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Folder Title:
Memos - 3/92 [2]

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TAKE
ACTION
IN
AMERICA



DCF HAS SEEN
United States Department of the Interior

FISH AND WILDLIFE SERVICE
Washington, D.C. 20240

ADDRESS ONLY THE DIRECTOR,
FISH AND WILDLIFE SERVICE

March 6, 1992
Kyoto, Japan

Memorandum

To: Sam Skinner, Chief of Staff
The White House

From: John Turner, Director
Fish and Wildlife Service

Subject: CITES Update

I am attaching background information on the following issues:

- Elephants
- Mahogany
- Bluefin Tuna

Regarding elephants, I understand that some folks in Washington are getting nervous about our position on this sensitive issue so thought these materials might be of help.

Our posture remains "no position" until we see what concrete and alternative proposals might surface next week. Not being committed has disturbed the strictly protectionist groups and other countries already locked into their position. To date, however, our open mindedness has established a level of credibility with moderate conservationist groups and many countries are still looking for a compromise solution.

I have been asked to help broker a consensus among African countries and that is being attempted today (Friday)- and likely through the weekend. (There is a great deal of distrust and dislike among the ranks of African countries).

As you understand, this is a complex issue but basically I am trying to arrive at a consensus which would:

- 1) Strengthen considerably the worldwide ban on ivory trade by getting a commitment from South African nations which still hold ivory reservations.

CC: Yeutter
Pollins
Kilberg

Z

- 2) Allow two, possibly three countries to resume some sustained use of elephants parts with trade in hides and meat. (Their elephants herds are not endangered and therefore inappropriately placed on Appendix I).

The above is worth pursuing but if the United States cannot get a strengthened ivory ban, we can't even consider any downlistings. (You will notice attached public statements of concessions of some South African countries made yesterday to the Press. The United States contributed to surfacing of these concessions).

You will find attached a draft of some personal thoughts I have written on the elephant issue--ideas which would form the basis of pleadings before the Conference, responses to the Press, etc.

Also you will find position papers from World Wildlife Fund, TRAFFIC, and IUCN - highly respected international conservation groups which are working toward positions similar to ours.

Greatly appreciate your following this issue. Let me know, if you have questions or concerns.

Many thanks,

Attachments

DCF HAS SEEN



United States Department of the Interior

FISH AND WILDLIFE SERVICE
Washington, D.C. 20240

ADDRESS ONLY THE DIRECTOR,
FISH AND WILDLIFE SERVICE

March 5, 1992
Kyoto, Japan

3/6/92
CLAYTON

Memorandum

To: Samuel Skinner, Chief of Staff
The White House

From: John F. Turner *John F. Turner*
Director, Fish and Wildlife Service

Subject: Daily Update from the CITES Conference, Kyoto

MAKE SURE
He KNOWS
to "NO change"
REGARDING SLAPHEAD
HIGHEST MEATS
At this
CONFERENCE.

The following is provided to update you on significant CITES issues.

Nursery Registration

The CITES Secretariat proposed this resolution which the United States has strongly opposed. However, we have utilized our expertise to attempt to arrive at a more workable approach. The horticultural industry is apprehensive that Nursery Registration resolution would add an additional paperwork and regulatory burden on the industry. Major changes have been made to the original draft resolution proposed by the CITES Secretariat which would eliminate the industry's concerns. The Conference will review the new language WITHOUT adopting the resolution. It is anticipated that the adopted revised resolution will be forwarded to the Plants Committee along with instructions to develop criteria for nursery registration with industry input. This will be accomplished before and considered by the next conference (COP9). Although the U.S. nursery industry is apprehensive, the changes should eliminate the industries primary concerns of additional paperwork. In addition, although probably not recognized by industry, the nursery registration process now has the potential of accomplishing a major industry objective of facilitating trade in artificially propagated plants.

Sen

American Black Bear

Because of the illegal trade in Asian bear parts for aphrodisiac purposes and severe declines in populations, Denmark has proposed to include American black bear (*Ursus americanus*) in Apperdx II because of a look alike problem with trade in North American bear parts. On March 5, the United States Delegation met with Canada, Japan, Korea, Singapore, China, United Kingdom and the observer country of Taiwan to discuss Denmark's proposal to include

cc: *Yeutter*
Rollins
Kisberg

the American black bear on Appendix II. The American black bear is currently listed in Appendix III. The consensus among the Asian countries is that an Appendix II listing for the American black bear is preferable since the countries polled could successfully prosecute an Appendix II infraction but cannot prosecute an Appendix III infraction. Additionally, since species characteristics are absent from gall bladders, an Appendix II listing would also provide additional illegal trade protection to other Appendix I bear species such as Asiatic black bear (U. hibernicus), sloth bear (Melursus ursinus) sun bear (Helarctos malayanus) and certain populations of the brown bear (U. arctos). The United Kingdom also supports an Appendix II listing. The United States and Canada do not support an Appendix II listing.

Elephant

There have been no items on today's Conference agenda dealing directly with elephants. The issue continues, of course, to be the "unofficial" hot topic. Five Southern African countries (Botswana, Malawi, Namibia, South Africa and Zimbabwe) have announced their willingness to consider a voluntary moratorium on ivory trade even though their current reservations would allow them to trade in ivory with non-Party nations. (They have not withdrawn their current reservations.) The trade-off they seek is Appendix II listing and the ability to trade in hides and meat. This is a significant offer in the spirit of compromise, but Dr. Richard Leaky of Kenya is likely to announce he is for retention of Appendix I and this would well sabotage the ability of reaching an African states consensus.

Bluefin Tuna

On Thursday, after the Japanese were unable to arrange a four-party meeting with the Swedes, U.S. delegates met with Mr. Johansson of the Swedish delegation to discuss Sweden's proposal to list Atlantic bluefin tuna on Appendix I. Mr. Johansson explained his delegation will not decide on its strategy before Sunday, when their marine specialist arrives in Japan, but they are entertaining alternatives such as an Appendix II listing or a resolution. U.S. delegates then met with Japanese and Canadian delegates and worked out a strengthened resolution. Later they met with Morocco and Australia, who agreed to the text of the resolution. All five delegations will seek support from other countries, particularly ICCAT members, for this resolution as a substitute for any CITES listing. NGO's claim they have enough votes to secure a CITES listing (I or II) for tuna, contending there is little confidence in ICCAT, their data and their commitment to properly manage the stock. They contend they want to send a message along these lines with a CITES listing.

In another development, the IUCN change its recommendation on the Swedish proposal and now supports an Appendix I listing.

Wild Bird Trade

Today at the CITES meeting, the United States introduced a resolution to suspend trade in wild bird species that are subject to high levels of international trade, but for which trade is either known to be harmful or for which there is insufficient information on which to base the required scientific finding. The United States was joined in its resolution by Honduras, a country that was once a major exporter of birds but that now bans all wild bird exports. The discussion was active and heated, with particular opposition from countries that are major exporters of wild birds, including Guyana, Argentina, and Indonesia. A number of other countries, including Brazil, Uruguay, Zambia, and the Gambia, offered strong support for the United States efforts. Although the U.S. made it clear that its resolution supports sustainable utilization (while opposing unsustainable use), the International Union for the Conservation of Nature and the European Community led the opposition to the U.S. resolution, arguing instead for a more "go slow" approach. The United States put the issue to a vote, and was defeated 53 to 20. The CITES meeting will take up the general issue of trade in wild animals, where the U.S. will work very hard to see passage of a very strong resolution, with a high degree of focus on the wild bird trade.

Mahogany and Other Woods

Currently, Costa Rica has submitted a much stricter proposal that would include all antiques, handicrafts, and Old World plantation timber. The U.S. proposal is more focused and practical, and more consistent with sustainable use of the resource. Our proposal excluded all non-native, Old World plantation, old mahogany products, and handicrafts from the mainland mahogany. We are currently consulting thoroughly with Costa Rica and all the other range states on both proposals. If the U.S. were to withdraw its proposal, only the more restrictive Costa Rican proposal would be considered by the Parties.

The U.S. is working with the other range states in order to address the problem of the severe decline of Swietenia populations in the Caribbean (Sw. mahagoni), for which listing support is virtually universal, including from the International Hardwood Products Association. Also there are declines in Mexico, Central America and South America of Sw. macrophylla. Many range states have legislation aimed at preventing illegal logging; however, without the cooperative and international monitoring aspects of a CITES listing, these laws are much more difficult to implement. CITES will help industry to have long-term, reliable resources of American mahogany for the public.

cc: Clayton Yeutter, Domestic Policy,
The White House

Mike Hayden, Assistant Secretary for Fish and Wildlife and Parks
Department of the Interior

THAD COCHRAN
MISSISSIPPI

DCF HAS SEEN

COMMITTEE ON
AGRICULTURE, NUTRITION,
AND FORESTRY

COMMITTEE ON
APPROPRIATIONS

COMMITTEE ON
LABOR AND
HUMAN RESOURCES

SELECT COMMITTEE ON
INDIAN AFFAIRS

United States Senate
WASHINGTON, DC 20510-2402

March 3, 1992

The President
The White House
Washington, DC 20500


Dear Mr. President:

This week, the United States Fish and Wildlife Service, representing the United States Government may propose placing mahogany (*S. mahogani* and *S. macrophylla*) on a listing of the Convention of International Trade in Endangered Species (CITES). This is the first time that a widely traded timber species has been proposed for this list. We are concerned that such an action would set an unfortunate precedent and open the door to any type of timber being placed on such a list without the opportunity for Congressional or Executive analysis.

We are also concerned that the U.S. Fish and Wildlife Service is regulating the trade of tropical timbers without the close involvement of the organization that deals primarily with timber issues, the U.S. Forest Service. The Forest Service testified that due to the lack of information, input, and consensus, listing mahogany in Appendix 2 under CITES in March, 1992, would be inappropriate.

Mahogany is a very important commodity in the international timber trade. We believe it would be impossible, based on credible scientific data, to ever list any available commodity. Brazil alone has 960,000 square miles of forest containing mahogany, much of which is inaccessible. How can a species, such as *S. macrophylla*, that is so widely distributed and available be considered at risk of endangerment?

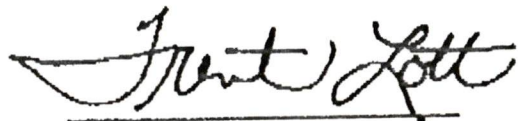
CLAYTON
What is
our position?



The President
Page 2

Mr. President, we ask your support in formally opposing this proposal and that you communicate this to the U.S. delegation in Japan.

Sincerely,



TRENT LOTT
United States Senator



THAD COCHRAN
United States Senator



JESSE HELMS
United States Senator

TC/ms

DCF HAS SEEN

THE WHITE HOUSE
WASHINGTON

March 12, 1992

file

MEMORANDUM FOR SAM SKINNER

FROM: EDE HOLIDAY *EH*

SUBJECT: Follow up to CBS News Story on DOE Contractor

Last evening, CBS News aired a story about Charles Varnadore, an employee of Energy Systems, a Martin Marietta Corporation subsidiary that operates the Department of Energy's Oak Ridge National Laboratory. Mr. Varnadore alleges that he was harassed and intimidated by Energy Systems after appearing on television expressing his concern about the lack of training he received when he began work at Oak Ridge and claiming that a number of individuals who had worked at the laboratory subsequently died of cancer.

The Department of Labor has issued a compliance action against Energy Systems and found that company did, in fact, retaliate. The Department of Energy has refused to compensate Energy Systems in its appeal of the Department of Labor decision and is working with Mr. Varnadore to investigate all of his concerns about worker health and safety. In addition, Martin Marietta Corporation issued a statement about the matter last evening, a copy of which is attached.

Secretary Watkins is currently preparing a memorandum for you for immediate delivery that describes this issue in greater detail.

Attachment



MAR 11 '92 18:27

F.2

MARTIN MARIETTA CORPORATION6901 ROCKLEDGE DRIVE
BETHESDA, MARYLAND 20817
TELEPHONE (301) 927-6166**NORMAN R. AUGUSTINE**
CHAIRMAN AND CHIEF EXECUTIVE OFFICER

March 11, 1992

Admiral James D. Watkins
Secretary of Energy
100 Independence Ave., S.W.
Washington, DC 20585

Dear Admiral Watkins:

I understand that you are aware of the allegations made by Mr. Varnadore at Oak Ridge. Since you may receive questions on the matter, I thought it would be well for you to have a copy of the statement we plan to make on the matter. We are taking the allegations very seriously -- I spent some three hours reviewing the matter myself last Friday. It is obviously important that we ascertain the facts.

I am sorry that we missed speaking by telephone but due to the time urgency of the matter I did want you to have a copy of this statement this evening.

Respectfully,

Norman R. Augustine

/ljc
Attachmentcc: Mr. J. Le Grone
Mr. C. Hopkins

MAR 11 '92 18:27

r. 3

We take Mr. Varnadore's allegations very seriously, as we do all claims by employees involving ethical, health or safety matters.

Mr. Varnadore's allegations are being thoroughly investigated by the company, although the evaluators have not yet been permitted to speak with Mr. Varnadore himself. In addition, the company will appoint an independent outside reviewer of impeccable reputation to thoroughly explore the matter.

The company's own review has to date found no evidence that Mr. Varnadore was exposed to a work environment that was out of compliance with federal health standards.

We welcome the opportunity for Mr. Varnadore's case to be resolved in the proper forum and on the basis of clearly established factual evidence. Nonetheless, this allegation serves to heighten the need for supervisors to go the extra mile in assuring that workplace environmental surroundings for all employees are in fact maintained in compliance with the most demanding standards.

Withdrawal/Redaction Sheet (George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
01. Memo	From Clayton Yeutter to Sam Skinner Re Davis-Bacon (1 pp.)	3/16/92	P-5	
		Open on Expiration of PRA (Document Follows) By <u>CA</u> (NLGB) on <u>4/5/05</u>		

Collection:

Record Group: Bush Presidential Records
Office: Chief of Staff to the President, Office of the
Series: Skinner, Samuel
Subseries:
WHORM Cat.:
File Location: Memos March 92 [2 of 3]

Date Closed: 11/24/2004	OA/ID Number: 05826
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Re-review Case #: 2005-0368-S	Appeal Disposition:
P-2/P-5 Review Case #:	Disposition Date:
AR Case #:	MR Case #:
AR Disposition:	MR Disposition:
AR Disposition Date:	MR Disposition Date:

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P-1 National Security Classified Information [(a)(1) of the PRA]
- P-2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P-3 Release would violate a Federal statute [(a)(3) of the PRA]
- P-4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P-5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P-6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Removed as a personal record misfile.

Freedom of Information Act - [5 U.S.C. 552(b)]

- (b)(1) National security classified information [(b)(1) of the FOIA]
- (b)(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- (b)(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- (b)(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- (b)(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- (b)(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- (b)(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- (b)(9) Release would disclose geological or geophysical information

THE WHITE HOUSE
WASHINGTON
March 16, 1992

THE CHIEF of STAFF
has seen

MEMORANDUM FOR: SAM SKINNNER
FROM: CLAYTON YEUTTER *CY*

Sam, I talked with Spurlock of Labor this morning re their Beck proposal and he told me they had communicated to you their desire to hold it until after tomorrow so that it wouldn't leak. So we'll look at it mid-week, though it may not have sufficient political sex appeal to merit inclusion in the veto message.

I also talked to him about Davis-Bacon and he said we'd get their proposal today. I presume, however, that this will be their "helper" regulations to permit the use of lower paid, semi-skilled workers on projects subject to Davis-Bacon. Those regulations are supposed to create about 250,000 jobs annually and save the government about \$1.9 billion over the next five years. That may merit inclusion in the veto message, though Boyden Gray says we've been waiting for years for these regs!

The most dramatic move we could make would be to declare a national emergency and suspend Davis-Bacon entirely. But that's something that would require careful deliberation by you, me, and a few other people. My present inclination is that we shouldn't do so. Such action could be read by the financial markets and the general public as signaling that the recession is far from over. So the markets could take a hit and consumer confidence could fall even further. In addition, it is pretty hard for us to justify finding a national emergency now when we were unwilling to do so during the debate over extending unemployment compensation.

THE WHITE HOUSE

WASHINGTON

March 16, 1992

MEMORANDUM FOR CLAYTON YEUTTER

FROM: ROGER B. PORTER *RBP*

SUBJECT: Materials for Meeting with Secretary Skinner

As you requested, I have prepared the following materials for you to review with Secretary Skinner.

1. A memorandum on the OPD staff and an accompanying chart which shows how we are organized. You may wish to emphasize that we are adding staff gradually (essentially replacing those who have moved on) and will only increase the size of the staff if we find it is necessary.

This is an opportunity for you to provide an assessment of what strengths and weaknesses you have found in the staff. One of our keys, I am convinced, is that we are lean and everyone is busy. We have little in the way of turf battles because everyone has plenty of interesting work to do.

2. A chart prepared by the Office of Cabinet Affairs describing their organization and personnel. You will note that it involves a total of 18 people, including Ede Holiday but only one staff assistant for Jay Lefkowitz. We have agreed, for the next month to have Jim Fitzhenry split his time between OPD and Cabinet Affairs. We will see if it works in the case of Jim as well as a similar arrangement has worked for Steve Farrar over the last three years. Both Ede and I are convinced it can work and are committed to making it work.

3. A list of functions that the Office of Cabinet Affairs currently performs. This list was compiled based on information that French Hill provided me as to what those in the Office of Cabinet Affairs actually do. He acknowledged that there was a good deal of overlap between OPD and Cabinet Affairs and that it would be useful to clarify the respective roles of each office.

A second list highlights in bold those current functions that are essentially policy in nature and might appropriately be performed by the Office of Policy Development.

If you need anything else, please let me know.

Attachments

THE WHITE HOUSE

WASHINGTON

March 12, 1992

MEMORANDUM FOR SAMUEL K. SKINNER

FROM: CLAYTON YEUTTER

SUBJECT: OPD Staff

I am pleased to attach a copy of the new organization chart depicting our staffing arrangements for the Policy Coordinating Group and the Office of Policy Development.

As the chart indicates, we have a modest PCG Secretariat with staff support provided for the Policy Coordinating Group through six issue area groupings.

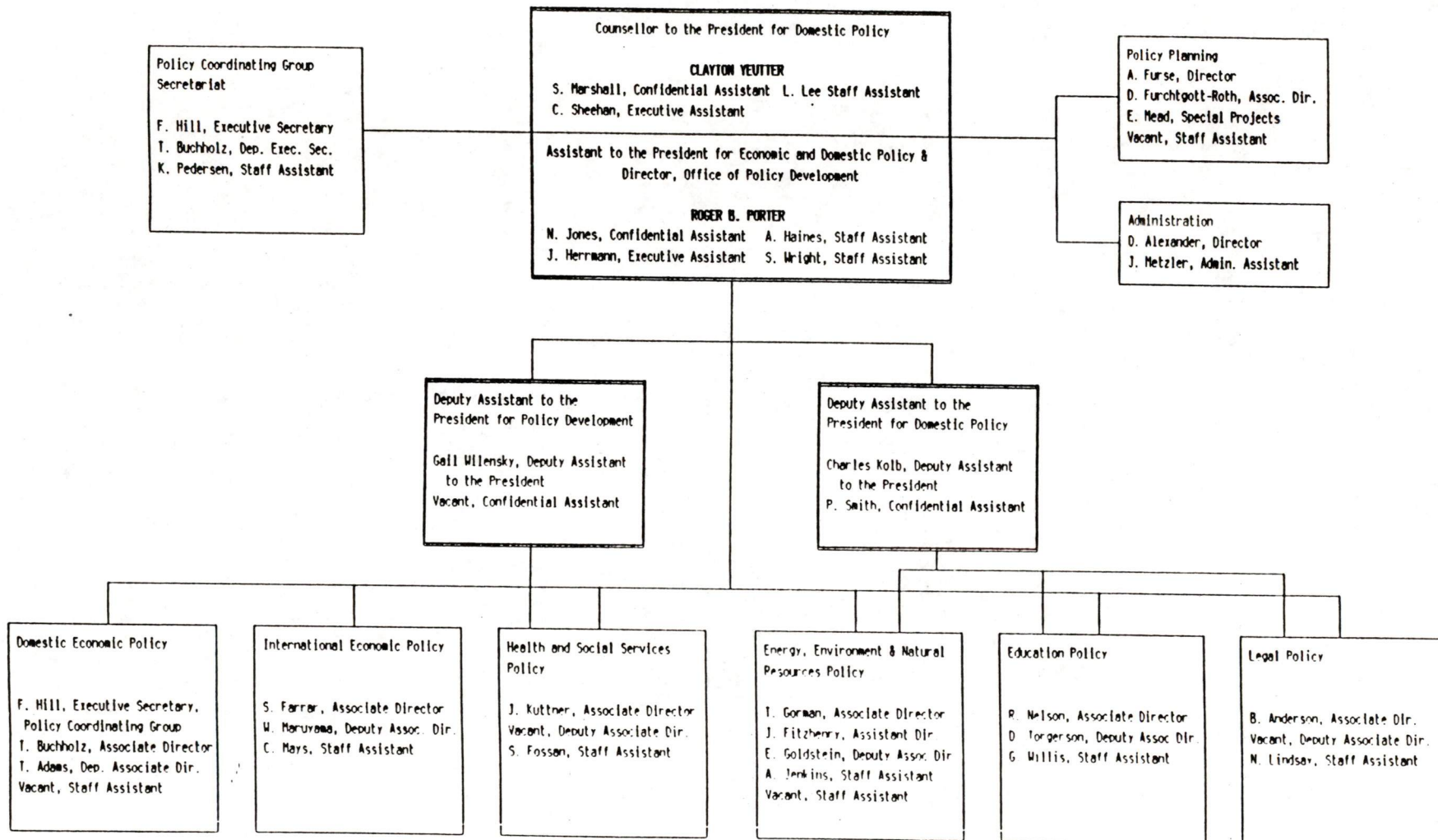
You will also note that Gail Wilensky is now on board. She will concentrate on health care and welfare reform, and will work closely with Charlie Kolb on the latter. We have tried to organize our resources flexibly so that we can deploy them efficiently on those projects, such as welfare reform, that will involve a good deal of activity over the next several months.

The activities of the Economic Policy Council and Domestic Policy Council, which were in the Office of Cabinet Affairs, have now been subsumed under the PCG. Previously, these policy councils had five professional and three support staff. Some of these people have now joined the Office of Policy Development staff.

Attachment

COUNSELLOR TO THE PRESIDENT FOR DOMESTIC POLICY

3/4/92



Office of Cabinet Affairs

Functions

1. Maintain early warning system.
 - Establish reporting relationships with departments and agencies to provide early warning with respect to:
 - Policy announcements
 - Personnel changes
 - Departmental activities of interest to the White House
2. Serve as office to receive and deal with concerns and complaints the departments have with the White House.
3. Transmit and handle departmental requests for appointments with the President and departmental scheduling requests for presidential events.
4. Transmit and handle letters or personal communications from cabinet officials to the President.
5. Transmit and staff memorandums from cabinet officers to the President on policy issues.
6. Communicate presidential decisions to department and agency officials.
7. Communicate the White House "line of the day" and other relevant information to department and agency officials.
8. Transmit to departments and agencies talking points on what the President has said.
9. Organize and conduct quarterly policy reviews with departments and agencies to examine department and agency plans for the next three months and to identify key departmental priorities.

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**ASSISTANT TO THE PRESIDENT AND SECRETARY OF THE CABINET
STAFFING CHART**

Assistant to the President &
Secretary of the Cabinet

HOLIDAY, EDITH E.
Shirley Watkins
Carol Swanson

Executive Secretariat

E. Luttig
P. Korfonta

Funnel and PCG

J. Lefkowitz
Staff Assistant (Vacant)
Staff Assistant (Vacant)

Deputy Assistant to the
President, Cabinet Liaison
Special Assistant to the
President for Agriculture

G. Blumenthal
S. Dance

Cabinet Liaison

D. Casse
C. Sechler
K. Shanahan
A. Kutchins
Vacant (Fitzhenry)

H. Ingersoll
M. Temeles
S. Schriefer
D. Gitlin

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THE WHITE HOUSE

WASHINGTON

March 17, 1992

file

MEMORANDUM FOR SAMUEL SKINNER / RICHARD DARMAN

FROM: CLAYTON YEUTTER *CY*

Sam and Dick, this is something we talked about very briefly two or three weeks ago and then put aside, awaiting the emergence of the tax bill. It may merit additional consideration later in the week when we see the final version of the tax bill.

I refer to the possibility that the Congress may well enact most of our seven point tax program. The bill won't be a verbatim enactment of what we want, or course, but it could be close.

That suggests the possibility of vetoing it because of its tax increase provisions, but finding the rest of it compatible with the President's proposal. The President then would be able to say that, in view of the need to give this economy a boost and in light of the disappointing Congressional delay that has already occurred, he will overlook remaining differences between our proposal and the Congressional package on everything other than the tax increases. Therefore, if the Congress will remove the tax increases from the bill, and send the rest of it back just as it was passed, he will sign it immediately.

In other words, if they'll meet the required disciplines of the budget agreement through spending decreases rather than tax increases, we'll have legislation that can go into effect in days.

That leaves open the question of how the spending cuts would be handled, of course. There would be a spectrum of options for that, ranging from specifying what is off limits from our standpoint (further defense reductions, e.g.) to announcing a willingness to work them out with the Congress over the next few days.

The Congress may not send us a bill that would make this veto procedure viable (either because of incompatibility with a number of our proposals or because the price tag is just too high) but we ought to at least keep it on the radar screen. Throwing the ball back into their court in this manner would be pretty powerful stuff politically.

DCF HAS SEEN

THE WHITE HOUSE
WASHINGTON

March 17, 1992

file

MEMORANDUM FOR SAMUEL K. SKINNER
CHIEF OF STAFF

FROM: SHERRIE S. ROLLINS
ASSISTANT TO THE PRESIDENT FOR PUBLIC LIAISON AND
INTERGOVERNMENTAL AFFAIRS

SUBJECT: Recusal statement

I have been advised that Federal conflict-of-interest law prohibits me from participating in my official capacity, personally and substantially, in any particular matter in which, to my knowledge, I have a financial interest. Therefore, I am executing this recusal statement by which I pledge to recuse myself from participating in any particular matter involving or having a direct and predictable effect on my husband's company, the Rollins Company. Although the Rollins Company is not engaged in lobbying Executive Branch agencies and officials, this recusal would include any matter in which my husband, Ed Rollins, or the Rollins Company personally represents or advises a client on a matter before any Federal agency or official. I understand that this disqualification does not include specific matters that may have an effect on the interests of clients of the Rollins Company provided that neither my husband nor the Rollins Company is representing or advising the client on such matters.

Also, although I have divested myself of my stock holdings in Capital Cities/ABC, Inc. so that I do not have a financial interest in that company, I wish to take an additional step, consistent with White House policy, out of an abundance of caution and in order to avoid any appearance of impropriety. For one year from February 10, 1992, I hereby pledge to recuse myself from participating in any particular matter involving or having a direct and predictable effect on Capital Cities/ABC, Inc.

Although I do not anticipate that particular matters involving either company will come before me, I will consult with the Counsel's office, as may be appropriate, concerning any matter that could potentially be of concern.

This memorandum will serve as notice of this disqualification to my immediate staff. Matters from which I am recused will be directed to appropriate Public Liaison or Intergovernmental Affairs officials without consultation with me.

cc: Boyden Gray

THE WHITE HOUSE

WASHINGTON

March 17, 1992

MEMORANDUM FOR SAMUEL SKINNER, CHIEF OF STAFF

THROUGH: NICK CALIO, ASSISTANT TO THE PRESIDENT
FOR LEGISLATIVE AFFAIRS *NEC*

FROM: GARY ANDRES, *GA* DEPUTY ASSISTANT TO THE PRESIDENT
FOR LEGISLATIVE AFFAIRS (House)

SUBJECT: Republican Leadership and Republican Members of
the Ways and Means Committee

The following are the seven elected Members of the Republican Leadership in the House and the Republican Members of the House Ways and Means Committee that will attend the luncheon hosted by Republican Leader Bob Michel to discuss post March 20th legislative strategy.

Representative Bob Michel (IL)
Representative Newt Gingrich (GA)
Representative Jerry Lewis (CA)
Representative Mickey Edwards (OK)
Representative Duncan Hunter (CA)
Representative Bill McCollum (FL)
Representative Vin Weber (MN)
Representative Guy Vander Jagt (MI)

Ways and Means Committee

Representative Bill Archer (TX)
Representative Philip Crane (IL)
Representative Dick Schulze (PA)
Representative Bill Gradison (OH)
Representative Bill Thomas (CA)
Representative Ray McGrath (NY)
Representative Rod Chandler (WA)
Representative Clay Shaw (FL)
Representative Don Sundquist (TN)
Representative Nancy Johnson (CT)
Representative Jim Bunning (KY)
Representative Fred Grandy (IA)

THE WHITE HOUSE
WASHINGTON

March 17, 1992

MEMORANDUM FOR ROSE ZAMARIA

FROM: SAMUEL K. SKINNER 

SUBJECT: PARKING PERMITS FOR THE CHIEF OF STAFF'S OFFICE

While I understand that parking is limited at the White House and that the demand for spaces is great, my office needs two additional parking spaces for staff members Scott Collins and Julie Nash. Because of the long and unusual hours that will be required of my staff during this particular year, I just don't see a way around this requirement.

Thank you for your help on this.

THE WHITE HOUSE
WASHINGTON

DCF HAS SEEN
8

March 18, 1992

MEMORANDUM FOR SAMUEL K. SKINNER
Chief of Staff to the President

FROM: Rose Zamaria *RZ*
Deputy Assistant to the President and
Director of White House Operations

SUBJECT: Status of FY 1992 Travel Budget

As of 2/29/92, listed below are the travel funds available for the President and the Immediate Office of the President for the remainder of fiscal year 1992.

<u>Account</u>	<u>Annual Budget</u>	<u>Obligated to Date</u>	<u>Remaining Funds</u>
President	\$100,000.00	12,500.00	87,500.00
Immediate Office of the President	30,000.00	1,386.00	28,614.00

If you have any questions concerning this memorandum, please call extension 2500.

2/28/92

TRAVEL REPORT FOR: UNDISTRIBUTED EXPENDITURES - 200
AS OF DATE: FEBRUARY 28, 1992

FOR MONTH: NOVEMBER 1991
FISCAL YEAR: 92

PAGE 1

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* ASTERISK DESIGNATES CHANGE IN AMOUNT FROM PREVIOUS MONTH END REPORT

AUTH	NAME	DESTINATION	DATES	TYPE	PURPOSE	AMOUNT	CHANGE
51792	PRESNT	BLANKET TRAVEL	10/01/91-09/30/92	O	BLANKET TRAVEL AUTHORIZATION	12,500.00	
TRIP TOTAL						12,500.00	
MONTH TOTAL						12,500.00	
ORGANIZATION TOTAL						12,500.00	

2/28/92

TRAVEL REPORT FOR: IMMEDIATE OFFICE OF THE PRESIDENT - 205
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AUTH	NAME	DESTINATION	DATES	TYPE	PURPOSE	AMOUNT	CHANGE
20837	FARISH	PA/KY/TN	10/02/91-10/02/91	O	ACCOMPANY THE PRESIDENT	30.00	
60537	CASEY	PA/TN/KY	10/02/91-10/03/91	O	ACCOMPANY THE PRESIDENT	30.00	
TRIP TOTAL						60.00	
20222	FARISH	CHICAGO, IL	12/10/91-12/10/91	O	ACCOMPANY THE PRESIDET	25.00	
TRIP TOTAL						25.00	
16075	MONTAGNE	MADRID, SPAIN	10/29/91-10/30/91	O	ACCOMPANY THE PRESIDENT	.00	
60543	PRESOCK,P	MADRID, SPAIN	10/28/91-10/30/91	O	ACCOMPANY THE PRESIDENT	.00	
60567	FARISH	MADRID, SPAIN	10/28/91-10/30/91	S	ACCOMPANY THE PRESIDENT	.00	
TRIP TOTAL						.00	
20224	FARISH	EUROPE/ASIA	12/30/91-01/10/92	S	ACCOMPANY THE PRESIDENT	.00	
TRIP TOTAL						.00	
MONTH TOTAL						85.00	

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TRAVEL REPORT FOR: IMMEDIATE OFFICE OF THE PRESIDENT - 205

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AUTH	NAME	DESTINATION	DATES	TYPE	PURPOSE	AMOUNT	CHANGE
60541	CASEY	HOUSTON, TX	10/31/91-11/01/91	O	ACCOMPANY THE PRESIDENT	228.50	
60565	FARISH	HOUSTON, TX	10/31/91-10/01/91	O	ACCOMPANY THE PRESIDENT	300.00	
TRIP TOTAL						528.50	
60566	FARISH	KENNEBUNKPORT, ME	11/02/91-11/02/91	O	ACCOMPANY THE PRESIDENT	25.00	
TRIP TOTAL						25.00	
16085	PRESOCK,P	SIMI VALLEY, CA	11/04/91-11/04/91	O	ACCOMPANY THE PRESIDENT	22.50	*
TRIP TOTAL						22.50	
60568	FARISH	NEW YORK, NY	11/12/91-11/12/91	O	ACCOMPANY THE PRESIDENT	25.00	
TRIP TOTAL						25.00	
20835	FARISH	ST LOUIS, MO	11/13/91-11/13/91	O	ACCOMPANY THE PRESIDENT	25.00	
TRIP TOTAL						25.00	
MONTH TOTAL						626.00	

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TRAVEL REPORT FOR: IMMEDIATE OFFICE OF THE PRESIDENT - 205
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AUTH	NAME	DESTINATION	DATES	TYPE	PURPOSE	AMOUNT	CHANGE
20220	FARISH	FL/MI	12/03/91-12/03/91	O	ACCOMPANY THE PRESIDENT	25.00	
TRIP TOTAL						25.00	
20221	FARISH	CA/HI	12/06/91-12/08/91	O	ACCOMPANY THE PRESIDENT	300.00	
TRIP TOTAL						300.00	
20223	FARISH	ORANGE, VA	12/16/91-12/16/91	O	ACCOMPANY THE PRESIDENT	.00	
TRIP TOTAL						.00	
20838	FARISH	ROME, ITALY	11/06/91-11/09/91	S	ACCOMPANY THE PRESIDENT	.00	
60542	CASEY	ROME, ITALY	11/06/91-11/09/91	S	ACCOMPANY THE PRESIDENT	.00	
TRIP TOTAL						.00	
MONTH TOTAL						325.00	

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AUTH	NAME	DESTINATION	DATES	TYPE	PURPOSE	AMOUNT	CHANGE
20225	FARISH	KANSAS CITY, MO	01/13/91-01/13/92	O	ACCOMPANY THE PRESIDENT	25.00	
TRIP TOTAL						25.00	
20226	FARISH	PORTSMOUTH, NH	01/15/92-01/15/92	O	ACCOMPANY THE PRESIDENT	25.00	
TRIP TOTAL						25.00	
20227	FARISH	ATLANTA, GA	01/17/92-01/17/92	O	ACCOMPANY THE PRESIDENT	.00	
TRIP TOTAL						.00	
20228	FARISH	CATONSVILLE, MD	01/21/92-01/21/92	O	ACCOMPANY THE PRESIDENT	.00	
TRIP TOTAL						.00	
MONTH TOTAL						50.00	

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AUTH	NAME	DESTINATION	DATES	TYPE	PURPOSE	AMOUNT	CHANGE
20235	MACLEAN	OH/CA/NV	02/06/92-02/07/92	O	ACCOMPANY THE PRESIDENT	300.00	
TRIP TOTAL						300.00	
MONTH TOTAL						300.00	
ORGANIZATION TOTAL						1,386.00	

THE WHITE HOUSE
WASHINGTON

DCF HAS SEEN

March 18, 1992

MEMORANDUM FOR SAMUEL K. SKINNER
Chief of Staff to the President

FROM: Rose Zamaria *RZ*
Deputy Assistant to the President and
Director of White House Operations

SUBJECT: Status of FY 1992 Travel and
Entertainment Budget

As of 2/29/92, listed below are the travel and entertainment funds available for your use for the remainder of fiscal year 1992.

<u>Account</u>	<u>Annual Budget</u>	<u>Obligated to Date</u>	<u>Remaining Funds</u>
Travel	\$15,000.00	4,151.00	10,849.00
Entertainment	1,500.00	434.70	1,065.30

If you have any questions concerning this memorandum, please call extension 2500.

2/28/92

TRAVEL REPORT FOR: ASST TO THE PRES - CHIEF OF STAFF - 210
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FOR MONTH: OCTOBER 1991

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AUTH	NAME	DESTINATION	DATES	TYPE	PURPOSE	AMOUNT	CHANGE
64901	CROISANT	NEW YORK. NY	12/15/91-01/31/92	O	PROVIDE SPECIAL GOV. SVC TO WHO	3,500.00	
TRIP TOTAL						3,500.00	
16010	MCBRIDE	NEW YORK, NY	10/25/91-10/25/91	O	ACCOMPANY THE CHIEF OF STAFF	.00	
16011	SUNUNU	NEW YORK, NY	10/25/91-10/25/91	O	ADDRESS 18TH ANNUAL DINNER	.00	
16022	SUNUNU	NEW YORK, NY	10/17/91-10/17/91	O	ADDRESS ALFRED E. SMITH MEMORIAL	.00	*
16024	MCBRIDE	NEW YORK, NY	10/17/91-10/17/91	O	ACCOMPANY THE CHIEF OF STAFF	.00	
TRIP TOTAL						.00	
16019	MCBRIDE	MADRID, SPAIN	10/28/91-10/31/91	S	ACCOMPANY THE PRESIDENT	.00	*
16083	SUNUNU	MADRID, SPAIN	10/28/91-10/31/91	S	ACCOMPANY THE PRESIDENT	.00	
TRIP TOTAL						.00	
MONTH TOTAL						3,500.00	

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AUTH	NAME	DESTINATION	DATES	TYPE	PURPOSE	AMOUNT	CHANGE
16094	MCBRIDE	OLATHE, KS	11/21/91-11/21/91	P	ACCOMPANY GOV. SUNUNU	.00	
TRIP TOTAL						.00	
16020	MCBRIDE	CA/TX	10/31/91-11/01/91	R	ACCOMPANY THE PRESIDENT	.00	*
16079	SUNUNU	HOUSTON, TX	10/31/91-11/01/91	R	ACCOMPANY THE PRESIDENT	.00	
TRIP TOTAL						.00	
16018	MCBRIDE	SIMI VALLEY, CA	11/04/91-11/04/91	O	ACCOMPANY THE PRESIDENT	22.50	*
16082	SUNUNU	SIMI VALLEY, CA	11/04/91-11/04/91	O	ACCOMPANY THE PRESIDENT	25.00	
TRIP TOTAL						47.50	
10179	MCBRIDE	NEW YORK, NY	11/12/91-11/12/91	O	ACCOMPANY THE PRESIDENT	25.00	
16081	SUNUNU	NEW YORK, NY	11/12/91-11/12/91	R	ACCOMPANY THE PRESIDENT	.00	
TRIP TOTAL						25.00	
MONTH TOTAL						72.50	

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TRAVEL REPORT FOR: ASST TO THE PRES - CHIEF OF STAFF - 210
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10161	MCBRIDE	FL/MI	12/03/91-12/03/91	O	ACCOMPANY THE PRESIDENT	25.00	
15323	SUNUNU	FL/MI	12/03/91-12/03/91	O	ACCOMPANY THE PRESIDENT	25.00	
TRIP TOTAL						50.00	
15324	MCBRIDE	CA/UT	12/03/91-12/10/91	O	ACCOMPANY THE PRESIDENT	.00	
20217	SUNUNU	ONTARIO, CA	12/06/91-12/06/91	R	ACCOMPANY THE PRESIDENT	.00	
TRIP TOTAL						.00	
21878	GAUGHAN	DALLAS, TX	12/18/91-12/18/91	O	ACCOMPANY THE PRESIDENT	.00	
60553	SKINNER	DALLAS, TX	12/18/91-12/18/91	O	ACCOMPANY THE PRESIDENT	.00	
TRIP TOTAL						.00	
16021	MCBRIDE	ROME, ITALY	11/06/91-11/09/91	S	ACCOMPANY THE PRESIDENT	.00	*
16080	SUNUNU	ROME, ITALY	11/06/91-11/09/91	S	ACCOMPANY THE PRESIDENT	.00	
TRIP TOTAL						.00	
MONTH TOTAL						50.00	

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AUTH	NAME	DESTINATION	DATES	TYPE	PURPOSE	AMOUNT	CHANGE
51794	SKINNER	PORTSMOUTH, NH	01/15/92-01/15/92	O	ACCOMPANY THE PRESIDENT	22.50	*
TRIP TOTAL						22.50	
51796	SLYE	ATLANTA, GA	01/17/92-01/17/92	O	ACCOMPANY THE PRESIDENT	.00	*
TRIP TOTAL						.00	
51798	HOGHAUGH	PA/NY	01/30/92-01/31/92	O	ACCOMPANY THE PRESIDENT	15.00	
51799	SKINNER	PA/NY	01/30/92-01/30/92	O	ACCOMPANY THE PRESIDENT	15.00	
TRIP TOTAL						30.00	
MONTH TOTAL						52.50	

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TRAVEL REPORT FOR: ASST TO THE PRES - CHIEF OF STAFF - 210
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AUTH	NAME	DESTINATION	DATES	TYPE	PURPOSE	AMOUNT	CHANGE
60590	MOORE	ORLANDO, FL	02/04/92-02/04/92	O	ACCOMPANY THE PRESIDENT	.00	
TRIP TOTAL						.00	
60591	MOORE	CA/OH/NV	02/06/92-02/07/92	O	ACCOMPANY THE PRESIDENT	300.00	
TRIP TOTAL						300.00	
60592	SKINNER	MANCHESTER, NH	02/12/92-02/12/92	O	ACCOMPANY THE PRESIDENT	25.00	
TRIP TOTAL						25.00	
60550	HOGHAUGH	NASHUA, NH	02/15/92-02/16/92	P	ACCOMPANY THE PRESIDENT	.00	
60599	SKINNER	NASHUA, NH	02/15/92-02/16/92	O	ACCOMPANY THE PRESIDENT	150.00	
TRIP TOTAL						150.00	
51797	SKINNER	CHARLESTON, SC	02/19/92-02/21/92	O	ACOMPANY THE PRESIDENT	.00	*
TRIP TOTAL						.00	
MONTH TOTAL						475.00	
ORGANIZATION TOTAL						4,150.00	

2/28/92

WHITE HOUSE ENTERTAINMENT REPORT

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AS OF DATE: FEBRUARY 28, 1992

ASST TO THE PRES - CHIEF OF STAFF - 210

PAYEE	ACCOUNT	PURPOSE	DATE	AMOUNT
WH STAFF MESS	SUNU-00	OCT MESS CHARGES	10/31/91	6.30
WH STAFF MESS	OCSA-02	OCT MESS CHARGES	10/31/91	110.00
WH STAFF MESS	OCSA-02	NOV MESS CHARGES	11/30/91	85.00
WH STAFF MESS	OCSA-01	NOV MESS CHARGES	11/30/91	21.15
WH STAFF MESS	CSOA-01	DEC MESS CHARGES	12/31/91	50.75
WH STAFF MESS	CSOA-02	DEC MESS CHARGES	12/31/91	40.00
WH STAFF MESS	OCSA-02	DEC MESS CHARGES	12/31/91	60.00
WH STAFF MESS	OCSA-02	JAN MESS CHARGES	01/31/92	47.50
WH STAFF MESS	CSOA-01	JAN MESS CHARGES	01/31/92	14.00
ORGANIZATION TOTAL				434.70

THE WHITE HOUSE

WASHINGTON

March 20, 1992

file

MEMORANDUM FOR SAM SKINNER

FROM: CLAYTON YEUTTER 

Sam, congratulations on shepherding through a fine piece of work today. That event far exceeded expectations--for the first time that has happened around here in ages!

The event itself came off well; the speech was strong, substantive, and just right in combativeness; and it clearly put us on the political offensive.

That makes for a good week--and probably a good month too. Now, as Bob Teeter says, if we can get four more of the latter we'll be on our way.

cc: H. Moore

S. Skinner

THE WHITE HOUSE
WASHINGTON

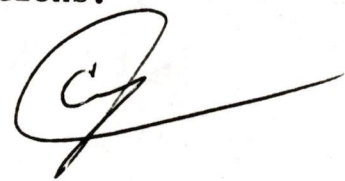
DATE: Mar. 20, 1992

TO: Sen. Dole

FROM: **CLAYTON YEUTTER**
Counsellor to the President for
Domestic Policy

Bob, your op ed, "Deadline Looms
While Congress Dozes," was excellent.
It laid it to our Democratic friends,
and they deserve it!

Congratulations!



THE WHITE HOUSE
WASHINGTON

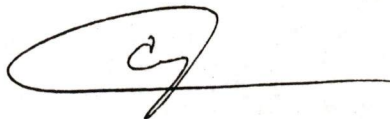
DATE: Mar. 20, 1992

TO: Gail W.

FROM: **CLAYTON YEUTTER**
Counsellor to the President for
Domestic Policy

Gail, Bob Michel had very nice things to say this morning about a briefing you did recently. I presume this was at one of your Wed. morning sessions, though it may have been something else.

Congratulations! He's a marvelous person, but it is always good to keep the ranking minority happy!



cc Roger P.

bc: S. Skinner
H. Moore

THE WHITE HOUSE
WASHINGTON

DATE: Mar. 21, 1992

TO: Dave Demarest

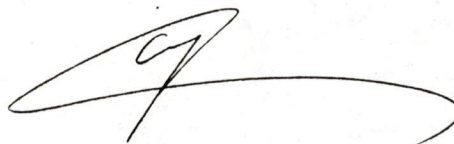
FROM: **CLAYTON YEUTTER**
Counsellor to the President for
Domestic Policy

Dave, we ought to continue to pound away at the Congressional Democratic leadership for their tax increase so long as that works for us.

One thought is for the President to say something like the following:

"I know of no economist--Democrat or Republican, liberal or conservative--who believes that the way to cure a recession is to raise taxes. That sounds more like the prescription of someone who does not want to cure the recession! Or at least not until after November!"

For your contemplation; no need to acknowledge.



cc H. Moore

bc: **S. Skinner**
R. Porter
F. Hill
S. Rollins
M. Fitzwater

THE WHITE HOUSE

WASHINGTON

March 20, 1992

MEMORANDUM FOR BOB GRADY

FROM: CLAYTON YEUTTER *CY*

Bob, I heard rave reviews on the speech as we filed out of the East Room today-- especially from the Members of Congress who were there. They were almost euphoric!

It is never easy to do a speech for someone else, particularly when that someone is the President of the United States. And it becomes even more difficult when there are lots of people "helping" you. But you handled all of that with aplomb, and the final work product was darn good.

Congratulations on a piece of work that may prove to have been far more important than any of us now realize.

cc: S. Skinner
H. Moore
D. Darman

THE WHITE HOUSE
WASHINGTON

March 20, 1992

✓
DCF HAS SEEN

THE CHIEF of STAFF
has seen

MEMORANDUM FOR SAM SKINNER
HENSON MOORE

FROM: DORRANCE SMITH *DS*

SUBJECT: President's March 20th Speech

The office of Media Affairs is taking the following steps relating to the President's March 20th speech:

1. Polling satellite vendors for surrogates to appear in Satellite tour.
2. Coordinating with Cabinet Affairs and Press Office on surrogate appearances on all network newscasts.
3. Coordinating campaign coverage of speech.
4. Tony Snow Op-Ed for SKS byline on recession for placement in Monday AM papers.
5. Distribution of speech, fact sheets, and background information to all regional media outlets.
6. Coordinate with C-Span, CNN, and CONUS live aspect of President's speech. PBS may also carry the speech live.
7. Help facilitate local/regional coverage of north lawn stakeout following President's speech.



DCF HAS SEEN

UNITED STATES DEPARTMENT OF EDUCATION
THE SECRETARY

March 12, 1992

File

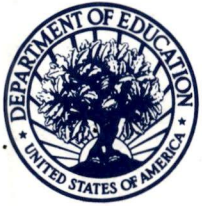
*3/13
Henson
For use
in Schedule
of Educator
Personal*

MEMORANDUM FOR SAM SKINNER

FROM: LAMAR ALEXANDER *Lamar*

This follows up our conversation and yesterday's meeting with David Kearns, Steve Danzansky and your staff at the White House.

*Post 3/20
Rollout*



UNITED STATES DEPARTMENT OF EDUCATION

THE SECRETARY

March 12, 1992

MEMORANDUM FOR SAM SKINNER

FROM: LAMAR ALEXANDER *Lamar*

WHAT THE PRESIDENT CAN BE DOING AND SAYING ABOUT EDUCATION FROM SUPER TUESDAY THROUGH THE CONVENTION

1. Getting the talk right -- Let speechwriters turn the attached policy into a few paragraphs of rhetoric and use it over and over and over again: "When I think of America in the year 2000 I think of a nation of students educating ourselves throughout our lifetimes at the best system of schools, colleges and universities in the world. This will take revolutionary changes. Business as usual will not help us reach our six ambitious national education goals."

2. Prepare for Second Term -- The President hosts small one hour private sessions every 10 days to talk about and get comfortable with his second term plans for education and how he should go about talking about this to the American people.

WHERE THE PRESIDENT GOES AND WHAT HE SAYS -- The President should seize the initiative on education, make it his by a sustained series of public appearances that make clear his agenda, where he thinks the nation ought to go, what it ought to do in order to become a nation of students educating ourselves at the best system of schools, colleges and universities in the world. All of the following ideas are either approved and part of the budget, or are now being worked out with OMB.

✓ 1. Draw the line with Congress -- The President should invite bipartisan congressional leaders to the White House immediately (before April 1). Tell them: "I won't sign business as usual legislation for our schools. We need revolutionary changes if our children are going to meet the six national education goals by the year 2000. That means support for world class standards, new curriculum frameworks and a voluntary national examination system. It means giving teachers more opportunity for training and more flexibility spending federal funds in their classrooms, giving communities help in creating truly break-the-mold New American Schools, and giving middle- and low-income families more of the same choices of schools for their children that wealthy families already have."

2. **A bold Republican initiative for working Americans** -- Invite Republican congressional leaders to the White House. Let them tell the President about their amendment to the higher education bill. They will say: "Let's create a \$25,000 lifetime line of credit for education and job training for every American which can be paid back out of earnings collected by the IRS. This will give working men and women and their children a better chance for a better job and a better life." The President can offer his support and use this for the rest of the year.

3. **Drawing the line with Congress again** -- When Congress does not act by March 20 and the April 1 deadline for authorizing the use of \$100 million appropriated for AMERICA 2000 passes, criticize the Congress: "Congress has missed not only my deadline but its own deadline. Worse than that, all Congress is thinking about passing is more of the same, business as usual. We need revolutionary changes: world-class standards and a voluntary national examination system; training and flexibility for teachers; break-the-mold New American Schools; more choices of schools for families."

4. **Celebrate the first birthday of AMERICA 2000 (April 18)** -- Celebrate the first anniversary of AMERICA 2000 by making one or two visits the week before to cities working hard to become an AMERICA 2000 community (e.g.: Omaha, Memphis, Las Cruces, etc.). "Forty states, led by Governors of both parties -- more than 1000 communities -- have accepted my challenge to become AMERICA 2000 communities. This is how America will create the best system of schools in the world by the turn of the century, community-by-community. This is how we can help our children reach the six ambitious national education goals we established in Charlottesville in 1989."

Another visit in May to Charlotte-Mecklenburg Chamber of Commerce Community Education Summit -- (May 22) Major POTUS address on education. Organizers expect "thousands" of citizens attending. Community has made a strong commitment to AMERICA 2000 and made rapid strides on standards and testing. Trip should include visit to Johnson C. Smith University's Kiddie Kollege.

5. **World Class Standards and Testing** -- Go to Nashville on April 3-4 (or videoconference) to address 15,000 math teachers: "You are one more reason for America to value its teachers. You led the way. You got out in front, established clear and high standards for what our children should know and be able to do about math. We are working together to create voluntary American

Achievement Tests so parents and communities can know how their kids and schools are doing. We want them to be able to live, work and compete with kids growing up in Seoul, Tokyo and Berlin."

6. **"Opportunity Scholarships"** -- Go to Milwaukee, check on the progress of Polly Williams and Gov. Thompson's program to help poor families attend private schools: "I have included in my new budget a half billion dollars to create one million new thousand dollar scholarships for children of middle- and low-income families. The only restriction would be that families be able to use this scholarship at any lawfully operating school. This is fair to families, will put money into the schools that help children who need the most help, and will unleash competitive forces that will make all schools better. It is federal support for a kind of state or local GI Bill for Kids. It is, in effect, a Pell grant for elementary and high school students. It will help to create the best system of elementary and high schools in the world just as the GI Bill and Pell grants have helped to create the best system of colleges and universities in the world. For Houston, for example, this would be \$100 million new federal dollars into the hands of middle- and low-income families to be spent in the schools that serve their children. . ."

7. **New American Schools** -- Go to almost any city, visit a break-the-mold school with Ted Sizer, or Jim Comer, or Hank Levin. "We must rethink our schools from top to bottom. We must break the mold, make revolutionary changes, invent schools that meet the needs of children the way children are growing up today. More than 700 of the most creative teams in America are competing for the \$200 million that the New American Schools Development Corporation will be giving to design teams that will in turn help communities everywhere create a new generation of new American schools, the best schools in the world."

8. **Head Start and Parental Responsibility** -- Go to National Meeting of Elementary School Principals in New Orleans, April 31: "We know Head Start helps. That is why I have pushed for a 127 percent increase in funding for Head Start during my four years while the federal budget as a whole was going up only 25 percent. Beginning next year Head Start will be available for every four-year-old. But, in the end, it is the parent who must make certain the child is born healthy, loved, read to, listened to, cared for. The family makes a difference. Every teacher knows this."

9. **Flexibility** -- Meet with teachers anywhere about this: "I can't think of a better example of the difference between what Washington thinks and what America thinks about this. I have yet to meet a teacher who does not think that she and her colleagues could not help children more if they had more flexibility in the way they spend the \$12 billion in more than 70 federal elementary and secondary programs. Yet Congress won't move. I think everybody against the idea of giving teachers more flexibility in the classroom must live in Washington, D.C."

10. **Retraining Teachers** -- Go to a Teachers or Principals Academy, lots of places: "One thing is certain -- if we are going to have new world-class standards, and different curriculum frameworks, and New American Schools, if we are going to expect so much more of our children we must be prepared for a period of massive retraining of teachers. That is why I have recommended that Congress provide funds to begin Governors Academies for teachers of math, science, English, history and geography in every state. That is why we have refocused \$2.1 billion of federal math and science education programs on teacher retraining."

11. **Education and Job Training for working Americans and their Children** -- Go to any community college, or to the national convention of community colleges in Phoenix on April 12 (or videoconference): "When I think of America in the year 2000, I think of a nation of students, Americans of all ages, throughout their lifetimes educating themselves in the best system of schools, colleges and universities in the world. This means we must give working men and women and their children a \$25,000 lifetime line of credit for education and job training which may be paid back from earnings collected by the IRS. It means we should let the working mother, who can only take one class at a time while she is working and managing her family, be eligible for our federal grants and loans to continue her education."

12. **The Armed Forces helping to create the best schools in the world** -- The President should take Cheney and Alexander to a conference in Los Angeles, direct them to implement a plan for how the armed forces can work with Los Angeles and other school districts to create schools for kids that aren't making it in regular schools: "If we can put missiles down smokestacks, we can create the best schools in the world for our children. As we cut back on military spending, we should take some of this brain power, equipment and dollars to help our cities with some of their toughest educational problems."

13. Colleges and Universities -- Commencement address:
"We have the best system of colleges and universities in the world. We are the world grand champions of science and technology. That is why I have recommended record levels of R&D spending. That is why I have recommended record increases in federal funds to help families pay for college costs. That is why I have recommended letting students deduct from their federal taxes the interest on student loans and to withdraw money without penalty from their IRAs for education. Today one of every two four-year-college students has a federal grant or loan to help pay college costs. We must use the principles that have helped to create the best system of colleges and universities in the world to help to create the best elementary and high schools in the world by the turn of the century."

14. Design Teams -- In mid to late June the New American Schools Development Corporation will announce the 20-30 award winners from the nearly 700 design teams submitting bids. The President should meet with a few of these teams, perhaps at the proposed geographical location of the school and speak with them about their winning "break-the-mold" ideas.

cc: Richard Darman
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