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FOIA MARKER

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Collection/Office of Origin: Chief of Staff, White House Office of
Series: Card, Andrew, Files
Subseries: Briefing Books

OA/ID Number: CF00555
Folder ID Number: CF00555-003a

Folder Title:
Briefing Book: STA/LTA Planning Book - 1/9/89 [1]

Stack:	Row:	Section:	Shelf:	Position:
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ANDY CARD FILES (CONT'D)

BOX 2 of 3

Briefing Books:

Transition Book--1980 & 1988

STA/LTA Planning Book, 1/9/89 (2 copies)

Houston Economic Summit, 7/9/90-7/11/90

Oakwood Child Development Center, LA, 6/89-9/89

Michael J. O'Neil, 1990-91 (US Army records)

Foreign Presidential Travel--London, Greece, & Turkey,
1991

Transition Personnel Book, 11/19/88

President's Education Summit with Governors, 9/27/89-9/28/89

Travel--Official & Political, 1991

DRAFT

January 1989

DRAFT 01/09/89

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

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2	3 o New Congress Sworn In o VP Attend	4 o Count Electoral Votes	5 Senate Recess House District Work Period 1/5 - 1/15 o Veterans	6 o Small Business	7
8	9 o Reagan FY90 Budget o GB statement on budget ready o Transition Advisory Committee	10 o VP closes President's Education Workshop	11 o Black Colleges o Reagan Farewell	12 o Meet with Cabinet designees	13	14
15	16 o Martin Luther King Jr. #1 Martin Luther King Jr. Day	17	18 o Teachers Inaugural o Inaugural Opening o Inaugural Dinner o Disabled Ball ?	19 House may Reconvene o Meet w/White House Sr. Staff ? o Inaugural Gala	20 INAUGURATION o Family Breakfast? o Name Budget Team o Meet w/Congressional Leadership o Ethics Action? o Balls	21 o Horseshoes or Gym w/ Schwarzenegger o White House American Welcome o Cabinet Meeting o Name EPC ? DPC ? o Meet JCS ? o Lunch : Quayle ? o Texas Ball o DC Youth Orchestra ? (MLK honors; Howard Univ.)
22 SUPERBOWL o Church Event o Horseshoes ? o Inaugural Committee Reception o Super Bowl phone calls ?	23 Senate Reconvenes o Meet with Budget Negotiators o Roe v. Wade o Adoption Action? #4 o White House Staff swearing in o NSC ?	24 o Congressional Breakfast o Executive Action: Ethics #3 o Meet with Diplomatic Corps ? o Quayle Meeting	25 o IG / OGE Meeting o Address to SES	26 o Police Badge Installation ? o Lunch: Police Chiefs o Meet with EPC?	27 o Breakfast: Quayle o Secretary Cavazos : #6 Teachers, Students, Parents event	28 o 1st Saturday Interview o Alfalfa Club Dinner
29 ETHICS / VALUES WEEK	30 o Meet with DPC? o Meet with White House Ethics Chief?	31 o Travel: - Executive Action: Voluntarism - Homeless Model / Action ? #2				1/23 - 2/8 o Ritual of Renewal

DRAFT

February 1989

DRAFT 01/09/89

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

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

DRAFT

March 1989

NOTE: #s are references to tabs in book.

DRAFT 01/09/89

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

DRAFT

APRIL 1989

DRAFT 01/07/89

NOTE: #s are references to tabs in book.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1 - Senate Budget Resolution - GATT Meeting in Geneva
2	3 Congress Reconvenes	4 40th Anniversary NATO Treaty Washington, DC	5	6	7	8
FOREIGN POLICY						
9	10	11	12	13	14	15 - Joint Resolution - National Volunteers Week - Taxes Due
16	17	18 Estimated date NATO Summit	19	20	21	22
FOREIGN POLICY						
23 / 30	24 Congressional Recess until May 1	25	26	27 PASSOVER	28	29
O 200th Anniversary George Washington's Inauguration						

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

MAY 1989

DRAFT

DRAFT 01/07/89

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

Andy Card
1/9/89

*All this will not be finished in the first
100 days. Nor will it be finished in the
first 1,000 days, nor in the life of this
Administration, nor even perhaps in our
lifetime on this planet.*

-- John F. Kennedy
Inaugural Address
1/20/61

1/9/89

STA/LTA PLANNING BOOK

Table of Contents

I. Planning

II. Calendar/Chronology

III. Tabs

Early Action:

1. Martin L. King, Jr. Birthday Commemoration
2. Homeless
3. Ethics
4. Adoption/Fetal Tissue Research

2/9/89:

5. Budget Reform
6. Education/College Savings Bond
7. Environment
8. Child Care
9. Foreign Affairs/World Peace
10. Drugs
11. Science/Technology Initiative
12. Increase Investment for Savings/Growth/Jobs
13. Crime/Federal Furlough Program
14. FSLIC
15. Central America/Western Hemisphere Initiative
16. Invest in our Children
17. Defense Procurement Reform
18. Cleanup of Federal Nuclear Weapons Facilities
19. YES Program
20. Chemical Weapons
21. Leveraged Buyouts Proposal/Capital Gains Initiative
22. Medicaid Buy-In
23. Nisei Indemnification
24. Disabled
25. Vice President Quayle -- Labor Force of the 90s

IV. Goals

V. Lower Priorities

VI. Long Term

1/5/89

GUIDELINES

Premises

1. We will maintain a Short-Term Agenda (STA) for near-term events and a Long-Term Agenda (LTA) for planning longer-range events.
2. We will use a rolling four-month plan to plan events.
3. Our goal in government is to "underpromise" and "overdeliver."
4. Virtually no money.
5. Deficit will be among the top three or four major issues and will from time to time dominate the agenda.
6. Congress may or may not be nasty, but it will definitely vie for control.
7. There will be a foreign policy initiative.
8. There will be surprises.

Objectives

1. Stay on offensive: maintain initiative and element of surprise.
2. Control agenda.
3. Demonstrate that the President is in charge and knows how to do the job.
4. Follow through with campaign promises.
5. Multiple wins spread over regular pattern.
6. Extend February/March momentum with: (1) second wave initiative, (2) foreign policy (i.e. NATO, France).

Technique

1. Minimize intensity -- do not set up 1989 as a dramatic make or break year for the Bush Presidency.

2-2-2

2. Manage the process. Don't go for a long bomb when a running game will do.
3. Institutionalize the Bush approach of cooperation and consensus -- don't be afraid to share credit with Congress.
4. Build grassroots support for initiatives and neutralize critics.

#

PLANNING PRINCIPLES

1. Address degrees of uncertainty: begin with the definite, and distinguish it from the less definite.
2. Keep at the ready a "hopper of ideas": exemplary people, places, programs, organized by issue, to be used for the spontaneously needed event.

December 31, 1988

DRAFT 01/09/89

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2	3 - o New Congress Sworn In - o VP Attend	4 o Count Electoral Votes	5 Senate Recess House District Work Period 1/5 - 1/15 o Veterans	6 o Small Business	7
8	9 - o Reagan FY90 Budget - o GB statement on budget ready - o Transition Advisory Committee	10 o VP closes President's Education Workshop	11 - o Black Colleges - o Reagan Farewell	12 o Meet with Cabinet designees	13	14
15	16 o Martin Luther King Jr. #1 Martin Luther King Jr. Day	17	18 - o Teachers Inaugural - o Inaugural Opening - o Inaugural Dinner - o Disabled Ball ?	19 House may Reconvene - o Meet w/White House Sr. Staff ? - o Inaugural Gala	20 INAUGURATION - o Family Breakfast? - o Name Budget Team - o Meet w/Congressional Leadership - o Ethics Action? - o Balls	21 - o Horseshoes or Gym w/ Schwarzenegger - o White House American Welcome - o Cabinet Meeting - o Name EPC ? DPC ? - o Meet JCS ? - o Lunch : Quayle ? - o Texas Ball - o DC Youth Orchestra ? (MLK honors; Howard Univ.)
22 SUPERBOWL - o Church Event - o Horseshoes ? - o Inaugural Committee Reception - o Super Bowl phone calls ?	23 Senate Reconvenes - o Meet with Budget Negotiators - o Roe v. Wade - o Adoption Action? #4 - o White House Staff swearing in - o NSC ?	24 - o Congressional Breakfast - o Executive Action: Ethics #3 - o Meet with Diplomatic Corps ? - o Quayle Meeting	25 - o IG / OGE Meeting - o Address to SES	26 - o Police Badge Installation ? - o Lunch: Polce Chiefs - o Meet with EPC?	27 - o Breakfast: Quayle - o Secretary Cavazos : #6 - Teachers, Students, Parents event	28 - o 1st Saturday Interview - o Alfalfa Club Dinner
29	30 - o Meet with DPC? - o Meet with White House Ethics Chief?	31 - o Travel: - Executive Action: Voluntarism - Homeless Model / Action ? #2				1/23 - 2/8 o Ritual of Renewal

DRAFT

February 1989

DRAFT 01/09/89

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5	6 o Ronald Reagan Birthday o Meet with Budget Negotiators o Meet w/ Drug Czar & key players State, Justice, etc. ? o NEH Teachers Awards ?	7 o Child Care event: visit federal facility ? o Meet with key personnel (EPA, etc.) re: Internat'l environmental conference #7	8 o Pre-speech Bi-partisan Congress'l gesture (e.g. Mansfield medal)	9 o Speech to Joint Session SPEECH FOLLOW-UP (#2-25)	10 Travel to sell program: - Washington: Environment ? o Lincoln Day Dinner ? (West)	11 o Town Meeting ? (Southwest) o Lincoln Day Dinner ? (Illinois)
—— BUILD-UP FOR SPEECH (continued) ———→		o Relax at Concert				
12	13 Congressional Recess until February 20th	14	15	16	17	18
——— BUDGET & ECONOMIC GROWTH WEEKS ———→	o Travel : Ohio ? o Address Historic Black College Students (e.g. Lincoln , PA) ? o Lincoln Day Dinner (OH) ?	o Meet with Budget Negotiators ? o Establish by Executive Order: President's Council on Science & Technology ? #11	o Deadline for Soviet Pullout from Afghanistan : Afghanistan Event	o Travel to sell program ?	o Prepare to sell Congress on program o Duke Ellington School of the Arts Black History Performance ?	
Lincoln's Birthday						
19	20 Congress Reconvenes	21	22	23	24 o Hirohito Funeral	25 o Congressional Committees submit reports to Budget Committees
——— BUDGET & ECONOMIC GROWTH WEEKS ———→						
o Televised address to Nation ? (urge Congressional action on Bush proposals)	SELL PROGRAM TO CONGRESS ———→ Washington's Birthday					
26	27 o National Governors' Association Winter Meeting, Washington, DC	28 o GB Remarks? Education Conference ? #6				
DOMESTIC ISSUES ———→						

DRAFT

March 1989

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DRAFT

APRIL 1989

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DRAFT 01/07/89

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MAY 1989

DRAFT

DRAFT 01/07/89

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28	29 MEMORIAL DAY (observed)	30	31 o OECD Ministerial Summit in Paris Begins			

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DRAFT 01/09/89

EARLY POLICY CHRONOLOGY (January - April 1989)

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

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DRAFT 01/09/89

EARLY POLICY CHRONOLOGY (January - April 1989)

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

02/09

Joint Session Speech Follow-up:

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

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DRAFT 01/09/89

EARLY POLICY CHRONOLOGY (January - April 1989)

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

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DRAFT 01/09/89

EARLY POLICY CHRONOLOGY (January - April 1989)

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

1/5/89
Tab 1

MARTIN LUTHER KING, JR., BIRTHDAY COMMEMORATION

Speech in Atlanta

The President-elect has been invited to speak at the Ebenezer Baptist Church on January 16, the Martin Luther King, Jr., Federal Holiday. He has spoken there before, and speaking this year would both be a good kickoff to Inaugural Week and give a symbolic beginning to the President-elect's "new day" in civil rights.

_____ Approve this idea _____ Disapprove this idea

Reauthorization of Holiday Commission

The Martin Luther King, Jr., Federal Holiday Commission will expire on April 20, 1989, unless it is reauthorized. Bills will be introduced in Congress to reauthorize it with an annual appropriation of \$500,000. The Commission is one of the few which has never received Federal funds, as a result of a compromise made to avoid a filibuster by Senator Helms.

Supporting reauthorization would be a low-cost, high-visibility way for the President-elect to demonstrate his commitment to civil rights and avoid the appearance of aligning himself with the extreme opinion which opposes the King holiday and the Commission.

Should we support reauthorization with Federal funds?

_____ Approve _____ Disapprove

Alternatively, we could support reauthorization of the Commission with no Federal funds. But this approach has fewer political benefits; if Congress passes a bill for reauthorization with Federal funding, President Bush will get no credit.

_____ Approve this idea _____ Disapprove this idea

Memorial

Another way for the President-elect to reach out to black Americans and reaffirm his commitment to civil rights would be to support the construction of a national memorial to Dr. King, perhaps on the Mall in Washington. As with the Vietnam Memorial, funds could be raised privately, and there could be an architectural competition.

_____ Approve this idea _____ Disapprove this idea

1/5/89
Tab 1

MARTIN LUTHER KING, JR, BIRTHDAY COMMEMORATION

People to Meet

Coretta Scott King, King family

John Conyers (introduced bill calling for Commission reauthorization)

Arlen Specter (Republican co-sponsor of bill calling for Commission reauthorization)

New black leaders

Jesse Jackson? Stevie Wonder? Mohammed Ali?

Maya Lin, architect of Vietnam Memorial

Black architects

Possible Events

Public announcement of support for reauthorization

Event on Hill -- Congressional Black Caucus?

Visit to Atlanta -- King Center, Ebenezer Baptist Church, Morehouse College

Public announcement of support for memorial

Announcement of architectural contest, judging of contest

Presidential donation to memorial fundraising drive

Groundbreaking

Constituency Groups

Congressional Black Caucus

Black Republicans

HOMELESS

The President-elect should consider an Executive Order or Presidential Memorandum, providing help for the homeless.

For instance, he could

- o Direct the Secretary of Defense to enforce the law regarding use of surplus military facilities as homeless shelters.
- o Designate one surplus Federal property in each of six major cities where homelessness is a serious problem (e.g. New York, Washington, Los Angeles, Chicago, San Francisco, and Miami) and direct that they be made immediately available for use by the homeless. Local groups could run these as shelters. (The authority exists under the McKinney Act to do this; administrative hurdles are being assessed now.)

(The cost of rehabilitating a building as a shelter for the homeless is estimated at \$500,000. Operating a 100-person shelter is also estimated at \$500,000 per year.)

- o Ensure that surplus food from White House kitchens is distributed to the homeless.
- o Establish community-based mental health clinics. Under the McKinney Act, \$18.7 million was appropriated for community-based mental health clinics. In addition, HHS has two programs dealing with the homeless mentally ill -- a mental health services block grant of \$14.1 million and an appropriation of \$4.6 million for mental health demonstration projects. If fully funded, these programs would be funded at \$35 million and \$11 million.
- o Full funding of the McKinney Act. The McKinney Act authorized \$635.8 million, but only \$385.5 million was appropriated. Thus, full funding would cost \$250.3 million.

Please see the following memorandum for more on the issue of homelessness.

12/29/88

MEMORANDUM TO RICHARD D. ENGLISH

FROM: HUD TOC Team -- Michael Marino *MM*
Tom Cunningham
Emil Frankel
Linda Gallagher
Hector Hyacinthe

RE: Early Presidential Actions

The following is a list of options for early presidential action on the homeless issue:

Immediate Actions

- Recommend to the members of the Interagency Council on the Homeless that HUD Secretary-designate Kemp be named Chairman of the Council.
- Ask Secretary-designate Kemp to report directly to the President-elect, at specified intervals, on the homeless issue.
- Direct the Council to meet by the end of January 1989, and require that they meet once a quarter thereafter, to facilitate solving the homeless problem.
- Direct each member of the Council to appoint a contact person in his department who is a member of his executive staff, who reports directly to him and who has authority to act on these issues.
- Direct the Council to ensure that the homeless programs under the various departments are coordinated smoothly and efficiently.
- Direct the Council to streamline the application process for homeless assistance so that there is only one proposal required for the various types of assistance under the McKinney Act. In addition, the reporting process should be similarly standardized and streamlined.
- Attach a public affairs person to the Council in order to effectively communicate the message and accomplishments of the Bush Administration on this issue.
- Direct the HUD Secretary and the Federal Housing Commissioner to work with local governments and the private sector to determine if some FHA housing might be used to house homeless families.

- Ask the Council to investigate whether legislation should be submitted which would permit Aid for Families with Dependent Children (AFDC) emergency funds, now being spent to house families in expensive welfare hotels, to be used to fund vouchers for these families. Local groups such as the Salvation Army would be asked to assist these families in finding housing where the vouchers could be used.
- Ask the Council to investigate whether the 1963 Community Mental Health Centers Act should be amended to require that states provide adequate mental health care in the communities before releasing patients from state institutions.
- Name one underutilized Federal property in each of six major cities where homelessness is a serious problem (e.g., New York, District of Columbia, Los Angeles, Chicago, San Francisco and Miami) and direct that they be made immediately available for use by the homeless. Arrange with local groups to run these as shelters.
- Direct the Department of Defense to make underutilized facilities available to shelter the homeless, with particular attention to urban military bases which are scheduled to be closed.

Legislative Initiatives

- Ask Congress for full funding of the McKinney Act, and direct OMB Director Darman to provide for this in his budget considerations.
- Propose an amendment to the McKinney Act so that funds are provided on a block grant basis.
- Redirect some funding under the McKinney Act to provide on-site counseling at shelters to help the homeless and to provide for community mental health facilities.
- Increase the supply of vouchers to homeless families.

Public Education Initiatives

- Visit Covenant House in New York. Covenant House is a non-denominational organization run by Father Bruce Ritter which serves runaways and homeless young people. The plight of homeless kids in the gritty Times Square section of New York brings together the problems of homelessness, AIDS, pornography and illiteracy.
- Make a statement on homelessness which reflects the President-elect's understanding of the problem. Among the things he could discuss is how the homeless are not a homogenous population, and that people who are homeless for different reasons require

different kinds of help. He should also speak about the accomplishments to date in helping the homeless, perhaps citing as examples the work done in St. Louis, Philadelphia and Portland (see attached articles on St. Louis and Philadelphia).

- Direct the HUD Secretary to make a national tour of shelters and other homeless programs to better understand the problem and determine the most effective solutions. Bob Hayes of the National Coalition for the Homeless has suggested that the Coalition help organize such a tour.
- Direct the HUD Secretary to compile a list of the most successful public/private partnerships around the country so that their efforts might be commended and used as models for use elsewhere.
- Mention the homeless problem in the Inaugural address.

Homeless, Not Helpless in Philadelphia

By WILLIAM K. STEVENS

Special to The New York Times

PHILADELPHIA, May 2 — To say that Edith Morris was happy would be putting it mildly. After nearly five months of living in a public shelter for the homeless, the 28-year-old mother and her two daughters had a permanent home again: a bright, airy, six-room row house in a pleasant neighborhood in the Olney section of northeastern Philadelphia.

"Homeless, not helpless," said the badge she wore as a token of her achievement, and the city's.

"That's my slogan from now on," she said with a wide smile the other day.

It is also the slogan of what appears to be one of the country's more unusual and comprehensive new efforts to move homeless families, of which there are about 1,000 in Philadelphia, out of temporary shelters and into permanent housing. More than that, the program seeks at the same time to educate, train and put the homeless back on their feet as wage-earning, tax-paying citizens.

An Unusual Partnership

To be eligible to move into the program's renovated houses, a family must pay 20 percent of its income in rent, must actively search for a job or undergo job training, and must be a compatible neighbor. The group that administers the program, Dignity Housing Inc., has set up a social-services program to offer practical help along these lines.

What makes the program stand out further is that the homeless are running it themselves in partnership with the city and Federal governments, which are footing the bill and providing the houses.

"I haven't come across this total combination of elements" anywhere else, said James W. Stimpson, a deputy assistant secretary of Housing and Urban Development in Washington whose job is to pay special attention to the homeless. In particular, he said, the central role played by an association of

An unusual program builds houses with city and Federal help.

homeless people and its cooperation with the city and with H.U.D. is "a very distinctive feature."

Ms. Morris's new home in a rehabilitated building is one of the program's first. Dignity's objective is open other such homes at a rate of 25 or 30 a month until the problem is solved.

Neighbors Are Worried

While the program has stimulated high hopes, getting even to this starting point has been anything but easy. The association of the homeless, which calls itself a union and collects dues, has filed lawsuits and resorted to sit-ins by squatters to force action.

As Ms. Morris was expressing her happiness and pledging to be a good neighbor at a presentation ceremony on the porch of her new house last month, some of her new neighbors expressed fears that her presence would be disruptive and would touch off a neighborhood decline. There have been reports of a bomb threat against the house, and it is being watched by the police.

Neighborhood opposition elsewhere in the city has prompted some City Council members to delay the program in their districts. An unrelated wrangle over the new city budget, which by law must be resolved by May 31, is causing still other delays. And despite the ceremony at which Ms. Morris and four other families accepted the first five houses, they have yet to move in because of a delay in executing the leases. They are expected to move in this week.

The situation is a case study in the cross-currents and complexities that

so often make it so difficult to take bold action on urban problems.

Families Are Beneficiaries

"To deal with the start and stop and the bureaucracy in city government is just killing," said Chris Sprowal, who lost his job, wife and home in 1982, lived on the streets for 14 months and recovered to form the Philadelphia/Delaware Valley Union of the Homeless. Still, he said, "I have no doubt in my mind that in the end, it'll be done."

The program is aimed at families rather than single persons. In Philadelphia, according to city estimates, families make up as much as a third of a homeless population estimated at 15,000.

Typically, the beneficiaries are said to be people who find that rising costs have priced them out of decent housing even when they recover from the crisis that drove them from their homes in the first place. Edith Morris is in that category, having lost her job as the assistant manager of a convenience store.

"I couldn't keep up with my bills, couldn't pay my mortgage, and of course, when you don't pay the mortgage, they take your house," she said. She and her children, 10-year-old Kisha and 7-year-old Jessica, have been living since then in the public shelter, on welfare.

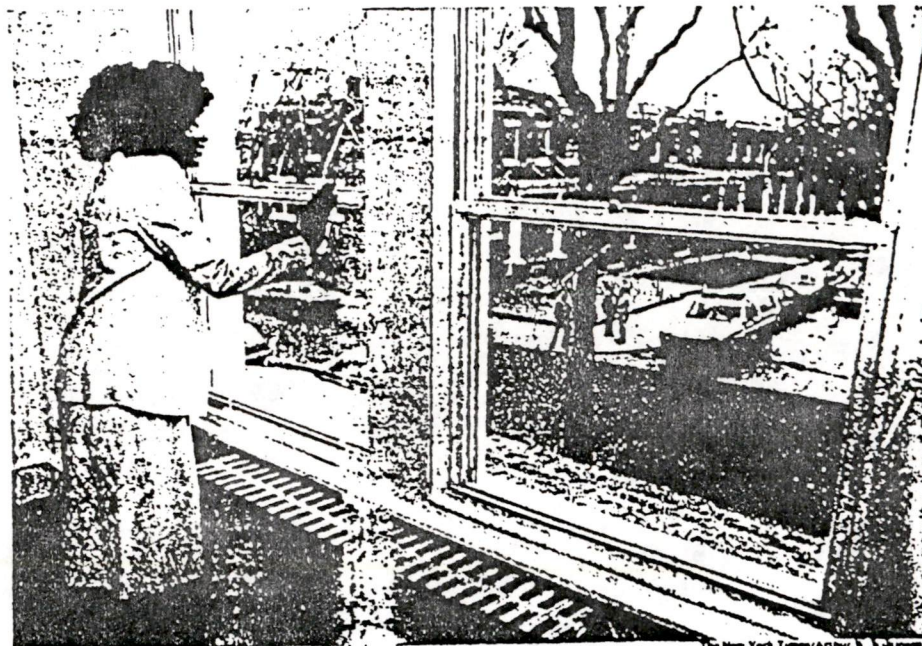
Now that she will have a home she is beginning to turn her situation around. With Dignity Housing's help, she has decided to attend community college to study bookkeeping and accounting.

Screening of Applicants

This emphasis on employment is a key to the Dignity program.

"This is not just another giveaway program," Mr. Sprowal said. "What we're saying is that you've got to earn it. We're telling them: 'You're going to have to work. You're going to have to be a good neighbor. You've got to belong to the P.T.A. if you've got kids.'"

Dignity Housing screens applicants for the homes. It selects the neighborhoods, too, to make sure that they are



Edith Morris looking out a window at her new home in Philadelphia.

stable and can thereby promote family stability as well.

The homes themselves, which are scattered across the city, come from the Housing and Urban Development Department's inventory of houses acquired through defaults on Government-held mortgages. The city has pledged \$11 million, \$9 million of it through a completed bond issue, to buy and renovate the first 200 houses, which contain 315 dwelling units, and to support Dignity Housing's operations.

Earlier this month, in an effort to force H.U.D. to turn over more homes for rehabilitation, the union of the homeless sent squatters to occupy a

vacant, federally owned dwelling in Northeast Philadelphia. Alarmed neighbors protested, and the situation was turning ugly until James White, the city's Managing Director, stepped in and arranged a meeting between H.U.D. and the union.

'We're Still Very Leery'

Out of the meetings came a plan for expanding the program. Under a new provision of the Federal housing law that allows rent subsidies for the poor to be assigned to whoever occupies a specific house rather than to a specific family wherever it lives, H.U.D. is to extend such subsidies to all Dignity

Housing properties.

This, according to Edward Schwartz, the city's housing director, will free millions of dollars in city money that will go into a revolving fund, which will be used to acquire more houses in the future.

The sit-in by squatters that led to the solution, however, appeared to bring sensitivities across the city to the face. And so the people in Edith Morris's new neighborhood are apprehensive.

Jeanne Henry, the neighborhood association block captain on Ms. Morris's block spoke for many of her neighbors this week: "We're still very leery. But I'm willing to give her a chance."

STATE OF THE STATES

Neal R. Pelrice

A Coalition Approach to Helping the Homeless

ST. LOUIS—An enterprise is flourishing here that may well be the best city system in America for coping with homelessness. It is one that shuns large government-run shelters and concentrates on person-to-person care by a coalition of social-service agencies.

That doesn't mean that the problems of homelessness are any less appalling. Ask Sue Taylor, who directs the Salvation Army's reception center for the city's homeless.

"We've had kids with third-degree burns, people discharged too quickly from hospitals with intravenous drips still hanging from their arms," she said. "We've had elderly folks with walkers, single elderly men, wheelchair folks, mentally retarded and deeply mentally ill people." Just recently, a bloody, bruised couple came in, all their money gone after an ugly auto accident.

And then there's today's special poverty wave: single mothers with children—one, two, as many as nine children in tow, their cash exhausted, having been burned or thrown out of a relative's or friend's apartment where they last sought refuge. It's not unusual, Taylor said, for a teenage mother to show up fresh from the hospital with her two-day-old baby in her arms.

St. Louis was driven to create its homelessness-care network in 1984, when the problem hit crisis proportions. The mayor set up a homelessness task force, and Legal Services of Eastern Missouri filed a class-action suit against the city.

Every voice was heard on the mayor's task force. Some social service agencies said the critical problem was housing; others, mental health; others, the lack of family services. Many of the groups had never worked together before. But the mayor, Vincent C. Schoemehl Jr., challenged them all to devise a workable citywide plan.

Simultaneously, Rosemary Terranova, the city's tenacious director of human services, called on the agencies, one by one, to try to allay suspicions about the city's motives, asking each for its advice and trying to sell the idea of an integrated system.

Then, cash contracts (totaling about \$700,000 a year) were offered to agencies, with a preference to those able to show how they'd work with others. Now the Salvation Army operates the city's common walk-in, call-in reception center for homeless people, using a computerized record of the 7,000 persons who seek emergency shelter in the city each year. The Red Cross provides transportation between 30 shelters, the health clinics and job interviews. The Community Mental Health Placement Program assists clients across the system.

The system's first goal—a bed for any homeless person in the city—is now satisfied. But that's no substitute, Terranova said, for helping a homeless person or family embark on a "doable" course toward self-sufficiency. "Warehousing" the homeless is a dead end, she said. "A shelter is not a home."

A coalition of church-run settlement houses scouts out

low-rent housing opportunities for the homeless. Working on a neighbor-to-neighbor basis, they find affordable apartments "a heck of a lot more effectively than social workers from a city agency could do the job," said Dorothy Dailey, the city's homeless coordinator. At St. Patrick's Center, homeless women receive life-skills training on parenting, budgeting, and tenant rights and responsibilities.

Each month, the providers of care for the homeless and their allies meet at the Homeless Services Network, a forum and advocacy group for the homeless that has 110 members. They include the city's Human Services Department, the Salvation Army, Hosea House, the St. Louis Public Library, street missions and the Lutheran Family and Children's Service.

No single element of the St. Louis system, from its advocacy coalition to direct city financing for emergency shelters or transition services, is unique. But no other city seems to provide them all. Based on a national competition, the Ford Foundation recently gave the St. Louis Homeless Services Network one of its 10 annual Innovations in State and Local Government awards.

St. Louis's system is not to the liking of advocates who demand big, publicly run shelters. A leading local critic, the Rev. Larry Rice, literally embarrassed

the city council into approving one large facility.

But privatization, according to Mayor Schoemehl, is the real reason for St. Louis's success. "We erased from our minds images of municipal buildings and civil service workers and asked, 'What is the best way to energize the people in this city who care about homeless people?'" Schoemehl explained.

The downfall of the liberal instinct in America, the mayor went on, has been its commitment to performing services through a "traditional, bureaucratic, fumbly, easily caricatured civil service." That's the reason, he said, that St. Louis chose to use dozens of private agencies to cope with the homelessness problem.

On the national scene, the "Siberian Express," the cold wave that gripped much of the United States early this month, made the problem of homelessness vivid to many Americans, as cities scrambled to make emergency arrangements to supplement overcrowded facilities.

And as the National Coalition for the Homeless, a Washington (D.C.) advocacy group, concluded this fall in a 25-city survey, the number of homeless jumped 25 per cent in the past year, and increasing numbers of them are people who have jobs but who cannot find affordable housing.

The people of St. Louis may be on to something. But no one should be fooled: If the system in this city works, it is also because the city government acted as the critical convener, provided a major chunk of the funds and now continues to monitor performance to be sure that the job is done correctly. Privatization may be a great idea, but it's no substitute for a government that cares. □

If the St. Louis system works, it is because city government acted as the convener, provided funds and monitored the job.

1/5/89
Tab 2

HOMELESS

People to Meet

Operators of homeless shelters and soup kitchens in Washington -- Luther Place, House of Ruth, So Others May Eat, McKenna's Wagon, Mother Theresa's hospice

National Coalition for the Homeless

Mayors

Robert Coles (author, Children in Crisis), Walker Percy (socially conscious novelist)

Possible Events

Give surplus food from White House kitchens to feed the hungry. (?)

Public signing of Executive Order on homelessness

Visit to homeless shelter -- involve Mrs. Bush

Constituency Groups

Congress -- full funding of the McKinney Act

National Coalition for the Homeless

Operators of homeless shelters

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1/5/89
Tab 3

ETHICS

- o Establish White House Ethics Office
- o Remove "compartmentalization" of White House
- o Provide that Executive Branch personnel may not have contact with certain former Members or employees of Congress, as a means of equating ethics rules for Congress and the Executive Branch (?)
- o Prohibit the highest level Federal employees (Executive Levels I and II) from lobbying anywhere while President Bush remains in office
- o Prohibit the highest level employees from working for foreign governments while President Bush remains in office

(See following memorandum.)

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Ethics

We anticipate that there will be three opportunities for legislative action on ethics: (1) in connection with the pay raise, which is tied in the Quadrennial Commission's proposal to legislation barring honoraria; (2) in connection with a new version of the Thurmond bill dealing with post-employment bars; and (3) as part of a comprehensive revision of the ethics laws later in the year.

In addition, one matter that may come to the President for decision from the Justice Department is whether to keep in place the Meese Attorney-General's order setting up machinery to put investigations of Congressional wrongdoing in the hands of independent counsels in the same circumstances in which they are statutorily required for executive branch officials. There may also be other actions that the President can take unilaterally, such as promulgating an executive order barring Congressmen and their staff from lobbying the executive branch in the same circumstances in which executive branch officials would be barred.

The arguments in favor of an action of this type are that it would establish the principle of parity between Congress and the executive branch in a dramatic way and might improve the President's bargaining position on the bill ultimately passed. The argument against immediate action, however, is that it would be better to take such a step (and others, perhaps) as part of an overall strategy for dealing with ethics questions, knowing what it was being used to bargain towards. Therefore, we recommend that no administrative action be decided on until mid-January at the earliest, when two task forces considering the overall strategy, one under Boyden Gray's leadership and one under Attorney-General Thornburgh's leadership, have developed some preliminary views on what that should be.

1/5/89
Tab 3

ETHICS

People to Meet

Religious leaders -- Fr. Hesburgh, etc.

Former government employees, Members of Congress with a reputation for integrity -- Robert McNamara, Bill Moyers, Barry Goldwater, Lewis Powell

Whistleblowers?

Newspaper editors

Possible Events

Sign an Executive Order on White House ethics

Meeting with Congress on ethics

Speech introducing ethics bill to Congress

Constituency Groups

Common Cause

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1/7/89
Tab 4

ADOPTION

Adoption

National Right to Life Day, January 23, would be an appropriate time to launch the President-elect's adoption initiative. During the campaign, he pledged to make adoption a "superior alternative to abortion" and to reexamine laws and regulations that restrict adoption, particularly of special needs children. During the campaign, we estimated the cost of this initiative at \$10 million yearly.

Fetal Tissue Research

We are continuing to research options on the subject of fetal tissue research. January 23 would be an appropriate day to address the issue.

Public Event

Another idea would be to have the President-elect attend a church service to commemorate National Right to Life Day. This would not have to be at an Episcopal church, but it is worth remarking that there are several Washington-area Episcopal churches which would be glad to host such a service. The National Organization of Episcopalians for Life (NOEL) is a pro-life Episcopal group which could be involved in planning such an event.

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1/7/89
Tab 4

ADOPTION/FETAL TISSUE RESEARCH

People to Meet

Pro-life leaders

Dr. David Bleich, Yeshiva University (wrote a dissent from the NIH report on fetal tissue research)

Adoptive parents

Possible Events

Signing of an Executive Order on fetal tissue research

Public announcement of an adoption initiative

Meet with adoptive parents

Visit to an orphanage

Attend a church service on National Right to Life Day

Constituency Groups

National Right to Life Committee

National Institutes of Health

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BUDGET REFORM

A budget reform package would have several components:

- o To keep the economy strong, the President will live up to his pledge of no new taxes.
- o Focus on the Presidential line-item veto, an essential budget process reform necessary to make future budget agreements enforceable.
- o Support other reforms such as enhanced rescission authority and multi-year budgeting.
- o Support for the Balanced Budget Amendment.
- o On day one, name budget negotiators to represent the Executive Branch in deficit negotiations with Congress.

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1/5/89
Tab 5

BUDGET REFORM

People to Meet

Economists

Congressional leaders

Peter Grace, William Simon

Former OMB Directors

Possible Events

Visit to Hill to discuss budget -- meet with budget negotiators

Televised speech

Meet with state governors, legislators on line-item veto

Visit a pork-barrel project?

Constituency Groups

Congress

U.S. Chamber of Commerce

Common Cause

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EDUCATION/COLLEGE SAVINGS BONDS

- o Two possible early actions include delivering a major State of American Education Address (the Department of Education recommends doing so in the first month of office; see memorandum following) and following through quickly on the conference with the state governors on education (see "Options Paper" following).
- o We should consider an event focused around College Savings Bonds. The program itself will not begin until January 1, 1990, but we could still arrange an event with colleges, Federal workers staffing the program, or parents.
- o Increase funding for Head Start in FY90 budget. The President-elect said in a speech on July 12, 1988 that, "In my first budget, I will ask that funding for Head Start be increased sharply." It is unclear whether he was referring to the FY90 or FY91 budgets, but the President-elect could ask that funding be increased in FY90 in any event. The current budget of Head Start is \$1.207 billion.
- o Establish a \$500 million Merit School program to provide awards to schools meeting certain criteria for improvement.
- o Provide an additional \$50 million in matching grants to states to encourage magnet schools.
- o Target Chapter I grants to reach disadvantaged students more effectively. Minimal cost.
- o Increase funding from \$6 million to \$50 million for the FIRST program to encourage experimentation in education.
- o Presidential Awards for Teaching Excellence (\$6 million). The President will award \$5,000 to the best 25 teachers in each of the 50 states.

Each of these initiatives was a campaign promise of the President-elect. Here is a comprehensive list of the President-elect's proposals in education:

- o To establish a College Savings Bond program and maintain funding for Pell Grants and Guaranteed Student Loans.
- o To support the work-study program.

- o To increase funding for Head Start sharply, to cover all eligible four-year-olds.
- o To establish a \$500 million Merit School program.
- o To increase funding for magnet schools.
- o To expand experiments in educational reform by increasing funding for FIRST (Fund for Innovation and Reform of Schools and Teaching).
- o To target Chapter I grants to districts with the highest concentration of disadvantaged students.
- o To support bilingual education.
- o To establish a Presidential Award for Excellence in Teaching.
- o To institute competency tests for teachers.
- o To ensure drug education is part of the curriculum at every public school and to challenge students to stay drug-free.
- o To encourage minimum competency testing for promotion between grades and graduation.
- o To encourage teaching of fundamental values.
- o To give an annual State of American Education address.
- o The President-elect supports daily recitation of the Pledge of Allegiance and voluntary prayer or a moment of silence in public schools.
- o Support educational choice.
- o Support Alternate Certification for teachers
- o Increase funding for the National Assessment of Educational Progress



UNITED STATES DEPARTMENT OF EDUCATION
WASHINGTON, D.C. 20202

OFFICE OF THE SECRETARY

MEMORANDUM

TO : Robert Teeter
Transition Co-director

FROM : Bill Phillips *BP*
: Chief of Staff/Counselor to the Secretary

SUBJECT : Education Initiatives

The Department of Education recommends that early in his presidency, George Bush explain in detail to the American people what he will do as the country's "education president." He could also include a major national challenge: that all Americans participate in raising our students to the top academic rank internationally by 2001. But more specifically, we would recommend that initially -- beginning with his Inaugural Address and in a State of the Union speech, if one is planned -- he articulate three broad themes that could constitute the framework for almost all of his and Secretary Cavazos's future education initiatives. These themes are:

- access to a quality education,
- accountability for the State, Federal, and local dollars spent, and
- expectations for our education system.

These themes afford maximum flexibility in terms of program operation. Depending on budget constraints, more funds could be spent to implement these initiatives but it is also true in almost each instance that they can be executed with little, if any, additional Federal expenditures.

Although access has been an obvious issue for many years, it has not always been linked with the concept of quality. This issue would enable the President to emphasize goals relating to early childhood education, a strengthened Chapter 1 program, additional support for the handicapped and the disadvantaged, and merit schools. Moreover, the concept of quality helps emphasize the key point that more Federal spending is not the answer: we already spend \$340 billion for education in the country at all levels -- more than any other nation on earth -- and far too often have

paltry results for our efforts. Access and quality also would enable the President to stress our ongoing efforts in the student loan default area: yes, we want postsecondary grants and loans, but we also want to ensure that students are using that money to get meaningful, quality education. Emphasizing our interest in consumer protection, particularly in the area of proprietary schools, fits nicely under this theme. Finally, the access issue leads to programs addressing adult illiteracy -- also a key activity involving Mrs. Bush.

The theme of accountability is important in several respects. First, it enables the President to reiterate that money isn't everything. But more importantly, this broad theme lets him highlight two very crucial issues: choice, and the state-level reform movement. Educational choice, while not new, is essential because it emphasizes the fact that the family is really the linchpin of our educational system. For example, Secretary Cavazos has already spoken movingly and convincingly of the crucial role of his own family. Additionally, this theme puts the President in a position of highlighting other programmatic goals involving Head Start, drug-free schools, and basic family and parental involvement values. As to the state-level reforms, these clearly involve the President-elect's "thousand points of light" since they are, in many instances, innovative solutions to problems that have long festered unresolved at the Federal level. Merit pay, greater autonomy for individual schools and principals, as well as the President-elect's proposed school recognition program, can all be discussed under this theme.

If we are to undertake a major national investment in our children, then we also have to worry up front about the results of that investment. Do we have -- as presumably we should -- high expectations for successful results? The President can use in his speeches and other public statements a series of leadership challenges to the American public in the form of expectations:

1. Expect every student to know and be able to do certain things as a condition of graduation.
2. Expect every youngster to study significant content.
3. Expect every youngster to make steady progress toward these goals; continue to monitor and assess this progress.
4. Expect consequences to follow from the results of assessments of individuals, schools, faculty etc.
5. Expect all youngsters to complete high school.

6. Expect every school to excel and to chart its own course to excellence.
7. Expect people in each school to make a difference in each student's life and achievements.
8. Expect everyone -- business, citizens, policymakers, parents, students, colleges and universities -- to become involved.
9. Expect all parents to get involved and remain involved at every step of a child's education.

* * *

In terms of decisive actions that the new President can undertake immediately upon entering office, we offer the following suggestions which, in our view, are consistent with the broad themes outlined above:

1. Deliver a major State of American Education Address within his first month of office. This Address could explain what's excellent about our educational system as well as what needs improving. The President could also make such addresses annually -- presumably with more and more good news over time.
2. Commit to undertaking one education-related event a month. Presidential scheduling is undoubtedly tight, but given President-elect Bush's campaign pledge we believe that such a commitment will help focus his involvement on a recurring basis. Events could involve speeches, school site visits, meetings with governors, and other public activities.
3. Join Secretary Cavazos in presenting the annual Wall Chart and plan to repeat this every year. Each year (usually in late December or early January) the Department has issued a Wall Chart describing a series of outcome indicators on a State-by-State basis (e.g., SAT scores, graduation rates, teachers' salaries, etc.). Obviously, some States are performing better than others, but the data can be also presented as part of a national challenge. Moreover, the Wall Chart gets phenomenal press coverage in local papers all across the country. It spurs competitiveness, and that's by no means a bad thing.

4. Issue an Executive Order calling on all Cabinet Departments and Executive branch agencies to submit to the President within 60 days initiatives aimed at improving the lives of America's children. For example, Education could submit suggestions to improve American education's overall productivity; Justice could develop a plan to reduce youth violence and school crime (i.e., some have earlier suggested reform of 42 U.S.C. Section 1983 to make it harder to sue school officials on constitutional torts); HHS could develop an action plan to reduce teen pregnancy which has been shown to be one of many factors in causing high dropout rates. Other departments or agencies such as Labor, ACTION, and VISTA could work together to implement campaign goals such as volunteer programs ("Youth in Service to America") or a Community Action Corps involving not only school children and college students but also businesses and other corporate sponsors.
5. The Department could be asked to designate a special advisor on parent involvement, along the lines of the special advisor on private education.
6. The President could task the Department of Education with submitting to him by March 20, 1989 a comprehensive plan for addressing the student loan default problem (which now costs taxpayers \$1.5 billion annually) and for ensuring sufficient consumer protection for students.
7. The President could award a Medal of Freedom to an outstanding teacher or principal each year.

These suggestions are just a few of many others that we would be willing to share with you at your convenience. Obviously, we have not included items such as magnet schools, merit schools, or early childhood development programs which may have significant budgetary consequence. We are, of course, working on options that could facilitate each of these programs at the appropriate time.

cc: Jim Pinkerton, Director of
Transition Policy Development

12/29/88

Tab 6

OPTIONS PAPER: GOVERNORS CONFERENCE

Background

During the campaign, George Bush proposed a governors conference on education. The campaign fact sheet observed:

Because improvements in education require federal leadership and state muscle, George Bush will call to order a conference of the nation's Governors to discuss the most urgent problems facing our schools.

George Bush will work with these Governors to focus on results, concentrating on state curricula and student achievement levels. George Bush will support increased funding for the National Assessment of Education Progress.

George Bush will work with the Governors to encourage minimum competency testing for promotion through grade levels and for graduation.

George Bush will work with the Governors throughout his term to provide a sustained focus on the need for continued improvement.

He will deliver an annual State of American Education Address to record the nation's progress in improving the educational achievement of its students.

George Bush further observed in a speech on October 25th:

I've said before that I will call a conference of the nation's Governors to discuss the most urgent problems facing our schools, including curricula and achievement levels. One of our tasks will be to set goals and timetables for improving math and science education.

The fact sheet accompanying this speech noted:

George Bush will convene a White House Conference on Education placing special emphasis on math and science education. George Bush and the governors from the 50 states will discuss and define the goals of our math and science curricula.

The timing of the conference was left open during the campaign, but given the Bush commitment to education, holding the conference in the first year (perhaps during the summer, when education experts are available) would be advisable.

The options below presume that the responsibility for pulling together the conference lies outside the White House --i.e. with the Secretary of Education (and therefore not with the director

of domestic policy nor with the White House director of intergovernmental affairs). It may be that this presumption should be revisited.

With respect to the form of action, all of the options presented below could be executed orally (through a speech or press conference) and/or in a Presidential memorandum. For greatest impact, in both the short and long term, both forms should be used.

The options below might usefully set the stage for Presidential action at the winter meeting of the National Governor's Association, scheduled for February 26-28 in Washington D.C.

Options for Early Action

1. During the first week in office, direct the Secretary of Education to present a date, plan, and agenda for the conference by February 20th (one month from the inaugural).

Pro's

-Shows early action, but does not commit the President prematurely to any path.

Con's

-Does not have prospects for high media attention

2. During the first week in office, announce the date of the conference and direct the Secretary of Education to submit by February 20th, a plan and agenda for the conference.

Pro's

-Demonstrates commitment to the issue by virtue of willingness to establish a date early in the administration

-Establishment of actual date is more newsworthy than the first option.

Con's

-Deciding on a date which works well with the governors and the education community may not be feasible during the transition.

-Given, the likely lead time necessary to convene the governors, announcing the date by January 27 may commit the President's schedule too soon.

3. Establish a planning group to develop the Governor's conference and direct them to produce a date, plan, and agenda by February 20 (or earlier, if action at the Governor's conference is intended). The group would be chaired by the Secretary of Education and would include: the Director of the National Science Foundation (and/or the President's science advisor), the White House Director of Domestic Policy, the chairpersons of the National Endowment for the Humanities and of the National Endowment for the Arts, and the President's point man on Thousand Points of Light; the group might also include the Secretary of Labor and the Secretary of Commerce.

Pro's

-Appointment of a broader group provides important symbols: 1) the importance of content in education (i.e. representatives of the three great branches of learning--the sciences, the arts, and the humanities--are specifically included). Content is "in", judging by the sales of E.D. Hirsch's Cultural Literacy; 2) the importance of the volunteer in education (i.e. the Thousands Points of Light representative is specifically included) and 3) the importance of education to business and labor, and 4) the commitment of the White House (White House staff are part of the planning group).

-Avoids committing prematurely the President to any path.

Con's

-Designation of a group simply to plan a conference may appear overly bureaucratic

-Lack of specifics undercuts newsworthiness

1/7/89
Tab 6

EDUCATION/COLLEGE SAVINGS BONDS

People to Meet

University Presidents
Outstanding elementary school teachers
Business leaders
Cities in Schools program

Possible Events

College Savings Bond event?
Speech on the State of American Education
Visit a magnet school, coordinated with introduction of bill
calling for greater funding of magnet schools
Presidential Awards for Teaching Excellence
Vocational education event
Visit a Head Start center, to call attention to increasing
funding for Head Start
Have President judge the National Science Fair
Have President teach a class -- civics? drug awareness?

Constituency Groups

University Presidents
Parents, PTA
American Federation of Teachers, National Education
Association
Responsible conservative educators, including Allan Bloom,
George Roche
College students -- link into College Republicans?

ENVIRONMENT

- o Clean Air Act reauthorization. This will likely be a major effort in the new Congress, and we can use it to fulfill the President-elect's commitment to "move from research to action on acid rain." There are a wide variety of proposals to deal with acid rain. Cost unknown. Most costs under these bills would be borne by polluters.
- o Stronger enforcement against toxic waste dumpers. This program is designed to be revenue neutral under the principle that polluters should pay for cleanups.
- o No net loss of wetlands. EPA regulations?
- o Groundwater protection.
- o International conference. This is regarded as a campaign commitment by environmentalists, and following through on it will become an important measure of the President-elect's commitment to the environment. It will require some lead time to prepare the conference, so we should think about holding it towards the end of 1989.
- o Presidential Message on the Environment. President Nixon gave three such messages to Congress, from 1971-1973, and reviving the practice would do much to show the President-elect's personal commitment to the environment.

This is a comprehensive list of campaign commitments the President-elect made on the environment:

- o Appoint the "best people" to run EPA.
- o Convene a global conference on environmental problems such as global warming, ozone depletion, and acid rain.
- o End ocean dumping by 1991. Develop land-based alternatives for sewage sludge disposal.
- o Work with states to attain goal of no net loss of wetlands.
- o Make national commitment to reduce waste by recycling and technology that minimizes wastes.
- o Work to phase out U.S. production of chloroflourocarbons.
- o Balance protection of wildlife habitats with resource needs.
- o Prevent offshore drilling in sensitive areas.
- o Set standards to prevent groundwater contamination and give priority to groundwater protection.

2-2-2

- o Support non-regulatory programs to encourage private, state, and local action on wetlands.
- o Crack down on ocean dumping, track disposal of medical wastes through FBI and Coast Guard.

(Also see attached memo)

#

MEMORANDUM

29 December 1988

TO: Richard English
FR: Lew Crampton ^{LC}
RE: EVENTS OR INITIATIVES ON THE ENVIRONMENT

The following paragraphs describe various recommended actions that could be taken by the President to raise his profile on the environment. These paragraphs cover the items you gave to me -- international issues, wetlands, and a domestic environmental issues conference -- plus two additional initiatives: (1) delivering an Environmental Message to Congress and the American people early in the current term, and (2) sending an Administration proposal on clean air to Congress early in the current term.

International. George Bush committed to hold a White House conference on international environmental issues during his first year in office. This is regarded as a campaign promise by everyone who follows these issues closely and following through on this commitment will be an important measure of The President's credibility on the environment. The conference should be held and the responsibility of running it might be given to the Council on Environmental Quality (CEQ) with support from EPA, DOE, Interior, State and others. This conference will require a great deal of lead time to set up, so it would be best to plan to hold it toward the end of 1989.

Wetlands. This is a good issue, but there are few, if any "hooks" for the President to use in raising the stakes. Bill Reilly, the newly-named EPA Administrator, orchestrated the work of the forum chaired by Governor Kean that made the recommendations on wetlands that were adopted by the campaign. The agencies are all working well together and there are no imminent "events" in the offing. Wetlands issues could, however, be a part of another initiative - a President's Environmental Message - discussed briefly below.

Domestic Conference on Environmental Issues. This is a very good idea. The problem is that it will be hard to do logistically when attention will be focussed preeminently on the International conference. Its possible that EPA could do it this year (and involve industry, environmental groups and state agencies) but my opinion is that the whole thing will just be too much for a new Administrator just getting to know the agency. The domestic conference ought to be held during the second year of the President's first term and he ought to play a key ceremonial role in it, just as he will for the international conference. No commitments were made as to the

timing of the domestic conference. If you want to go ahead and announce that the President is committed to having a domestic environmental issues conference, though, the Presidential Message on the Environment would be an ideal vehicle for this, should you decide on going forward with one.

Clean Air Legislation. It doesn't take a rocket scientist to figure out that the two major credibility issues for our external environmental constituencies are (1) the international conference, and (2) sending a credible Clean Air Act proposal to the Hill early in this term. I have been doing a great deal of spadework on this, and want you to know that we have the political capital and technical capability to follow through here. The issues are complex, but if George Bush wants to do one thing to demonstrate leadership on the environment, clean air is it. The most controversial decision will be on what kind of proposal to submit regarding acid rain. Recently there has been some movement on both sides of the issue which means we can move forward with a constructive proposal. We will have only one or two months after the Inauguration to put our legislative proposal together, but the agency has the capability to do this.

Presidential Message on the Environment. President Nixon gave three of these to Congress (I can't remember if they were addresses or written messages) from 1971-1973. It would be an excellent opportunity for us to take a little bit of time to think about what we want to do and then go forward with a high visibility package of initiatives (conferences, ocean dumping, clean air and water proposals, etc.). It will probably require three or four months of staff work to put the message together. If the Inaugural Address isn't the place to announce that the President will be sending an Environmental Message to Congress, then perhaps the State of the Union speech will do, if George Bush elects to deliver one this year. Otherwise, a press announcement of his intentions to send an Environmental Message to Congress would be the next best thing. It really will help to mobilize support for the notion that George Bush is an environmentalist.

1/5/89
Tab 7

ENVIRONMENT

People to Meet

Ecologists -- university professors
Environmental leaders
Prime Minister Mulroney -- acid rain
Inventors of environmental technology (e.g. methanol cars)
Smokey the Bear -- emphasis on forest fire prevention after
last year's fires
Bill Riley
Ducks Unlimited, Nature Conservancy, World Wildlife Fund

Possible Events

Visit to a toxic waste site
Visit to acid rain-contaminated lake
Deliver a Presidential Message on the Environment
Meeting with environmental leaders
Visit a wetland -- Eastern Shore of Maryland? Kent
Island?

Constituency Groups

World Wildlife Fund
National Wildlife Federation
Sierra Club
Natural Resources Development Council
Nature Conservancy
United Mine Workers union (acid rain)

#

1/5/89

Tab 8

CHILD CARE

- o Make the Federal government a model for private employers in providing child care. Estimated cost: \$50 million. Establish a child care center in the White House.
- o Introduce legislation for a Children's Tax Credit of \$1,000 for children under four in families with very low incomes, beginning with an income ceiling of \$11,000 and phasing in to higher levels as deficit reduction goals allow. First-year cost \$300 million, annual cost \$1.5 billion, presumably more if eligibility is expanded.
- o Make the existing dependent care tax credit refundable so that low-income families are eligible. Cost: \$400 million per year.

(See following memorandum for discussion of several options.)

#

MEMORANDUM TO: Kate Moore
Deputy Director for Policy

THROUGH : Richard English
Transition Office Contact Director

FROM : Margaret Garikes
HHS TOC

DATE : December 29, 1988

Child Care

Background:

- o George Bush announced a four point child care proposal during the campaign which served as a cornerstone for Bush's domestic policy.
- o In light of the looming "ABC" Child Care Bill on the Hill, it is essential that we introduce legislation early on reflecting Bush's position.

Goals of Bush Proposal:

- o Do not discriminate against different types of families.
- o Do not discriminate among different types of child care.
- o Favor low-income rather than upper-income families.
- o Do not substitute government decisions for family choices.

Bush Proposal:

Point 1:

- o Children's Tax Credit -- refundable tax credit for low-income families of up to \$1,000 per child, regardless of whether one or both parents work. The credit would be phased in over four years. Even if the family does not owe any tax, it still gets a refund.

o Original Plan:

- Families with children age 4 or under;
- limit of 3 children;
- income cap is \$20,000; and
- in the first year only families earning less than \$11,000 would benefit.

- Option A:

- Families with children age 4 and under;
- limit of 3 children;
- income cap is \$25,000; and
- in the first year only families earning less than \$15,000 would receive some benefit.

- Option B:

- Families with children age 5 and under;
- limit of 3 children;
- if, income cap is \$21,000; and
- in the first year, only families earning less than \$14,000 would receive some benefit.

- Option C:

- Families with children age 5 and under;
- limit of 3 children;
- income cap is families earning less than \$36,000 would receive some benefit; and
- in the first year, families earning less than \$18,000 would receive full benefit.

(This option gradually eliminates the current Dependent Care Tax Credit and replaces it with a universal tax credit for low and moderate income families with young children).

Point 2:

- o Make the Dependent Care Tax Credit, which offsets the costs of parent's child care expenses for children up to age 15, refundable.

- Allow families to take the larger of the Dependent Care Tax Credit or the New Children's Credit.

Point 3:

- o Institute flexible work schedules for every federal agency to improve parents abilities to be with their children.

Point 4:

- o Improve resources for consumer education, and information and referral services.
- Departments of Labor and Health and Human Services will develop and distribute consumer education guidelines.

Attacks:

- o \$1,000 is insufficient to meet a family's child care expenses.
- o Will not improve the system.
- o Will not make child care more available.

Rebuttal:

- o Assumes parental choice of child care.
- o Places available cash in parents' hands.
- o Proposal is non-discriminatory.
- o Moves toward tax reduction rather than costly bureaucratic growth.
- o Helps low-income rather than upper-income families.

1/5/89
Tab 8

CHILD CARE

People to Meet

Secretary Dole

Working mothers

People excluded by ABC bill, e.g. providers of child care at religious institutions

Possible Events

Event linked to introduction of child care bill

Set up White House child care center

Constituency Groups

Parents

#

FOREIGN AFFAIRS/WORLD PEACE

- o East-West relations. President Bush will respond to the challenges posed by the new leadership in the Soviet Union and work to improve East-West relations consistent with American security needs.
- o Proliferation. The President-elect has a personal commitment to stopping chemical and nuclear proliferation and will work towards this goal. There will be a chemical weapons conference in France in early 1989.
- o U.S.-Japan relations. Three components of the relationship will likely receive attention:
 - o Japanese foreign aid. The U.S. will encourage Japan to increase its share of foreign aid, particularly to developing countries like the Philippines. There may be a role for a U.S.-Japan initiative on developing country debt.
 - o Burdensharing. Closely linked to the foreign aid issue is that of burdensharing. The U.S. will work to ensure that Japan adopts a more commensurate role in security affairs in the Pacific region, without scaring other friendly nations or destabilizing the region.
 - o Economic issues. The U.S. will work with Japan on a wide variety of economic issues, from agricultural trade and high technology to the GATT Round and increased macroeconomic cooperation.
- o Defense procurement reform. Reforming the defense procurement system is critical not only to reducing the budget deficit, but also to restoring public confidence in the military.

1/5/89
Tab 9

FOREIGN AFFAIRS/WORLD PEACE

People to Meet

Foreign affairs think tanks -- CSIS, Heritage, AEI, etc.

Edward Teller, Zbigniew Brzezinski, Henry Kissinger, Mike Mansfield, Jeane Kirkpatrick

World Bank, IMF

Possible Events

Speech to World Affairs Council

Meet with U.S. and Japanese business leaders

Visit to U.S. chemical weapons storage site (Utah?)

Constituency Groups

Ethnic groups (East-West relations)

U.S. business and labor leaders (U.S.-Japan initiative)

Peace activists (proliferation)

#

1/5/89
Tab 10

DRUGS

- o Begin work on hemispheric summit. Estimated cost: \$3-5 million.
- o Require that companies which receive Federal contracts have "drug-free" programs, if this has not already been accomplished in the new drug law. If it has, begin work on regulations.
- o Require that schools receiving Federal funds have "drug-free" programs. (?)
- o Give an anti-drug speech, possibly coinciding with the confirmation of the drug czar and subordinates.
- o Improve availability of drug treatment for expectant mothers. (?)
- o Impose tighter restrictions on chemicals used to manufacture illegal drugs.
- o Make passing a drug test a requirement of bail, parole, or release.

The suggestions marked with (?) were not campaign promises of the President-elect. See the following memorandum for more about the drug issue.

Narcotics

As we are all aware, Congress recently enacted an omnibus narcotics enforcement bill, which President Reagan signed with much fanfare this Fall. It contains everything but the kitchen sink, including the establishment of a new narcotics control office in the Executive Office of the President with four Senate-confirmed officers.

Clearly, the time is ripe for major new initiatives on the subject of narcotics. The President-elect made his views forcefully known throughout the campaign; public and congressional expectations are high; and there is new legislation to implement.

For these very reasons, however, the President-elect needs to move cautiously. The narcotics problem is so large, involving as it does large questions of foreign as well as domestic policy, that precipitous action may make matters worse.

For openers, there is the question of establishing the machinery for the new EOP drug control office. The operations of not fewer than ten Cabinet departments are involved, including those with the greatest weight - Justice, State, DOD, Treasury, OMB, and HHS. The heads of these agencies must be in essential agreement on how to proceed before the implementing machinery of the drug control office can be established. And beyond the complicated issue of narcotics control itself, the new legislation poses potentially serious separation-of-powers questions that need to be resolved by the President before any major action is taken.

My first recommendation must unfortunately, therefore, be a negative one: it is to do nothing in this area until the President can obtain the considered views of the major departments whose cooperation will be vital to the success of the new drug control office. To name a "drug czar" or his subordinates before implementation of the new act is thoroughly vetted is to invite further chaos into a subject that suffers from too much of it already.

Far the wiser course would be for the President-elect to meet with the four or five most important Cabinet officers (including the DCI) and selected senior White House staff. This could be done in early January, to be followed after he assumes office by a more public Cabinet-level meeting.

There is much to be done in this area, and much of a high-profile character. The trick is to make sure that it is done in pursuance of a deliberate plan and not in reaction to political or congressional pressure.

1/5/89
Tab 10

DRUGS

People to Meet

Drug czar

Operators of drug treatment centers

Jesse Jackson

Robert Dornan

Possible Events

Ceremony for appointment of drug czar

Visit to drug rehabilitation center

Visit police anti-drug activities

Visit schools

Constituency Groups

Police

Teachers

Parents

Youth

#

SCIENCE/TECHNOLOGY INITIATIVE

- o Upgrade position of Science Advisor to the President. This was a campaign promise and can be accomplished at minimal cost.
- o Establish by Executive Order a President's Council of Science and Technology Advisors appointed by the President. This was another campaign promise. Minimal cost.
- o Reestablish the National Space Council. This must be done by February 1 under statute. A report to Congress must be submitted by March 1. The President-elect announced during the campaign that Vice President Quayle would chair the Council. Minimal cost.
- o Support a national initiative on a specific technology such as high-definition television (HDTV), artificial intelligence, superconductivity, or environmental technologies. The President-elect could publicly announce that we will not lose the battle to develop new technologies and market them throughout the world. Cost unknown.
- o Increase National Science Foundation budget. During the campaign, the President-elect promised to double the NSF budget over five years. Cost: \$150 million per year.
- o Make R&D tax credit permanent. This was a campaign promise. During the campaign, we estimated privately that this would cost \$401 million per year.
- o Provide Presidential leadership to encourage states to adopt Alternate Certification for Teaching, to encourage recruitment of science and math teachers. Governor Kean of New Jersey has a program we could use as a model.
- o Space station by 1990s. This was a campaign promise. First year cost estimated at \$462 million.

The following is a comprehensive list of the President-elect's commitments in science and technology policy:

- o Double National Science Foundation budget over five years.
- o Federal support will be concentrated on basic research.
- o Federal government should not attempt central planning for American research.
- o Make the Research and Development tax credit permanent.
- o Cut capital gains tax rate to 15 percent.

- o Seek government R&D authorizations for five years and appropriations for two years at a time.
- o Encourage cooperation between government, laboratories, and business.
- o Protect intellectual property and see that American companies have just as much access to foreign research projects as foreign companies have to ours.
- o Reestablish the National Space Council, chaired by the Vice President.
- o Support the Special Isotope Reactor at the Idaho National Engineering Laboratory.
- o Upgrade position of science advisor to the President and make the new Assistant to the President a member of the Economic Policy Council and the national security planning process.
- o Establish a President's Council of Science and Technology Advisors.
- o Support the "Mission to Planet Earth."
- o Develop and deploy SDI.
- o Improve math and science education.
- o Increase funding for AIDS research
- o Provide adequate funding for research into the causes of long-term chronic disability, like Alzheimer's disease and strokes.

#

MEMORANDUM

Draft 1

December 29, 1988

To: Richard English
From: Brad Mitchell *PA*
Subject: Presidential Science and Technology Initiatives for
first 100 days.

1. Create by Executive Order a President's Council of Science and Technology Advisors, composed of leading scientists, engineers and distinguished executives from the private sector.

The members of the President's Council of Science and Technology Advisors should be appointed by the President. Presidential appointment will be important to recruit outstanding members of the group and to elicit the time commitment necessary if the group is to be effective and useful.

The advisory group would both respond to the President's requests and initiate studies in areas of national significance, consistent with the wishes of the President. The Council would critically review science and technology proposals, act as a sounding board for the Assistant to the President for Science and Technology and add authority to the Assistant's judgments on science and technology issues.

The Council would be chaired by the Assistant to the President for Science and Technology. The Council would report to the President through the Assistant to the President for Science and Technology.

OTHER ACTION: At the time of the Council's creation, the President should charge the Council with studying a specific scientific or technical issue:

- o High Definition Television (HDTV) - assess the national security and economic impacts of losing the HDTV race to the Japanese and develop a strategy to capture the HDTV market.

- o Superconductivity - develop a strategy to accelerate the commercialization of superconductivity technology derived from basic research.
 - o Environment - develop a research strategy to investigate global warming, climate change and stratospheric ozone depletion.
2. Upgrade the President's Science Advisor to Assistant to the President for Science and Technology and be accorded Cabinet rank (without portfolio). The Assistant to the President for Science and Technology should serve as an honest broker of scientific and technical advice and report directly to the President.

ORGANIZATIONAL NOTE: The Office of Science and Technology Policy should be retained and reinvigorated, with its director reporting to the Assistant to the President for Science and Technology. The Assistant would then be exempt from Congressional confirmation and summons, and only the director of the OSTP would be subject to such calls and interrogations. This would cut the congressional string between the President's top science and technology advisor and the Congress, enabling the Assistant to provide confidential, objective advice to the President.

3. Provide Presidential leadership to encourage states to adopt Alternate Certification for Teaching (ACT) programs. The emphasis would be on recruiting distinguished professionals from non-teaching backgrounds to become math and science teachers in our schools. For example, an engineer could leave IBM, complete a rigorous screening and interview process and begin teaching high school physics in a school. Governor Kean of New Jersey has a successful program that could be used as a model.

The lack of qualified math and science teachers at the elementary and secondary school level in the U.S. is alarming. Kids who are intimidated by the hard sciences when they are young are not motivated to study engineering, math and science in college. It is critical that kids become comfortable with math and science in elementary and secondary school.

PROS:

- o Increase the supply of professionals capable and able to effectively teach science and math in our schools.

CONS:

- o Teacher's unions may oppose alternate certification.

4. Create a Task Force by Presidential memorandum to study and design the organizational composition of the National Space Council which will be established (by statute) in the Executive Office of the President on February 1, 1989. Possibly have VP Quayle chair the task force.

The statute stipulates that the President shall submit to the Congress a report that outlines the composition and functions of the National Space Council by March 1, 1989. Quick action is needed on this one.

PROS:

- o Get best thinking on Council design. The organizational design of the Council will profoundly affect the policy directions the Council recommends.
 - o Opportunity to get VP Quayle up to speed and meet the space players.
 - o The National Space Council design can either help or hurt space policy coordination. If the Council is not well designed, things could be worse now than they currently are in terms of coordinating objectives.
5. Assist the Soviet Union in coping with the short and long-term medical consequences of the recent earthquake in Armenia. The National Aeronautics and Space Administration (NASA) and medical centers associated with a number of American universities have developed a preliminary approach to do this. The approach would involve the use of dedicated satellite communications between the United States and Soviet Union. The satellite communications would enable medical personnel on the scene in Armenia to have "real time" access to American medical specialists, with specific expertise in critical care medicine, emergency and reconstructive surgery and public health.

Ozone-Loss Monitor Won't Go Along for Shuttle Ride

Vital Research Hindered By Decision, Experts Say

By Jeff Nesmith

Journal-Constitution Washington Bureau

WASHINGTON — A 150-pound space instrument that scientists say is needed to test the accuracy of satellites that measure ozone depletion has been bumped from the February flight of the space shuttle.

It was assigned a lower priority than a movie camera and two commercial experiments by NASA officials, who said it could be 18 months before room can be found for the instrument on a shuttle flight.

Scientists concerned about the gradual disappearance of ozone in the stratosphere had hoped periodic use of the device would provide a way for them to deal with the troublesome tendency of ozone-measuring satellites to drift out of focus.

Without regular tests, scientists must cope with a nagging uncertainty about how fast ozone is being leached from the stratosphere.

"This is a clear example of this administration's lack of commitment to environmental protection," said Sen. Max S. Baucus (D-Mont.), chairman of the Senate Environmental Protection subcommittee. "This is a very shortsighted decision."

The decision not to take the equipment into space next month "really puts a dent into a logical and worthwhile strategy," said Dr. Robert Watson, chief of the National Aeronautics and Space Administration's upper atmospheric research program.

Dr. Watson and other NASA scientists appealed the decision to leave the instrument off a flight targeted for Feb. 18 but were turned down.

A NASA spokesman said the instrument was among cargo removed from the manifest because of a need to reduce overall weight of the mission.

The spokesman said scientific experiments on each flight are listed according to importance and that when NASA realized it needed to reduce weight, "they just started at the bottom of that list, checking

A movie camera used to make films of shuttle missions was among the cargo left on the flight, as were two commercial experiments NASA is conducting in cooperation with the 3M Corp.

things off until they got enough weight."

A movie camera used to make films of shuttle missions was among the cargo left on the flight, as were two commercial experiments NASA is conducting in cooperation with the 3M Corp.

Rafe Pomerance, a senior policy associate with the World Resources Institute, said that "with the nations of the Earth trying to solve the ozone depletion problem, this decision was badly timed."

He added, "The space program has passed up an excellent opportunity to demonstrate its usefulness to

the planet."

Since the early 1970s, some scientists have been warning that chlorine from man-made substances known as chlorofluorocarbons, or CFCs, is destroying ozone in the stratosphere.

A year ago, the Environmental Protection Agency warned that if production of CFCs continues at its present rate, an extra 3.2 million Americans will die of skin cancer because of increased ultraviolet exposure by 2075.

An international panel of atmospheric scientists warned in March that ozone is disappearing from the stratosphere, where it protects the Earth's surface from harmful ultraviolet rays from the sun, at a much faster rate than previously believed.

A treaty that is to take effect next month would reduce worldwide production of CFCs by up to 50 percent by 1998.

Some scientists have called for renegotiating the treaty because of new indications that ozone is disappearing faster than previously believed.

12/30/88

MEMORANDUM TO JIM PINKERTON

From: Brad Mitchell *RM*

Re: Space Shuttle Payload for STS-29

Space Shuttle Discovery's (flight 29: Feb. 18, 1989 launch date) primary payload is the TDRS satellite (pronounced teadras). The shuttle is also carrying several secondary payloads. One of these secondary payloads, the SSBUV-1, has been off-loaded to another mission because of a "margin of safety problem". More rocket capability (which means more fuel and thus more weight) was needed to ensure the safety margin.

After much internal discussion, the 1200 lb. SSBUV-1 was off-loaded, enabling the shuttle to carry more fuel. The SSBUV-1 is a Shuttle Solar Backscatter Ultra-Violet instrument and is used to measure ozone characteristics of the atmosphere. Two of the remaining payloads retained on the manifest are commercial experiments.

- o Protein Crystal Growth experiment designed by the University of Alabama, Birmingham.
- o 3M company's Polymer Morphology experiment.

NOTE: I'm not sure what this experiment is really designed to accomplish. The NASA person I need to speak with is on vacation until Tuesday.

KEY POINT:

- o The SSBUV-1 was the lowest priority secondary payload on the manifest. By off-loading that single instrument, all seven of the other smaller, secondary payloads were allowed to remain. The priority setting system NASA uses to schedule secondary payloads was adhered to.

Let me know if you need more.

1/5/89
Tab 11

SCIENCE/TECHNOLOGY INITIATIVE

People to Meet

New Science Advisor to the President, President's Council of
Science and Technology Advisors

Members of reconstituted National Space Council

Astronauts

Presidents of technology companies

Possible Events

Speech at National Science Foundation

Space-related event -- Houston? Cape Canaveral?

Meeting with university researchers

Event focusing on Alternate Certification for Teaching--
meet with some of these teachers

Constituency Groups

Scientific researchers

Technology industries -- space, defense, semiconductors,
electronics, etc.

Universities

Teachers

#