



OFFICE OF THE VICE PRESIDENT

WASHINGTON

March 8, 1978

MEMORANDUM FOR MIKE BERMAN
JIM JOHNSON
BILL SMITH ✓
GAIL HARRISON
DENIS CLIFT
AL EISELE

FROM: DICK MOE

SUBJECT: 1978 MEMO TO THE VICE PRESIDENT

Attached is a draft of the memo of recommendations we have been preparing for WFM. Please read it through thoroughly as soon as possible and let me know if you have any suggestions for changes. If there are some serious disagreements we will get together and hash them out; if you have minor or stylistic recommendations, just let me know. Please get back to me by noon Thursday.

Bill Smith

DRAFT

~~ADMINISTRATIVELY CONFIDENTIAL~~

MEMORANDUM FOR THE VICE PRESIDENT

FROM: SENIOR STAFF

SUBJECT: 1978

1
We have spent the last several weeks reviewing your activities in the past year with a view toward making recommendations for 1978. As we pointed out in our earlier memos, we all agree that 1977 was a very successful year for you -- more successful than any of us expected -- and therefore we won't repeat those assessments here.

Contrary to your earlier impression, we are not recommending any major new undertakings. Rather, we believe that the pattern of your vice presidency established in your first year is sound and should continue; what we are recommending here is more in the way of fine-tuning to adjust your activities to the different demands of this year.

One thing we all feel strongly about is that, as the Administration's difficulties deepen, you should be as heavily involved as possible in those matters of greatest importance to the President's success, both in terms of the formulation and advocacy of Administration policy. Because those difficulties appear to be increasing, this means that we probably have to be more selective about the number and nature of those items you choose to take on as well as the amount of "junk" on your schedule. All things considered, this promises to be a very rough year, and if you're to play an

effective role you must have the flexibility in your schedule to do so.

Herewith our recommendations, by area:

- I. Role as Public Spokesman
- II. Key Democratic Constituencies
- III. Campaigning in 1978 -
- IV. Foreign Policy, Defense and Intelligence
- V. Domestic Priorities
- VI. Press Schedule
- VII. Congressional Relations
- VIII. Urban Trip
- IX. Entertainment at the Residence

I. ROLE AS PUBLIC SPOKESMAN

Two initiatives should be taken between now and the middle of June regarding your role as a public spokesman.

1. We recommend a more aggressive posture in support of administration programs. More opportunities should be found to push major administration initiatives. Further, the administration also requires defense in several key areas. Since we get little or no coverage in D.C., much of this may have to be done on the road.

In the last year we have generally avoided the press interview shows and forums like the National Press Club. To assist the

Administration in selling key programs and to eliminate any possible interpretation that you aren't "fighting" for the programs in the next eight months, this policy should be reconsidered. For example, we hope you will consider a major speech tackling the farm problem head-on during the Midwestern campaign trip later this month. Another possibility is civil service reform.

2. Efforts should be intensified to find opportunities for you to give serious speeches at prestigious forums. The schedule currently includes the following:

April 4 Law School Dedication at the Univ. of Mn.

April 15 U.S. Asian Relations (Honolulu)

We recommend that we solicit an invitation to the April or May meeting of the New York Economic Club (the best economic forum in New York City), initiate plans for a major urban policy speech at the conclusion of the urban development trip, and seek one additional high quality commencement.

II. KEY DEMOCRATIC CONSTITUENCIES

Our focus for the eight months between now and the 1978 election should return to the traditional geographic base of the Democratic party in the industrial north plus Minnesota, Iowa, and Wisconsin and to the major constituencies of the party -- primarily blacks, hispanics, labor, ethnics, and cities.

The first year introduction to the South and to the West has been very useful. Nevertheless, you will be expected to make your primary contribution to the 1980 election in the geographic area noted above.

The second six months of 1977 were substantially better than the first in focusing on the key Party constituencies. We must maintain that focus and look for new opportunities.

III. CAMPAIGNING IN 1978

This effort should include appearances for Senators, Representatives, Governors, state parties and the DNC with the emphasis on members of the House. The clear White House priority is marginal incumbants in the House although there is a coming realization of the importance of the open seats of which 20 are currently Democratic and 14 Republican. According to Congressional Quarterly, 9 from each group are considered to be candidates for a switch.

Presidential priority appears to be Senators, the DNC and some state parties. While you will be expected to do a substantial number of House members it is also important that ^{you} ~~be~~ be available to campaign for ~~his~~ former colleagues in the Senate.

There are presently Vice Presidential commitments to the DNC for events in St. Louis, Cleveland, Texas and California, (the latter two events preceding the Presidential dinners scheduled for those states) plus three events at ^{your} ~~his~~ residence.

An effort should be made to attend as many House and Senate fundraising events in D.C. as possible. (The time for these events is not included below.)

The following is a recommended commitment of equivalent days of campaigning between now and the election.

March 3	August 6
April 2	September 8
May 3	October 10
June 5	November 4
July 5	<u>TOTAL 46</u>

Inasmuch as there are no substantial recesses in the summer or fall this will require the commitment of most weekends in September and October until adjournment.

IV. FOREIGN POLICY, DEFENSE AND INTELLIGENCE

During the balance of 1978, we recommend no major change in the role ~~the Vice President has~~^{you have} played and ~~is~~^{are} playing in foreign policy, national security and defense matters. In our opinion, it is a successful and effective role. An important visit to the Pacific will take place in April 1978, and there is a strong possibility of a visit to the Scandanavian countries in July 1978. Major speeches tentatively include an address on U.S. interests in the Pacific, scheduled for Hawaii on April 16 and the July 4 address to the Rebild Festival in Denmark. We recommend that the Vice President continue the National Command and Control orientation with a visit to the National Military Command Center,

inspection of NORAD Headquarters and an under-way inspection of a nuclear attack submarine. NORAD, of course, is in Colorado. The submarine trip might be made from San Diego during a domestic visit later this year. We think it would receive good press play in California, and nationally.

V. DOMESTIC PRIORITIES

1. Oversight of Presidential Agenda. Staff level discussions are underway on the best means to use the Executive Committee to: (1) monitor and update priorities and timing recommendations contained in the agenda; (2) assure coordinated consideration of new priority issues as they arise; (3) reduce the burdens on the President's personal time. In addition Cabinet recommendations have been requested (and nearly all have now been received) on specific dates for announcement of new initiatives, update of December recommendations on agenda content and priorities, and designation of a specific individual from each Department to work on an ongoing basis with the Committee. A memorandum reflecting the results of these discussions and proposing a course of action will be submitted to you within one week.
2. Economic Policy. In addition to a continued strong role in economic policy making (through participation in the Economic Policy Group and consideration of specific issues), a stepped up role is suggested in public promotion of the Administration's policies. One method would be through a major speech (prepared with the

support and assistance of Charlie Schultze) to a prestigious forum such as ~~is~~ mentioned above.

3. Youth Unemployment. Specific options will shortly be provided by the Domestic Policy staff regarding your role in highlighting and promoting Administration-industry efforts to combat youth unemployment.

4. Follow-up on Western Issues. Efforts to follow up on issues raised during the Western trip and to improve the Administration's overall image in the West have been roughly divided into two parts. In each case, our object is to minimize the need for direct Vice Presidential involvement in the formulation of specific options, permitting you to concentrate on the broader task of Cabinet-member "consciousness raising" and intervening in policy issues only on critical decision points. First, we are working with the Domestic Policy Staff to ensure that pro-Western options are presented to the President on the critical issues affecting the region. Second, Jack Watson is coordinating an effort to consider how the Administration can best publicly present itself in the West -- in the timing of hearings and major grant announcements, Cabinet member trips and so on. The major Western issues on which Vice Presidential involvement will be necessary in making recommendations to the President on his final decisions, include the following: agricultural policy, energy impact assistance, water policy and timber policy. A Presidential decision by Thursday is being sought to avoid a run-away Congress

on the farm issues. Intensive work is now underway to finalize the options on energy impact assistance. A decision paper could go to the President next week. At this stage, water policy appears to be the biggest potential problem. The President expects to receive a decision paper not later than March 15. Between now and then substantial staff work remains to be done in order to ensure presentation of policy options that do not violate Presidential, Vice Presidential and Secretarial commitments to Western Governors. Finally, by early next week USDA is pledged to complete an options paper on RARE II and overall timber policy. It is recommended that a meeting be convened of the principals (Andrus, Bergland, Watson, Eizenstat and Schlesinger) ^{5:00 PM.} ~~next Wednesday or Thursday.~~ One major issue for discussion at that meeting should be appropriate announcement strategy for the initiatives discussed above. An agenda item is the progress and recommendations of Jack Watson's coordinating group.

5. Ethnic Advisor to the President. Throughout the past year, the Administration has suffered from not having a visible ethnic affairs coordinator in the White House. The excellent work done by the Nixon and Ford Administrations in this area set a high standard and created substantial expectations in the ethnic communities.

We recommend that you ask the President for permission to take the lead in shaping a White House focus on the problems of ethnic Americans. This may include the selection of an ethnic affairs coordinator, increased access to White House staff, an entertainment schedule, and policy initiatives. This will be critical to our success in 1980.

VI. PRESS SCHEDULE

We recommend that your 1978 press calendar ~~ought to~~ include the following:

EACH MONTH:

A. Meet with one group of reporters - at our invitation or theirs. Outstanding invitations that we must honor include:

1. Having the Germond group to the VP House
2. Kole-Otten on-the-record lunch at Sheraton-Carlton.
3. Thirty Group breakfast
4. Various bureaus' invitations -- BOSTON GLOBE, Scripps-Howard, NEW YORK DAILY NEWS, etc.

These meetings should be interspersed with our regular press lunch or breakfast, so that we may keep up with the backlog of interview requests.

B. We must continue to be able to respond to individual regular reporters' requests for interviews on short notice -- the Broders, Harry Kelly, etc. This situation probably won't arise more than twice a month.

C. You should see at least one columnist a month.

D. We should be doing more TV on a regular, though probably not monthly, basis. This should include the morning network news shows -- on specific issues you have been working on.

E. We ought to do one radio phoner a month, starting with Michael Jackson, National Public Radio and going down the list.

SPECIALS:

A. We fully agree that you ought to be doing more with the speciality and ethnic press. You have agreed to see the labor editors at the time of the Senate debate on labor law reform; we are going to try (again) to work in the National Black Network on our next trip to New York City; we will continue to do regular mailings on issues of interest to these groups -- of both photographs and speech texts.

B. On the road, you should continue, on a more regular basis, to meet with Editorial Boards when appropriate, and to do brief TV interviews with local stations. This ought to become a regular segment of trip scheduling.

C. We should begin to include reporters in events at the House. For example, when you entertain the Congressional Black Caucus at the House, the guest list should include people like Simeon Booker and some of the good White House reporters who represent black media. If you give a dinner for congressional groups, top

OFFICE OF THE VICE PRESIDENT
WASHINGTON

February 16, 1978

MEMORANDUM FOR DICK MOE

FROM: BILL SMITH *WCS*RE: THE VICE PRESIDENT AND CONGRESSIONAL RELATIONS:
YEAR-END ASSESSMENT AND RECOMMENDATIONS

The Vice President's relations with the Congress are better than anybody's in the White House or, probably any department or agency. The complaints one hears never seem to be directed at the Vice President. This creates both an opportunity and a need.

Despite the Vice President's repeated theme last year that the country was looking for a new era of executive-legislative cooperation, the public perception is just the opposite: that the Administration in general and the President in particular are inept in dealing with the Congress, and that the Congress is inefficient, antiquated and unresponsive to national needs. In part this public attitude and the conflict itself between the legislative and executive branches is the product of the post-Watergate, post-Viet Nam, post-Democratic-Liberal-New Deal time we live in: a cynical distrust of elected officials, reassertion of the Congress' institutional role as an equal branch and the election of Democrats beholden to traditional Democratic power groups or from normally Republican districts.

But Congressional relations problems are also the product of haphazard and uncoordinated Congressional liaison organization which, despite vast improvements in 1977, still lets too many matters important to Members fall through the cracks and is still often unresponsive to Congressional concerns.

This assessment and a high regard for the Vice President on the Hill and in the White House suggest the following recommendations for the coming year.

1. In March and April the Vice President should meet with groups of House Members who may want to let off some steam: state

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1. In March and April the Vice President should meet with groups of House Members who may want to let off some steam: state

delegations, the Democratic Caucus again, the group that gave the Speaker hell on the consumer bill, etc. These meetings should be preceded with a meeting with the House Democratic Leadership, perhaps individually, especially Brademas, Foley and Rostenkowski who are, perhaps, more sensitive to the Members' attitudes than the Speaker.

2. We should identify the six or eight key legislative issues of 1978 beyond energy and Panama -- the tax economic package, SALT, civil service reform, etc. The Vice President should become involved in the overall strategic Congressional relations planning on these Administration initiatives. He should not await some predictable energy-type crisis before becoming involved in these matters. The executive committee may or may not be the appropriate vehicle for this.

3. The Vice President should get together with Frank Moore and his staff and identify the Congressional liaison organization and coordination problems which include the following:

- a. Members are still reading about nominations and other Administration decisions in hometown papers.
- b. There is no organized intelligence reporting system or central information bank about the concerns and attitudes of individual Members.
- c. Some department Congressional liaison do not adequately coordinate their efforts with Frank Moore and his staff.

The Vice President should meet with the department and agency Congressional liaison staff at Frank's weekly meeting and work with Frank to overcome these and other organizational problems.

4. The Vice President should ask Ham to go to a couple of leadership breakfasts and urge Ham and Jody to come up to Kim-mitt's office in the late afternoon. They have a standing invitation.

OFFICE OF THE VICE PRESIDENT
WASHINGTON

March 7, 1978

MEMORANDUM FOR DICK MOE

FROM: Bill Smith

SUBJECT: Congressional Relations Recommendations - 1978

Following up on my February 16 memo, I suggest the following strategy and time tables for Congressional relations initiatives by the Vice President over the next several months.

1. House of Representatives

Purpose: Assess House Members' specific problems with White House and Department Congressional liaison and their attitudes toward the President's legislative efforts.

- (a) Lunch with the Speaker (before Easter recess).
- (b) Breakfast with Tom Foley, Dan Rostenkowski and/or John Brademas, individually or as a group at the White House (before recess).
- (c) After seeking recommendations from the above individuals, possible further meetings (early April).
 - House Democratic Caucus
 - Steering and Policy Committee
 - One or two small groups of first and second term Democrats

Follow-up: Meet with Frank Moore and Bill Cable to devise strategies to meet the concerns expressed at the above meetings.

2. Senate

Purpose: Continuing the present good relationships with Senate colleagues, discussing specific issues and concerns.

- (a) Residence functions for Finance, Budget and Labor Committee members and staffs (late April and May) (see memo to Mike Berman).
- (b) Recommend that the President give a dinner party for the Panama Canal Treaty floor managers and leaders, e.g., Byrd, Cranston, Sparkman, Church, Sarbanes, Muskie, Gravel and others who helped in the floor debate. Alternately: V.P. residence dinner (May).
- (c) Breakfast with Byrd (post-Treaty) to discuss Senate legislative agenda for the rest of the year (May, early June).
- (d) Resumption of Ceremonial Office foreign policy discussions with groups of Senators on Mideast, arms sales, the Horn of Africa, etc.
- (e) Simpson group breakfast appearance.
- (f) Dinner in honor of Robert Byrd (suggested date: Monday, June 5, first Senate session after Memorial Day recess).

3. Administration Congressional Liaison and Legislative Strategy Efforts

Purpose: To better organize Congressional liaison efforts to be more responsive to Members' concerns, to develop and coordinate a useful intelligence-information system with respect to Members' concerns, and to assure strategic planning for key Administration legislative initiatives.

- (a) Use the Executive Committee to get a handle on Congressional relations and other strategic planning for key issues after Panama including Civil Service reform, tax reform package, SALT, and other top priority agenda items.
- (b) WCS to meet and discuss Congressional relations organization problems with Bill Cable, Bob Thomson and Les Francis.
- (c) Possible V.P. appearance at a Frank Moore Friday, 3 PM department and agency Congressional liaison meeting.



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