk of exposure or embarrassment to the Administration.

We have considered carefully the danger of raising false expectations among the public about the private sector's ability or willingness to deliver an assortment of social services and sought to avoid it by selecting an initial objective which we regard as attainable and which will offer us a solid opportunity to test the concept in action.

We also were quite sensitive to the problem of involving the President prematurely in the program before its success was assured. With those considerations in mind, the following recommendations are made:

- (1) Limit the focus of the program, initially, to employment, with the specific goal of encouraging the private sector to employ as many of the 325,000 displaced CETA workers as possible. (The NAB is already working on part of this with the Labor Department, and their efforts would be folded in.);
- (2) Form a steering committee of approximately 15 to 25 top representatives of small, medium, and large businesses who will help implement the short-term plan and formulate a much broader plan for the future (names are being solicited informally from the organizations involved in our working group);
- (3) Bring the steering committee group to the White House to meet informally and off-the-record with you and/or Ed Meese at an appropriate date in the very near future.

Discuss with
Deaver - 6/9

James A. Baker, III
May 28, 1981
Page 2

- (4) At that meeting, discuss an agenda consisting of the feasibility and implementation of the CETA project in the short term and the formulation of a broader list of goals, possibly including summer jobs for youth, community development, etc.;
- (5) Emphasize the President's interest in this effort and in a broader renewal of local volunteer activities, and designate a contact point in the White House under you, Meese, or Deaver, who will keep the President informed of the steering committee's progress and coordinate Executive Branch participation in the program; and
- (6) After at least half of the 325,000 are employed or scheduled for employment, bring the steering committee back to the White House, along with a larger group of major contributors to the program's success for a gathering at which the President publicly embraces the program, commends the steering committee, and gives it a broader mandate or charge.

That, in a nutshell, is what we recommend at the outset. We are aware of the other Administration/private sector activities under consideration and believe that those activities can be effectively folded into a single program. However, we remain convinced that the primary emphasis should be placed upon the private sector, particularly in the short run, because it is identifiable, accountable, and result-oriented. Once the private sector is involved in a meaningful way, then we can encourage the efforts of the multitude of local foundations, churches, and civic organizations.

Finally, I believe it is important that the steering committee look as though it were formed at the initiative of the private sector rather than at the behest of the White House. Therefore, it would be wise to find a potential chairman to bring the group together as soon as possible. Please let me know if you have any questions about any of this, and I look forward to the opportunity to discuss it briefly with you soon.



American Enterprise Institute for Public Policy Research
1150 Seventeenth Street, N.W., Washington, D.C. 20036

(202) 862-5800

File

May 22, 1981

MEMORANDUM FOR JAMES BAKER, ED MEESE, MIKE DEEVER
FROM WILLIAM J. BAROODY, JR. (B)
SUBJECT PRIVATE SECTOR INITIATIVES

This follows our discussions of last week and earlier this week. It summarizes the basic approach I put forward and outlines the tasks that need to be addressed with a suggested ambitious timetable for initial progress in achieving them.

This should be a one-year program -- June 1, 1981 - June 30, 1982.

Four key milestones are suggested during the year:

- (1) A Presidential speech in July or August, 1981
- (2) Structured involvement of private sector leaders
- (3) The State of the Union Message, January 1982
- (4) A final Report to the President by June 30, 1982

Purpose of Program

To determine how the traditional institutions in the private sector -- neighborhood groups, churches, voluntary and ethnic organizations, corporations and labor unions -- can help individuals in need, particularly at a time of cutback in government services.

There are at least five tasks that will be begun in June with completion timed so that the findings are available to meet the requirements imposed by the milestones listed above.

- TASK 1: Who is affected by cutbacks in social services? Cooperation needed from OMB and other Departments and agencies.
- TASK 2: What are the specific needs that must be filled?
- TASK 3: How can these needs be met by private sector institutions? What are specific sources of help?
- TASK 4: What is best communications strategy for White House and Federal government?
- TASK 5: Scholars to be assigned to study the problem of where government creates barriers or interferes with private sector helping networks and possible areas where government policies could provide incentives for the self-help organizations.

Presidential Speech - July/August, 1981

Lays out basic concept of society in balance (The Reagan Vision) with public and private institutions fulfilling their proper roles. The President demonstrates his understanding of basic societal problems and the fact that he has a complete strategy -- one that addresses governmental and non-governmental imperatives.

Structured Involvement of Private Sector Leaders

Ultimate success requires the involvement of key leaders from the private sector. This could be accomplished in various ways, ranging from a series of consultative meetings with large numbers of private sector representatives to the formal appointment of a Presidential Commission composed of perhaps 20 to 25 private sector leaders. This process could begin as early as the summer speech or as late as the January State of the Union message.

State of the Union Message - January 1982

A preliminary catalogue of possible sources of help should be highlighted in State of the Union Message. Message should be followed up with White House and regional conferences to explain the challenge to private sector groups and to hear from them.

Final Report - June 30, 1982

Will include recommendations as to how public policy can remove artificial barriers to self-help efforts and, where appropriate, provide incentives to such efforts.

Initial steps (needed to demonstrate seriousness of intent)

1. Brief meeting with President and Baroody before June 1, if possible.
2. Baroody contact in the White House should be Baker, Meese or Deaver.
3. Formal announcement of this effort could come in July/August speech or at the end of the summer coincident with completion of Task 1.

make 3 copies pls -

THE WHITE HOUSE

WASHINGTON

May 20, 1981

MEMORANDUM FOR MIKE DEAVER

FROM: CRAIG L. FULLER 

SUBJECT: Voluntary Action

I just discovered another major resource which can assist with the private sector initiative effort.

Tom Pauken, Director, ACTION, visited with Ed Meese and me a few days ago. One of the subjects discussed was ACTION's voluntary programs. Tom submitted the attached report which you will find of interest. I suspect if you are still seeking an individual to coordinate the related efforts, Tom Pauken would be delighted to provide you with such an individual.

Attachment



ACTION

WASHINGTON, D.C. 20525

MAY 18 1981

OFFICE OF
THE DIRECTOR

MEMORANDUM

To: Craig L. Fuller
Deputy Assistant to the President and
Director of the Office of Cabinet Administration

From: Thomas W. Pauken, Director *Thomas W. Pauken*

Subject: Voluntary Action in the Reagan Administration

From the outset, this Administration has been concerned with the special role that non-governmental voluntary action can play in American society. A number of proposals have been made to create a structure for White House involvement to encourage individual initiative outside government channels in aiding the less fortunate. The need for public Administration support for voluntary action has become acute in light of the significant restructuring of government involvement in the economy that the President has proposed in his economic program. With resources back in the hands of the people, new structures can and will develop to respond privately to the needs of Americans.

Voluntary action, not government coercion, is the solution to our problems. That is not at issue. How, then, can this Administration provide a locus for encouragement and support of the private voluntary sector? I believe that ACTION can be an effective vehicle for the expression of such concrete policies as the Administration might wish to pursue, and for the following reasons:

1. ACTION is in place. There is no need to create a new agency or new office. ACTION is staffed, has lines of communication with Congress, and has an administrative structure. All of this would have to be duplicated if a new agency or White House office were established to handle the Administration's voluntary action efforts.
2. ACTION can fulfill its mission. The experience of the agency has been with voluntarism. It has dealt with the private voluntary sector and has administered government programs to encourage voluntarism. ACTION has had success with its Older American Volunteer Programs, particularly Foster Grandparents, which the Administration already strongly supports. The pool of administrative talent to act in this area is presently at ACTION. Any other government effort would have to draw on the expertise of ACTION if it

were to operate efficiently; the most efficient operation of all would be to use ACTION itself, and not to fragment or duplicate the support of voluntary action.

3. All the administrative skills in the world will not produce desired results unless the people establishing policy can be relied upon to keep the interests of the Administration at the forefront. Competence in an agency is necessary but not sufficient. The current policy people whom the Administration has chosen to serve with me are both loyal to the Administration and committed conservatives. As their credentials make clear, (see attachment) no one in a policymaking position at ACTION needs on-the-job training in the political philosophy that guides this Administration. Furthermore, I believe that the political appointees at ACTION can actively seek ways to further goals of this Administration. For example, one of my top priorities as Director of ACTION is to encourage the mobilization, at minimal cost to the taxpayers, of assistance to Vietnam veterans in need by Vietnam veterans who have persevered and succeeded. At a time when budget constraints necessitate the reduction of direct government aid to Vietnam-era veterans, the Administration, through ACTION, will have a program whereby Americans, through voluntary efforts, take care of each other. In the continuing process to "wean" Americans and American institutions from direct dependence on government for financial support, there will certainly be occasions for Administration proposals for specific voluntary action, as with the plight of the Vietnam veteran. ACTION can provide the political leadership to head off delicate problems for an Administration committed to private-sector revitalization.

4. A vehicle exists whereby ACTION can incorporate the active assistance of prominent Administration supporters from the private profit and nonprofit sectors who want to contribute to voluntary solutions to our Nation's problems. No significant support need be turned away simply because an already-operating agency is used to effect the Administration's commitment to voluntarism. No new legislation is needed. A National Voluntary Service Advisory Council is provided for in ACTION's organic legislation. The Council, established in ACTION, is to consist of 25 Presidentially-appointed members. Representatives from the business community, religious leaders, and persons from the private voluntary sector could work together to advise ACTION as to new ways to encourage private voluntary activity.

In sum, then, ACTION provides the Administration with a ready means by which it can translate its policies with respect to encouraging voluntary action into practice. No

new bureaucracy would have to be created. A career staff whose training has been in voluntarism is in place in ACTION. ACTION is led by people who are loyal to the Administration. These policy people will respond quickly to initiatives from the Administration, and will actively seek ways to further the philosophy which guides the Administration. ACTION will not exclude others from the policymaking process; indeed, the President already has at his disposal a means by which supporters of his views on voluntary action can be given a voice in the government, through the National Voluntary Service Advisory Council.

May 13, 1981

ACTION POLITICAL APPOINTEES

ANTONIO BENEDI - Staff Assistant, full-time staff member of Reagan for President campaign; staff assistant to Morton Blackwell; V.P., Pan Caribbean Export Co.; President, Leisure Consultant Firm of Washington. References include Morton Blackwell and Joseph Blatchford.

MARK BLITZ - Associate Director of Policy, Planning, Evaluation; A.B. and Ph.D. (political science), Harvard University, taught at Harvard University and University of Pennsylvania; studied with Harvey Mansfield (student of Leo Strauss); managed honors program in Government at Harvard. References include Irving Kristol, Leslie Lenkowsky, Smith-Richardson Foundation, and Jeffrey Bergner, L.A. to Senator Richard Lugar.

BETTY BRAKE - Director, Older American Volunteer Program; Co-chairman, Executive Director of 1976 and 1980 Oklahoma Reagan for President Committee; assistant to Director of Oklahoma Political Action Committee; Goldwater for President Committee, Assistant Campaign Director for Oklahoma. References include Senator Don Nickles, Congressman Mickey Edwards, Tulsa Mayor James Inhofe and Rick Shelby.

DANIEL BUCKLEY - Special Assistant, Runaway Youth; Attorney; founding director of National Review, aide to U.S. Senator James Buckley; a charter member of the N.Y. State Conservative Party; Minority Counsel, House Committee on Science and Technology.

JAMES BURNLEY - Director of VISTA; B.A., Yale University; J.D., Harvard Law School; Chairman, 1980 Reagan for President (N.C. 6th Cong. District); Chairman, N.C. 6th Cong. District's Republican Party (1979-80). References include Senator Jesse Helms, Senator John East, Congressman James Broyhill and Congressman Eugene Johnston.

MARION ELIZABETH CERNANSKY - Special Assistant to Deputy Director; management analyst of FDA; management consultant and senior staff member of health care consulting firm; consultant/special assistant in Executive Office of Governor Ogilvie. References include J. Robert Barr, Cooke County GOP Chairman; Marion B. Oglesby, Congressional Affairs Office of the White House; and Harold Byron Smith, Illinois National Committeeman.

THEODORE M. CORMANEY - Assistant to Director for Communications, veteran of 8 years on Capitol Hill and 14 years in Washington public relations; Communications Director of Senate GOP Conference; press secretary to Senator William Roth; Administrative Assistant to Rep. Toby Roth; created the 900-station "Operation Airwaves" for the Conference.

LAWRENCE F. DAVENPORT - Associate Director for Domestic and Anti-Poverty Operations, Ed. D., Fairleigh Dickinson; Chief Academic Officer of San Diego Community College Dist.; appointed by President Nixon to Chair National Advisory Council on Vocational Education and the National Advisory Council on Equality of Education. References include Clarence Pendleton, Urban League of San Diego; Rev. George Walker Smith; Jackson Lee, former chairman of N. Carolina Republican Party.

RICHARD ENGLISH - Associate Director for Planning and Evaluation. Attorney; A.A. for Policy in Office of Governor William Clements (TX); Director of Political Research for George Bush for President campaign. References include George Bush, James Baker.

ARTHUR F. FERGENSON - General Council; graduated first in class at Yale Law School; clerked for Chief Justice Burger; co-counsel to Senator James Buckley (Buckley v. Vales); has contributed to The American Spectator, member, YAF. References include Robert Tyrrell, Fred Fielding and Gerald Ford.

JACQUELINE HARKER - Consultant. Southern California "Commitment '80" Chairman; 1976 and 1980 delegate to Republican National Conventions; Southern Regional Vice Chairman of California GOP; V.P. of the National Federation of GOP Women; appointed by Governor Reagan to State Social Welfare Board and to Governor's Advisory Committee on Pre-School Programs. References include Robert Carleson, California Lt. Governor Mike Curb, Congressman John Rousset and Holmes Tuttle.

CONSTANCE C. HECKMAN - Intergovernmental Affairs; active in YAF (husband, Bob Heckman, FCM Chairman); 1976, Chairman of N.Y. Youth for Reagan; 1980, Staff Director of YAF's Detroit '80 Operation for President Reagan; Assistant Executive Director of American Legislative Exchange Counsel. References include Lyn Nofziger, Frank Donatelli and Donald Totten.

CONSTANCE HORNER - Associate Director for Policy, M.A. in English, University of Maryland; active in Reagan-Bush campaign; published in the N.Y. Times Magazine, the Wall Street Journal and The American Spectator. References include Irving Kristol, Ed Feulner, Jeane Kirkpatrick and Congressman Jack Kemp.

TERRY LANDOLT - Director of Communications. Publisher - Editor for Fleet Street Corp.; 1976 Press Director for the President Ford Committee (Ill.); speech writer and press coordinator for Committee Chariman, Governor Richard Ogilvie. References include Minority Leader Robert Michel.

MARK R. LEVIN - Special Assistant to the Director. Assistant Counsel, Texas Instruments; intern, Office of A.A. to Chief Justice Burger; elected to Cheltenham Twp. School Board (P.A.); founder, Committee for Tax Limitation; Chairman, Reagan for President, Cheltenham Township; member, YAF. References include Senator Paul Laxalt, Senator Orrin Hatch, Dr. Mark Cannon, Dr. Lev Dobriansky.

THOMAS L. LIAS - Assistant Director for Volunteer Activities. B.A. in journalism, University of Iowa; staff member, GOP Congressional Campaign Committee (1956-71); Deputy Special Assistant to President in Office of Harry Dent (1969-71); aide to Ambassador Bush at U.N. and RNC (1971-74); Director of Professionals for Reagan-Bush. References include James Baker, Bryce Harlow, Senator Robert Dole and H.R. Gross of Iowa.

THOMAS G. MOORE - Director of Recruitment, B.A. in English, The Citadel; Director of Recruiting, The Citadel; candidate, U.S. House of Representatives, 1st District, S.C., GOP Primary (6/80). References include Senator Strom Thurmond, Secretary of Energy James Edwards, Lee Atwater.

WINNIE PIZZANO - Deputy Director-Designate of ACTION. A principal with Arthur Young and Co. - Director of Health Care Practice; Assistant to Governor Richard Ogilvie; L.A. to Congressman Robert Michel with responsibilities for Labor, HEW and Appropriations issues; worked in Goldwater campaign; worked for F. Clifton White and Associates.

SAMUEL A. SCHULHOF - Assistant Director. Director of Office of Recruitment and Communication. Special Assistant to Secretary of HEW; President and C.O.O. of chain of stores in Pittsburgh; a Principal with the Hay Group (largest Human Resources Consulting Firm). References include James Brady, Neal Freeman and David Wimer, GOP Chairman of Allegheny Co.

JOHN P. WHEELER, III - Vietnam Vet Program. Honors graduate Harvard Business School and Yale Law School; commissioned from West Point as a Distinguished Cadet; artilleryman and paratrooper; captain, worked on General Staff of U.S. Army in Vietnam and in strategic planning sections of the Office of Secretary of Defense and the Joint Staff; co-founder, Director Vietnam Veterans Memorial Fund.

KAY WILSON - Research Assistant. Appointed by Governor Reagan to California Youth Advisory Committee to Selective Service System; appointed by Shasta County Board of Supervisors to County Welfare Advisory Commission; employed by Library of Congress. References include Charles Heatherly and Robert Reilly of the Heritage Foundation, and Rita La Velle, former aide to Governor Reagan.

W. GREGORY WIMS - Congressional Affairs. Provided research for Governor Reagan's speech to the National Urban League; L.A. to Congressman Melvin Evans; staff member to Congressman Newton Steers. References include Jay Parker, Chairman of the Lincoln Institute of Washington, D.C.



ACTION

WASHINGTON, D.C. 20525

MAY 11 1981

The ACTION Mission

The ACTION mission, as specified in Reorganization Plan No. 1 of 1971, the Domestic Volunteer Service Act of 1973, and Executive Order 12137, has three essential components:

First: ACTION is the central clearinghouse for the management of the Federal government's relationships with the vast and diverse private voluntary sector and for the coordination of volunteer activities within the Federal government.

Second: ACTION provides small amounts of seed money to test and develop innovations in voluntary action which can be replicated in the private sector when the value of the activities has been demonstrated and accepted. State Offices of Voluntary Citizen Participation are an example of this kind of activity.

Third: ACTION administers a limited number of permanent volunteer programs which, for various reasons, do not lend themselves either to a block grant mechanism or to transfer to the private sector.

The Foster Grandparent and Senior Companion programs fall into this category. Only with Federal sponsorship could these programs continue as low-cost, sub-minimum wage activities.

Summarizing, ACTION originated, and continues to exist, because of a need within the Federal establishment for a coordinating mechanism to respond to the needs of the private voluntary sector. As functions of government are moved from Federal to state, local and private responsibility, the need for this mechanism will continue. As new approaches develop at the local level in response to local needs no longer receiving Federal support, the private voluntary sector will assume an increasingly important position and will have a greater need for the coordinative and technical assistance resources which are available through ACTION.